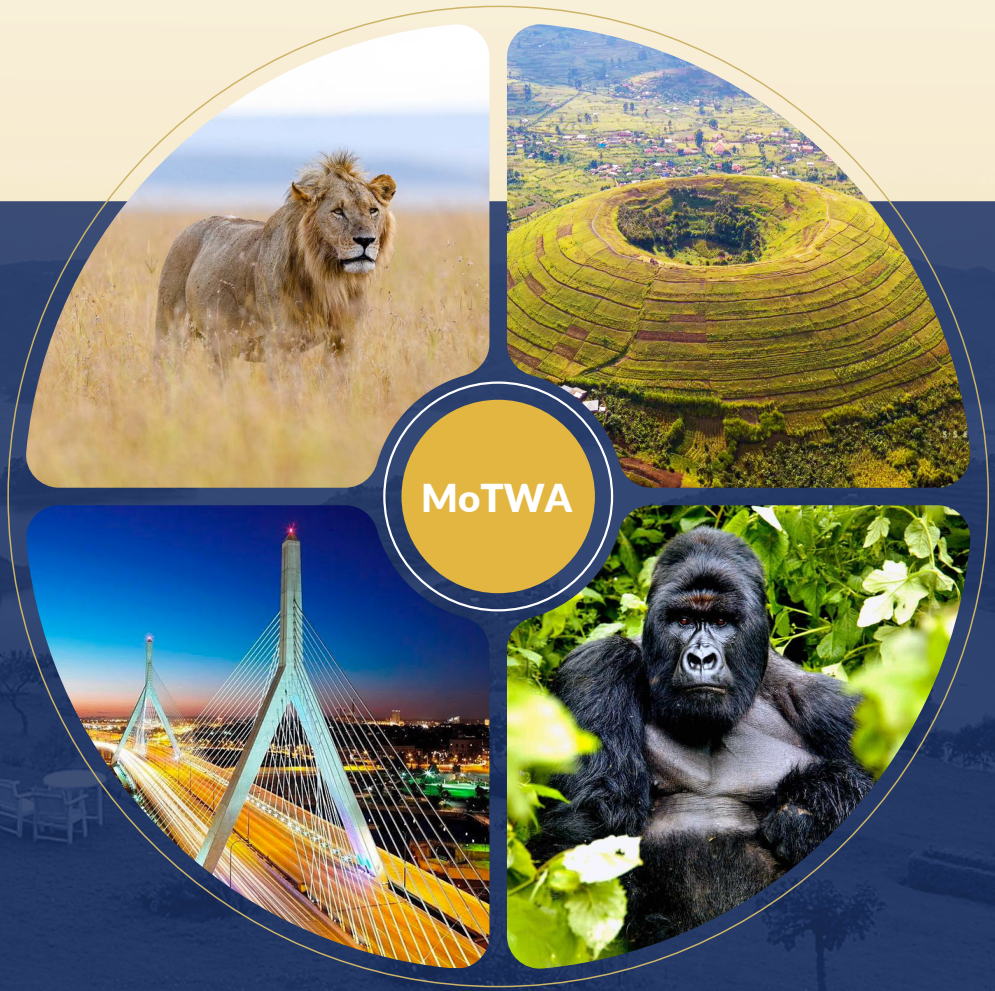
THE REPUBLIC OF UGANDA

MINISTRY OF TOURISM
WILDLIFE AND ANTIQUITIES

SERVICE DELIVERY STANDARDS

FOR FY 2025/2026 – 2029/2030



ISSUED BY:
The Permanent Secretary
Ministry of Tourism, Wildlife and Antiquities
©July 2025

THE REPUBLIC OF UGANDA

MINISTRY OF TOURISM WILDLIFE AND ANTIQUITIES

SERVICE DELIVERY STANDARDS

FOR FY 2025/2026 – 2029/2030

Goal:
"Uganda's position as the preferred tourist destination in the region enhanced".

"These Service Delivery Standards reaffirm the Ministry's commitment to delivering quality, timely, accessible, and client-centered services across the tourism sector. They are aligned with Uganda Vision 2040, National Development Plan IV (NDP IV), and global development agendas."

Issued by:
The Permanent Secretary
Ministry of Tourism, Wildlife and Antiquities
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GLOSSARY OF ACRONYMS/ ABBREVIATIONS

Throughout this document, unless otherwise stated, the abbreviations in the second column have the meanings stated opposite them in the third column.

S/N	ABBREVIATION	DESCRIPTION
1	GOU	Government of Uganda
2	MoTWA	Ministry of Tourism, Wildlife and Antiquities
3	NDP IV	Fourth National Development Plan
4	PIAP	Program Implementation Action Plan
5	TDP	Tourism Development Program
6	SDS	Service Delivery Standards
7	ICT	Information and Communication Technology
8	PDU	Procurement and Disposal Unit
9	MTEF	Medium-Term Expenditure Framework
10	MDAs	Ministry, Department, and Agency
11	NPA	National Planning Authority
12	UWA	Uganda Wildlife Authority
13	UTB	Uganda Tourism Board
14	UTA	Uganda Tourism Association
15	UWRTI	Uganda Wildlife Research and Training Institute
16	UWEC	Uganda Wildlife Conservation Education Centre
17	UHTTI	Uganda Hotel and Tourism Training Institute

1.0 FOREWORD



Tourism remains one of Uganda's most dynamic and high-potential sectors for socio-economic transformation. It plays a pivotal role in generating foreign exchange, creating jobs, preserving biodiversity, and celebrating our cultural diversity. As the Ministry of Tourism, Wildlife and Antiquities (MoTWA), we remain steadfast in our mission to unlock this potential through responsive, citizen-centered, and accountable service delivery.

The formulation of this Service Delivery Standards (SDS) document marks a vital milestone in aligning Ministry operations with Uganda Vision 2040 and the Fourth National Development Plan (NDP IV). It sets the benchmarks for performance and transparency across our departments and affiliated agencies, offering clarity to our clients — citizens, tourists, investors, researchers, and communities, on what services to expect and how they will be delivered.

The Ministry offers a range of services, which are linked to clear outputs, targets, and annual deliverables under the Government's performance framework, and these include: licensing, heritage conservation, tourism marketing, wildlife protection, and institutional support. Each service defines minimum delivery standards in terms of quality, frequency, timelines, cost-effectiveness, coverage, and access criteria for service recipients.

These standards are directly anchored in the Tourism Development Programme Implementation Action Plan (PIAP) and reflect our commitment to improving efficiency, results-based management, and accountability in service delivery, enabling Citizens and other stakeholders to hold the Ministry accountable for service delivery.

The Ministry is committed to implementing these standards fully, through resource prioritization and monitoring. We envision a transformed Ministry, where excellence, efficiency, transparency and accountability define the client experience, and where citizens, and other stakeholders are empowered to provide genuine feedback. The standards will be reviewed every five years to maintain their effectiveness and appropriateness.

I sincerely thank the technical teams and stakeholders across the public and private sectors who contributed to the successful development of these service delivery standards. I also urge all staff to fully uphold and adhere to these standards, as we work together to position Uganda as a sustainable, competitive, and inclusive tourism destination.



HON. TOM R. BUTIME (MP)
Minister of Tourism, Wildlife and Antiquities

2.0 PREAMBLE



The Ministry of Tourism, Wildlife and Antiquities (MoTWA) recognizes the critical role of service delivery in achieving national development goals and enhancing the well-being of all Ugandans. As a lead implementing agency of the Tourism Development Programme under the NDP IV, the Ministry is committed to delivering services that are efficient, transparent, inclusive, and aligned to the aspirations of Uganda Vision 2040.

This Service Delivery Standards (SDS) document provides a structured framework for ensuring quality, timeliness, accessibility, and accountability across all Ministry departments and agencies. It defines the service expectations of clients, including citizens, tourists, researchers, investors, and local communities, and articulates the standards that public officers must meet in delivering those services.

The SDS is grounded in the Programme Implementation Action Plan (PIAP) and fully aligned with the Results and Responsibility Framework (RRF). It incorporates indicators, outputs, and targets derived from strategic interventions and budgeted actions across the tourism value chain. These standards have also been costed and prioritized to reflect available resources under the Medium-Term Expenditure Framework (MTEF).

- Serve as a contract between MoTWA and its service recipients
- Guide internal performance planning and resource allocation
- Inform public expectations and feedback mechanisms
- Strengthen sector performance reporting and compliance

The SDS will serve as a basis for strategic decision-making, budgeting, staff performance appraisal, and stakeholder engagement. Its implementation is expected to contribute directly to increased tourism earnings, expanded domestic and inbound tourist numbers, enhanced wildlife and cultural heritage conservation, and strengthened institutional capacity.

This document is therefore a foundational tool for realizing our Ministry's vision and delivering on Uganda's transformation agenda.



DOREEN S. KATUSIIME (MRS.)

Permanent Secretary

3.0 EXECUTIVE SUMMARY

The Service Delivery Standards (SDS) document for the Ministry of Tourism, Wildlife and Antiquities (MoTWA) has been developed as a guiding tool for ensuring efficient, timely, inclusive, and client-oriented public service delivery in Uganda's tourism sector. These standards are aligned to Uganda Vision 2040, the Fourth National Development Plan (NDP IV), and the Programme Implementation Action Plan (PIAP) for the Tourism Development Programme (TDP).

The SDS document sets out clearly defined service commitments across all departments of the Ministry, outlining specific objectives, key outputs, performance indicators, timelines, costs (where applicable), access requirements, and responsible units. It aims to enhance predictability, transparency, accountability, and equity in the delivery of tourism, wildlife, heritage, and institutional support services.

MoTWA's service delivery framework is anchored on the following five strategic objectives of the TDP:

1. Promote domestic and inbound tourism
2. Improve the stock and quality of tourism infrastructure
3. Conserve, develop, improve, and diversify tourism products
4. Develop skilled personnel along the tourism value chain
5. Strengthen coordination, legal, and institutional framework of the tourism industry

The SDS provides a structured mechanism for monitoring and evaluating service performance across critical areas including:

- Tourism licensing, marketing, and promotion
- Wildlife conservation, licensing, trade monitoring, regulation and protected area management
- Museums, cultural heritage, and monument preservation
- Strategic planning, policy development, ICT service support, and sector coordination
- Finance, procurement, and human resource management

This document also integrates both output-level and lag (impact-level) performance indicators to track real progress in achieving sector outcomes such as increased tourist arrivals, higher foreign exchange earnings, enhanced heritage conservation, and expanded employment in the tourism value chain.

By institutionalizing these standards, MoTWA reaffirms its commitment to building a vibrant, inclusive, and competitive tourism sector that contributes meaningfully to Uganda's socio-economic transformation.

4.0 INTRODUCTION

The Ministry of Tourism, Wildlife and Antiquities (MoTWA) is mandated to formulate and implement policies, strategies, plans, and programs that promote the conservation and development of tourism, wildlife, and cultural heritage as a catalyst for Uganda's socio-economic transformation. This mandate is derived from Article 189 and the Sixth Schedule of the Constitution of the Republic of Uganda (1995), the Uganda Wildlife Act, Cap. 315 (2024), the Uganda Tourism Act (2008), the Museums and Monuments Act (2023), and the Technical and Vocational Education and Training (TVET) Act, 2025 (CAP 261).

As a key driver of inclusive growth, employment, and foreign exchange earnings, the tourism sector is recognized as a strategic pillar under Uganda Vision 2040 and the Fourth National Development Plan (NDP IV).

Despite notable achievements in positioning Uganda as a tourism destination, several challenges remain. These include inconsistencies in service delivery, inadequate performance tracking systems, limited public access to reliable service information, and low client feedback utilization. In response, the Government of Uganda has prioritized public service reform efforts including the institutionalization of Service Delivery Standards (SDS) to promote efficiency, equity, and accountability across Ministries, Departments, and Agencies.

4.1 BACKGROUND AND RATIONALE

The SDS serves as a technical tool to define, track, and improve the quality of services provided by MoTWA. It is a framework for aligning ministry operations with national priorities, enhancing client satisfaction, and embedding a performance culture across all functional units.

4.2 VISION:

Sustainable tourism as a driving force for Uganda's socio-economic transformation through the sustainable conservation of wildlife and cultural heritage resources.

4.3 MISSION:

To lead the development and promotion of tourism, wildlife and cultural heritage resources for the enhancement of Uganda as a preferred tourist destination.

4.4 STRATEGIC OBJECTIVES

Over the next five years, MTWA will pursue the following strategic objectives:

1. Promote inbound and domestic tourism;
2. Conserve, develop, improve, and diversify tourism products;

3. Develop skilled personnel along the tourism value chain;

4. Improve the stock and quality of tourism infrastructure; and

5. Strengthen the coordination and enforcement of regulations in the tourism industry.

4.5 PURPOSE OF THE SERVICE DELIVERY STANDARDS

The Service Delivery Standards of the Ministry of Tourism, Wildlife and Antiquities are designed to enhance accountability, transparency, and efficiency in the delivery of services to the public. They set clear expectations for the quality, timeliness, and accessibility of services provided by the Ministry, ensuring that stakeholders, including tourists, conservation partners, and local communities, receive consistent and professional support that promotes sustainable tourism, wildlife conservation, and cultural heritage preservation.

By institutionalizing these standards, MoTWA seeks to:

- Define the minimum levels of service that the Ministry of Tourism, Wildlife and Antiquities (MTWA) must provide, and clarify what service recipients should expect in terms of quality, quantity, timeliness, cost, and coverage.
- Promote a culture of continuous improvement and active citizen engagement.
- Strengthen service delivery through measurable performance indicators.
- Ensure uniformity and consistency in service provision at both national and decentralized levels.
- Empower service recipients and communities to demand services that meet established standards and provide a basis for assessing satisfaction with those standards.
- Establish a foundation for the regular review of management systems and processes.
- Enforce quality assurance and compliance with local, national, and international standards and best practices.

4.6 LEGAL AND POLICY FRAMEWORK

The SDS is informed by an extensive legal and policy framework, ensuring legal compliance and sector alignment. Key references include:

- The Constitution of the Republic of Uganda (1995) – Article 8A on accountability and governance

- Uganda Vision 2040, NDP IV (2025/26–2029/30), and PIAPs
- Uganda Public Service Standing Orders (2021 Edition)
- The Local Governments Act, Cap 243 – Section 97 on service standards by line ministries
- The Public Finance Management Act (2015) and the PPDA Act (2003)
- The Tourism Act (2008) and other sector specific laws such as the Uganda Wildlife Act Cap 315, and the Historical Monuments Act, (2023)
- Access to Information Act (2005)
- Data Protection and Privacy Act (2019)
- Equal Opportunities Act (2007)
- Persons with Disabilities Act (2020)
- Leadership Code Act (2002) and Anti-Corruption Act (2009)
- Consumer Protection Guidelines (2019)
- National Resistance Movement Manifesto (2021-2026)

4.7 ALIGNMENT WITH VISION 2040, NDP IV, AND PIAPS

The SDS contributes to national development objectives by aligning MoTWA operations with:

- Uganda Vision 2040 – tourism as a socio-economic transformation anchor
- Fourth National Development Plan (NDP IV) – Tourism Development Programme
- PIAPs – which outline priority outputs, targets, and performance indicators for implementation

The SDS supports MoTWA's contribution to:

- Increasing foreign exchange earnings through tourism
- Expanding job opportunities in tourism value chains
- Enhancing conservation of wildlife and cultural heritage
- Improving public service quality and accessibility

4.8 METHODOLOGY AND STAKEHOLDER ENGAGEMENT

The development of this SDS followed a participatory and evidence-based process involving:

- Analysis of MoTWA's mandate, policies, and Ministry strategic plan
- Integration of PIAP results frameworks and national policy instruments
- Review of good practices from other MDAs and regional benchmarks

- Consultative workshops with MoTWA departments, affiliated agencies (UWA, UTB, UWRTI, UWEC, UHTTI), private sector actors (e.g., AUTO, UTA), and community representatives
- Technical review by the Ministry of Public Service and the National Planning Authority (NPA)
- Stakeholder validation and internal quality assurance by senior leadership

The resulting SDS presents a unified and practical tool for internal performance management and client engagement, designed to evolve with implementation experiences and feedback.

4.9 GUIDING PRINCIPLES FOR SERVICE DELIVERY

The implementation of Service Delivery Standards within the Ministry of Tourism, Wildlife and Antiquities (MoTWA) is anchored on a set of guiding principles that reflect the Ministry's commitment to service excellence, transparency, inclusivity, and results-based management.

These principles are derived from the Uganda Public Service values, national policies, and international best practices:

i). Client-Centeredness

All services shall be designed and delivered with the needs, expectations, and feedback of clients in mind. MoTWA shall ensure timely, relevant, and responsive services that promote citizen satisfaction and participation.

ii). Professionalism

Staff shall demonstrate competence, integrity, respect, and ethical conduct in the execution of their duties in line with the Uganda Public Service Code of Conduct and the Ministry's core values.

iii). Accountability

Service providers and leaders shall be accountable for the quality, timeliness, and effectiveness of services delivered. Performance will be regularly measured and publicly reported.

iv). Transparency

Information about available services, procedures, timelines, and costs shall be accessible to all stakeholders. Decisions and actions will be taken in a clear and open manner to build public trust.

v). Cost-Effectiveness

MoTWA shall promote prudent use of public resources by ensuring that services are delivered efficiently and at the least possible cost without compromising quality.

vi). Equity and Inclusiveness

Services shall be delivered fairly and without discrimination, ensuring that all segments of the population — including women, youth, elderly persons, and persons with disabilities — have equal access.

vii). Participation

MoTWA shall actively engage clients, development partners, private sector actors, and other stakeholders in planning, implementation, and monitoring of service delivery to promote ownership and sustainability.

viii). Effectiveness and Results Orientation

Service delivery will be guided by clear targets, performance indicators, and feedback mechanisms to ensure that intended outcomes are achieved and continuously improved.

ix). Innovation and Digital Transformation

The Ministry shall leverage technology, data, and innovation to improve service efficiency, expand reach, and enhance user experience in tourism, wildlife, and heritage sectors.

These principles shall be embedded in all aspects of service delivery — from planning and budgeting to implementation, reporting, and stakeholder engagement — to ensure the Ministry remains responsive, transparent, and transformative in its mandate.

5.0 GENERAL SERVICE DELIVERY STANDARDS

The Ministry of Tourism, Wildlife and Antiquities (MoTWA) is committed to delivering services that meet high standards of quality, timeliness, accessibility, and transparency. These general standards apply across all departments and programs and form the foundation upon which specific departmental service standards are built.

The General Service Delivery Standards ensure that citizens, stakeholders, and partners receive consistent, efficient, and equitable services in line with national development aspirations and global best practices.

5.1 QUALITY STANDARDS

MoTWA shall ensure that all services delivered meet established quality requirements by adhering to the following principles:

- Services must comply with sector policies, technical guidelines, and operational protocols.
- Deliverables must be accurate, reliable, and meet or exceed the expectations set in service charters and client commitments.
- Frontline service providers must demonstrate professionalism, courtesy, and competence at all times.
- Regular quality assurance inspections, client satisfaction surveys, and feedback mechanisms shall be conducted to continually improve service quality.
- Services must be inclusive, ensuring attention to gender, youth, disability, and regional equity considerations.

Minimum Quality Commitment: "All services provided by MoTWA must conform to approved standards, standard operating procedures (SOPs), guidelines and statutory requirements."

5.2 TIMELINESS

MoTWA recognizes that prompt service delivery is critical to client satisfaction and institutional efficiency. Therefore:

- Services must be delivered within clearly defined timelines, communicated to clients upfront.
- Each service will have a documented turnaround time (e.g., licensing within 10 working days, permit issuance within 15 working days).
- Timelines must be adhered to except where external factors beyond the Ministry's control intervene, in which case clients shall be informed of any delays promptly.
- Internal processes shall be continuously reviewed to minimize bottlenecks and enhance responsiveness.

Minimum Timeliness Commitment: "All services must be delivered within the agreed timelines and any delays must be proactively communicated to the client."

5.3 ACCESSIBILITY

MoTWA shall ensure that its services are accessible to all clients regardless of location, ability, or socioeconomic status by:

- Providing services through multiple channels, including physical offices, online platforms, mobile services, and information centers.
- Ensuring facilities are client-friendly and accessible to persons with disabilities.
- Offering services in user-friendly formats and, where necessary, in multiple languages to accommodate diverse client needs.
- Regularly reviewing service points and digital access to remove barriers and enhance reach to remote and underserved areas.

Minimum Accessibility Commitment: "Services must be available, visible, affordable, and reachable by all intended beneficiaries without discrimination."

5.4 COST

MoTWA commits to ensuring that service-related costs are reasonable, publicly known, and consistently applied by:

- Publishing all fees, charges, and requirements for accessing services in advance through official websites, offices, and client charters.

- Ensuring that no unofficial payments or hidden charges are levied.
- Regularly reviewing service costs to ensure alignment with government policies on affordability and equity.
- Issuing official receipts for all payments made and providing clear information on where and how to pay.

Minimum Cost and Transparency Commitment: "Clients shall be informed of any applicable service costs upfront, and payments shall only be made through approved channels with official acknowledgment."

6.0 STRUCTURE AND USE OF THE SERVICE DELIVERY STANDARDS

The Service Delivery Standards (SDS) for the Ministry of Tourism, Wildlife and Antiquities (MoTWA) are structured to provide a practical, measurable, and transparent framework for guiding how services are planned, delivered, monitored, and evaluated. They are designed for use by internal clients, external stakeholders, oversight agencies, and the general public.

Each standard is aligned to the strategic objectives of the Tourism Development Programme (TDP) under NDP IV and is presented in a uniform format that enables clarity, comparability, and accountability across departments.

6.1 APPLICATION OF THE STANDARDS

The Service Delivery Standards apply to all core Departments within MoTWA and its affiliated institutions (e.g., UWA, UTB, UWRTI, UHTTI). They serve several functions:

- Operational Planning: Departments use the standards to plan activities, allocate resources, and set performance targets.
- Public Accountability: Citizens and clients use the standards to understand their entitlements, request services, and track performance.
- Budgeting and Costing: The standards inform the preparation of costed work plans and provide benchmarks for determining the minimum resources required for service delivery.
- Client Charter Development: The SDS form the technical foundation for developing or updating Client Charters for public dissemination.
- Capacity Building: The standards guide training and orientation of staff on service expectations and ethical conduct.

All departments are expected to internalize these standards and disseminate them to both staff and service recipients.

6.2 PERFORMANCE MONITORING AND CONTINUOUS IMPROVEMENT

MoTWA shall adopt a robust monitoring and evaluation (M&E) framework to ensure that Service Delivery Standards are adhered to and continuously improved. This includes:

- Quarterly and annual performance reviews using the indicators in this document.
- Client satisfaction surveys, mystery client approaches, and community scorecards.
- Internal and external audits of service performance, efficiency, and compliance.
- Feedback and complaints mechanisms to capture and respond to service-related issues from the public.
- Continuous improvement cycles informed by stakeholder consultations, innovations, lessons learned, and updates in policy or operational contexts.

The Ministry shall institutionalize a culture of learning and responsiveness, regularly updating the standards to ensure they remain relevant, achievable, and aligned with evolving stakeholder needs and national priorities.

7.0 DEPARTMENTAL SERVICE DELIVERY STANDARDS

Each department of MoTWA has its specific Service Delivery Standards (SDS), which outlines a clear and structured reference for both internal staff and external stakeholders on what services are offered, how they are accessed, and what performance commitments the department has made to their internal and external clients.

Each Department has developed standards tailored to its mandate, ensuring that services are measurable, accessible, and responsive to client needs. These standards also serve as a foundation for budgeting, reporting, performance reviews, and continuous improvement.

By documenting and operationalizing these standards, MoTWA aims to build a culture of service excellence, public trust, and institutional accountability, ultimately improving Uganda's competitiveness as a tourism destination and custodian of national heritage.

DEPARTMENTAL SERVICE DELIVERY STANDARDS

SN	DEPARTMENT	STANDARD IN TERMS OF QUANTITY, QUALITY, COST, TIME, PROCESS, ACCESSIBILITY & COVERAGE
1	**Tourism Development Department**	**Departmental Mandate** o To foster sustainable tourism growth, promote Uganda as a premier tourist destination, and ensure the sector contributes significantly to the country's socio-economic development. Service Standards: a) Policy Formulation and Implementation: o One tourism policy reviewed and submitted for approval within five years. o Three regulations and five guidelines and tools are developed, reviewed, and submitted within five years. o Approved policies, regulations, guidelines, and tools are disseminated to stakeholders within 30 days of approval. b) Quality Assurance: o Four annual compliance inspections of tourism products and services conducted, with 100% of demand-driven inspections completed within five working days. o Quality inspection reports are developed and disseminated to stakeholders within 14 days of inspection. o Quarterly capacity building conducted for at least 250 participants along the tourism value chain. c) Tourism Infrastructure Development: o All infrastructure development projects are completed within the project period. o All project affected persons are fully compensated before project commencement. o At least 80% stakeholder buy-in is secured for tourism development projects. o Quarterly progress reviews are conducted for all ongoing infrastructure projects. d) Tourism Promotion: o Quarterly domestic regional tourism awareness campaigns conducted. o Tourism product and service inventory updated annually. o Participate in at least four international tourism expos annually.

		○ Input provided for monthly media engagement campaigns. e) Investment Facilitation: ○ Tourism investment inquiries responded to within five working days. ○ Annual tourism investment forum organized for potential investors. ○ Investment opportunities portfolio updated annually. f) Stakeholder Engagement: ○ Stakeholder inquiries responded to within three working days. ○ Bi-annual tourism stakeholder forums organized to address sector challenges and opportunities. ○ Monthly input provided for the sector performance report. g) Product Development: ○ Two bankable funding proposals developed and submitted annually. ○ Technical support provided to at least 20 community-based tourism initiatives annually.
2	**Wildlife Conservation Department**	**Overall Mandate:** ○ Formulate, coordinate, and oversee the implementation of policies, laws, and strategies for the conservation and sustainable use of wildlife resources in Uganda. **Service Standards:** b) Human-Wildlife Conflict Management: ○ Wildlife compensation appeals reviewed and responded to within 30 days. ○ Human-wildlife conflict complaints reviewed and responded to within 10 working days. ○ Wildlife compensation claims verified through monthly verification meetings. c) Wildlife Use Regulation: ○ Wildlife use permits reviewed and issued within 10 working days. ○ Permit-related inquiries and complaints responded to within 2 working days. ○ Bi-Annual Wildlife Quota reviewed and approved within 15 working days. ○ Annual reports submitted to CITES secretariat by October 30 each year. ○ Technical support provided to CITES permit applicants within 2 working days.

		○ Routine inspection and monitoring of wildlife trade conducted. ○ Quarterly wildlife use rights committee meetings attended. d) Policy and Regulation: ○ Draft regulations developed within 12 months of need identification. ○ Existing policies and regulations reviewed and updated every 5 years. e) Environmental and Social Impact Assessment: ○ All ESIA reports reviewed and responded to within 10 working days. ○ Consultative meetings on proposed project developments organized and convened within 7 working days. f) Local and International Cooperation: ○ Collaborative MOUs with local partners initiated, reviewed, and implemented every 5 years. ○ Capacity building support provided to local partners annually. ○ Annual wildlife conservation awareness events organized. ○ Statutory contributions to ratified MEAs paid by due dates. ○ National reports compiled and submitted to MEA secretariats by deadlines. ○ Participation in all CoP, MoP, MoS, and statutory MEA committee meetings ensured.
3	**Museum Services Department**	**Service Standards** a) Artefact Collection and Conservation: ○ All newly acquired artefacts registered and accessioned within 15 working days of acquisition. ○ Monthly conservation checks on artefacts conducted with reports filed within 5 working days. ○ Annual comprehensive condition assessments completed and reported by June 30. b) Exhibitions and Public Engagement: ○ At least 25% of permanent museum exhibits updated annually. ○ Minimum of two new exhibitions launched each year. ○ Guided tours provided regularly with wait times not exceeding 30 minutes during peak seasons. ○ Exhibitions reviewed with stakeholders annually. c) Education and Outreach: ○ Monthly outreach programs conducted in local communities and schools.

		○ At least one public lecture or workshop on cultural heritage held quarterly. ○ Heritage educational materials produced and distributed to at least 80 schools annually. ○ Annual museums newsletter produced and published by 15th May. d) Museum Registration and Licensing: ○ Applications for private museum licenses processed within 30 working days. ○ Annual inspections of all registered museums conducted with reports submitted within 30 days of inspection. ○ National museum registry updated quarterly. e) Research Support: ○ Research clearance applications for artefacts processed within 10 working days. ○ Access to research collections provided within 3 working days of approved requests. ○ Annual report on research activities and findings published by June 31st each year. ○ Technical support, guidance, and curatorial training provided to community and private museum personnel annually.
4	**Sites and Monuments Department**	a) Site Management: ○ Quarterly inspections of all registered cultural sites and monuments conducted, with reports submitted within 10 working days of inspection. ○ Reports of damage or vandalism at cultural sites responded to within 24 hours and reports issued within 5 working days. ○ Site management plans for all gazetted sites developed and reviewed every 3 years. b) Research and Licensing: ○ Excavation license applications processed within 10 working days. ○ Research protocols approved within one month of submission. ○ ESIA reports reviewed within one month of submission. c) Conservation and Preservation: ○ Sites and monuments identified, assessed, graded, and the sites and monuments database updated annually. ○ Conservation measures for at-risk sites implemented within 3 months of identification.

		○ Annual conservation reports for national and World Heritage Sites produced by June 30th each year. d) Public Engagement and Education: ○ Promotional materials for sites and monuments updated annually. ○ Participation in the International Day of Monuments and Sites, Africa World Heritage Day, and International Day of the Slave Trade and its Abolition ensured annually. ○ At least four public awareness programs on sites and monuments conducted annually. e) Information Dissemination: ○ Information on sites and monuments researched and disseminated annually. ○ Public inquiries about sites and monuments responded to within 3 working days. ○ Annual newsletter on sites and monuments activities and discoveries published by 30th June.
5	**Finance and Administration Department**	**Departmental Mandate:** To provide administrative, essential facilities, and financial-related services that enable the Ministry to function efficiently and effectively. The department ensures optimal utilization and management of physical, human, and financial resources, offers strategic leadership, facilitates timely operations, and supports Uganda's representation in key international engagements. **Service Standards** a) Undertake ministerial leadership, policy guidance and Top management of tourism; Policy, Research and Planning. b) Operational facilities for MTWA including; Rent, Utilities, consumables and support services provided on time c) All approved payment are efficiently processed d) Annual budgets prepared and submitted within national planning and budgeting timelines. e) Quarterly financial performance reports prepared and submitted within 15 days after the end of each quarter. f) All annual procurement plans prepared and submitted to relevant authorities by 30th June each year g) All procurement requisitions processed in accordance with PPDA timelines

		h) Staff performance appraisal processes coordinated annually, with 100% compliance each Financial Year. i) Monthly payroll processed and submitted to Ministry of Public Service by the 20th of each month. j) The gratuity and Pension for MTWA properly processed, implemented and managed monthly with 100% accuracy and timeliness. k) External and internal audit queries responded to within the stipulated time. l) Ministry fleet managed with 95% uptime for serviceable vehicles. m) Service requests (maintenance, repairs, supplies) responded to within 3 working days. n) Capacity-building plans developed annually and implemented as per approved schedule. o) The ministry records are effectively and efficiently managed from creation to disposal to support administrative functions, promote transparency, and ensure accountability p) Ministry's information and communication technology infrastructure, systems, and services maintained in serviceable condition. q) The Ministry's image and reputation are maintained positively through effective public and media engagement.

8.0 TEMPLATE FOR DOCUMENTING SERVICE DELIVERY STANDARDS

The Ministry of Tourism, Wildlife and Antiquities (MoTWA) adopts a standardized template for documenting Service Delivery Standards (SDS) to promote uniformity, accountability, transparency, and performance monitoring across all Departments. This template provides a structured approach to clearly define the expected quality, timeliness, accessibility, and cost of services offered to the public and stakeholders. The template serves as a tool for planning, implementation, and evaluation of service delivery and is aligned with national guidelines issued by the Ministry of Public Service. It ensures that both service providers and service recipients understand their roles, responsibilities, and the minimum standards expected. Each service or output is documented using the following fields:

FIELD	DESCRIPTION
Specific Objective	The reason or purpose for establishing the service standard, often linked to strategic goals or performance gaps.
Output/Service Description	A clear definition of the key service, product, or result being delivered.
Performance Indicator	The key measure(s) used to assess whether the service has been delivered as expected (e.g., time taken, quality, volume).
Standard (Quantity, Quality, Cost, Time, Process, Accessibility, Coverage)	Specific benchmarks that define acceptable levels of service in measurable terms, including turnaround time, cost, coverage area, and access procedures.
Target Recipients of Service	The specific individuals, groups, or institutions intended to benefit from the service.
Access Criteria to Obtain Service	Conditions or requirements that clients must meet or fulfill to access the service.
Methodology for Providing Service	The process or steps used to deliver the service, including workflow, approval channels, and delivery mechanisms.
Basic Infrastructure for Providing Service	Tools, equipment, facilities, and personnel required to provide the service effectively.
User Fee/Contribution	Any payment or contribution required from the service recipient to access the service, if applicable.
Responsibility Centre/Service Delivery Point	The specific department, unit, or officer responsible for delivering the service and accountable for its quality.

This template is used by all Departments within MoTWA to document each of their key services. It ensures that every service has a clearly defined standard that can be used for monitoring, evaluation, citizen engagement, and continuous improvement.

Departments are required to update their service delivery standards every five years or earlier, depending on policy changes, client feedback, or sector performance reviews.

8.1 ANNEX 1: DETAILED SERVICE DELIVERY STANDARDS

Specific Objective	Key Output/Service Description	Performance Indicator	Standard (Quantity, Quality, Cost, Time, Process, Accessibility & Coverage)	Target Recipients of Service	Access Criteria to obtain Service	Methodology for providing service	Basic infrastructure for providing service: including tools, equipment and personnel (inputs)	User fee/ contribution	Responsibility Centre
NDP IV Strategic Objective: Promote Inbound and Domestic Tourism									
Objective 1. Promote Inbound and Domestic Tourism	Domestic tourism promoted	Proportion of planned domestic campaigns conducted	• All planned and funded Institutional/group based tourism and outreaches to Ugandans using school tours, work-based tours, etc promoted	Ugandans (general public), Schools, organizations, workplace groups, travel clubs, tour operators, hotels, district destination managers	Open to public during working hours, Valid identification at entry points, entry fees, memberships where applicable, digital channels	Engagement meetings, guided tours, school / workplace tourism days	Human resources (outreach staff, etc), office facilities, tour / field equipment, vehicles, promotional materials, media contracts, ICT / digital platforms, social media, radio/TV adverts	Within approved budget limits, approved user fees	Tourism Development Department
		Frequency	• At least Quarterly campaigns executed						
		Quality	• Meet existing promotional standards / brand guidelines						
		Reporting Time	• Within 30 working days of activity completion						
NDP IV Strategic Objective: Improve the stock and quality of tourism infrastructure									
Objective 2: Improve the stock and	GKMA Tourism Circuit established and operationalised	Level of development of the GKMA tourism circuit	• All planned and funded facilities in the GKMA completed • Maintenance and revamping of Tourism sites in GKMA	Tourists, residents, visitors to Kampala / GKMA area, Hotel owners,	accessible to public, with inclusive design (disability access,	standard project procurement & supervision procedures, supervision; commissioning	Human Resource, Civil works, architects, engineers, Office facilities, construction	within approved budget envelope, approved user fees	Tourism Development Department
		Frequency	• At least annually						

Specific Objective	Key Output/Service Description	Performance Indicator	Standard (Quantity, Quality, Cost, Time, Process, Accessibility & Coverage)	Target Recipients of Service	Access Criteria to obtain Service	Methodology for providing service	Basic infrastructure for providing service: including tools, equipment and personnel (inputs)	User fee/ contribution	Responsibility Centre
quality of tourism infrastructure		Quality	• As per agreed construction / infrastructure standards	hospitality industry, media, investors	signage, paths)		equipment/ materials, security	or free access	
		Reporting Time	• Within 30 working days of activity completion						
	Wildlife protected areas, museums and monuments covered with Internet connections.	% of protected areas / museums / monuments with operational Internet / free Wi-Fi or reliable connectivity	• Stakeholder engagements including service providers; Carry out assessments on network connectivity; Installations and operationalization.	Hoteliers, Tour operators, MoICTI/NG, NITA-U	Accessible to visitors during working hours, inclusive design, extended to key monuments & major wildlife sites across regions	Network connectivity assessed, network equipment obtained and installed, network access tested and reported.	Human Resource, network equipment, power supply	Within budget allocated per site	Wildlife conservation Museum service department
		Frequency	• Continuous						
		Quality	• Minimum speed / uptime maintained						
		Reporting Time	• Within 30 working days of project completion						
	e- tourism services developed and operationalized.	Proportion of tourism service providers (Tour operators, accommodation, recreational/ tourism site) that offer online services such as bookings	• Tourism Information Management System (TIMS) upgraded; • Digitize the tourism services including e-tourism directory; Exhibits, museums; Undertake Photogrammetry of museum collections as well as digital innovations.	All tourists, school groups, researchers, general public, UWA, tour operators, hoteliers,	Online platform Service centers	Process mapping and service integration undertaken, Services automated	Personnel, IT equipment,	Budgetary allocation	MTWA

Specific Objective	Key Output/Service Description	Performance Indicator	Standard (Quantity, Quality, Cost, Time, Process, Accessibility & Coverage)	Target Recipients of Service	Access Criteria to obtain Service	Methodology for providing service	Basic infrastructure for providing service: including tools, equipment and personnel (inputs)	User fee/ contribution	Responsibility Centre
			• CITES e-permitting system upgraded and maintained						
		Level of automation of Tourism Services	• Process mapping and service integration undertaken, • Services automated, • Performance review on automation strategies	All tourists (domestic & foreign), tour operators, hoteliers, travel agents, general public	Access via official tourism websites, platforms, and service provider portals; listing through MTWA-approved channels	Process mapping and service integration undertaken, Services automated, TIMS upgraded, training workshops	Personnel, IT equipment,	Allocated budget, free user access	MTWA
		Frequency	• Annual automation progress reviews						
		Quality	• Updated information, meets standards e.g., photogrammetry standards						
		Reporting Time	• Reports submitted within 30 working days after digital system deployment, updates, or events • Annual ICT audit and digital tourism performance report submitted by Q4 of financial year						
	A Tourism Visualisation Center developed	Level of development of the Tourism Visualisation Center	• The Tourism Visualization Center Developed, Equipped and Operationalised in 5 years	Inbound and local tourists	Physical access and visits, online presence	Planning, financing and development of the Tourism visualization center	Annual Tourism development Programme performance Report	Allocated funds	MTWA
NDP IV Objective: Conserve, Develop, improve and diversify tourism products									
Objective 3: Conserve,	Wildlife Protected Areas maintained and developed	Number of religious and cultural heritage sites conserved and/or	• All planned and funded Religious and cultural heritage sites conserved and promoted.	Local communities around Protected Areas; tourists;	Community engagement, approved plans,	Stakeholder consultations, Periodic maintenance schedules, community	Human Resource, Physical infrastructure, equipment, Vehicles & transport,	Operational costs, applicable user fees	Wildlife conservation department

Specific Objective	Key Output/Service Description	Performance Indicator	Standard (Quantity, Quality, Cost, Time, Process, Accessibility & Coverage)	Target Recipients of Service	Access Criteria to obtain Service	Methodology for providing service	Basic infrastructure for providing service: including tools, equipment and personnel (inputs)	User fee/ contribution	Responsibility Centre
Develop, improve and diversify tourism products		promoted per year		UWA; cultural heritage stakeholders; general public	compliance to regulatory, environmental and heritage laws	involvement, Capacity building / training licensees, Monitoring, inspection and regulatory enforcement	support services, maintenance materials, and other facilities		
		National strategy review and update timeline	• The National strategy to combat poaching, illegal trade, and trafficking of wildlife and wildlife products reviewed and updated as planned.						
		Frequency	• At least annually						
		Quality	• Meet environmental/ safety standards						
		Reporting Time	• Progress/ completion reports to be submitted within 30 working days of achieved milestones,						
	Captive Wildlife Management Streamlined	No. of regional commercial wildlife breeding centers developed	• Capacity of Wildlife Use Rights licensees is strengthened, • National standards and guidelines for captive wildlife management are developed,	UWA, Tour operators, communities, Sites, licensed wildlife use rights holders,	Approved operators, permits and wildlife use rights in place	Consultative meetings with the business community in the places where wildlife breeding centers will be established	Human Resource, Physical infrastructure, equipment, Vehicles & transport, support services, maintenance materials, and other facilities	Allocated budgets,	Wildlife conservation department
		% of planned Regional commercial wildlife breeding centers, wildlife trophy processing and value addition facilities completed on time	• Regional commercial wildlife breeding centers are constructed and equipped, and • Wildlife trophy processing and value addition facilities are constructed in line with approved timelines in 5 years.						
		Frequency	• Annually						

Specific Objective	Key Output/Service Description	Performance Indicator	Standard (Quantity, Quality, Cost, Time, Process, Accessibility & Coverage)	Target Recipients of Service	Access Criteria to obtain Service	Methodology for providing service	Basic infrastructure for providing service: including tools, equipment and personnel (inputs)	User fee/ contribution	Responsibility Centre
		Quality	• Facilities to conform to internationally recognized animal welfare standards						
		Reporting Time	• Quarterly progress reports; final evaluation at end of each financial year						
	Community enterprises developed based on sustainable wildlife resource use and management	Proportion (cumulative) of planned community enterprises developed under sustainable wildlife resource use / management	• All planned Community groups are institutionally strengthened, • All planned Wildlife-based enterprise guidelines and action plans are implemented, and • All Observatory towers and bird monitoring centers at key Ramsar sites are fully operational as planned	UWA, LGs, communities; tour operators; wildlife use rights licensees; investors, NGOs	Community group must be formally organized or recognized; land or natural resource rights accessible; compliance with wildlife use regulations; business plan; environmental / wildlife impact assessment where needed,	Workshops for enterprise development; service centre support; mentorship; access to markets; stakeholder / community consultations; feedback & monitoring	Human Resource, Office equipment, vehicles, fuel, stationery, Technology, IT equipment, training facilities, logistics	Allocated budgets, attendance fees, community labor, local materials,	MTWA
	Cultural heritage sites secured, developed and equipped.	Proportion of planned cultural heritage sites developed	• All Cultural heritage policies and strategies are enforced, master plans and research completed, • Archaeological information disseminated, • All Key heritage sites documented and developed, specimens exhibited, and • Community engagement strategies implemented annually	Heritage Sites, communities, leadership of traditional institutions		Stakeholder engagement, planning, procurement, implementation, monitoring and reporting	Human Resource, contractors, equipment, resources	Allocated budgets	MTWA Museums and Monuments

Specific Objective	Key Output/Service Description	Performance Indicator	Standard (Quantity, Quality, Cost, Time, Process, Accessibility & Coverage)	Target Recipients of Service	Access Criteria to obtain Service	Methodology for providing service	Basic infrastructure for providing service: including tools, equipment and personnel (inputs)	User fee/ contribution	Responsibility Centre
		Frequency	• Annual reporting on number of enterprises developed		Engagement meetings, planning and execution				
		Quality	• Meet conservation / archaeologic best practices						
		Reporting Time	• Workshop / seminar reports submitted within 30 working days of event, other reports within 30 days of completion						
	Museums developed and equipped.	Proportion of planned Regional Museums developed.	• The Uganda Museum and regional museums are expanded and developed, souvenir and handicraft centres established, nationwide cultural heritage awareness campaigns conducted, and technical support and training for community and private museum staff delivered on schedule.	Cities and Local Governments, Cultural Heritage Sites, Communities, Tour Operators, Inbound and Domestic tourists	Engagement meetings, registration and attendance, service centers, updated website	Digital channels, electronic media, entity website, resource centre, service centres, customer service desk, registration and attendance, inquiries, feedback mechanism, workshops and seminars, engagement meetings,	Human Resource, Staff, Personnel, Office equipment, vehicles, fuel, stationery, Technology, IT equipment, meeting facilities, logistics	Prescribed fees, allocated budgets	MTWA, Museums and Monuments department
	Monuments developed.	Proportion of planned monuments developed and launched.	• All planned Museums and monuments developed and launched • Equator points at Entebbe, Kayabwe, Ntutsi and Ibanda established and developed,	Targeted communities, tourists	Contracting, entry fees, valid identification (e.g., for student or citizen	Physical visit, digital platforms, updated website, resource centre, registration and attendance,	Human Resource, technology, transportation, facilities	Applicable tariffs	Museums and Monuments department

Specific Objective	Key Output/Service Description	Performance Indicator	Standard (Quantity, Quality, Cost, Time, Process, Accessibility & Coverage)	Target Recipients of Service	Access Criteria to obtain Service	Methodology for providing service	Basic infrastructure for providing service: including tools, equipment and personnel (inputs)	User fee/ contribution	Responsibility Centre
			• The Luwero triangle war monuments developed, • All planned Brand monument developed and launched		discounts)	feedback mechanism			
		Frequency	• Within 5 years						
		Quality	• Museums and Monuments meet structural, cultural, and visitor safety standards; include landscaping, signage, accessibility						
		Reporting Time	• Within 30 days of completion						
	Historical sites/architectural buildings of significance preserved	Proportion of planned historical sites/architectural buildings restored/ preserved	• All Planned community engagements conducted, • All planned Conditional surveys and assessments conducted, • Architectural buildings rehabilitated and consolidated	Historical sites, traditional institutions, communities, tourists	Entry fees, proper identification, bookings, access controls	Stakeholder engagement, Site identification and documentation, planning and approval, works, promotional activities	Personnel, Equipment & Materials, technical contractors, funds, transportation, technology	Entry fees may apply at designated sites, approved budgets	MTWA, sites and monument
		Frequency	• Typically within a 1–3 year project cyc le depending on scale						
		Quality	• Meets national and international heritage standards (e.g., ICOMOS, UNESCO guidelines where applicable)						
		Reporting Time	• Within 30 working days of completion, by end of Q4 each year						
	Private sector players	Proportion of planned compliant	• All planned and funded Guidelines or standards for stopover	UWA, UTB, private sector,	Prequalification, developm	Bidding, supervision and monitoring,	Personnel, technical contractors,	Allocated budget,	MTWA

Specific Objective	Key Output/Service Description	Performance Indicator	Standard (Quantity, Quality, Cost, Time, Process, Accessibility & Coverage)	Target Recipients of Service	Access Criteria to obtain Service	Methodology for providing service	Basic infrastructure for providing service: including tools, equipment and personnel (inputs)	User fee/ contribution	Responsibility Centre
	empowered to develop and manage tourism sites and facilities stopover points	stopover points along tourist routes developed	development developed, reviewed and disseminated timely, • All planned and funded Stopover points compliance assessment conducted and results disseminated periodically	communities	ent proposals, contracting, PPPs, entry procedures, and fees	approvals, physical visit, digital platforms, updated website, resource centre, registration and attendance, feedback mechanism	funds, transportation, technology	prescribed fees	
		Frequency	• Annually within the MTEF cycle						
		Quality	• Stopovers must be clean, safe, functional, and branded in accordance with national tourism facility standards						
		Reporting Time	• Development status reports to be submitted within 30 working days of milestones achievement						
		Proportion of planned developments on priority access roads to tourism attraction sites undertaken (km, cumulative)	• Road access to priority tourism attraction sites established	Contractors, communities, roadside business community	Prequalification, contracting, launch	Review and approval of applications, education and sensitisation, licensing, regulation	Personnel, Office equipment, stationery,	Allocated budget, prescribed fees	MTWA
	The mountaineering and hiking tourism products developed (cumlative)	Proportion of planned and funded mountaineering and hiking tourism products developed and	• All planned infrastructure along Mt. Rwenzori developed: Trails, safety and rescue facilities,	Business community, Tour operators,	Prequalification, contracting, entry procedures, and fees	Bidding, supervision and monitoring, approvals	Personnel, technical contractors, funds, transportation, technology	Allocated budget, prescribed fees	Tourism Development Department

Specific Objective	Key Output/Service Description	Performance Indicator	Standard (Quantity, Quality, Cost, Time, Process, Accessibility & Coverage)	Target Recipients of Service	Access Criteria to obtain Service	Methodology for providing service	Basic infrastructure for providing service: including tools, equipment and personnel (inputs)	User fee/ contribution	Responsibility Centre
		operationalised							
		Level of the required Mt. Rwenzori tourism infrastructure development undertaken (%)	• The Rwenzori mountains cable car through a PPP and Government contribution established, • Kagulu Hills in Buyende developed and completed,	Business community, Tour operators, Investors, inbound and domestic tourists	Prequalification, contracting, entry procedures, and fees	Bidding, supervision and monitoring, approvals, physical visit, digital platforms, updated website, resource centre, registration and attendance, feedback mechanism	Personnel, technical contractors, funds, transportation, technology, infrastructure	Allocated budget, prescribed fees	Tourism Development Department
		Level of the required Mt. Elgon tourism infrastructure development (%).	• All planned and funded Infrastructure along Mt. Elgon developed, • Tororo Rocks area and circuit developed	Business community, Tour operators,		Bidding, supervision and monitoring, approvals	Personnel, technical contractors, funds, transportation, technology	Allocated budget, prescribed fees	Tourism Development Department
		Frequency	• Annually with cumulative tracking						
		Quality	• Comply with eco-tourism, visitor safety, and international hiking standards (e.g., Leave No Trace, accessibility, guided support)						
		Reporting Time	• Progress and completion reports submitted within 30 working days of each development phase or site milestone						

Specific Objective	Key Output/Service Description	Performance Indicator	Standard (Quantity, Quality, Cost, Time, Process, Accessibility & Coverage)	Target Recipients of Service	Access Criteria to obtain Service	Methodology for providing service	Basic infrastructure for providing service: including tools, equipment and personnel (inputs)	User fee/ contribution	Responsibility Centre
	Modern Pier and associated infrastructure at the Source of the Nile developed (access roads, suspended and non suspended walkways, functional gabions)	Completion rate of the modern pier at the source of the Nile (%).	• The Modern Pier completed, • All planned and funded access roads developed, • Resettlement Action Plan implemented, • All planned and funded facilities including Observation tower, Ziplining, Nile Park, Modern Walkways, functional gabions constructed	Business community, Tour operators, inbound and domestic tourists	Open public access during working hours, Entry fees, valid identification	Stakeholder engagement, Procurement of qualified civil works contractors, Supervision and quality assurance by engineering consultants, Promotion through tourism boards and digital platforms	Human Resource, infrastructure, equipment, vehicles, fuel, stationery, Technology, IT equipment, meeting facilities, logistics	Prescribed fees	Tourism Development Department
		Frequency	• Timely development and annual maintenance						
		Quality	• Infrastructure complies with national construction standards, environmental and heritage preservation guidelines (e.g. NEMA, UNBS standards)						
		Reporting Time	• Quarterly or withing 30 working days of project completion						
	Cultural tourism circuits developed.	Number of cultural tourism circuits developed (cumlative).	• Profiling and mapping of the cultural circuits completed on time, • All planned signature sites/products and directories developed, • All planned Souvenir centres to produce and sell souvenirs gifts	Cultural centers, Tour Operators, private sector investors, inbound and	Bookings, confirmation and entry fees, proper identification,	Mapping and documentation of cultural sites and practices, Development of tourism support infrastructure, Capacity building for	Human capital, modern technology, updated website, office equipment, resource center	Entry fees to certain cultural sites, donations to community tourism groups,	Tourism Development Department

Specific Objective	Key Output/Service Description	Performance Indicator	Standard (Quantity, Quality, Cost, Time, Process, Accessibility & Coverage)	Target Recipients of Service	Access Criteria to obtain Service	Methodology for providing service	Basic infrastructure for providing service: including tools, equipment and personnel (inputs)	User fee/ contribution	Responsibility Centre
			emulating particular cultures established, • All planned engagements, technical support and capacity building conducted.	domestic tourists	guided tours	community groups and cultural institutions, Product development, Digital and print promotion		guided tour fees	
		Frequency	• Annually						
		Quality	• circuits meet tourism quality, cultural integrity, and visitor engagement standards						
		Reporting Time	• Activity and monitoring reports submitted within 30 working days of circuit development milestone						
	Water based tourism product developed	Proportion of planned water-based tourism sites developed (cumlative)	• All funded Plans and feasibility studies for water-based tourism including water falls, lakes, rivers, wetlands and hotsprings undertaken, completed and reported, • All funded Facilities e.g luxury piers, docking stations and beaches developed, • Complete the development of Kitagata, Sempaya and Amuru hot springs, • The Aruu (Pader), Sipi (Kapchorwa), and Miradwa (Arua) water falls developed and completed on time,	tourists, adventure seekers, nature lovers, students, researchers, tour operators	Prequalification, contracting, launch, Entry or activity fees	Review and approval of applications, education and sensitisation, licensing, regulation, Development of docking areas, piers, safety infrastructure, and signage, training of boat operators and guides, Marketing through digital and print platforms	Personnel, Office equipment, stationery,	Allocated budget, Activity-based charges, Entry fees to certain landing sites or destinations	Tourism Development Department – MTWA

Specific Objective	Key Output/Service Description	Performance Indicator	Standard (Quantity, Quality, Cost, Time, Process, Accessibility & Coverage)	Target Recipients of Service	Access Criteria to obtain Service	Methodology for providing service	Basic infrastructure for providing service: including tools, equipment and personnel (inputs)	User fee/ contribution	Responsibility Centre
			• Attract the private sector to invest in water-based products including; Leisure boat tours, Ziplines among others.						
		Frequency	• Annually						
		Quality	• All activities and infrastructure must comply with marine safety and environmental standards						
		Reporting Time	• Within 30 working days of each product or site development milestone						
	Faith based tourism products developed	Proportion of planned faith-based tourism products developed and promoted(Cumm)	• Profile and map out the martyrs trail circuit; The martyrs trail directory produced and disseminated, • Infrastructure and facilities along the trails including Namugongo, Katosa, etc developed and operationalised, • Profiling and update inventory of faith-based tourism. Capacity built for Faith based Tourism, • Faith based tour itineraries and packages developed	The leadership of the concerned denomination, contractors, financiers, inbound and domestic tourists	Open access to developed and recognized sites during working hours, permission or scheduled visits , Prequalification, contracting, entry procedures, and applicable fees	Upgrading infrastructure , Joint promotion with religious institutions and tour operators, Invitation for bids, bid evaluation and award, contract management, performance management, monitoring and evaluation, completion and launch, entry requirements and fees, Training of local guides,	Personnel, Technology, equipment, office space, stationeries, Office equipment, vehicles, fuel, stationery, Technology, IT equipment, meeting facilities, logistics	Entry fees, donations, or guided tour fees may apply	Tourism Development Department
		Frequency	• Annually						
		Quality	• Sites must uphold respect for religious customs, historical						

Specific Objective	Key Output/Service Description	Performance Indicator	Standard (Quantity, Quality, Cost, Time, Process, Accessibility & Coverage)	Target Recipients of Service	Access Criteria to obtain Service	Methodology for providing service	Basic infrastructure for providing service: including tools, equipment and personnel (inputs)	User fee/ contribution	Responsibility Centre
			accuracy, and visitor safety standards			storytelling experts, and site custodians			
		Reporting Time	• Development milestones and site reports submitted within 30 working days of completion or major milestone						
	Agro-tourism developed	%increase in the functional agrotourism enterprises enlisted	• Annual Tourism development Programme performance Report reviewed • Review guidelines for selection and development of agro-tourism enterprises; • All planned and funded Capacity building in agrotourism development conducted, • Engage tour operators to develop tour packages and itinerary for Agro Tourism; • The model farms to showcase coffee, mixed farms and innovative agricultural practices established and supported.	Private sector investors, Tour operators, UTB	Open to the public or groups by booking or walk-in, entry fees where applicable, safety and hygiene protocols	Proposals, applications, approvals, establishment, Capacity building for farm owners in tourism management and customer service, Product packaging, Promotion via digital platforms, UTB campaigns, and schools	Human Resource, Staff, Personnel, Office equipment, vehicles, fuel, stationery, Technology, IT equipment, meeting facilities, logistics	Entry fees, activity charges	Tourism Development Department – MTWA
		Frequency	• review conducted annually, Continuous visitor experience feedback, continuous improvement						

Specific Objective	Key Output/Service Description	Performance Indicator	Standard (Quantity, Quality, Cost, Time, Process, Accessibility & Coverage)	Target Recipients of Service	Access Criteria to obtain Service	Methodology for providing service	Basic infrastructure for providing service: including tools, equipment and personnel (inputs)	User fee/ contribution	Responsibility Centre
		Quality Reporting Time	• Services meet hospitality, environmental, and food safety standards • within 30 working days of major milestones completed						
	Culinary tourism products developed and promoted.	Proportion of the planned culinary tourism products developed and promoted	• All planned and funded culinary tourism products/events developed and promoted annually across different regions (Central, Western, Eastern, Northern)	Tour Operators, investors, tourists	Entry requirements, proper identification	Engagement meetings, product development, investment planning and implementation	Human Resource, Staff, Personnel, Office equipment, vehicles, fuel, stationery, Technology, IT equipment, meeting facilities, logistics	Allocated budget	Tourism development department
	Tororo and Sukulu Hills tourism circuit developed	Proportion of planned sites profiled and promoted	• Existing regional cuisines documented; Guidelines and standards for culinary tourism prepared, • Organisation of different culinary festivals to promote our traditional food/dishes supported, • Training programmes for chefs to enhance culinary skills and standards conducted	Tour operators, Hoteliers, tourism investors, inbound and domestic tourists	Registration, physical visit	Digital channels, electronic media, entity website, resource centre, service centres, customer service desk, registration and attendance , inquiries, feedback mechanism, workshops and seminars, engagement meetings,	Human Resource, Staff, Personnel, Office equipment, vehicles, fuel, stationery, Technology, IT equipment, meeting facilities, logistics	Prescribed fees	Tourism development department
	Elgon and Sebei Tourism	Sipi falls and Bukwo caves infrastructure developed	• Implement training programmes for chefs to enhance culinary skills and standards	Tourists	Entry requirements, proper	registration and attendance, inquiries,	Personnel, Office equipment, vehicles, fuel,	Allocated budgets	Tourism development

Specific Objective	Key Output/Service Description	Performance Indicator	Standard (Quantity, Quality, Cost, Time, Process, Accessibility & Coverage)	Target Recipients of Service	Access Criteria to obtain Service	Methodology for providing service	Basic infrastructure for providing service: including tools, equipment and personnel (inputs)	User fee/ contribution	Responsibility Centre
	circuit promoted				identification	feedback mechanism,	stationery, Technology		department
	Birding product developed	No. of birding sites developed	• Create an inventory and database of bird species in the Country, • Identify and develop key birding trails and sites, • Conduct training and certification of birding guides, • Support the organisation of birding events	Tour operators, Hoteliers, tourism investors, inbound and domestic tourists	Booking and physical visits, digital experience	registration and attendance , inquiries, feedback mechanism,	Human Capital, Office equipment, vehicles, fuel, stationery, Technology	Prescribed fee	Tourism development department
		Frequency	• quarterly to annually						
		Quality	• All culinary experiences to adhere to public health and food safety standards						
		Reporting Time	• Activity reports to be submitted within 30 working days post-event or product launch						
NDP IV Objective: Develop Skilled personnel along the tourism value chain									
Objective 4: Develop skilled personnel along the tourism value chain	Tourism in-service personnel trained	No of tourism in-service personnel trained.	• Upscaled training in line with the international tourism training standards, • Training curricula for the skilling of in-service personnel including those in cultural heritage, wildlife, tourism and hospitality among others reviewed/developed, • Training of Trainers conducted, • Capacity building of Tourism Sector players to effectively contribute	Tourism in-service personnel trained	Registration and attendance, Assessment and accreditation capacity building approaches	Training workshops, Instruction and testing	Training facilities, trainers, other support human resource, technology, stationery	Applicable tuition fees	MTWA, in conjunction with the Uganda Hotel and Tourism Training Institute (UHTTI), UTB, UWA

Specific Objective	Key Output/Service Description	Performance Indicator	Standard (Quantity, Quality, Cost, Time, Process, Accessibility & Coverage)	Target Recipients of Service	Access Criteria to obtain Service	Methodology for providing service	Basic infrastructure for providing service: including tools, equipment and personnel (inputs)	User fee/ contribution	Responsibility Centre
			to the Tourism Value Chain conducted, • A uniform qualifications and competence framework for tourism actors in their speciality developed						
	Apprenticeship programmes conducted	No. of apprentices enrolled	• Review annual Tourism Development Programme Performance Reports	Learners/ participants	Enrollment and attendance	Apprenticeship	Supervisors, office space and equipment	Prescribed fees	MTWA
		No. of apprentices completing the trainings	• Apprentices' programmes developed/reviewed and implemented on time, • Apprenticeship and exchange programs with internationally acclaimed tourism institutions rolled out, • Partnerships with public and private sector institutions established and implemented to facilitate apprenticeship programs in the tourism sector.	Employers, Learners/ participants	Application, acceptance and placement	Practical assignments and real working environment, supervision and assessment	Office equipment, infrastructure, human resource, technology	Prescribed fees	MTWA
	Training and research infrastructure developed at UHTTI (Application Hotel, ICT infrastructure, Classrooms, Labs,	Level of development of training and Research infrastructure at UHTTI (cumulative)	• Review of Annual Tourism Development Programme Performance Reports,	UHTTI	Scheduling and performance review	Performance dialogue, rating performance on key milestones	Human Resources, office space, office equipment, technologies	Prescribed fees	MTWA
		Frequency	• At least quarterly or aligned with annual capacity-building schedules						

Specific Objective	Key Output/Service Description	Performance Indicator	Standard (Quantity, Quality, Cost, Time, Process, Accessibility & Coverage)	Target Recipients of Service	Access Criteria to obtain Service	Methodology for providing service	Basic infrastructure for providing service: including tools, equipment and personnel (inputs)	User fee/ contribution	Responsibility Centre
	Demonstration Kitchen)	Quality	• Certified and quality-assured training programs aligned with industry standards and NTVET frameworks						
		Reporting Time	• Training report submitted within 30 working days of completion, including participant evaluations						
NDP IV Objective: Strengthen coordination, legal, and institutional framework of the tourism industry									
Objective 5: Strengthen coordination, legal, and institutional framework of the tourism industry	Framework for the tourism levy reviewed and operationalized.	Tourism fund established	• A tourism development levy established and timely collected, • A Tourism Fund established and operationalised.	Tour operators, Hoteliers, inbound and domestic tourists, business community	Registration and credentialing	Assessment and payments of prescribed fees and contributions	Human Resources, infrastructure, office equipment	Prescribed fees	MTWA
	Policies, standards and regulations developed for the management and utilization of tourism, natural and cultural heritage resources.	Proportion of planned Policies, standards and regulations developed	• Regulations, standards and guidelines for the existing legal frameworks developed, • Tourism Policy (2015) reviewed to consider emerging trends including sustainable tourism development, • Tourism management to promote inclusivity and local economic development decentralised,	Government agencies and regulators, Private sector, LGs, Cultural Institutions, Civil society, researchers, and investors	Open access through official websites, gazette publications, policy briefs, stakeholder meetings	Stakeholder consultations and technical working groups, Drafting, validation, approval, and dissemination	Legal and policy experts, Stakeholder engagement tools, Meeting venues, ICT tools, drafting and publishing equipment	None	Planning and Policy Division

Specific Objective	Key Output/Service Description	Performance Indicator	Standard (Quantity, Quality, Cost, Time, Process, Accessibility & Coverage)	Target Recipients of Service	Access Criteria to obtain Service	Methodology for providing service	Basic infrastructure for providing service: including tools, equipment and personnel (inputs)	User fee/ contribution	Responsibility Centre
			• Quality marks/ standards for grading of tourism-related facilities established						
		Frequency	• Annually or as needed						
		Quality	• Instruments conform to legal drafting principles, stakeholder inclusiveness, environmental sustainability, and implementability						
		Reporting Time	• Drafting and consultation reports submitted within 30 working days of each milestone, Final policies disseminated within 60 days after approval and gazetting						
	Institutional management and support services provided	No of Tourism MDAs with unqualified Annual Audit reports	• Undertake ministerial leadership, policy guidance and Top management of tourism; Policy, Research and Planning. • Operational facilities for MTWA including; Rent, Utilities, consumables and support services provided on time • All approved payment are efficiently processed • Annual budgets prepared and submitted within	All departments, sections and units in the ministry Specified stakeholders	Based on annual work plan and approved operational needs, Compliance with internal procedures and public service guidelines	Development of work plans, budgets, and performance contracts Provision of logistics, HR support, IT services, and coordination frameworks	Human capital, infrastructure, office equipment, Staff, Personnel, Office equipment, vehicles, fuel, stationery, Technology, IT equipment, meeting facilities, logistics	None, or Approved Budgetary allocations	Finance and Administration Department

Specific Objective	Key Output/Service Description	Performance Indicator	Standard (Quantity, Quality, Cost, Time, Process, Accessibility & Coverage)	Target Recipients of Service	Access Criteria to obtain Service	Methodology for providing service	Basic infrastructure for providing service: including tools, equipment and personnel (inputs)	User fee/ contribution	Responsibility Centre
			national planning and budgeting timelines. • Quarterly financial performance reports prepared and submitted within 15 days after the end of each quarter. • All annual procurement plans prepared and submitted to relevant authorities by 30th June each year • All procurement requisitions processed in accordance with PPDA timelines • Staff performance appraisal processes coordinated annually, with 100% compliance each Financial Year. • Monthly payroll processed and submitted to Ministry of Public Service by the 20th of each month. • The gratuity and Pension for MTWA properly processed, implemented and managed monthly with 100% accuracy and timeliness. • External and internal audit queries responded			Regular internal reviews, audits, and reports			

Specific Objective	Key Output/Service Description	Performance Indicator	Standard (Quantity, Quality, Cost, Time, Process, Accessibility & Coverage)	Target Recipients of Service	Access Criteria to obtain Service	Methodology for providing service	Basic infrastructure for providing service: including tools, equipment and personnel (inputs)	User fee/ contribution	Responsibility Centre
			to within the stipulated time. • Ministry fleet managed with 95% uptime for serviceable vehicles. • Service requests (maintenance, repairs, supplies) responded to within 3 working days. • Capacity-building plans developed annually and implemented as per approved schedule. • The ministry records are effectively and efficiently managed from creation to disposal to support administrative functions, promote transparency, and ensure accountability • Ministry's information and communication technology infrastructure, systems, and services maintained in serviceable condition. • The Ministry's image and reputation are maintained positively through effective public and media engagement.						
		Frequency	• Continuous implementation						

Specific Objective	Key Output/Service Description	Performance Indicator	Standard (Quantity, Quality, Cost, Time, Process, Accessibility & Coverage)	Target Recipients of Service	Access Criteria to obtain Service	Methodology for providing service	Basic infrastructure for providing service: including tools, equipment and personnel (inputs)	User fee/ contribution	Responsibility Centre
			throughout the financial year						
		Quality	• Services adhere to public service delivery standards, internal control frameworks, and audit requirements						
		Reporting Time	• within 30 working days of each support activity						
	The Tourism Development Programme Working Group (PWG) operationalised	No. Tourism Development Programme Working Group egagements held	• The Tourism Development Programme Working Group Secretariat established and effectively coordinated to support planning, implementation, and monitoring of tourism development initiatives. • Periodic engagements of the Programme Working Group (PWG) organized and conducted to facilitate coordination, dialogue, and decision-making on tourism sector development.	Tourism Development Programme Working Group	Registration and attendance	Engagement, workshop and dialogue, open forum, breakfast and scheduled meetings	Conference facilities, human resource, technology, equipment, stationeries	Applicable fees	MTWA
	LGs supported to profile, develop and promote tourism	No of LGs supported to profile, develop and promote tourism (cummulative) .	• Capacity of Local Government tourism, conservation, and wildlife officers enhanced through training and knowledge-sharing initiatives. • Local Government tourism performance reviewed and monitored regularly, including assessment of grant utilization.	Local Governments (District and City Tourism Focal Points)	Collaboration and Dialogue	Training and mentorship of LG tourism staff, Facilitation of product development and promotional activities, Partnership development with private sector and cultural institutions	Human capital, infrastructure, office equipment, Vehicles, ICT tools, stationery, Budget allocations for outreach and training	No direct fee, LGs may contribute in-kind resources	Tourism Development Department

Specific Objective	Key Output/Service Description	Performance Indicator	Standard (Quantity, Quality, Cost, Time, Process, Accessibility & Coverage)	Target Recipients of Service	Access Criteria to obtain Service	Methodology for providing service	Basic infrastructure for providing service: including tools, equipment and personnel (inputs)	User fee/ contribution	Responsibility Centre
		No of tourist sites/attractions profiled by LGs	• Toolkits and guidebooks developed and disseminated to support tourism development in Local Governments. • Tourism Information Centers constructed and equipped to enhance tourism service delivery at the local level.	Tour operators, hoteliers, business community	Website, digital channels, electronic media, entity website,	Strategic engagement	Personnel, Office equipment, vehicles, fuel, stationery, Technology, IT equipment, meeting facilities, logistics	None	
		Frequency	• At least quarterly engagements and annual review of LG support activities						
		Quality	• Tangible outputs such as tourism profiles, product packages, community enterprise models, or events						
		Reporting Time	• within 30 working days of each engagement or activity completion, Annual performance summary compiled and submitted at the end of the FY						
	Tourism Performance studies commissioned and completed	No. of Tourism performance surveys and studies conducted	• Annual Tourism Development Programme Performance Reports, • Regular surveys and studies including industry competitiveness research undertaken, • An annual Tourism satellite account (TSA) developed, • Feasibility studies for potential PPP projects undertaken on time,	MDAs, Sector players, Private sector (hotels, tour operators, investors), Researchers and academia, Development partners	Engagement meetings, Publicly available through MTWA website, printed publications, stakeholder forums,	Collaboration , Review meetings and dissemination workshops, Use of qualitative and quantitative tools for data collection	Personnel, Office space, office equipment, stationery, technology, ICT tools, survey instruments, research software	Prescribed fee	MTWA

Specific Objective	Key Output/Service Description	Performance Indicator	Standard (Quantity, Quality, Cost, Time, Process, Accessibility & Coverage)	Target Recipients of Service	Access Criteria to obtain Service	Methodology for providing service	Basic infrastructure for providing service: including tools, equipment and personnel (inputs)	User fee/ contribution	Responsibility Centre
			• Appraisals and feasibility studies for potential GOU projects in promotion and marketing conducted, • Undertake appraisals and feasibility studies for potential GOU projects	and policy-makers	and upon request				
		Frequency	• Annually, or as per approved research agenda/work plan						
		Quality	• Data is reliable, timely, and actionable						
		Reporting Time	• within 30 working days of study completion						
	Tourism Umbrella Association Secretariat Strengthened through development of Coordination framework and Strategic plans	Tourism private sector coordination framework in Place	• Tourism private sector coordination framework developed and implemented	Tourism Associations, Tour companies	Appointments and engagement meetings	Workshops and seminars, consutative meetings	Human Resource, Office space, office equipment, technology	Prescribed fee	Tourism development department
		Number of Private Sector Associations with strategic plans	• Private Sector supported to develop their Strategic plans	Tour operators, Hoteliers,	Appointments and engagement meetings	Workshops and seminars, technical support engagements	Personnel, Office space, office equipment, stationery	Prescribed amount	
	Wildlife protected areas, use rights licencees, and tourism or wildlife training institutions inspected	Proportion of Wildlife protected areas inspected	• Inspections for tourism training institutions conducted timely	UHTTI, Licensees	Must be a registered /licensed operator or accredited institution	Routine and scheduled compliance inspections, Stakeholder engagement	Personnel, Transport and field logistics, Inspection checklists, compliance tracking tools, ICT equipment, Documentation and enforcement materials	None, Allocated fees, Prescribed fees	Tourism Development Department
		Proportion of tourism training	• Tourism training institutions inspected regularly	UHTTI	Observation and inspection	Inspection planning and execution, Use of standard			

Specific Objective	Key Output/Service Description	Performance Indicator	Standard (Quantity, Quality, Cost, Time, Process, Accessibility & Coverage)	Target Recipients of Service	Access Criteria to obtain Service	Methodology for providing service	Basic infrastructure for providing service: including tools, equipment and personnel (inputs)	User fee/ contribution	Responsibility Centre
		institutions inspected				inspection tools and legal checklists			
		Proportion of wildlife training institutions inspected	• Inspections and support supervision for Wildlife protected areas, Wildlife use rights licencees as well as the border entry and exit points conducted.	UHTTI	Observation and inspection	Inspection planning and execution, Preparation of findings and compliance reports			
		Proportion of Wildlife use rights licencees inspected	• Wildlife protected areas, wildlife use rights licensees, and border entry and exit points inspected and supervised to ensure compliance with conservation standards and regulatory requirements. • Quality assurance framework developed and implemented	Tour Operators	Observation and inspection	Quality and compliance audit	Human Resource, modern technology, stationery for reporting	Prescribed fees	Tourism Development Department
		Frequency	• At least quarterly inspections or as stipulated by legal/regulatory framework						
		Quality	• Comprehensive, evidence-based, and compliant with legal standards						
		Reporting Time	• Preliminary reports within 7 working days of inspection, Final inspection reports submitted within 30 working days						
	Safety and security of	No. of special tourism police	• National Anti-Wildlife Crime Coordination Task Force (NWCCTF)	Tourism Police, Tour Operators,	Registration, schedulin	Stakeholder engagement meetings	Human resource, office infrastructure,	Prescribed budget	MTWA

Specific Objective	Key Output/Service Description	Performance Indicator	Standard (Quantity, Quality, Cost, Time, Process, Accessibility & Coverage)	Target Recipients of Service	Access Criteria to obtain Service	Methodology for providing service	Basic infrastructure for providing service: including tools, equipment and personnel (inputs)	User fee/ contribution	Responsibility Centre
	tourists enhanced.	desks established	established and fully operational to coordinate efforts in combating wildlife crime.	Communities	g and attendance		office equipment, vehicles and security equipment		
		%of planned security personnel	• Tourism security personnel trained in customer care, command and control, crime scene management, prosecution, and related skills to enhance service quality and security effectiveness.	Tourism Security Personnel, Tour Operators, Communities	Registration scheduling and attendance	Inspection planning and execution	Human resource, office infrastructure, office equipment, vehicles and security equipment	Allocated budget	MTWA

9.0. IMPLEMENTATION ARRANGEMENTS

The successful implementation of the Service Delivery Standards (SDS) for the Ministry of Tourism, Wildlife and Antiquities (MoTWA) requires coordinated action across departments, leadership commitment, adequate resources, and a strong change management approach. This section outlines how the standards will be operationalized and embedded into the Ministry's systems, culture, and performance management frameworks.

9.1 ROLES AND RESPONSIBILITIES

The following institutions and actors have distinct roles in implementing the SDS:

- Permanent Secretary (PS), MoTWA: Provides overall leadership and policy direction for the institutionalization and compliance with SDS across the Ministry.
- Heads of Departments: Responsible for internalizing the standards within their units, aligning them with work plans, and ensuring timely and quality service delivery.
- Monitoring and Evaluation (M&E) Unit: Tracks adherence to service standards through performance indicators, client feedback, and quarterly reports.
- Human Resource Division: Integrates SDS into performance appraisal tools and supports staff accountability through capacity building and performance contracts.
- ICT Unit: Ensures that digital platforms and systems support the efficient delivery and monitoring of services.
- MoFPED and Ministry of Public Service: Provide oversight, funding, and technical guidance to support SDS implementation and compliance in the sector.

9.2 TRAINING AND CHANGE MANAGEMENT

The Ministry shall undertake a targeted training and change management program to support the rollout of SDS, including:

- Orientation of staff and managers on the content and use of the standards.
- Capacity-building workshops for frontline officers and technical teams.
- Incorporation of SDS into induction programs for new staff.
- Use of champions and focal persons in each department to drive uptake and continuous improvement.
- Periodic learning reviews to assess implementation progress and adjust strategies.

A strong emphasis will be placed on changing mindsets, promoting customer-centered service, and fostering a performance-driven culture.

9.3 RESOURCE REQUIREMENTS

Effective implementation of the SDS will require:

- Financial resources to support dissemination, training, and monitoring activities.
- Human resources with skills in planning, service delivery, customer care, M&E, and ICT.
- ICT infrastructure to automate service processes and track performance indicators.
- Tools and materials including service charters, job aids, and reporting templates.
- The Ministry shall integrate SDS-related activities into its annual work plans and budgets and mobilize additional support through development partners where necessary.

10. MONITORING, EVALUATION & REVIEW OF THE SERVICE DELIVERY STANDARDS (SDS)

To ensure that the Service Delivery Standards (SDS) for the Ministry of Tourism, Wildlife and Antiquities (MoTWA) remain relevant, effective, and results-oriented, the Ministry shall institutionalize a robust Monitoring, Evaluation and Review (MER) framework. This framework is intended to track performance against set standards, enhance accountability, identify service gaps, and support evidence-based decision-making for continuous improvement.

10.1 MONITORING MECHANISMS

Monitoring will focus on both process indicators (e.g., timeliness, coverage) and outcome indicators (e.g., client satisfaction, efficiency). Key mechanisms will include:

- • Quarterly and Annual Performance Reviews: All departments shall report progress on service standards against their work plans, using indicators specified in the SDS. These reports will feed into Ministry-wide performance assessments and Programme Implementation Action Plan (PIAP) reporting.

- • Real-Time Dashboards: Where feasible, services such as tourism licensing, wildlife permits, and digital campaign performance will be monitored through online dashboards and MIS platforms like the Tourism Information Management System (TIMS).
- • Departmental Self-Assessments: Departments shall conduct regular self-assessments using internal service performance scorecards aligned to SDS benchmarks.
- • Compliance Audits: Internal Audit and the Ministry of Public Service will conduct periodic audits to verify adherence to SDS protocols and to ensure that reported results are accurate and supported by evidence.
- • Service Delivery Inspections: Targeted service delivery inspections and supervision missions will be undertaken to assess quality and consistency, particularly in remote or high-volume service points.

10.2 EVALUATION APPROACHES

Evaluation will aim to determine whether the implementation of the SDS is leading to improved public service outcomes and citizen satisfaction. Key evaluation approaches include:

- Client Satisfaction Surveys: These will assess user perceptions of service quality, accessibility, and responsiveness across various departments and touchpoints.
- Citizen Report Cards and Mystery Client Assessments: These tools will provide objective, anonymous feedback on the actual service experience and will inform both recognition and corrective actions.
- Mid-term and End-of-Plan Evaluations: Aligned with NDP IV and PIAP timelines, these evaluations will assess the contribution of MoTWA's services to national development targets and programme outcomes.
- Independent Assessments and Joint Sector Reviews: Evaluations commissioned by development partners, oversight agencies, or through inter-ministerial sector reviews will provide additional accountability.
- Evaluation findings shall be disseminated widely and used to inform service re-design, capacity building, and policy reform where necessary.

10.3 REVIEW AND CONTINUOUS IMPROVEMENT

The SDS shall be reviewed every three to five years, or earlier where:

- There are significant policy or institutional changes;
- Service delivery environments have shifted (e.g., new technology, pandemic response);
- Client feedback signals persistent service challenges;
- Recommendations arise from audits or evaluations.

The review process shall be led by the Planning and M&E Division, in coordination with department heads, client-facing officers, and oversight institutions such as the Ministry of Public Service, National Planning Authority, and Office of the Prime Minister.

Where needed, technical assistance may be sought to benchmark MoTWA's SDS against international best practices, such as the UNWTO quality assurance guidelines, African Tourism Strategy frameworks, or ISO-based public service standards.

By maintaining a culture of learning, adaptation, and responsiveness, the Ministry aims to ensure that its service delivery mechanisms remain aligned to citizen needs, stakeholder expectations, and national priorities.

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The Permanent Secretary
Ministry of Tourism, Wildlife and Antiquities
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