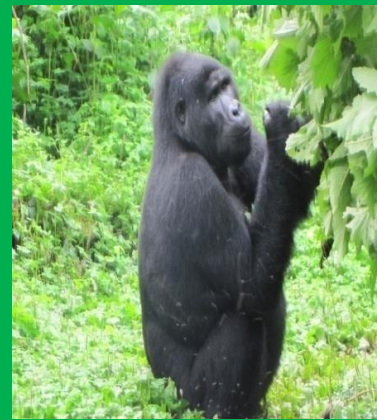




THE REPUBLIC OF UGANDA

Ministry of Tourism Wildlife and Antiquities

ANNUAL TOURISM SECTOR PERFORMANCE REPORT FINANCIAL YEAR 2015/16



Theme:

Unlocking the Tourism Potential as an Engine of attaining Middle
Income Status by 2020



THE REPUBLIC OF UGANDA

MINISTRY OF TOURISM, WILDLIFE AND ANTIQUITIES

ANNUAL TOURISM SECTOR PERFORMANCE REPORT

October, 2016

Message from the Minister

The Ministry of Tourism, Wildlife and Antiquities will be coordinating and hosting the 7th Annual Tourism Sector performance review under the theme *Unlocking the tourism potential as an engine* for attaining the middle income status by 2020. This theme is in line with the Ministry's mandate to formulate and or monitor implementation of policies, strategies, plans and programmes that promote tourism, wildlife and cultural heritage resources for socio-economic development and transformation of the country. The theme also positions the tourism sector's planned contribution to achieving Vision 2040 and the NRM Manifesto 2016 to 2021.

Tourism is the main economic driver in many Ugandan communities, and there is so much more potential to be achieved. To that end, we will be working closely with industry partners, including tour operators, businesses and associations, to enhance multi- Sectoral effectiveness and improve tourism infrastructure, to reach new markets.

The Ministry of Tourism and its Agencies continue to develop new and exciting partnerships that see the industry and government collaborating to achieve new levels of growth and success in Uganda's tourism.

Various industry stakeholders contributed to the development of the Uganda Tourism Development Master Plan (2014-2024) and Uganda National Tourism Sector Development Plan (2015/16 – 2019/20). Working together, we are now implementing these plans in order to realize the social-economic transformation of Uganda.

The Sector's overall focus remains unchanged. We need to bring more visitors to Uganda and inspire them to stay longer and spend more money. That means more profitability for a UGX 7.2 trillion industry that supports more than 1,173,000 jobs throughout the Country and earns more than 1.3 billion dollars in foreign exchange.

We intend to demonstrate that we are all prepared to define the challenges that lie ahead and the strategies to address them. At the sector level, we will continue to foster holistic and forward- looking policy development, planning and management through the enhanced participation by all stakeholders. Uganda is internationally recognized as a country with exceptional range of natural and cultural tourism assets. The challenge is to prescribe strategies to unlock their potential to propel Uganda to attain middle income status by 2020. The Annual Tourism Sector Review is to assess progress towards achieving this goal.



Prof. Ephraim Kamuntu (MP)
MINISTER

Message from the Permanent Secretary

The Sector Performance Report for Uganda's Tourism sector for the FY 2015/16 is prepared pursuant to the Public Finance Management Act 2015 and government policies and guidelines. These instruments require the reporting of sector performance against the targets set at the start of the financial year. The reporting of the Sector's performance necessarily includes the financial and physical performance both at outcome and output levels.

This Report serves to provide timely and focused information to the decision-makers and other stakeholders on the performance of the sector during the Financial Year 2015/16 and the previous years. The report aims to highlight what has been delivered at impact, outcome and output levels in Tourism development and Wildlife and cultural heritage conservation. The report looks at what outcomes are being realized in terms of actual changes in the quality, access and utilization of tourism services, products and infrastructure. The report provides for accountability for the spending of the sector budget, and outlines key areas of performance and under-performance. Fundamentally, the Report is designed and timed to guide decision makers on where emphasis and resources need to be placed in the coming Financial Year and the medium term.

The report addresses the performance of the Sector through the six MDAs, namely, Ministry of Tourism Wildlife and Antiquities (MTWA), Uganda Tourism Board (UTB), Uganda Wildlife Authority (UWA), Uganda Wildlife Conservation Education Center (UWEC), Uganda Hotel and Tourism Training Institute (HTTI) and Uganda Wildlife Research and Training Institute (UWRTI).

The progress towards the improvement of tourism support infrastructure is assessed with emphasis on tourism roads. The report further presents the performance of the private sector, focusing mainly on the tour and travel operations, accommodation establishments and tourism training institutions. The contribution of sector Civil Society Organisations towards the achievement of the sector objectives as highlighted in the second National development Plan is also presented.

We acknowledge that this Performance Report is, to the extent possible, a complete and accurate representation of the sector's performance relative to the goals and priorities set out in the Ministerial Policy Statement FY 2015/16 and the undertakings made during the 6th Tourism Annual Sector Review.



Amb. Patrick S. Mugoya
PERMANENT SECRETARY

About Uganda's Tourism Sector

In Uganda, tourism is increasingly becoming a key source of livelihood and pride, helping to support families and local economies, and to build communities throughout the Country. Tourism is Uganda's leading foreign exchange earner with the largest portion of the activities being driven by the private sector.

The management of public operations of the Tourism sector is spearheaded by the Ministry of Tourism Wildlife and Antiquities under the political leadership of the Minister of Tourism, Wildlife and Antiquities. The Ministry is composed of the Directorate of Tourism, Wildlife and Museums and Monuments and the following Departments: Tourism Development, Wildlife Conservation, Museums and Monuments and Finance and Administration. Other Statutory Institutions in the sector are Uganda Tourism Board (UTB), Uganda Wildlife Authority (UWA), Uganda Wildlife Conservation Education Centre (UWEC), Uganda Hotel and Tourism Training Institute (HTTI) and Uganda Wildlife Research and Training Institute (UWRTI). The ministry also oversees the following Programme institutions: Chimpanzee Sanctuary and Wildlife Conservation Trust (CSWCT), Rhino Fund Uganda (RFU) and Bwindi-Mgahinga Conservation Trust (BMCT). All these institutions have adapted increased management flexibility to improve performance.

Each one of the above Statutory bodies is supported by a Board which among other functions advises and supports it to be more entrepreneurial, to respond to strategic opportunities, and, ultimately, to grow its relevancy to the Tourism Sector and the Ugandan economy as a whole.

Since the creation of the Ministry in 2011, the management of the Tourism Sector has gone through a period of transition, including the creation and operationalization of the Tourism Sector Working Group, the increase in sector budget, strengthening of the Sector's Top Management and the restructuring and increase in staffing levels in all sector MDAs. During this time, the sector has rebuilt its team, including increasing sector staffing levels to the current 58.7%. More is still desirable but we are excited about the great balance and progress we are achieving – a staff with experience and great depth of knowledge, matched with high energy and fresh ideas. Together, we are building a stronger team, poised to face challenges head-on and seize strategic opportunities as they arise.

Given that tourism is mainly a private sector driven industry, the Minister consults with the following bodies in the governance and regulation of the sector: Uganda Tourism Association (UTA) which is the Tourism private sector apex body affiliating all private sector tourism associations, Uganda Hotel Owners Association (UHOA), Hotel and Catering Association of Uganda (HCAU), Uganda Community Tourism Association (UCOTA), Uganda Safari Guides Association (USAGA), Uganda Travel Agents Association (TUGATA), and the Association of Uganda Tour Operators (AUTO). The Ministry regards these associations as important entry points in fostering public private sector dialogue, advocacy and development initiatives for the sector. The organization and strengthening of these associations is therefore cardinal.

Additionally, the sector is supported by a number of Development Partners including the Civil Society Organizations which are involved in tourism related activities, ranging from conservation to livelihood improvement. These activities include mobilization of technical and financial resources to support government efforts, preservation of the resources upon which tourism is based, Influencing policy development, marketing, public sensitization and awareness about tourism potential and opportunities, research, and advocacy for community capacity enhancement.

The sector's five year focus is on Marketing and Promotion, Human Resources Development, Tourism Management and Regulation, Natural and Cultural Heritage Conservation, and Tourism Product Development.

The Tourism Sector, has planned to enhance its collaboration with other sectors to implement strategies that will ensure we unlock Uganda's tourism potential as well as encourage more visitors to Uganda who will stay longer and spend more in order to ensure the accelerated contribution of the tourism sector to the national economy.

ACRONYMS

AEWA	African–Eurasian Water bird Agreement
ATA	Africa Travel Association
AUTO	Association of Uganda Tour Operators
BBC	British Broadcasting Corporation
BFP	Budget Framework Paper
BINP	Bwindi Impenetrable National Park
BMCT	Bwindi and Mgahinga Conservation Trust
BOQ	Bills of Quantity
BOT	Balance of Trade
CAA	Civil Aviation Authority
CEDP	Competitiveness and Enterprise development Project
CEO	Chief Executive Officer
CITES	Convention on International Trade in Endangered Species of Fauna and Flora
CMS	Convention on Migratory Species of Wild Animals
CSOs	Civil Society Organizations
CSWCT	Chimpanzee Sanctuary and Wildlife Conservation Trust
CWM	Certificate in Wildlife and Allied Natural Resource Management
DWM	Diploma in Wildlife and Allied Natural Resource Management
DWT	Diploma in Wildlife Tourism Management
EAC	East African Community
FAM	Familiarity
FAO	Food and Agricultural Organization
FY	Financial Year
GDP	Gross Domestic Product
GEF	Global Environmental Facility
GoU	Government of Uganda
HTTI	Hotel and Tourism Training Institute
ICT	Information and Communication Technology
ITB	International Tourism Bourse
JARD	Joint Annual Review of Decentralization
JTMC	Joint Tourism Marketing Committee
KCCA	Kampala Capital City Authority
KVNP	Kidepo Valley National Park
LDPG	Local Development Partners Group
LMNP	Lake Mburo National Park
MDA	Ministries Departments and Agencies
MFNP	Murchison Falls National Park
MGNP	Mgahinga Gorilla National Park
MICE	Meetings Incentives Conferences and Events
MOES	Ministry of Education and Sports

MoIA	Ministry of Internal Affairs
MoFPED	Ministry of Finance Planning and Economic Development
MoH	Ministry of Health
MoPS	Ministry of Public Service
MOU	Memorandum of Understanding
MoWT	Ministry of Works and Transport
MPS	Ministerial Policy Statement
MTEF	Medium Term Expenditure Framework
MTWA	Ministry of Tourism Wildlife and Antiquities
NCHE	National Council of Higher Education
NDP	National Development Plan
NEMA	National Environment Management Authority
NPA	National Planning Authority
NTP	National Tourism Portal
OPM	Office of the Prime Minister
PAAZAB	Pan African Association of Zoos and Aquaria
PAs	Protected Areas
PES	Payment for Ecosystem Services
PIRT	Presidential Investors Round Table
PPDA	Public Procurement and Disposal Authority
PR	Public Relations
QA	Quality Assurance
QENP	Queen Elizabeth National Park
TDA	Tourism Development Areas
TSAPR	Tourism Sector Annual Performance Report
TSWG	Tourism Sector Working Groups
TUGATA	The Uganda Association of Travel Agents
UBOS	Uganda Bureau of Statistics
UHOA	Uganda Hotel Operators Association
UHTTI	Uganda Hotel and Tourism Training Institute
UIA	Uganda Investment Authority
UK	United Kingdom
UMA	Uganda Manufactures Association
UNDP	United Nations Development Program
UNEP	United Nations Environmental Program
UNESCO	United Nations Educational Scientific and Cultural Organization
UNWTO	United Nations World Tourism Organization
USAGA	Uganda Safari Guide Associations
UTA	Uganda Tourism Association
UTB	Uganda Tourism Board
UWA	Uganda Wildlife Authority

UWCEC	Uganda Wildlife Conservation Education Centre
UWRTI	Uganda Wildlife Research and Training Institute
WCU	Wildlife Clubs of Uganda
WGs	Working Groups
WTM	World Travel Market
WTTC	World Tourism and Travel Council
WWF	World Wildlife Fund

TABLE OF CONTENTS

Message from the Minister	i
Message from the Permanent Secretary.....	ii
About Uganda's Tourism Sector	iii
ACRONYMS.....	v
TABLE OF CONTENTS.....	viii
EXECUTIVE SUMMARY	xii
1.0 INTRODUCTION	1
1.1 Rationale.....	1
1.2 Objectives and Scope	1
1.3 Authorship and structure of the report	2
2.0 OVERVIEW OF PROGRESS OF THE TOURISM SECTOR.....	3
2.1 Global Outlook of Tourism Industry.....	3
2.2 Tourist Arrivals to Uganda.....	4
2.2.1 Total Tourist Arrivals	4
2.2.2 Tourist source markets and mode of transport	4
2.2.3 Distribution of International tourist.....	4
2.3 Tourism contribution to foreign exchange earnings and GDP.....	5
2.3.1 Contribution of Tourism (Visitor Exports) to foreign exchange earnings	5
2.3.2 Contribution of Tourism to GDP	6
2.4 Data on key performance indicators 2010-2015	7
2.5 Hotel and Accommodation Statistics	8
2.5.1 Annual Occupancy rates.....	8
2.5.2 Quarterly room and bed occupancy by region.....	8
2.5.3 Room and Bed Occupancy rates by type of accommodation establishment.....	9
2.5.4 Room and Bed Occupancy rates by category of room and bed.....	9
2.6 State of the Tour Operator Industry	10
3.0 FINANCIAL PERFORMANCE OF THE SECTOR	11
4.0 REVIEW OF 6 TH TOURISM SECTOR REVIEW CONFERENCE ACTION PLAN MATRIX AND PROGRESS.....	14
5.0 UGANDA VISION 2040 AND THE NATIONAL DEVELOPMENT PLAN.....	23
5.1 Uganda Vision 2040.....	23
5.2 The Second National Development Plan (NDP II)	24

5.2.1 Progress against NDP II targets FY 2015/16.....	24
6.0 PHYSICAL PERFORMANCE OF SECTOR INSTITUTIONS FY 2015/16	26
6.1 Ministry of Tourism Wildlife and Antiquities	26
6.2 Uganda Tourism Board	30
6.3 Uganda Wildlife Authority.....	36
6.4 Uganda Wildlife Conservation Education Center	45
6.5 Uganda Hotel and Tourism Training Institute	49
6.6 Uganda Wildlife Research and Training Institute.....	51
7.0 PROGRESS IN IMPROVING TOURISM ROADS	56
8.0 PLANNED OUTPUTS FOR FY 2016/17	57
8.1 Planned Outputs for the Ministry of Tourism Wildlife & Antiquities, FY 2016/17.....	57
8.2 Planned Outputs for the Uganda Tourism Board, FY 2016/17	58
8.3 Planned Output for Uganda Wildlife Authority, FY 2016/17	59
8.4 Planned Outputs for Uganda Wildlife Education Centre, FY 2016/17	62
8.5 Planned Outputs for the Uganda Wildlife Research Training Institute, FY 2016/17	64
8.6 Planned Outputs for Uganda Hotel Training and Tourism Institute, FY 2016/17	64
9.0 UGANDA’S WILDLIFE POPULATIONS	66
9.1 Background of Uganda’s wildlife	66
9.2 Wildlife stocks.....	67
9.3 Challenges in wildlife conservation	68
10.0 THE STATUS OF CULTURAL HERITAGE SITES IN UGANDA	70
11.0 EMPLOYMENT AND TOURISM HUMAN RESOURCES DEVELOPMENT	72
11.1 Tourism contribution towards Employment	72
11.2 Human resource capacity development: The performance of Tourism training institutions	72
11.2.1 Enrollment in Tourism related courses.....	72
11.2.2 Graduation in Tourism related courses, 2015.....	73
11.2.3 Number of graduates in tourism related course by Education Level, 2009-2015 .	73
11.3 Staffing in the Tourism sector institutions FY 2015/16.....	74
ANNEXES.....	75
ANNEX 1: Policies, legal framework and strategies for tourism sector in Uganda	75
ANNEX 2: Institutional framework for tourism sector in Uganda	77
ANNEX 3: Sector Planning and Finance	80
ANNEX 4: Functions of departments and Institutions	83

ANNEX 5: TOURISM SECTOR DEVELOPMENT PROJECTS	88
Annex 5 (A): GoU Projects	88
Annex 5(B): Competitiveness Enterprises Development Project (Cedp)	90
ANNEX 6: Tourist Arrivals to Uganda.....	98
Annex 6 (A): Tourist Arrivals by Purpose of Visit, 2011-2015	98
Annex 6 (B): Tourist Arrivals by Region of Residence and Source Markets, 2011-2015	98
Annex 6 (C): Tourist Arrivals by Port of Entry, 2011-2015	98
Annex 6 (D): Sex of the Tourist Arrivals, 2011-2015.....	99
ANNEX 7: Visitation to Uganda’s Tourist sites.....	99
Annex 7 (A): Visitation to Uganda’s National Parks, 2011-2015.....	99
Annex 7 (B): Categories of Visitors to Uganda’s National Parks, 2011-2015.....	99
Annex 7 (C): Visitors to National parks by category, 2015	100
Annex 7 (D): Visitation to Uganda Wildlife Conservation Education Centre (UWEC), 2011-2015.....	100
Annex 7 (E): Visitation to Uganda Museum, 2011-2015.....	100

List of Tables

Table 1: Contributors to Uganda's Foreign exchange earnings 2015	5
Table 2: Tourism Foreign exchange earnings by purpose of visit 2014-2015	6
Table 3: Data on key performance indicators 2010-2015.....	7
Table 4: Sources of Tourism Data	7
Table 5: Quarterly room and bed occupancy rates, FY2014/15, FY2015/16.....	8
Table 6: Quarterly room and bed occupancy rates by region (percent), 2015/16.....	8
Table 7: Room and Bed occupancy rates by type of accommodation facility, 2015/2016	9
Table 8: Room and Bed Occupancy rates by category of room and bed.....	9
Table 9: Overall budget of the tourism sector FY 2011/12 and FY 2015/16	11
Table 10: On-budget allocations: Sector vs National budget (Billion US\$).....	11
Table 11: Financial performance Ministry of Tourism Wildlife and Antiquities.....	12
Table 12: Financial performance Uganda Tourism Board	12
Table 13: Source of Revenue for Uganda Wildlife Authority FY 2015/16.....	12
Table 14: Source of Revenue for Uganda Wildlife Conservation Education Centre FY 2015/16	12
Table 15: Source of Revenue for Uganda Hotel and Tourism Training Institute FY 2015/16	13
Table 16: Source of Revenue for Uganda Wildlife Research and Training Institute FY 2015/16	13
Table 17: Performance against NDP II FY 2015/16.....	24
Table 18: Population estimates of Medium to large mammals in Uganda	68
Table 19: Enrollment of Students in Tourism related courses by education level	72

List of Figures

Figure 1: Tourist arrivals 2011-2015	4
Figure 2: Trend of distribution of International tourist by Purpose of Visit.....	5
Figure 3: Tourist Arrivals by Purpose, 2015.....	5
Figure 4: Contribution of Tourism to Foreign Exchange Earnings (US\$m)	6
Figure 5: Distribution of graduates by Education Level.....	73
Figure 6: Total Number of graduates in tourism related course, 2009-2015	73
Figure 7: Staffing levels in the Tourism Sector FY 2015/16.....	74

EXECUTIVE SUMMARY

Introduction

This Report outlines the performance of the Tourism Sector during the Financial Year 2015/16 and focuses on an assessment of progress against the Sector's commitments made against the National Development Plan 2015/16 – 2019/20, approved Ministerial Policy Statement for the financial year -and in the Budget Speech of 2015/16. It also tracks progress against actions agreed upon in the 6th Tourism Sector Review Conference held in September 2015. It presents the various Key Performance Indicators over the last few years including data and analysis with respect to the contribution of Travel & Tourism to GDP in Uganda, Tourism foreign exchange earnings, employment in the sector, staffing in sector MDAs, and wildlife population trends.

Global Outlook of Tourism Industry

For the period under review, the global Travel & Tourism continues to grow by 2.5% to 4% each year. The proportion of the population travelling has grown from just 6% of the population in 1980 to 16% in 2015. The growth of the Travel & Tourism sector in 2015 (2.8%) outpaced that of the global economy (2.3%) and a number of other major sectors such as manufacturing and retail. In total, Travel & Tourism generated US \$7.2 trillion (9.8% of global GDP) and supported 284 million jobs, equivalent to 1 in 11 jobs in the global economy. The outlook for Travel & Tourism in 2016 remains robust, with GDP growth contribution expected to accelerate and is anticipated to support over 370 million jobs by 2026. It will require effective coordination between public institutions and the private sector around the world to achieve this growth.

Tourist Arrivals to Uganda

The country recorded a total of 1.7 million arrivals in 2015 of which 1.3 million (75 percent) were tourists arrivals. Tourist arrivals have grown from 1.15 million tourists in 2011 to 1.30 million in the year 2015, reflecting an average growth rate of 3.2 percent per year. The number of tourist arrivals through the gazetted border posts increased by 2.9 percent between 2014 and 2015. Neighboring countries (Kenya, Rwanda, Tanzania, the South Sudan and D.R. Congo) contributed 71 percent of all visitor arrivals.

Tourism contribution to foreign exchange earnings and GDP

Tourism continues to be the leading foreign exchange earner to the Ugandan economy where visitor exports generate USD 1.35bn (23.5% of total exports). The direct contribution of Travel & Tourism to GDP was UGX2,982.1bn (3.7% of total GDP), and is forecast to rise by 0.7 percent in 2016. The total contribution of Travel & Tourism to GDP was UGX7,270.5bn (9.0% of GDP) in 2015, and is forecast to rise by 1.4 percent in 2016.

Hotel and Accommodation Statistics

In FY2015/16, the overall room and bed occupancy rates stood at 47.6 percent and 46.2 percent respectively with quarter one (July-September) registering the highest occupancy rates and quarter three having the lowest occupancy rates.

State of the Tour Operator Industry

The Tour Operator business grew by 23 percent between the year 2015 and 2016 with the business from foreign clients constituting 98.9 percent of total business. Domestic tourists contributed 1.1 percent of Tour Operator business in 2016 having declined from 1.2 percent in the year 2015. Comparatively, employment levels have improved both at an individual firm level and the general industry. At a firm level, the average number of employees increased from 6 in 2015 to 8 employees in 2016.

Financial Performance of the Sector

In the FY 2015/16, the overall approved sector budget was UGX 99.6 billion comprising UGX 31.5 billion (32%) on-budget and UGX 68.1 billion (68%) off-budget. Overall, the sector realized 89.9 percent of the approved budget in FY 2015/16. Compared to FY 2014/15, the overall approved sector budget increased by 34 percent (from UGX 75.4bn). The sector share of the National budget has been increasing over time and on-budget funds to the Sector constituted 0.2 percent of the National budget in FY 2015/16. While this is the biggest proportion the sector has ever registered, it was attained largely as a result of the one-off fund allocated to the Ministry of Tourism, Wildlife and Antiquities to rehabilitate Namugongo Martyrs shrines.

Review of 6th Tourism Sector Review Conference Action Plan Matrix and Progress

A total of 45 actions were recommended in the Key Result Areas of; Tourism Marketing and Promotion, Tourism Human Resources Development, Natural and Cultural Heritage Conservation, Tourism Management and Regulation and Product Development. The targets have been achieved on 37 percent of these actions while progress was registered on 40 percent of the actions. Plans are underway to address 22 percent of the actions not yet implemented.

Progress against NDPII targets FY 2015/16

The Tourism sector prioritized the implementation of strategies to achieve targets set under the five NDP II tourism Sector specific objectives namely; Increase Market share for tourism, Increase and diversify the stock of tourism products, Increase the stock of human capital along the tourism value chains and create new jobs, Improve coordination, regulation and management of the tourism sector, and Increase conservation of natural and cultural heritage.

Basing on the indicators and targets set out in the NDP II results framework, the Sector performed fairly with the FY 2015/16 targets achieved for the 59.4 percent of the indicators. On the other hand, the sector did not achieve the targets for 20.3 percent of the indicators and the other 20.3 percent had inadequate data to enable assessment. Performance is largely constrained by inadequate resources to implement NDP II interventions. There is no data for

some indicators as the Sector did not have adequate resources to undertake periodic surveys in the areas of wildlife, tourism establishments, and the populations engaged in tourism activities.

Sector's performance on Outputs and Activities FY 2015/16

Policies, regulations and governance

During the FY 2015/16, the Principles for the Heritage Bill were developed while Cabinet approved the Uganda Wildlife Bill 2015 which is now with Uganda Printing and Publishing Corporation (UPPC) for publication. The Ministry undertook inspections of Conservation Areas and user rights holders to oversee Government Policy implementation. The regulations of Uganda Wildlife Powers of Arrest, Search and Possession of fire arms were gazetted while the regulations on fees for Uganda wildlife Authority were approved by the Board of Trustees and forwarded to the First Parliamentary Counsel for gazettelement. The sector continued to foster Uganda's interests on Global conservation agenda through participation in various international meetings.

Conservation and sustainable utilization of wildlife resources

A total of 226 rangers were recruited, trained and deployed to strengthen security and law enforcement in PAs. UWA constructed 5 crocodile cages; in Apac, Kasenyi, and Nora; Implemented eight (8) community interventions including training Community wildlife scouts, supported growing of chilli, garlic, tea, coffee and pepper and beekeeping; Opened 26.1kms and maintain 272.89kms of trenches in Murchison Falls (MFNP), Queen Elizabeth (QENP) and Kibaale (KNP) National Parks; Planted 23kms and maintained 206.8kms of Mauritius thorn in Rwenzori Mountain (RMNP), Semliki (SNP), Bwindi Impenetrable (BINP) and Murchison Falls (MFNP) National Parks; Translocated 15 Giraffes from Northern to Southern Bank in Murchison Falls National Park. A total of UGX 848,047,955/= was disbursed to 21 districts neighboring the three (3) Conservation Areas (CAs) of Queen Elizabeth (QECA), Kidepo Valley (KVCA) and Murchison Falls (MFCA) Conservation Areas.

These combined efforts in patrols resulted in 1661 arrests (277 poaching, 399 illegal grazing, 168 illegal marine and 817 other illegal activities) leading to 517 convictions, 1100 fines and 44 cautions. Confiscations included 2 AK 47, 2 SMGs, 14 ammunitions, 6999 snares, and 16,254 other illegal items. Among 1661 suspects and Pillars were maintained over a total length of 1803.4Kms in all PAs.

A total of 382.17kms fire lines were maintained in all PAs and 23 animals were rescued from wire snares including 10 elephants, 1 buffalo, 1 chimp and 6 giraffes, 2 leopards and 3 lions. A basic lab in MFNP was completed and the construction of a veterinary health centre in Mweya peninsula in QENP is in final stages.

UWEC undertook 200 school outreach conservation programs in all the regions of Uganda; developed and produced conservation booklets. The animal species collection number cared for at UWEC increase from 46 to 50 species in FY 2015/16

Promotion and Marketing

Showcased Uganda's tourism potential in International source markets through participation in marketing and promotion expos including British Bird Watching Fair, JATA, UNAA Convention and New York HQ General Assembly. Uganda won the Silver Award at the Indaba Tourism Fair in Durban, South Africa. Showcased Uganda's tourism potential through Domestic Tourism Fairs. The sector Organized 5 major events to promote domestic tourism including World Tourism Day, Miss Tourism Uganda, Buganda expo, Kampala Adventure Cycling Challenge among others

Three Public Relations (PR) firms were hired to cover UK, North America (USA and Canada) and the German Speaking Countries (Germany, Switzerland and Austria). During the second half of the financial year 2015/16, three inception Familiarization trips were carried out as part of the engagement process. The firms are expected to contribute to increased tourism arrivals, spending, and visibility from these markets.

Tourism Infrastructure and product development

- The construction of Soroti Museum was completed while the land title for land in Arua was secured in preparation for the Construction of a Museum. An assessment of the existing Mt. Rwenzori infrastructure was conducted and some priority infrastructure installed.
- For the improvement of the Uganda Museum, Designs and BoQs for 2 new Museum Galleries, 2 Storage facilities, 1 Laboratory and 1 Theatre were prepared and submitted to KCCA for approval
- UWA constructed 84 units ranger posts in 7 Protected Areas and 3 Students Centers are under construction in MFNP. Construction of two modern tourism gates is in progress in QENP.
- A total of 116Kms of the access roads were graded, spot graveled and drainage in 3 PAs of QENP, LMNP and KNP. Over 1041.5 km of conservation and tourism tracks and 1058.5 km of tourism trails were maintained in Conservation Areas.
- 18 animal exhibits were maintained in good order at UWEC to hold all the animals in a safe environment.

Registration, Classification and Inspection of Tourism facilities

- UTB Classified 26 hotels and uploaded them on the UTB website. An inventory of accommodation facilities for classification was conducted in West, South West, East, North, and Central Uganda to identify classifiable hotels where 100 hotels were identified as classifiable. A total of 38 hotels qualified for star rating.

- Sensitization in standards was conducted for 1,594 owners of tourism facilities; 1,032 enterprises were inspected in 11 districts; 879 tourism enterprises were registered in 5 divisions of Kampala.
- District leaders from 111 districts were addressed at ULGA AGM in Lira and 300 at the JARD. A total of 167 local government officials were sensitized about QA standards through workshops; 38 KCCA district inspectors in the 5 divisions of Kampala and Wakiso district were trained on using standards and 3 QA staff in inspection skills.
- The public was sensitized about Tourism services standards through TV programs, talk shows, email and social media.

Capacity building, Coordination

A total of 485 rangers were trained in wildlife conservation and management in Wildlife Conservation at Uganda Wildlife Training Institute in Katwe; A total of 392 new tour guides registered and sat tour guides exams in December 2015. 62 tour guides that passed the assessment were given badges and await licensing. Exams of 288 tour guides in 11 tourism clusters were marked. 150 tour guides were trained and assessed. Curricula of UWRTI were revised and accredited by National Council for Higher Education.

HTTI graduated 377 students and enrolled 265 new students. 126 students were admitted at UWRTI.

Challenges encountered in the FY 2015/16

The Sector continued to face several challenges with most of them associated with inadequate funding of the sector, they include:

- a) Negative Media advisories by Foreign Missions
- b) Lack of electricity in the majority sector installations in the tourism sites especially those in the national parks
- c) Unreliable communication in the national parks
- d) Lack of a national carrier is hampering promotion of the destination
- e) Increased cases of human wildlife conflicts
- f) Inadequate accommodation for students at UWRTI and HTTI; Lack of staff quarters at UWRTI and accommodation for students at HTTI which impact directly on the students enrolment and welfare. Limited training facilities such as lecture rooms, demonstration kitchen and reading library impact on the institute's ability to expand as far as enrolment is concerned
- g) Understaffing both at the Ministry and its agencies due to limited salary provisions. The staffing level of the sector is currently at 58 percent.
- h) Strong dollar affecting the Uganda shillings and Euro
- i) Inadequate funding for the sector
- j) The inadequate number of trained assessors of Hotels and Tourism facilities has limited the capacity of the sector to assess the desired number of tourism facilities.

Sector's Areas of focus in FY 2016/17

The sector will continue to focus on strengthening and streamlining the legal and institutional mechanism for tourism development (Heritage Resources Bill, Wildlife Bill, MICE strategy, implementation of the national tourism levy, value chain analysis of the tourism sector, Conservation and sustainable utilization of wildlife resources; intensification of tourism promotion and marketing; product development and diversification; tourism human skills development; and development of tourism support infrastructure.

The Ministry will carry out detailed feasibility studies and provide designs for the developments at the source of the Nile and the establishment of a cable car from Rwenzori park gate to Nyabitaba camp; Rehabilitate 2 bridges in Mt Rwenzori; Develop a tourism master plan for the Entebbe-Jinja Lake Victoria tourism circuit; Carry out detailed feasibility studies and provide designs for the establishment of one wildlife satellite centre at regional level; Put final touches on Soroti and Kabale museums Construct an electric fence at Ngamba Islands; produce 5 concepts for project proposals; rehabilitate HTTI infrastructure under CEDP funding.

The staff of MTWA, UTB and UWA are to be trained in various field based on capacity assessment; Enroll 150 wildlife trainee/students at UWRTI and 200 Hotel and Tourism students at HTTI.

The quality assurance function will be enhanced to address the concerns of standards and competitiveness of the sector including UTB conducting a national registration and sensitization programme for the tourism enterprises and attractions.

1.0 INTRODUCTION

1.1 Rationale

The Tourism Sector Annual Performance Report (TSAPR) responds to the requirement that the Ministry reports annually on Sector's performance to the Stakeholders. This TSAPR is the 7th sector annual performance report in its current form produced by Ministry of Tourism Wildlife and Antiquities, and it builds on the Sector Annual Performance Report for FY2014/15 produced in September 2015, and discussed at the Tourism Sector Annual Review Conference of that month. It is the main document that presents a synopsis of the overall performance of the Tourism Sector for the FY 2015/16. It tracks progress made and the challenges encountered by the sector, in its efforts to achieve the broad and specific policy objectives.

The report focuses on the performance of the Tourism Sector against the key objectives outlined in the Tourism Sector Development Plan (TSDP) 2015/16 – 2019/20, and of the medium term sector objectives and budget spending across the six sector MDAs who implement this plan, and in turn that constitute the annual planning and budgeting framework of the Sector MDAs.

The timing of this report, produced in advance of the finalization of the Budget Framework Paper FY 2017/18 (BFP), will enable the focus of the budget, and the decisions over allocations between sector priorities, to be informed by discussions on this performance report.

1.2 Objectives and Scope

The objective of the Tourism Sector Annual Performance Report is to provide timely, focused information to the decision-makers and other stakeholders on the performance of the sector during the previous Financial Year and the recent past. The report highlights what has been delivered at impact, outcome and output levels in Tourism development and regulation, Wildlife and cultural heritage conservation. The report looks at actual changes in the quality, access and utilization of tourism services, products and infrastructure. The report provides for accountability for the spending of the sector budget, and outlines key areas of performance and under-performance and fundamentally, guides decision making on resources needs and prioritization in the coming Financial Year and the medium term.

The report addresses the performance of the Ministry of Tourism Wildlife and Antiquities (MTWA), Uganda Tourism Board (UTB), Uganda Wildlife Authority (UWA), Uganda Wildlife Conservation Education Center (UWEC), Uganda Hotel and Tourism Training Institute (HTTI) and Uganda Wildlife Research and Training Institute (UWRTI). The progress towards the improvement of tourism support infrastructure is assessed with emphasis on tourism roads. The report further presents the performance of the private sector, majorly the tour operators, accommodation establishments and tourism training institutions. The contribution of tourism sector Civil Society Organizations towards the achievement of the sector objectives as highlighted in the second National development Plan is also presented.

1.3 Authorship and structure of the report

The TSAPR 2015/16 is the product of a cross-sector effort. While the majority of the analysis and writing has been led by Ministry of Tourism, Wildlife and Antiquities, the sector Agencies have made input at all stages of preparation of the report. Contributions have also been made by the Private Sector players and the Civil Society Organizations in the sector. The data itself comes from all Sector Departments, Agencies, CSOs and the Private sector umbrella bodies, making this a real Sector Performance Report. The report is comprised of nine chapters with a concluding chapter on conclusions and policy recommendations to enhance productivity, competitiveness and earning.

2.0 OVERVIEW OF PROGRESS OF THE TOURISM SECTOR

2.1 Global Outlook of Tourism Industry

The global Travel & Tourism continues to grow with the global travel growing by 2.5% to 4% each year. The proportion of the population travelling has grown from just 6% of the population in 1980, and the World Tourism Organization estimates that by 2020, 18% of the population will be travelling. The growth of the Travel & Tourism sector in 2015 (2.8%) outpaced that of the global economy (2.3%) and a number of other major sectors such as manufacturing and retail. In total, Travel & Tourism generated US \$7.2 trillion (9.8% of global GDP) and supported 284 million jobs, equivalent to 1 in 11 jobs in the global economy. This significant expansion presents both a challenge and an opportunity for every country especially given the fierce competition for the travelers. The industry continues to decline for those economies which don't have a good share of that growth.

The outlook for Travel & Tourism in 2016 remains robust, despite economic fragilities and other sources of volatility in the wider market. The sector's GDP growth contribution is expected to accelerate and again outpace growth of the wider economy. Stronger growth in 2016 is likely to be underpinned by an improving global economy. The lowest oil prices in more than a decade will continue to boost demand through lower transport costs, whilst household finances and disposable income will benefit from reduced energy costs.

Safety and security concerns have kept into the spotlight globally, and we have to assume that these issues will continue to cause difficulties in the years ahead. We note that the sector remains resilient and that governments are working hard to ensure the safety of tourists and to minimize the impact of security threats. However such incidents will not stop people travelling, as the world continues to go about its business. There are other factors which are influencing the flow of travelers around the world. Notably, the strength of the US dollar relative to other currencies is shifting the price competitiveness of destinations and will affect who travels where this year. Undoubtedly new developments will emerge alongside these existing factors. Travel & Tourism is a key force for good, and it has proven in the past that it is strong and adaptable enough to face any challenges. It will continue to grow, to create jobs, and to bring economic and social benefits.

The Travel & Tourism sector is expected to grow faster than the wider economy and many other industries over the next decade. It is anticipated to support over 370 million jobs by 2026¹. Such strong growth will require tourism destinations across the world to provide environments that are conducive to business development. It will require effective coordination between public institutions and the private sector around the world.

¹This is according to the World Travel & Tourism Council report 2016.

2.2 Tourist Arrivals to Uganda

2.2.1 Total Tourist Arrivals

A Tourist is any person travelling to and staying in a place outside their usual residence (environment) for a period of not more than twelve consecutive months for leisure, business and other purposes not related to the exercise of an activity remunerated from within the place visited. The country recorded a total of 1.7 million arrivals in 2015 including 1.3 million (75 percent) tourists. Those arriving for leisure, recreation and holidays decreased to about 208,000 from 220,000 in 2014 (translating into 5.6 percent decline). This was however boosted by those visiting friends and relatives who increased by 2.8 percent to about 453,000 in 2015. It is also worth noting that the number of tourist arrivals through the gazetted border posts increased by 2.9 percent between 2014 and 2015.

As indicated in Figure 1 on the right, tourist arrivals have grown from 1.15 million tourists in 2011 to 1.303 million in the year 2015. This reflects an average growth rate of 3.2 percent per year. Further analysis reveals that the tourist arrivals were largely boosted by the two categories of the leisure and business tourists with the arrivals in each category growing by an annual average of over 20 percent per year since 2011.

Figure 1: Tourist arrivals 2011-2015



Source: MTWA Statistical Abstract 2016

2.2.2 Tourist source markets and mode of transport

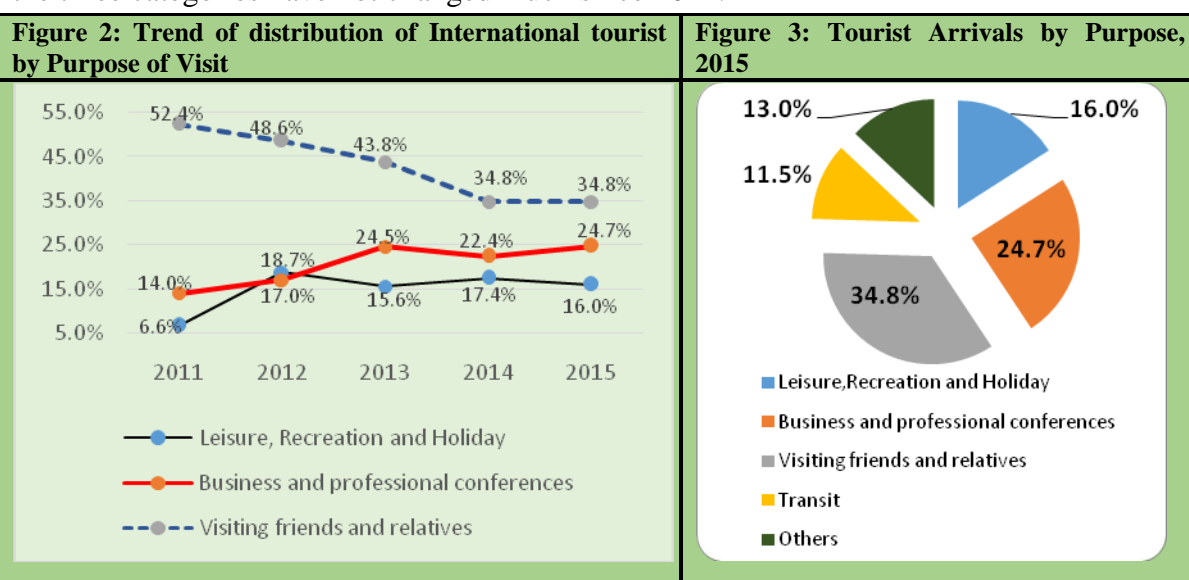
In 2015, most visitor arrivals in the country were from the African continent (80 percent) followed by Europe (8 percent), America and Asia (both 5 percent). Tourists from the neighboring countries including (Kenya, Rwanda, Tanzania, the South Sudan and D.R. Congo) accounted for 71 percent of all visitor arrivals. This was followed by the United States and United Kingdom accounting for 4 percent and 3 percent of tourist arrivals respectively.

There are 2 major forms of travel into and out of Uganda namely Air and Road. Out of all the 22 gazetted entry points, only Entebbe International Airport can be accessed by air. The other points are only accessed by road. The number of tourist arrivals by air transport decreased from about 443,000 in 2014 to about 402,000 persons in 2015, reflecting a 9 percent decline in air travel. The majority of Tourist Arrivals used road as a mode of travel. The number of tourist arrivals by road increased from about 823,000 in 2014 to about 901,000 in 2015. Katuna, Busia, Malaba, Cyanika and Mutukula were the major entry points used.

2.2.3 Distribution of International tourist

International Tourists to Uganda are categorized according to the purpose of visit. Generally, there are three major purposes namely; (1) Leisure, Recreation and Holiday, (2) Business and

professional conferences and (3) Visiting friends and relatives. Over the past few years, all the three categories have demonstrated significant changes in performance as measure by their respective proportions of the total arrivals. The continuous decline in the proportion of arrivals who come to visit friends and relatives coupled with an increase in the proportions leisure and business tourists clearly reveal the improvement in the quality of international tourists to Uganda. Leisure and business tourists spend considerably more than those who come to visit friend and relatives. It is however important to note that the proportions in all the three categories have not changed much since 2014.



Source:MTWA Statistical Abstract 2016

Apart from the three major categories presented in Figure 2, the rest of international visitors are categorized as being in transit or ²Others as shown in Figure 3 above.

2.3 Tourism contribution to foreign exchange earnings and GDP

2.3.1 Contribution of Tourism (Visitor Exports) to foreign exchange earnings

Tourism continues to be the leading foreign exchange earner to the Ugandan economy followed by remittances from Ugandans living abroad. The year 2015 saw visitor exports generate USD 1.35bn (23.5% of total exports) followed by remittances at USD 1.1bn. The leading foreign exchange earners to the economy of Uganda are presented in Table 1 below.

Table 1: Contributors to Uganda's Foreign exchange earnings 2015

Rank	Export Good/Service	Value (US\$bn)	Rank	Export Good/Service	Value (US\$bn)
1	Tourism	1.350	9	Tea	0.069
2	Remittances	1.100	10	Hides & skins	0.062
3	Coffee	0.402	11	Beans	0.054
4	Oil re-exports	0.131	12	Simsim	0.052
5	Base metal & products	0.120	13	Flowers	0.051
6	Fish & its products	0.117	14	Gold	0.035
7	Maize	0.091	15	Cotton	0.020
8	Tobacco	0.073	16	Electricity	0.017

Source:BOU Statistical Abstract 2016

²These include those that come for; education, medical treatment, temporary employment, and prospective residents

The position of Tourism as reflected above is not surprising given its progressive trend overtime. As revealed in Figure 4 below, the foreign exchange earnings from Tourism have generally been increasing over the last decade.

Figure 4: Contribution of Tourism to Foreign Exchange Earnings (US\$m)



Source: MTWA Statistical Abstract 2016

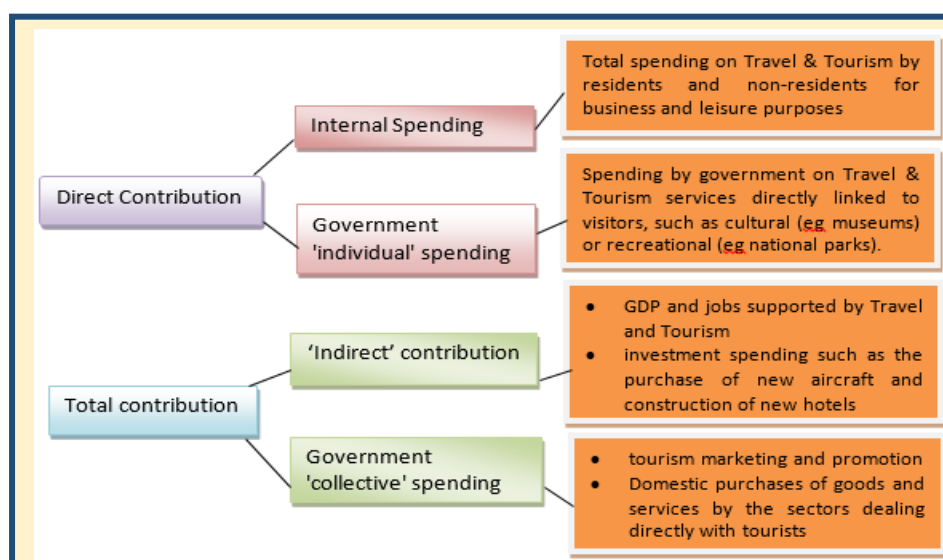
Tourists who come into the country to visit friends and relatives continue to generate the highest visitor exports followed by Business visitors, then Leisure and Holiday visitors. It is however important to note that expenditure per capita (tourist) remains the lowest for the category of those who come to visit friends or relatives. Table 2 below presents a comparison of foreign exchange earnings from the major categories.

Table 2: Tourism Foreign exchange earnings by purpose of visit 2014-2015

Purpose of Visit	Year	
	2014(US\$bn)	2015(US\$bn)
Leisure, Recreation and Holiday	0.266	0.251
Business and professional conferences	0.299	0.340
Visiting friends and relatives	0.355	0.365
Others	0.393	0.394

2.3.2 Contribution of Tourism to GDP

The contribution of Tourism to GDP is subdivided into total contribution and direct contribution.



In 2015, the direct contribution of Travel & Tourism to GDP was UGX2,982.1bn (3.7% of total GDP), and is forecast to rise by 0.7% in 2016, and to rise by 5.7% annually

over the period 2016 through 2026.

The total contribution of Travel & Tourism to GDP was UGX7,270.5bn (9.0% of GDP) in 2015, and is forecast to rise by 1.4% in 2016, and to rise by an average of 6.4% annually to UGX 13,717.3bn in 2026.

2.4 Data on key performance indicators 2010-2015

Table 3 presents a summary of the key Tourism performance indicators for a period of six years (2010-2015).

Table 3: Data on key performance indicators 2010-2015

S/N	Indicator	Year						Source
		2010	2011	2012	2013	2014	2015	
1	No. of Tourist arrivals in the country	945,899	1,151,356	1,196,765	1,206,334	1,266,046	1,302,802	UBOS
2	Leisure Visitors	149,249	75,558	224,436	187,806	220,219	207,831	UBOS
3	Proportion of Leisure Visitors to total visitor Arrivals	15.80%	6.60%	18.80%	15.60%	17.40%	16.0%	UBOS
4	Visitor Export Earnings-US\$m	662	805	834	979	1,312	1,350	MTWA
5	% of Total Exports	19.8%	22.6%	21.5%	19.6%	26.0%	23.5%	WTTC
6	Total Contribution of tourism to GDP-US\$bn	3234	4387	5177	5495	6395.5	7270.5	WTTC
7	% to Total GDP	4.6%	6.3%	7.4%	7.9%	9.9%	9.0%	WTTC
8	Total contribution to Employment (000)	856.5	910.7	922.2	1,184.20	880.3	1,172.80	WTTC
9	% of Total Employment	6.8%	7.0%	6.8%	8.4%	6.1%	7.8%	WTTC
10	Direct contribution to employment (0000)	352.1	361.9	347	469.3	322.5	464.3	WTTC
12	No. of Visitors entering the parks	190,112	207,994	182,149	213,950	202,885	215,558	MTWA
13	No. of Visitors entering Uganda Museum	98,998	119,219	98,435	112,684	112,177	102,890	MTWA
14	No. of Visitors at UWEC	250,747	260,099	253,908	255,548	277,307	303,847	MTWA
15	Average Length of stay for Visitors in the Country(days)	7	7	6	6	7	7	UBOS
16	Number of beds				293,770	354,232		MTWA
17	Number of rooms				266,973	328,921		MTWA

Sources of information

The Policy and Planning Division under the Department of Finance and Administration of MTWA is responsible for the operation and maintenance of the Tourism Information Management Database (TIMD). The same information is compiled in the Tourism Sector Statistical Abstract which provides the status of the tourism sector in Uganda. Some of the information is collected by the Policy and Planning Division through surveys. The other sources are administrative data collected by the following departments and agencies:

Table 4: Sources of Tourism Data

Department/Agency	Data collected
Directorate of Citizenship and	Collect and compile data on migration across

Department/Agency	Data collected
Immigration Control -MoIA and Uganda Bureau of Statistics	border points
Uganda wildlife Authority	Arrivals in the national park
Uganda Wildlife Education Centre	Collects data at the point of arrival/ entry at UWEC.
United Nations World Tourism Organization	Contribution of Tourism to GDP, Investment, employment
Policy and Planning Division/ Uganda Bureau of Statistics	Tourism exchange earnings and bed occupancy, tourism labour force , and other surveys
Museums and monument	Arrivals at the Uganda Museum and artifacts

2.5 Hotel and Accommodation Statistics

This section contains information on accommodation facilities and also the bed and room occupancy rates in these facilities. Room/Bed occupancy refers to the number of rooms/beds occupied in relation to the available rooms/beds. It is calculated by dividing the number of rooms/beds sold out by the total number of rooms/beds available in a facility.

2.5.1 Annual Occupancy rates

In FY2015/16, the overall room and bed occupancy rates stood at 47.6 percent and 46.2 percent respectively. Further analysis shows that quarter one (July-September) had the highest occupancy rates and quarter three had the lowest occupancy rates.

Table 5: Quarterly room and bed occupancy rates, FY2014/15, FY2015/16

Quarters	Financial Year	Quarters				Average
		Q1	Q2	Q3	Q4	
Room occupancy (%)	14/15	46	52	48.3	47	48.2
	15/16	50	47	45.8	48	47.6
	Change	3.5	-4.1	-2.5	0.6	-0.6
	% Change	7.6	-8	-5.2	1.2	-1.2
Bed occupancy (%)	14/15	47	48	47.5	48	47.7
	15/16	49	46	44.3	46	46.2
	Change	2	-2.3	-3.2	-2.8	-1.5
	% Change	4.3	-4.8	-6.7	-5.8	-3.2

Source: MTWA Bed & Room occupancy surveys 2014-2016

2.5.2 Quarterly room and bed occupancy by region

In terms of regions, Western region had the highest room occupancy rate (53.5%) followed by Northern Region and Eastern Region. Northern and Eastern regions had the highest bed occupancy rates. The high occupancy rates imply high demand for accommodation services in the regions.

Further analysis shows that the central region had the lowest rates for both room and bed occupancies as shown in table 6 below;

Table 6: Quarterly room and bed occupancy rates by region (percent), 2015/16

Regions	Room Occupancy (%)					Bed Occupancy (%)				
	Q1	Q2	Q3	Q4	Average	Q1	Q2	Q3	Q4	Average
Central	48.1	32.9	21.8	23	31.5	47.6	32.6	21.7	23	31.2
Eastern	49.1	49.9	51.3	55.5	51.5	48.4	51.1	53.3	53.7	51.6

Regions	Room Occupancy (%)					Bed Occupancy (%)				
	Q1	Q2	Q3	Q4	Average	Q1	Q2	Q3	Q4	Average
Kampala	47	44.1	41.9	47.2	45.1	47.4	44.2	41.9	41.7	43.8
Northern	54.3	52.3	50.7	50.9	52.1	52.4	51.5	50.7	54.7	52.3
Western	44.7	52.9	58.3	58.2	53.5	44.1	47.5	50.2	50.8	48.2
Total	49.6	47.4	45.8	47.7	47.6	48.7	46.1	44.3	45.5	46.2

Source: MTWA Bed & Room occupancy surveys 2015/16

2.5.3 Room and Bed Occupancy rates by type of accommodation establishment

The average room occupancy according to the different types of establishments was highest for lodges at 59.8 percent followed by: Guest houses at 54.2 percent, others at 49 percent and Hotels at 44.8 percent. This implies that the Lodges and Guesthouses are the mostly demanded by overnight clients.

Just like for room occupancy rates, the bed occupancy rates were highest for lodges at 59.2 percent followed by guest houses with 50.9 percent, Cottages with 50 percent, others with 47.4 percent, hotels with 44 percent and lastly motels with 29 percent.

These occupancies are mainly because of the difference in accommodation rates where the lodges have much lower rates than the other accommodation facilities. This explanation holds for hotels and guest houses. For the case of cottages and motels, the occupancy is due to the few numbers of the facilities across the country.

Table 7: Room and Bed occupancy rates by type of accommodation facility, 2015/2016

Type of Establishment	Room Occupancy (%)				Average Room Occupancy (%)	Bed occupancy rates (%)				Average Bed Occupancy (%)
	Q1	Q2	Q3	Q4		Q1	Q2	Q3	Q4	
Hotel	46.1	50.7	40.7	41.5	44.8	42.7	47.3	42.5	43.4	44.0
Guest House	52.0	56.6	52.5	55.8	54.2	50.7	55.3	48.1	49.5	50.9
Lodge	52.8	57.4	62.7	66.1	59.8	53.5	58.1	62.7	62.7	59.2
Cottage			50	50	50	50	50	50	50	50
Motel			28.2	29.9	29.0			28.2	29.9	29.0
Other	46.9	51.5	48.8	48.9	49.0	48.7	53.3	43.3	44.3	47.4
Total	49.6	47.4	45.8	47.7	47.6	48.7	46.1	44.3	45.5	46.2

Source: MTWA Room and Bed occupancy survey report, 2016

2.5.4 Room and Bed Occupancy rates by category of room and bed

The Room and bed occupancy rates explain that double rooms are the most demanded followed by single rooms and cottages. The assumption in favour of the doubles is that they can allow both single and double occupancy and also the fact that they are always spacious. Apartments, Presidential suites and suites are the least demanded rooms and beds. In the category of others, we have facilities having triple rooms, with three beds.

Table 8: Room and Bed Occupancy rates by category of room and bed

Levels of Rooms/Beds	Room Occupancy Rate (%)	Bed Occupancy Rate (%)
Double	56.5	52.1
Single	48.4	46.8
Cottage	48.0	58.1

Levels of Rooms/Beds	Room Occupancy Rate (%)	Bed Occupancy Rate (%)
Others	43.7	40.8
Twin	38.8	38.7
Apartment	31.6	27.2
Presidential Suite	31.3	33.5
Suite	18.5	23.5

Source: MTWA Room and Bed occupancy survey report, 2016

2.6 State of the Tour Operator Industry

This section outlines the performance of Tour Operators in Uganda based on the performance data covering the period January 2015 to April 2016. This industry has been singled out in this report because Tour Operators usually present the first point of interaction with the International tourists along the tourism value chain and their performance strongly reflects the performance of all other industries in the tourism sector. Specifically, the section compares the performance over the period January- April 2016 against the same period in 2015.

The Tour Operator business grew by 23 percent between the year 2015 and 2016. Undisputedly, the largest proportion of the growth was attributed to the business from foreign clients who are the majority clients and have a higher expenditure per client. The business from foreign clients constituted 98.87 percent of total business. Simply put, domestic tourists contribute a surprising 1.13 percent of Tour Operator business. Additionally, contribution of Domestic tourists towards the Tour operator business declined from 1.2 percent in the year 2015 to 1.13 percent in the year 2016.

Comparatively, employment levels have improved both at an individual firm level and the general industry. At a firm level, the average number of employees increased from 6 in 2015 to 8 employees in 2016.

3.0 FINANCIAL PERFORMANCE OF THE SECTOR

This section provides an overview of the state of tourism sector financing. The sector budget has increased over time with the approved GoU funding increasing from UGX13.9 billion in FY 2012/13 to UGX 31.5billion in FY 2015/16. This reflects undisputable commitment of the Government towards the development of the Tourism sector. Additionally, the approved Non-tax Revenue collections have increased from UGX 47 billion in 2012/13 to UGX 68 billion in 2015/16.

In some (if not most) cases, the approved budget is greater than the actual budget. Sometimes revenue collections fall short of the projections. For example in FY 2014/15, UWA collected only about 80 percent the projected revenue. In FY 2015/16, the Ministry received only 85.9 percent of its approved budget.

In the FY 2015/16, the overall approved sector budget was UGX 99.6 billion comprising UGX 31.5billion (32%) ³on-budget and UGX 68.1 billion (68%) off-budget. Overall, the sector realized 89.9% of the approved budget in FY 2015/16. Compared to FY 2014/15, the overall approved sector budget increased by 34% (from UGX 75.4bn).

Table 9: Overall budget of the tourism sector FY 2011/12 and FY 2015/16

Institution	Approved					Actual	%age Performance
	11/12	12/13	13/14	14/15	15/16	15/16	15/16
MTWA	10.87	11.84	11.81	11.84	19.4	16.45	84.8%
UTB	1.88	2.05	2.48	6.4	12.11	11.29	93.2%
UWA	36.00	44.14	41.82	52.72	62.95	57.92	92.0%
UWEC	1.50	2.33	2.12	2.67	2.83	2.71	95.8%
HTTI	0.90	0.88	1.19	1.54	1.48	0.86	58.1%
UWRTI	0.20	0.07	0.13	0.21	0.81	0.26	32.1%
TOTAL	51.35	61.311	58.465	75.39	99.58	89.49	89.9%

Source: Sector annual budgets

On the other hand, the sector share of the National budget has been increasing over time and on-budget funds to the Sector constituted 0.2% of the National budget in FY 2015/16. While this is the biggest proportion the sector has ever registered, it was attained largely as a result of the one-off fund allocated to the Ministry of Tourism, Wildlife and Antiquities to rehabilitate Namugongo Martyrs shrines. Besides, the allocation of 0.2 percent of the National budget is way incomparable to the enormous contribution of the sector to the economy.

Table 10: On-budget allocations: Sector vs National budget (Billion US\$)

	Outturn 13/14	Outturn 14/15	Approved 15/16
MTWA	11.81	11.84	19.4
UTB	2.48	6.4	12.11
TOTAL	14.29	18.24	31.51
*National Expenditure	11,598.8	12,759.8	15,863.7

³“On-budget funds” refers to financial resources reflected in the Government’s “Estimates of Revenue and Expenditure Book for the FY”, while “off-budget funds” are the resources outside Government (GoU)’s sector ceiling and Medium Term Expenditure Framework (MTEF).

	Outturn 13/14	Outturn 14/15	Approved 15/16
Sector budget as % of National Budget	0.12%	0.14%	0.2%

*Data obtained from the Background to the Budget Fiscal Year 2016/17, Page 53

Table 11: Financial performance Ministry of Tourism Wildlife and Antiquities

	Approved budget (Bn US\$)	Released (Bn US\$)	Spent (Bn US\$)	Budget Released	Releases spent
Wage	1.332	1.452	1.408	109.0%	97.0%
Non-wage recurrent	9.294	6.557	6.381	70.5%	97.3%
Development	8.774	8.659	8.659	98.7%	100.0%
Grand Total	19.401	16.668	16.448	85.9%	99.0%

Table 12: Financial performance Uganda Tourism Board

	Approved budget (Bn US\$)	Released (Bn US\$)	Spent (Bn US\$)	Budget Released	Releases spent
Wage	1.855	1.392	1.031	75.0%	74.1%
Non-wage recurrent	8.995	9.326	8.977	103.7%	96.3%
Development	0.553	0.421	0.251	76.1%	59.5%
Non Tax Revenue	0.615	0.154	0.080	25.0%	52.0%
Grand Total	12.018	11.292	10.338	94.0%	91.5%

Table 13: Source of Revenue for Uganda Wildlife Authority FY 2015/16

Description	Approved Budget	Actual	Performance
Park entry fees	56,539,938,275	45,659,488,794	80.8%
Concessions	733,145,208	2,844,318,121	388.0%
Other internally generated	3,582,458,964	4,230,938,943	118.1%
Grants and donations	3,061,760,400	5,561,949,423	181.7%
Accumulated revenue reserves	4,471,454,914	0	0.0%
Total	68,388,757,761	58,296,009,016	85.2%

Table 14: Source of Revenue for Uganda Wildlife Conservation Education Centre FY 2015/16

Description	Revised Budget	Actual	Performance
Gate charges	2,078,869,000	2,118,377,000	101.9%
GoU grants- Recurrent	100,000,000	100,000,000	100.0%

Description	Revised Budget	Actual	Performance
GoU grants-Capital	340,000,000	320,000,000	94.1%
Other Revenues	657,445,000	406,000,000	61.8%
Balances brought forward	191,141,000	189,000,000	98.9%
TOTAL	3,367,455,000	3,133,377,000	93.0%

Table 15: Source of Revenue for Uganda Hotel and Tourism Training Institute FY 2015/16

Description	Revised Budget	Actual	Performance
GoU grants- Recurrent	1,100,000,000	643,340,501	58.48%
GoU grants-Capital	200,000,000	200,000,000	100%
Hotel Services	364,983,654	363,941,014	99.71%
Training Services	962,533,234	1,040,256,690	108.07%
TOTAL	2,627,516,888	2,247,538,205	83.93%

Table 16: Source of Revenue for Uganda Wildlife Research and Training Institute FY 2015/16

Description	Approved Budget	Actual	Performance
GoU grants- Recurrent	647,000,000	572,500,000	88.5%
GoU grants-Development	0	0	
Training Services	208,000,000	269,893,100	129.8%
Others Grant: UWA BWMT	600,000,000	0	0%
TOTAL	1,455,000,000	1,248,863,600	57.9%

4.0 REVIEW OF 6TH TOURISM SECTOR REVIEW CONFERENCE ACTION PLAN MATRIX AND PROGRESS

During the 6th Tourism Sector Review Conference that was held in September 2015, a number of recommendations were made in the Key Result Areas of; Tourism Marketing and Promotion, Tourism Human Resources Development, Natural and Cultural Heritage Conservation, Tourism Management and Regulation and Product Development. The Ministry and its Agencies incorporated these recommendations in their operational plans of FY 2015/16. The targets have been achieved on 37 percent of these actions while progress was registered on 40 percent of the actions. The sector has not yet implemented 22 percent of the actions although plans are underway to have them implemented. The progress in the implementation of the difference actions is reflected below:

Tourism Marketing and Promotion

Code	Issue	Recommended Action	Progress	Rating	Responsibility	Explanation for status
1	Lack of a Uganda Tourism Brand	Harmonize the Brand	-Uganda's tourism brand was harmonized. The 'Pearl of Africa' is the agreed brand.	Target Achieved	UTB	
		Develop Pearl of Africa brand	-Developing the Brand Identities i.e. Logo and the register the patent -Developing the Brand manual	Progressing	UTB	
2	Inadequate marketing of Uganda's Tourism potential	Strengthen partnership with media platforms	-Engagement process activated -Communication working group initiated	Progressing	MTWA	Resource Constraints
		Hire PR firms in at least 6 source markets based on research	Three International PR Firms engaged	Progressing	UTB	More firms to be hired and deployed in subsequent years (medium term)
3	Low levels of domestic tourism	Develop a clear domestic tourism marketing strategy combining a rich product mix	-Awareness programme Tulambule launched -Cluster Expos Supported	Target Achieved	MTWA, UTB	

Code	Issue	Recommended Action	Progress	Rating	Responsibility	Explanation for status
		for different segments	-Support partnerships with the Private sector -Supported events Blankets & Wines			
		Implement efficient seasonal pricing	-UWA has established seasonal pricing -Hotels have been engaged to start seasonal pricing	Target Achieved	MTWA, UWA	
		Develop regional tourism drive through joint trainings and marketing	EA Joint marketing strategy is active -Joint Promotion in the Travel fairs -Single Visa Policy -One Boarder outposts -Borderless Borders Brand -ID Use at border crossings -EA Destination Training	Target Achieved	MTWA, UTB, MIA	
4	Unexploited MICE industry	Promote MICE through linkages with MOFA	-Commercial Diplomacy Project by MOFA -Joint Cooperation Agreements facilitated by MOFA, Turkey, Russia, Egypt	Progressing	MTWA, MOFA	

Tourism Human Resources Development and Quality assurance

Code	Issue	Recommended Action	Progress	Rating	Responsibility	Explanation for status
5	Wildlife and Tourism Research	Establish a research unit in all sector institutions to provide regular and credible tourism information	-Strengthened the Ministry Research Unit -UWA M&E Unit operational. - Research Policy Developed -UWEC Research Committee formed	Progressing	MTWA, UTB, UWA, HTTI, UWRTI, UWEC	
6	Uncoordinated tourism training	Conduct situation analysis of current tourism training institutions	-Human Resource mapping and Assessment Study was conducted -Follow-up study supported by CEDP in the offing	Target Achieved		
		Harmonize sector training, assessment and certification among regulators and training institutions	Common curriculum has been developed	Target Achieved		
		Operationalize the HTTI Act to implement institutional affiliations	Operationalised.	Progressing		More activities to be implemented. Inadequate resources are constraining the operationalization
7	Inadequate standards in the tourism sector	Establish tourism quality assurance agencies	The Ministry's structure has been revised and approved. The new structure provides for the positions of quality Assurance Officers.	Progressing		Quality Assurance Officers to be appointed.

Wildlife Conservation

Code	Issue	Recommended Action	Progress	Rating	Responsibility	Explanation for status
8	Invasive species	Carry out research on invasive species	A project concept developed on invasive species.	Progressing	UWA	Once funded, the project is focused in implementation of strategies to eradicate invasive species including the research aspects.
		Develop a time bound plan for eradication of invasive species from protected areas	A project concept developed on invasive species.	Progressing	UWA	Once funded, the project is focused in implementation of strategies to eradicate invasive species including the research aspects.
9	Wildlife conservation education and awareness	Develop standard messages on conservation education and awareness	6 Conservation education materials developed including the bush meat crisis booklet, wetland conservation booklet, brochures, flyers, children activity booklet, big 8 wild animals poster at UWEC produced, medicinal plant labeling, signage and interpretation boards	Progressing	UWEC	More funds required to accomplish more
10	Wildlife protected system	Review a wildlife protected system plan	None	No progress	MTWA	No funding

Code	Issue	Recommended Action	Progress	Rating	Responsibility	Explanation for status
	plan	Develop a wildlife utilization plan	In existence	Target Achieved	MTWA	The WUR provides for use of wildlife for socio-economic development
11	Underdeveloped wildlife ranching	Utilize wildlife ranching scheme	The Zziwa Rhino Sanctuary (under PPP) is on course in meeting the objective of increasing rhino population.	No progress	MTWA	The crocodile farm in Buwama which is private owned is performing poorly. There are no other interests expressed by private sector.
12	Human Wildlife conflict	Carry out systematic research on Human Wildlife Conflicts	None	No progress	MTWA	No funding

Cultural heritage conservation and promotion

Code	Issue	Recommended Action	Progress	Rating	Responsibility	Explanation for status
13	Identification and protection of Uganda's cultural heritage	Map historical building in all districts	Work in progress Kampala and Jinja is done	Progressing	Uganda Museum/CCFU	Resource constrain could not allow other regions to be covered.
		Undertake digitization cultural heritage sites/aspects	Uganda Museum collections/sites are digitized.	Progressing	Uganda Museum	Inadequate funds
		Promote packaging and documentation of cultural heritage	Documentation is in progress	Progressing	Uganda Museum/UTB	
		Fast track the gazettelement of	Progress has been made in compiling data of 15 sites	Progressing	Museums and Monuments	

Code	Issue	Recommended Action	Progress	Rating	Responsibility	Explanation for status
		cultural sites	for submission to Ministry of Justice for preparation of the statutory instruments.		/Min of Justice.	
14	Marketing of cultural tourism	Improve marketing of cultural tourism	Cultural tourism is being covered under all national marketing efforts	Target Achieved	UTB	
15	Integrate cultural heritage in education curriculum	Review education curriculum to integrate cultural heritage	Cultural heritage is already integrated in the curriculum	Progressing	MTWA to collaboration with Ministry of Education	MTWA to collaboration with Ministry of Education to upgrade. More sensitization to be conducted
16		Strengthen cultural institutions	Training in documentation and conservation done.	Target Achieved	Museums and Monuments	More trainings in interpretation and education are to be conducted
17		Renewed research from a community perspective	N/A	No data	MTWA	
		Promote cultural sports games	MGLSD is collaborating with Ministry of Education in promotion of cultural sports games	Progressing	MGLSD	
		Promote home stays	Guidelines on home stays developed	Progressing	MTWA/UTB	Continuous promotion to be undertaken.
		Undertake interpretation of sites	The database is being developed	Progressing	MTWA	

Code	Issue	Recommended Action	Progress	Rating	Responsibility	Explanation for status
18	Benefits sharing for communities around cultural sites	Develop guidelines on benefits around cultural sites	None	No progress	Museums and monuments	Awaiting the finalization of the law on Museums and Monuments
		Develop strategic partnerships with communities	Management plans have been signed in collaboration with communities around 10 cultural sites	Target Achieved	MTWA	
		Extend revenue sharing to cultural institutional site	None	No progress	MTWA	All revenue collected is deposited with Uganda revenue authority No mandate to share revenue.

Tourism Management and Regulation

Code	Issue	Recommended Action	Progress	Rating	Responsibility	Explanation for status
19	Stakeholder coordination	Improved stakeholder coordination through utilization of Sector Working Groups	Regular meetings of the sector working group	Target Achieved	MTWA	
		Establish national tourism CSO's forum	The CSOs are engaged in various for a of interaction in the Sector in preparation for the establishment of the	Progressing	MTWA	

Code	Issue	Recommended Action	Progress	Rating	Responsibility	Explanation for status
			National tourism CSO's forum			
20	New sector laws	Operationalize the new sector laws		Target Achieved	MTWA,UTB, UWA,UWEC, HTTI, UWRTI	
21	Sector representation on Air transport forums	MTWA to lobby for representation on CAA board to take care of tourism issues		No progress	MTWA	At the time, CAA Board was suspended
22	Investments and Tourism product development	Develop marine tourism on Lake Victoria	Developed draft marine tourism regulation guidelines Engaged MOWT on prioritizing marine transportation	Target Achieved	MTWA	
		Develop concepts and feasibility studies to attract investors in tourism sector	Developed 8 project concepts The development of Source of the Nile, Kisizi falls, and Mt. Rwenzori infrastructure is ongoing	Target Achieved	MTWA	
23	Improve tourism activities at Local Governments	Strengthen engagement with LGs through capacity building	LGs were engaged during the process of securing land titles for cultural sites in preparation for UNESCO nominations.	Target Achieved	MTWA, UTB, UWA	

Code	Issue	Recommended Action	Progress	Rating	Responsibility	Explanation for status
24	Tourism sector guidelines	Develop guidelines on Hotel classification and inspection	-Developed Quality Assurance Framework -Inspection and registration framework is in place	Target Achieved	MTWA	Training, awareness and piloting not conducted due to resource constraints
		Develop guidelines on product development	None	No progress	MTWA	
		Develop guidelines on use of Local Hotel Tax	None	No progress	MTWA	
		Provide stringent guidelines on the use of Revenue sharing funds	None	No progress	MTWA	
25	Joint Annual Review of Decentralization (JARD)	MTWA to take interest in JARD 2015 recommendation	None	Target Achieved	MTWA	

5.0 UGANDA VISION 2040 AND THE NATIONAL DEVELOPMENT PLAN

5.1 Uganda Vision 2040

To realize the national vision statement of “A Transformed Ugandan Society from a Peasant to a Modern and Prosperous Country within 30 years”, the Vision 2040 mentions the need for targeted investment in the key sectors of the economy like the oil and gas, manufacturing, tourism among other sectors.

Tourism is recognized as a key sector with abundant opportunities for Ugandans given the endowment with various tourism attractions including diverse nature based, faith based, culture and heritage, eco-tourism and MICE attractions. The Plan further recognizes that the main potential lies in nature based tourism where there is variety of flora and fauna and beautiful sceneries. According to Vision 2040, the tourism industry is expected to play a major role in the economy and a major contributor to GDP by 2040. It will provide enormous employment opportunities directly and in related service industries and earn USD 12bn by 2040. In addition to the direct benefits the industry will spur the growth of the associated secondary and tertiary industries.

Key highlights in Vision 2040;

- 1) *Although the sector is recognized to be one of the fastest growing service sectors of the economy and a major foreign exchange earner for the country, Government has not strategically invested and mainstreamed tourism in all Government activities to boost the sector.*
- 2) *The tourism support infrastructure and services will be improved. This will include transport networks and connectivity by improving and expanding Entebbe International Airport, upgrading five tourism aerodromes, and improving domestic air transport. In addition, the multilane standard paved roads and modern water transport system forming a tourism circuit will be developed. The electricity grid and ICT infrastructure will be extended to all major tourism attractions. Furthermore, other supporting tourism infrastructure like hotel industry, electric cables on mountains, tourist trails and rescue facilities, will be put in place.*
- 3) *The tourism sector is to become the mainstay of the economy contributing highest in foreign exchange earnings, tax and non-tax revenue, employment and to GDP as a whole.*
- 4) *Uganda will be one of the top five tourist destination in Africa and among the top 10 long haul tourist destination in the world.*
- 5) *Per capita expenditure per tourist will also increase to match other leading tourist destinations.*
- 6) *Emphasis will be put on the development of a globally competitive tourism human resource. The relevant training institutions such as the Hotel Tourism Training Institute and Uganda Wildlife Training Institute will be upgraded into centres of excellence. New training facilities will also be established and certified.*
- 7) *With improvement in research and development efforts will be geared towards diversifying tourism products to meet the needs for the tourism sector.*
- 8) *To improve the image and position the country as a leading tourist destination, Uganda will research on emerging trends and markets, and advertise aggressively in domestic, regional and international markets.*
- 9) *Protect all tourist attractions and destinations to ensure their integrity as well as eliminate the*

problem of wildlife dispersal.

- 10) *The sector will develop and continuously improve the policy, legal and regulatory framework.*
- 11) *Develop domestic tourism as a way of ensuring sustainable utilisation of tourism infrastructure and services. Local governments and communities will be sensitised on the benefits of tourism.*

5.2 The Second National Development Plan (NDP II)

The Uganda Vision 2040 is meant to be realized over a 30 year period and through implementing six 5-year National Development Plans (NDPs) with the Second National Development Plan (NDP II) covering the period 2015/16-2019/20. This implies that the FY 2015/16 was the first year of implementation of the plan. The Second National Development Plan (NDP II) outlines the country's medium term strategic direction, development priorities and implementation strategies. It was designed to be the primary government strategic plan, the anchor for Government fiscal strategy and the sectoral plans.

According to the NDP II, Government's tourism investments should emphasize aggressive marketing, diversification of products and development of tourism supporting infrastructure and services, including airports and roads to tourism areas. Emphasis is further placed on appropriate skills development; increasing the quantity and quality of accommodation facilities; intensifying the provision of security and protection of tourists and tourist attraction sites; combating poaching and eliminating the problem of wildlife dispersal to ensure maximum exploitation of tourist attractions and amenities; tourism management (Regulation and enforcement, grading and classification of hotels and restaurants) and; conservation of tourism sites and wildlife. The plan also prioritizes the promotion of domestic tourism through cultural, regional cluster initiatives and national events; enhancing women entrepreneurship and employment in cultural and creative industry as well as agro-tourism.

5.2.1 Progress against NDP II targets FY 2015/16

The Tourism sector prioritized the implementation of strategies to achieve targets set under the five NDP II tourism Sector specific objectives namely;

- 1) Increase Market share for tourism
- 2) Increase and diversify the stock of tourism products
- 3) Increase the stock of human capital along the tourism value chains and create new jobs
- 4) Improve coordination, regulation and management of the tourism sector
- 5) Increase conservation of natural and cultural heritage

Basing on the indicators and targets set out in the NDP II results framework, the Sector performed fairly with the FY 2015/16 targets achieved for the 59.4 percent of the indicators. On the other hand, the sector did not achieve the targets for 20.3 percent of the indicators and the other 20.3 percent had inadequate data to enable assessment. Table 17 below presents the level of performance for the various objectives.

Table 17: Performance against NDP II FY 2015/16

OBJECTIVE	Achieved	Not achieved	No	Denominator
-----------	----------	--------------	----	-------------

			assessment	/No. of indicators
Increase Market share for tourism	68.8%	25.0%	6.3%	16
Increase and diversify the stock of tourism products	57.1%	0.0%	42.9%	7
Increase the stock of human capital along the tourism value chains and create new jobs	60.0%	0.0%	40.0%	5
Improve coordination, regulation and management of the tourism sector	57.1%	14.3%	28.6%	7
Increase conservation of natural and cultural heritage	55.2%	27.6%	17.2%	29
Overall	59.4%	20.3%	20.3%	64

Performance is largely constrained by inadequate resources to implement NDP II interventions. There is no data for some indicators as the Sector does not have adequate resources to undertake periodic surveys in the areas of wildlife, tourism establishments, and the populations engaged in tourism activities.

6.0 PHYSICAL PERFORMANCE OF SECTOR INSTITUTIONS FY 2015/16

6.1 Ministry of Tourism Wildlife and Antiquities

	Indicator	Target	Actual Performance	Explanation for status
Policies, Strategies and Monitoring Services				
#1	Status of the draft bills of the Historical Monument Act	Historical monument Act presented to Parliament	Principles for the draft Heritage Bill developed and consultations report on the final draft bills and principles prepared. Preparing final draft to submit to Cabinet	
#2	Status of the draft bills of the Uganda Wildlife Act	Uganda Wildlife Bill 2014 gazetted and submitted to Parliament	Cabinet approved the Uganda Wildlife Bill, 2015. Final Bill now with UPPC for publication.	
#3	Number of wildlife protected areas inspected to oversee Government Policy implementation	7	7 Inspection report of Conservation Areas to oversee Government Policy implementation in Murchison Falls National Park, Bugungu wildlife reserve, Karuma wildlife reserve, Ajai wildlife reserve and East Madi wildlife reserve	The limited resources could not allow frequent inspections.
#4	Number of strategies developed to address wildlife related issues	3	2 (Draft National Implementation Plan for the Uganda Wildlife Policy is in place; Draft of the National Strategy to combat poaching and wildlife trafficking prepared)	National Strategy to address human wildlife conflicts not prepared due to inadequate releases. The Consultant was not hired to formulate the strategy.
#5	No of wildlife user rights holders inspected.	12	12 user rights holders inspected to ensure compliance with CITES	
#6	No of international meetings attended to secure Uganda's interests in global conservation agenda	5	Uganda's interests put to Global conservation agenda. Participated in; the African Rhino Range States meeting, AEWAs MoP6 in Bonn, CMS Standing Committee meeting in Bonn, CITES Standing Committee in Geneva. The sector hosted UNEP-AEWAs Standing Committee Meeting in Uganda.	

	Indicator	Target	Actual Performance	Explanation for status
Support to Tourism and Wildlife Associations				
#1	No. of Wildlife clubs of Uganda (WCU) revived in schools.	15	0	Inadequate releases
#2	No. of Tourism Clusters supported to develop and promote their tourism products	8	8 Tourism clusters of Buganda, Busoga, Kigezi, Bunyoro, West Nile, Greater north, Tooro and Eastern Tourism Forum supported to develop and promote their tourism products through domestic events	
Museums Services				
#1	No. of kits designed and loaned to schools for their educational purposes.	10	10	
#2	No. of artifacts collected.	200	210 artifacts collected from Fort Portal , Ankole, Kabale and Rukungiri	
#3	Promotional and Visibility of Museums	Yes	Yes	International Museum Day celebrations held
#4	Nomination dossier for BigoByaMugenyi, Ntusi, Bwogere developed.	Yes	No	Nomination dossier for BigoByaMugenyi, Ntusi, Bwogere, Mubende and Munsa earthworks: the process was affected by the delays in securing land titles. Most of the titles belong to the private sector and engagements are still ongoing.

	Indicator	Target	Actual Performance	Explanation for status
#5	Conservation and preservation of Artifacts and museums and other historical resources	Four sites preserved Museums maintained	<p>-Four (4) sites of Mukongoro, Komuge, Kakoro and Dolwe sites preserved.</p> <p>-Natural History and ethnographical artifacts preserved at Uganda Museum</p> <p>-18 huts at Uganda Museum Maintained</p> <p>-Excavations conducted to understand the history of Komuge and Kakoro</p>	
Capacity Building, Research and Coordination				
#1	No. of tourism research studies undertaken	4	Four studies were conducted on key sector areas of Taxation, Tour operator businesses and Accommodation. The findings were disseminated and also used to inform discussions on the taxation and visa fees. Statistics generated are used to inform decisions on supporting the accommodation & hospitality sub-sector.	
#2	Tourism Sector Working Group implemented	Yes	<p>-Stakeholder meetings held with the private sector (4), MoFPED (3), MoIA, MOWT and MoH.</p> <p>-Held monthly meetings on coordination of government policies among departments</p> <p>-Monthly Top Management Meetings held.</p>	Inadequate funds to facilitate the operations of the sector working group.
Tourism Investment, Promotion and Marketing				
#1	No. of key tourism cluster supported to exhibit their products	8	8 Tourism clusters of Buganda, Busoga, Kigezi, Bunyoro, West Nile, Greater north, Tooro and Eastern Tourism Forum supported to develop and promote their tourism products through domestic events	
#2	No. of international tourism fairs/exhibitions attended	5	Represented Uganda on 4 major International tourism trade fairs in South Africa (Indaba), German and London	
#3	No. of regional and international	9	Attended IGAD meeting and the Northern Corridor	

	Indicator	Target	Actual Performance	Explanation for status
	meetings held		Integration Projects meetings. All the four Congresses and summits attended: Annual ATA Congress-Kenya (November 2015); 10th Annual Presentation forum on Tourism (September, 2015) attended in New York; Uganda Represented at the 21 st UNWTO General Assembly Medellin, Columbia 12th-17 th September 2015: Uganda Tourism sector represented at UNWTO Commission for Africa.	
#4	Participation in the organization of World tourism day	Yes	World tourism day organized and celebrated in Lira District.	
#5	Participation in the organization of Miss Tourism 2015 events	Yes	Miss Tourism competitions 2015 held	
Tourism Infrastructure and Construction				
#1	Status of the Assessment report of the existing Mt. Rwenzori tourism infrastructure.	Final report	A final assessment report of the existing Mt. Rwenzori infrastructure (trails, bridges, resting points, accommodation facilities and information centers) prepared	
#2	Feasibility study for the tourism infrastructure on MT Rwenzori done	Yes	No. A benchmarking study was conducted. Other priority infrastructure like climbing ladders (700metres) and boardwalk (400metres) were installed. This followed the assessment report of the existing Mt. Rwenzori infrastructure.	The cable car Engineering designs were put on hold to first undertake a benchmarking study to inform the drafting of the TORs and the procurement process. The detailed feasibility study has been planned to be conducted in FY 2016/17.
#3	Feasibility study for the source of the Nile	Yes	No The short listing for expression of interest was done, the Terms	The procurement of the consultant delayed due to late

	Indicator	Target	Actual Performance	Explanation for status
	Development project done		of Reference for the consultancy concluded, and market estimates for the consultancy are being determined.	releases. The feasibility study will be completed in FY 2016/17.
#4	Level of construction of Soroti Museum	Structure completed	Soroti Museum completed	
#5	Status of construction of 2 Museum Galleries, 2 Storage facilities, 1 Laboratory and 1 Theatre.	Designs and BoQs for new 2 Museum Galleries, 2 Storage facilities, 1 Laboratory and 1 Theatre prepared	Designs and BoQs for new 2 Museum Galleries, 2 Storage facilities, 1 Laboratory and 1 Theatre prepared and submitted to KCCA for approval	
#6	Status of Land for Arua Museum	Land in Arua acquired and titled	Title secured for land in Arua	
#7	Status of renovation of Mugaba Palace	Fenced	None	Fencing of Mugabe palace not done due to inadequate funds.

6.2 Uganda Tourism Board

	Indicator	Target	Actual Performance	Explanation for status
Marketing and Promotion				
#1	Showcase Uganda's tourism potential in International source markets through participation in International Tourism marketing exhibitions.	5	4 Uganda won the Silver Award at the Indaba Tourism Fair in Durban, South Africa.	Participated in 4 marketing and promotion expos i.e. British Bird Watching Fair, JATA, UNAA Convention and New York HQ General Assembly.
#2	Showcase Uganda's tourism potential in Domestic Tourism Fairs.	8	5	UTB organized and participated in 5 activities to promote domestic tourism i.e. World Tourism Day, Miss Tourism Uganda, Buganda expo, Kampala Adventure Cycling Challenge among others.
#3	PR firms.		Three PR firms were hired to cover UK,	The PR Firms were hired and started on the

	Indicator	Target	Actual Performance	Explanation for status
			North America, Germany and Austria. This was done under CEDEP project funded by the World Bank. The firms are expected to increase tourism arrivals, spending, and visibility from these markets.	promotion activities. During the last part of the year, three (3) inception FAM trips were carried out as part of the engagement process.
#4	Engage Embassies in promotion of Uganda.	10	UTB has engaged all Embassies where expos are attended and has provided promotional materials to these Embassies. UTB has also engaged Ambassadors and foreign missions in partnership with Ministry of Foreign Affairs both at the Ministry of Foreign Affairs and in the Missions to ensure the inclusion of Tourism Agenda in their discussions.	The positive collaboration of the Ministry of Foreign Affairs and the Embassies abroad has facilitated the improved image of the country.
#5	UTB newsletter	Monthly	UTB created a newsletter where departments contribute articles and news items.	
Quality Control (Inspection, Registration, Licenses, Classification & Monitoring)				
#1	No. of tourism facilities owners sensitized in standards.	20,000	1,594	Due to inadequate funds, this led to the limited sensitization. During the FY 2016/17, this is expected to improve.

	Indicator	Target	Actual Performance	Explanation for status
#2	No. of tourism facilities inspected and registered.	20,000	<p>1,032 Enterprises inspected in 11 districts of Wakiso, Kabalore, Jinja, Mbale, Kabale, Mbarara, Masindi, Jinja, Gulu, Lira, Arua and Kampala.</p> <p>879 tourism enterprises were registered in 5 divisions of Kampala.</p> <p>Trained 3 QA staff in inspection skills.</p>	<p>The inadequate number of trained assessors limited the coverage during the year. This will be rectified by training of more assessors.</p> <p>UTB also carried out an inventory of classifiable hotels and realized many of the available hotels do not qualify for classification.</p> <p>A handbook of inspection standards was designed but not yet translated into several languages.</p> <p>A meeting of stakeholders was held and it was agreed that UTB awaits reforms from MoFPED to streamline and create a one-stop-point for all licenses for the private sector.</p>
#3	No. of Local Government staff in the major Tourism Districts trained in Quality Assurance.	100	<p>111 District leaders from all districts were addressed at ULGA AGM in Lira and 300 at the JARD. A total of 167 local government officials were sensitized about QA standards through workshops.</p>	<p>38 KCCA district inspectors in the 5 divisions of Kampala and Wakiso district were trained on using standards.</p>

	Indicator	Target	Actual Performance	Explanation for status
#4	Classification and grading.	500	<p>UTB Classified 26 hotels and all the 26 classified hotels have been uploaded on the UTB website.</p> <p>UTB also participated in a meeting on classification under the JTMC stakeholders. A number of resolutions on classification exercise in partner states were reached and forwarded to the Northern Corridor Secretariat through the National Coordinator.</p>	<p>An inventory of accommodation facilities for classification in West, S.West, East, North, Central Uganda to identify classifiable hotels. The result was that 100 hotels were identified as classifiable.</p> <p>Accommodation facilities in the Areas of Kampala, Entebbe, Masaka, Mbarara, Kabale, Kasese, Fortportal, Gulu, Arua, Mbale, Jinja and Mukono were classified. A total of 38 hotels qualified for star rating.</p>
#5	Regulate tour guides, travel companies, airport shuttles and cab drivers.	500	<p>392 new tour guides registered and sat tour guides exams in December 2015.</p> <p>62 tour guides that passed the assessment were given badges, licensing awaits.</p> <p>Exams of 288 tour guides in 11 tourism clusters were marked.</p> <p>150 tour guides were trained and assessed.</p>	Licensing awaits the gazetting of the tour guide licensing fees by the Ministry of Tourism, Wildlife and Antiquities.
#6	Sensitize roadside food vendors, craft producers on the best practices and tourism standards.	Not done	Not done	This was not embarked on due to shortage in funding.
#7	Public sensitization on Standards.	10,000	The public was sensitized about standards through TV programs, talk shows, email and social media boosting.	38 KCCA district inspectors in the 5 divisions of Kampala and Wakiso district were trained in using standards. To prepare the country for the classification exercise, sensitization initiatives were undertaken to

	Indicator	Target	Actual Performance	Explanation for status
				<p>educate 450 hotel owners and managers countrywide about classification.</p> <p>Refresher training for all 15 hotel assessors was conducted by UTB to horn their skills as part of preparation for the classification exercise.</p> <p>195 owners and managers of accommodation facilities in the five divisions of Kampala were also sensitized about the expected standards in tourism enterprises.</p>
Research				
#1	Partner with the private sector to gather data in key source markets.		Not done.	Private sector capacity needs to be improved first for a successful partnership.
Governance and Corporate Affairs				
#1	Recruit new staff in critical areas and with competitive salaries.		Staff recruitment is ongoing.	

Medium Term Plans

1. MICE Strategy

UTB is in the process of developing a MICE strategy and embarking on its implementation to strengthen the capacity of the MICE industry.

2. Local Communities

Partnering with funding partners, UTB will mobilize local communities within the cluster development areas to strengthen the production of local souvenirs, memorabilia, artifacts and insignias on quality and mass production.

3. Training of Tourist reception Officers

Plans are underway for the training of Officers in various areas like the airport, immigration, tourist areas, and health facilities etc. in tourist customer care and how to promote Uganda's products as they work with these visitors.

4. Cluster development

There is a plan to have all clusters institutionalized with proper governance structures, systems and people. The cluster members will be trained and skilled on marketing, branding and product development.

5. New markets

The agency will allocate resources for entry into new markets in the Asian territory like India, China and Korea.

6. Product development

Products that are due for development and will be influential in the tourism sector include film tourism, new adventure products and development of new faith-based products.

7. Tourism investment strategy

This will involve development of the tourism investment policy and its implementation.

Challenges and proposed mitigation measures

1. Staffing

Through engagements and negotiations with Parliament and MFPED, the agency had its wage bill for FY 2016/17 increased and recruitment of more staff is being carried out for FY 2016/17.

Training of staff is also going to be undertaken in order to improve performance and empower staff to meet the ever – increasing demands of the industry.

UTB has engaged all embassies where expos are attended and has provided promotional materials to these embassies. UTB has also engaged Ambassadors and foreign missions in partnership with Ministry of Foreign Affairs to ensure that they include the tourism agenda in all their discussions.

2. Inadequate funding

Lobbying activities with the MOFPED and Parliament are being engaged to source for more funding. In addition, alternative sources of funding like from CEDP, UNDP have been sourced and are being utilized in other critical areas of activities through development of project proposals for partner funding.

Key challenges per UTB function

Key Function	Challenge	Way Forward
All functions	Strategic Plan overtaken by events	Design one as soon as possible
Marketing	UTB lacks a brand manual	Work with stakeholders to

Key Function	Challenge	Way Forward
		develop one
	Limited Marketing Skills	Training
	UTB lacks a marketing strategy	Hire competent marketing firm to draft one
Investment Promotion	UTB has no competent investment promotion officer	Hire competent officer
Research	Limited research skills	Training
Clusters	Limited funding	Train clusters and apportion adequate funding
Private Sector	Disunited private sector	
Regulation	No licenses issued yet	Develop a Licensing Framework
Product Development	No product development strategy	Develop a product development strategy

6.3 Uganda Wildlife Authority

Uganda Wildlife Authority is a statutory body established by the Uganda Wildlife Act Cap. 200 of 2000. It is mandated with conservation and sustainable management of wildlife and the protected areas of Uganda in partnership with neighbouring communities and other stakeholders for the benefit of the people of Uganda and the global community. UWA currently manages all the country's wildlife and protected areas which include 10 National parks, 12 Wildlife reserves, 13 wildlife sanctuaries and 5 community wildlife areas. These include; Murchison falls NP, Queen Elizabeth NP, Kidepo Valley NP, Mgahinga NP, Bwindi NP, Lake Mburo NP, Mount Elgon NP, Kibale NP, Rwenzori NP, Semliki NP, Semliki WR, Ajai WR, East Madi WR, Kabwoya, PianUpe, MathenikoBokora, Katonga WR.

UWA physical performance FY 2015/16

	Indicators	Target (S)	Actual Performance	Explanation for status
Governance and cooperate Affairs				
1	Operational Plans developed and implemented	Undertake a review of the implementation status of strategic plan	A Midterm review to ascertain the implementation status of the strategic plan was conducted and a report on findings and recommendations shared with all staff. The process of implementing recommendations is ongoing.	
		Put in place standard operating procedures for operations of the authority	UWA Standard Operating Procedures (SOPs) for all departments are in final stages of development. A total of 87 SOPs were presented to senior	Development of SOPs involved a wide range of staff participations and consultations thus prolonging the process.

	Indicators	Target (S)	Actual Performance	Explanation for status
			management and comments incorporated. Once approved, the SOPs will streamline the implementation processes and decision making in the organization	However, the process is in its final stages pending Top management comments/ input to be forwarded to the BoT for approval.
		Review of the Human Resource Manual	The Human Resources manual was revised and proposed changes presented to senior management and top Management for discussion and input before forwarding it to the BoT for approval.	The manual is awaiting BoT final approval
		Revise the monitoring and research policy	This was not done	The process of revising the policy was affected by the prolonged PPDA processes. However, this is slated for qtr 1&2 of FY2016/17
		Develop General Management Plans (GMPs) for RMNP and SNP	Draft GMPs were developed and presented to Top Management for comments / input and now awaiting BoT approval	
		Develop fire management plan for LMNP, KNP and TSWR	The 3 fire management plans were developed and presented to Top management	
	Number of Guidelines and procedures developed and implemented	Develop 4 procedures and guidelines	Uniform policy approved by the BoT guidelines and procedures for social corporate responsibility developed	All these are awaiting BoT approval
	Number of Regulations developed and implemented	Develop 3 regulations and submit them to the Ministry	6 draft regulations were developed of which one regulation for Uganda Wildlife Powers of Arrest, Search and Possession of fire arms was gazetted. Others	

	Indicators	Target (S)	Actual Performance	Explanation for status
			which include BINP, KNP, MENP and MGNP regulations and Uganda wildlife Authority (Fees regulations) were approved by the Board of Trustees and forwarded to the Minister of Tourism, Wildlife and Antiquities and First parliamentary Counsel for approval and gazettelement respectively.	
Capacity Development Program				
	Number of staff recruited	Recruit 200 rangers to enhance field patrols to control illegal activities. And fill up some other staff gaps as they may prevail	226 rangers recruited, trained and deployed This will strengthen security and law enforcement in PAs	More 29 staff were recruited and 2 temporary jobs were filled up leading to an increase in the number of staff from 1651 to 1908. This therefore represents a 13.5% growth on UWA staff establishment.
	Number of staff trained	Train 10 rangers in Mweka, Tanzania and 500 in WTI, Katwe in Wildlife Management Skills and specialized training in intelligence. And other staff in different fields and skills as it may be required	<p>4 rangers were trained in Mweka - Tanzania and are yet to graduate in November this year. 2 specialized trainings in intelligence were undertaken in Nairobi.</p> <p>485 rangers were trained in wildlife conservation and management in Wildlife Conservation at Uganda Wildlife training Institute in Katwe.</p> <p>Other employees benefited from various skills development initiatives that included; 100 Customer care, 27 Human Wildlife Management, 1 Corporate</p>	The training budget was insufficient for all the 10 rangers. However, more 8 rangers have been budgeted for to undertake the training in FY 2016/17.

	Indicators	Target (S)	Actual Performance	Explanation for status
			governance, 43 Appraisal, 423 Data collection using SMART and GPS, 25 Economic Value, 37 Gorilla Identification, 24 Ticket Inspection, 33 Intelligence, 8 Clerkship, 12 Canine and Dog Detection Handling, 36 Pre-retirement, 46 Finance accounting and 46 in Procurement management and others in Professional trainings like; 4 in Continuous Legal training for accreditation as an advocate, 4 accounting professions, 4 in internal Audit professions, 2 Public Sector Accounting Standards, 2 Advanced mgt skills in Administration, 2 in Advanced training in Human Resource and 1 in system centre configuration management .	
	Assets and equipment procured	Procure 60 motorcycles for efficient community outreach and response to emergencies	62 Motorcycles were procured and given out to the CAs(6Hqt, 6LMCA, 9MECA, 8MFCA, 8BMCA, 10QECA, 10KCA, 4KVCA).	
	Number of staff accommodation facilities constructed	Construct Staff accommodation of 12 rooms each in Queen, Pian, Matheniko, Kabwoya, Murchison, L. Mburo, Rwenzori, Ajai and Kibale National Parks	84 Units ranger posts in line with UWA standards were constructed in 7 PAs. These included; 16 Units in MFNP(4 Kabim and 4 Puniri constructed with support from UCF and TUSKS TRUST-UK) and 8 Paraa South, 6 unit at Minekye in LMNP, 4 Units in Pian Upe, 4 Units in MENP, 12 Units in MGNP, 24 Units in BINP(12 Nkuringo and 12 Ruhija), 12 Units in QENP and 6 Units in	There is still a big challenge of staff accommodation which needs to be addressed so as to achieve the organizational target of having all staff in decent accommodation.

	Indicators	Target (S)	Actual Performance	Explanation for status
			RMNP. The 6 Units at Katabwe - RMNP are under construction	
	Number of tourism infrastructure	3 Student Centers and 2 Office Blocks Roads: 200kms	Two office blocks were completed in LMNP and Matheniko Bokora while 1 out of the 3 Students Centers is under construction in MFNP. A total of 116Kms of the access roads were graded, spot graveled and drainage in 3 PAs of QENP, LMNP and KNP.	
	Staff sensitized on HIV and AIDS prevention and management	Nurses:6 from MECA, QECA and MFCA 80Peer Educators from MECA, QECA and MFCA:	With support from USAID under HIWA Project, 4 nurses were trained across different CAs, 78 staff from 3 CAs of QECA, MFCA and MECA trained as peer educators.	Quality Assessment on UWA clinics and health facilities was done in QECA and MFCA. As a result of training, four peer groups were formed in QENP.
Community Conservation Program				
	Number of community based mitigation measures put in place to manage Human wildlife in all PAs	Construct 5 cages in crocodile attack prone areas, (Apach,Kasenyi and Nora in Oyam District). translocation of crocodiles and eggs from communities	Constructed 5 crocodile cages; 2 crocodile cages in Apach, 1 in Kasenyi, and 2 in Nora Oyam District. & Crocodiles were translocated from different Districts to MFNP and Karuma.	
		Maintain PAC trenches: open 16kms and maintain 160kms(MFNP, QENP and KNP) Buffalo wall: 2.05kms (BINP) Mauritius thorn maintained: plant	8 community interventions(Community wildlife scouts, HuGo group, chill, garlic, tea, coffee and pepper growing and beekeeping) Opened 26.1kms and maintain 272.89kms(MFNP, QENP and KNP)	4735 PAC cases were reported during the year to which 4606(97.3%) were handled

	Indicators	Target (S)	Actual Performance	Explanation for status
		30kms and maintain 48kms PAC cases handled : All reported cases	1.559kms maintained(BINP) Planted 23kms and maintained 206.8kms(RMNP, SNP, BINP and MFNP)	
	Amount of Revenue sharing funds shared during the year	Disburse 100% Revenue Sharing funds for all approved projects.	100% of Revenue Sharing funds for approved projects were disbursed in 3 CAs of QECA, KVCA and MFCA. This was a total of 848,047,955= disbursed to 21 districts neighboring the 3 PAs	Over 674 RS projects were monitored in all PAs for compliance with the proposals. 2 PAs (QENP and KNP) carried out sensitization meetings to the communities and local government to popularize the new Revenue sharing guidelines.
	Community Conservation strengthened by creation of a directorate	Create a directorate of community conservation	The Directorate was approved and two Coordinators one for Awareness and conflict management and another for Wildlife Enterprise and community benefits were appointed.	
Tourism and financial sustainability				
	Number of Expos attended to popularize UWA products	Participate in 5 International Tourism Expos	UWA participated in the UN Exhibition, The UNAA trade expo in Newyork, United nations World Tourism organization in Medellin Columbia and Milan expo in Italy. UWA also participated in the World travel Market, American birding exhibition.	
		Participate in 10 National and 3 regional tourism expos	Participated in Magical Kenya, indaba, Karibu Participated in Buganda Tourism expo and the World Tourism Day celebrations in Lira. Agricultural show and	

	Indicators	Target (S)	Actual Performance	Explanation for status
			UMA trade show	
	Well maintained/ improved tourism infrastructure in place	Maintain 600 km of conservation and tourism tracks	Over 1041.5 km of tourism tracks were maintained	
		Establish and maintain 1057 km of trails in all PAs	Over 1058.5 km of tourism trails were maintained	
		Install and maintain signage in all PAs	9 signages installed in KNP, MFNP, BINP and Pianupe WR.	
		Construct new modern tourism	2 gates in progress	
	Increased Visitors numbers	Increase visitor numbers by 10%	<p>The total number of visitors received is 215890.</p> <p>Tourist visitation was noted to be lower than the targeted 10% increment from last FY2014/15 of 196768. This was mainly due to the political unrest that took place in February especially in the areas of Kasese and Budibugyo thus affecting tourism in neighboring PAs and the country at large. It was however noticed that there was an increase in the total visits by NFR from 76,800 to 85,866 and East Africa from 50,301 to 56,580, student from 52,069 to 55,953 and a reduction in Foreign Residents from 14,983 to 14,181. QENP was the most visited PA followed by MFNP, LMNP and BINP. There was an exclusive performance by SNP with an increment of 45% in</p>	

	Indicators	Target (S)	Actual Performance	Explanation for status
			visitation compared to the last FY.	
Research and Ecology Recourse				
	Number of species translocated	Translocate 17 Giraffes from Northern to Southern Bank in MFNP	15 Giraffes were translocated to the Southern Bank in MFNP and 2 were taken to UWEC for conservation education.	Giraffe conservation foundation donated a translocation truck to UWA that was used to translocate Giraffes
	Number of studies undertaken	Carryout data collection on species with reducing home ranges like the Kudus and Uganda Kob	A study was carried out to ascertain the status of species with reducing home ranges in Karamoja Landscape. The results showed that from the year 1996 to 2015 the animal encounter rate for all the species is steadily increasing with Hunting dogs having many encounters followed by Greater Kudu, Roan antelopes and others. However the Oryx encounters are seen to be declining.	
	Oil activities in MFNP monitored	Undertake enhanced monitoring of oil activities through increased ranger force on the ground and hiring two oil and EIA officers	Ranger force in Murchison was increased for deployment to Total EP whenever oil activities are undertaken. Two oil and EIA officers were not recruited	The recruitment budget was insufficient for the two Oil and EIA officers. These have been budgeted for in FY 2016/17
	The distribution of Invasive weeds controlled in PAs	Control evasive weeds through acquisition of tractor for clearing large parts, scientific based interventions	Tractor not yet procured. 15 giraffes translocated to L. Mburo to biologically control the acacia through feeding on it. Scientific research on-going for manipulation of invasive weed in Queen Elizabeth	Procurement of the tractor was differed to FY 2015/16
	Number of Animal counts done	Undertake ground animal counts in Kibale and Murchison national parks	Ground animal counts in Kibale and Murchison Falls NPs were done.	

Indicators	Target (S)	Actual Performance	Explanation for status
Resource Conservation Program			
Illegal activities contained in all Wildlife areas	<p>Conduct Patrols: 14,398</p> <p>Prosecute Suspects: All</p> <p>Maintain Kraals : 33</p> <p>Conduct coordinated border patrols: 25</p> <p>Collaborate with other agencies:</p>	<p>A total of 15,227 patrols were conducted against 14398 planned. These were inclusive of 11,516 round, 2,235, 928 overnight ambushes, 382 marine, 157 spot checks and 372 investigative and intelligence-led operations in response to informant reports. These combined efforts resulted in 1661 arrests (277 poaching, 399 illegal grazing, 168 illegal marine and 817 other illegal activities) leading to 517 convictions, 1100 fines and 44 cautions. Confiscations included 2 AK 47, 2 SMGs, 14 ammunitions, 6999 snares, and 16,254 other illegal items.</p> <p>Among 1661 suspects arrested in the PAs, 16.7% were for poaching, 24.02% illegal grazing and 10.1% for illegal marine.</p>	
All park boundary marked clearly with pillars	<p>Maintain 733.6kms</p> <p>Replace and maintain 118 pillars</p>	<p>1803.4Kms maintained in all PAs.</p> <p>575 pillars replanted and maintained in 9 PAs (MFNP, MGNP, KNP, SNP, BINP, LMNP, RMNP, Katonga and East Madi WR)</p>	<p>1803.4kms of the PAs' boundaries were maintained through planting live markers, slashing and pillar planting.</p>
Healthy ecosystem restored and maintained in all PAs	<p>Manage all Fires in PAs</p> <p>Restoration of degraded areas eradicate 2.27sq km</p>	<p>A total of 382.17kms fire lines were maintained in all PAs, 86kms opened in 3 PAs (MFNP, LMNP and KVCA), an area of 492.81 square km subjected to early</p>	<p>The impact of fire on previously burnt areas were monitored.</p> <p>In restoring the</p>

	Indicators	Target (S)	Actual Performance	Explanation for status
		of exotic/ invasive	burning in MENP, MFNP, QENP, RMNP and Ajai and scrapping done on an area of 7.64sq km in MENP. 6 PAs of KNP, QENP,BINP, LMNP,MGNP and Kabwoya experienced an average of 40 fire out breaks leading to an area of 26.2sqkms of the PA burnt in 3PAs of QENP(26.17sqkm), BINP(0.0075sqkm) and Kabwoya WR(0.06sqkm). A distance of 1 1/2 Kilometers of the boundary in KNP were also burnt	degraded areas in the PAs, a total of 2.27sq km of invasive/ exotics were rehabilitated by uprooting, mopping out, selectively cutting and debarking in the 8 PAs of MFNP,QENP, KNP, BINP, MGNP, SNP, KVNP and Katonga.
	Wildlife diseases managed and controlled.	Respond to emergency and rescue sick animals: All Disease surveillance and outbreak managed: All out breaks Establish adequate infrastructure for wildlife health management: 2 Labs	20 rescues (10 elephants, 1 buffalo, 1 chimp and 6 giraffes and 2 leopards rescued from wire snares) and 3 lions and 1 giraffe reported sick in KVNP but no intervention. Anthrax in QENP, Chimpanzee health monitoring and Elephant trapping in KNP and Gorilla monitoring in BINP 2 Labs (Basic lab in MFNP was completed and veterinary health centre in Mweya peninsula in QENP in final stages)	Research on ecology of anthrax was done in QENP and 28.1% of the samples were found positive with anthrax. Further surveillance for anthrax incidences by testing carcasses of freshly dead animals was done and all the samples tested negative, however the research is still in progress.

6.4 Uganda Wildlife Conservation Education Center

UWEC was established in 1994, under the Trustees Incorporation Act Cap 147, to replace the former Entebbe Zoo. UWEC has now been transformed into a fully-fledged statutory body under the Ministry of Tourism Wildlife and Antiquities by an Act of Parliament UWEC Act 2015.

UWEC is mandated with provision of wildlife conservation education and awareness and also serves as the CITES' wild animals rescue centre for Uganda.

UWEC physical performance FY 2015/16

S/N	Output/activity and Target	Actual Performance	Explanation for status
#1	Land acquired in the four regions of, Uganda for the establishment of Wildlife satellite Conservation Education Centre's	Reconnaissance and pre feasibility studies were undertaken. The draft terms of reference to conduct feasibility studies developed	Activity still on going
#2	Rhino and Elephant conservation education program for northern Uganda undertaken	It's a project funded by Cincinnati zoo and they did not send the funds to support the activity for FY 2015/2016	No performance as this activity is largely reliant on donor support
#3	360 school outreach Conservation Education visits undertaken	271 school outreach conservation programs were undertaken for schools in all the regions of Uganda	Under performance attributed to resource constraint, old and unreliable vehicles
#4	Wildlife hospital and quarantine maintained in a good state to handle veterinary work	The UWEC wildlife hospital and quarantine were well maintained with sufficient drugs, personnel and equipment. This was able to handle reported cases	Good performance in this activity, was attributed to; capacity building, local and international collaborations.
#5	18 wild animal exhibits maintained	Animal exhibit/enclosure environment was well maintained in a natural setting. However, the exhibit infrastructure needs face lifting.	There was good expertise and input by animal keeping staff due to the continuous training and innovation. There were limited funds to uplift the infrastructure in animal enclosures. Animal exhibits are aging and the cost of piece meal repairs increased drastically thus exhibits need a major overhaul.
#6	UWEC maintained an animal collection of 240 individuals in 50 species	Animal collection of 210 individuals and 50 species was below target.	The animal collection showed little diversity in terms of species. No exotic species were acquired as previously planned due to limited resources.
#7	Adequate Conservation Education materials developed and disseminated	<ul style="list-style-type: none"> Children activity booklet (3000 copies) developed and distributed UWEC 'Big-Eight' animal posters (1,000 copies) developed and distributed 	Generally the quantities of materials produced did not cover the entire country.

S/N	Output/activity and Target	Actual Performance	Explanation for status
		<ul style="list-style-type: none"> • Bush Meat Crisis (BMC) poster (1,000 copies) developed and distributed • BMC booklets (1000 copies) developed and distributed • A Biodiversity and Tourism Treasures booklet (500 copies) on Makanaga Wetland developed and distributed • 60 interpretation panels and 21 signage designed and installed at UWEC 	
#8	Three new animal exhibits (flamingo, ground hornbill and caracal) constructed	No new animal exhibits constructed	Underperformance as budget would not support the planned activities
#9	New Cheetah complex and big cat facility constructed	Cheetah complex partially done.	Underperformance due to inadequate funds.
#10	Pastel accounting system upgraded to evolution to be able to handle foreign currency receipts	The activity was pushed to the next financial year as the budget would not support it	Under performance as there was no funds available
#11	Elephant moat and holding facility constructed	New cost effective method of constructing the moat designed. 30 meters have been constructed through partnership and individual support. In addition 54m UGX is required to complete the project.	Underperformance recorded due to lack of funds and hence the need to attract new funders to support the remaining works worth UGX 54m
#12	Emergency and security communication system improved	10 handsets, 1 base station of Radio call equipment were acquired and being used. Staff taken through 5 emergency drills	Equipment acquired through partnership.
#13	UWEC visibility increased	UWEC increased its visibility through: <ul style="list-style-type: none"> • 12 Radio Stations- 240 	Performed as per set target was achieved and UWEC rated as Performed within the available

S/N	Output/activity and Target	Actual Performance	Explanation for status
		<p>hours worthy of airtime throughout the year.</p> <ul style="list-style-type: none"> • 12 months appearance on Trip Advisor • 5 Television Stations- 52 hours of airtime throughout the year. • 8 magazines. • Monthly appearance on a monthly basis in different print media • Tour operators, agents websites and itineraries • Interactive website; www.uwec.ug • Produced 10,000 copies Brochures, 10,000 copies of flyers 	funds.
#14	Social community responsibilities and giving back to communities	Participated in social corporate responsibilities both in Entebbe and across Uganda	Over performance because of partnership approaches which enabled the entity to achieve. The activity was prioritised so that the public sees benefits from UWEC
#15	Animal breeding, rescue and rehabilitation undertaken	24 individuals were captive born, 190 animals rescued and rehabilitated and 145 individuals released back to the wild or on conservation loan.	Responded to rescue calls within our reach, due to limited resources at our disposal.
#16	Partnership and collaboration enhanced	Collaborative arrangements to reduce costs and maximize output prioritized like with UWA, Santa Barbra Zoo, Giraffe Conservation Foundation, United Bank of Africa etc.	A series of partnerships, understanding undertaken to cut cost and benefit from other institutions
#17	Internship and work placement offered to students in high institutions of learning	135 internship students trained with hands on work experience in preparation for job market in wildlife, tourism and hospitality.	Activity performed within the provided time frame and resources
#18	Human resources development achieved	6 new staff were recruited, 28 staff trained in various courses, 14 staff were	Over performance because of some international trainings

S/N	Output/activity and Target	Actual Performance	Explanation for status
		supported in career development and growth.	were sponsored.
#19	Strategic plan review and development achieved	With support from UNDP through UTB and other stakeholders the entity reviewed the last strategic plan 2009-2014 and developed a new plan for 2015-2020	Performance was largely attributed to UNDP/UTB financial support
#20	Education and awareness campaigns achieved onsite	A total of 284,903 visitors were taken through the onsite education programs during the FY 2015/2016	We did not achieve the 303,847 target which was attributed to <ul style="list-style-type: none"> Continued effect of the anti-gay bill on international visitor General poor global economic performance

Challenges and proposed mitigation measures

The challenges at UWEC revolve around lack of adequate funding. Specifically, the following challenges stand out:

- A. Lack of key and critical animal exhibits; notable among these are elephant, cheetah and caracal exhibits. This greatly affects the centre's mandate to promote conservation education using the rescued, rehabilitated key animal species as ambassadors to save the in situ populations.
- B. Inadequate capacity building and staffing to fulfill the expanded countrywide mandate.
- C. Limited animal collection/species diversity to serve the centre's clientele.. Inadequate facilities to cater for UWEC's biggest clientele (63% school groups and youths)
- D. Mobility in the whole country for country wide conservation Education Program was partly hampered in the 2015/2016 Financial Year as a result of old vehicles. There is need to acquire modern vehicles in order to be able to do a National Conservation Education job.

6.5 Uganda Hotel and Tourism Training Institute

The Hotel and Tourism Training Institute was established by the Statute 14 of September 1994. This statute however, was repealed by section 130, subsections 1 and 2 of the Universities and Other Tertiary Institutions Act of April 2001 which among other things transferred the Institute from Ministry of Tourism, Wildlife and Antiquities then to Ministry of Education and sports. In November 2007, following a Cabinet directive, the Institute was transferred back to the Ministry of Tourism Trade and Industry. The Institute is now under Ministry of Tourism Wildlife and Antiquities.

HTTI has now been transformed into a fully fledged statutory body under the Ministry of Tourism Wildlife and Antiquities by an Act of Parliament HTTI Act 2015.

HTTI physical performance FY 2015/16

	Output/activity and Target	Actual Performance	Explanation for status
#1	Enroll at least 270 students	265 new students enrolled at HTTI;	Admissions were offered to over 270 students however not all of them reported for training.
#2	Organize and Conduct 8 th Graduation ceremony	377 students graduated at HTTI	Graduation of students was organized and conducted as planned
#3	Conduct Training in Tourism and Hospitality skills and evaluate progress	Trained and assessed students through theoretical and practical training, Tests, course works, Internal Attachments and end of semester examinations.	Students were trained and assessed as planned
#4	Introduce at least one new course.	New courses presented to academic board; A computer training course introduced	The New courses are still under discussion by Academic board for approval.
#5	Send two staff for further training	One staff sent to Austria for training under HTTI/ ITH partnership	Although the partnership provides for training of two staff at ITH per year only one staff was admitted for training
#6	Conduct in-house pedagogy Training for all training staff	Training not conducted	Under performance due to resource constraints
#7	Review Academic policy and students regulations	Academic policy not reviewed	Under performance due to resource constraints
#8	Review strategic plan	Draft strategic plan was reviewed by the ITSC and returned to Management for finalization	Strategic plan in Final stages
#9	Procure pastry Display for pastry training	not yet	Under performance due to resource constraints
#10	Paint classroom Block-	Painting activity under procurement stages	This activity was pushed to the last quarter due to shortage of funds
#11	Renovate 5 guestrooms	3 Guest rooms renovated	Three guest rooms were renovated
#12	Purchase 2 Freezers	One freezer procured and one oven procured	A decision was taken to procure an oven instead of a 2 nd freezer when the old oven broke down beyond

	Output/activity and Target	Actual Performance	Explanation for status
			repair
#13	Procure 60 Conference Chairs	40 conference chairs procured	Underperformance due to inadequate funds
#14	Procure Hotel linen and Staff uniforms	Uniforms under procurement	This activity was funded from locally generated revenue which was realized late.

Challenges and proposed mitigation measures

- 1) **High wage bill:** Only 31 out of 101 staff are on government payroll much as HTTI is a government Institute. This places a very heavy burden on management.
- 2) **Inadequate training infrastructure:** Inadequate training facilities, equipment and tools (demonstration lab/kitchen, classrooms, Travel agency, computer and language laboratories).
- 3) **Lack of Library:** This compromises hands on training since instructors take longer time dictating notes to students instead of students making their own notes from the library during their free time so that contact hours are more practical.
- 4) **Lack of industry specific software for training:** i.e. Fidelio for hotel students and Amadeus/Galileo for tourism students
- 5) Lack of students' facilities: i.e. accommodation, Restaurant and kitchen, sports and recreation facilities, which lead to high rental costs. Students need to be resident because they sometimes have to work late shifts as part of training.
- 6) **High Training unit cost :** The Institute is a hands – on training Institute, there is need for training materials on a daily; Hands on training has accompanying Utility costs for water and electricity; study trips to National park and other areas of attraction, paramilitary and driver training are expensive
- 7) **Lack of Vehicles** for operations and Tour guide training

6.6 Uganda Wildlife Research and Training Institute

Uganda Wildlife Research and Training Institute (UWRTI) is mandated to provide research, training and consultancy services for the wildlife sector. The institute traces its origin in 1989 under the aegis of the United Nation Program Development (UNDP) and Food for Agricultural Organization (FAO) funded “National Parks and Wildlife Project”, which identified training as a critical component in revamping the wildlife industry in the economic development of Uganda. In 1996, the Government of Uganda (GoU) formally established Uganda Wildlife Training Institute by Act of Parliament under Ministry of Tourism Wildlife and Antiquities (MTWA) as an autonomous institution for specialized training in national parks and wildlife management in the country. At the time of its inception, the key function

of the Institute was to conduct training in wildlife management and conservation, organize courses for tour operators about values of national parks and protected areas, their management as well as policy and legislation needs, with the view of promoting and ensuring fulfillment of their roles as tour operators and guides.

Current Status of UWRTI

The mandate of UWRTI has been reviewed to transform the institute into a Wildlife Research and Training Institute. Consequently Uganda Wildlife Research and Training Institute (UWRTI) is now established under the UWRTI Act, 2015. The UWRTI Act, 2015 spells out the functions as to: conduct research in wildlife resource conservation in and outside protected areas; to inform the council for policy development, provide consultancy and specialized technical services in conservation and sustainable development of wildlife resources, conduct formal training in conservation and sustainable development of wildlife resources, organize tailor made courses in conservation and sustainable development of wildlife resources and provide related services necessary, incidental or conducive to the efficient attainment of its objectives and functions. UWRTI is fully recognized and registered by the National Council for Higher Education (NCHE) under Business, Technical and Vocational Education Training (BTVET).

UWRTI enrolment per intake has drastically increased from an average of 35 students over the period 1998 and 2008 to 130 students per academic intake over the period 2009-2015. The total enrolment is currently at 240 students.

Courses offered at UWRTI

	COURSE	DURATION
1	Diploma in Wildlife Management and Allied Natural Resource Management (DWM)	2years
2	Diploma in Wildlife Tourism Management (DWTM)	2 years
3	Certificate in Wildlife and Allied Natural Resource Management (CWM)	2 years
4	Certificate in Wildlife Tourism Management (CWT)	2 years.

UWRTI has revised its curricula to include emerging issues like Oil and Gas and the Invasive Species as a way to responding to the sector needs.

UWRTI physical performance FY 2015/16

	Indicator	Target	Actual Performance	Explanation for status
Training Services				
1.	Review and update the training curricula to match the current wildlife sector needs	4 curricula	4 Curricula revised and accredited by National Council for Higher Education	
2.	Build a strong framework for partnerships both regionally and internationally	Partner with at least 2 colleges and 2 Universities	The Institute has patterned with USAID through Tetra tech. It is through this partnership that USAID has funded the review of	

	Indicator	Target	Actual Performance	Explanation for status
			the curricular of UWRTI. The Institute has also patterned with National Forestry College, Uganda Petroleum Institute Kigumba, Makerere University, Mbarara University and Kyambogo University. A joint Memorandum of Understanding has been signed between these institutions that will lead the Institutions write joint researches, share equipment and human resource where gaps exist and according to expertise in line with Biodiversity Conservation in the Albertine Region.	
3.	Recruit staff to implement the curricula	10 staff	The recruitment has not been conducted	This has been due to insufficient funds that was allocated to the line Ministry by public service
4.	Conduct refresher training in Wildlife Management , tour guiding and Customer care	120 trainees	The training has not been conducted	This has been due to insufficient funds allocated to the Institute
5.	Conduct field training for students	2 field training	The field training was conducted	
6.	Conduct Industrial training for students	1 Industrial training	The Industrial training was conducted	
7.	Conduct training of staff in Economic valuation of Natural Resources, Teaching and Learning In Higher Education and Management of the Impacts of Oil and Gas	10 staff	9 staff were trained	The variation was due to inadequate funding
8.	Admit new students	150 students	126 students were admitted	The other applicants did not meet the school requirements

	Indicator	Target	Actual Performance	Explanation for status
				for admission
9.	Acquire training equipment computers	8 computers and 2 projectors	10 computers were acquired	2 projectors have not been procured because the urgency of the computers was more than that of the projectors due to the overwhelming number of students.
10.	Review the strategic plan of the Institute	Draft the strategic plan for the period of 2016-2020	The strategic plan was drafted	The strategic plan is not yet complete due to insufficient funds
11.	Draft the human resource policy	Develop the draft of the human resource policy	A draft has been prepared which needs to be fine-tuned when funds are available	The policy is not yet complete due to Insufficient funds
Research				
1.	Bench mark Research Institutions	2 Research Institutions	The Activity has not taken route	This has been due to Insufficient funds
Infrastructure Development				
1.	Construct 8 stance improved pit latrine	1 Improved Pit latrine	This was completed	
2.	Acquire furniture	20 Decker beds and 25 chairs	This was acquired	

Challenges and proposed mitigation measures

Inadequate funding: The current budgetary allocation is inadequate for the required expansion of the Institute to handle the research function and be able, to meet the projected research demand over the next five years. The current budget allocations do not allow the provision of adequate transportation for field training, staffing, staff training, retraining and retention, a library, IT equipment, accommodation for both students and staff, classrooms and laboratory.

High unit costs: On student basis when compared to other Institutions, wildlife skills development education is much more expensive to provide. This is because of the smaller classes and larger expenditure on facilities, equipment and consumables.

Lack of appropriate training equipment: Wildlife and research training requires appropriate equipment and tools. There is currently inadequate supply of these training materials.

Anticipated future actions/medium term plans

- The most important aspect determining the feasibility of any training institute is its curriculum and other products and services. These have to be analyzed in a very broad

context including national and international needs, the competitive environment, the market perceptions and the capacity for UWRTI to deliver quality training (that is, market responsive, practical and relevant to the needs of the sector).

- ii). Encouraging collaboration between training institutions in different resource fields and development partners to bridge the gaps and provide better rounded training in natural resource management and support initiatives of wildlife research which is the core mandate of UWRTI.
- iii). Designing and conducting short course in-service training and special courses tailored to the particular needs of the sector.
- iv). Building staff capacity through regional and international staff exchange programmes between training institutions within and outside the region to enable them to learn from the broader training experience.
- v). Development and review plans for improvement of UWRTI infrastructure to support research and training
- vi). We plan to develop four long-term ecological research programmes. One will target tropical high forests, one in savannah, one wetlands and a fourth one on pangolins. This will require understanding that ecosystem management often proceeds within the context of sub-optimal relationships between ecologists, ecosystem managers and management outcomes could be improved with greater collaboration between members of these disciplines. It is also important to state that appropriate use of existing ecological data, establishment of strategic new research and the implementation of management actions as experimental hypothesis tests can facilitate achievement of management objectives, but greater collaboration between ecologists and managers is required before this can occur.
- vii). To address issues of national development UWRTI will adopt a dynamic and broad **Research Agenda** that will reflect national priorities and promote both basic & applied ecological research. The Research Agenda will be a vehicle for UWRTI to contribution to knowledge advancement of wildlife management and the avenue through which academia will be linked to policy and other evidence based national development concerns.
- viii). Management decisions, including technical advice, policy formulation and management interventions, will be based on sound scientific information, with research programmes addressing specific problems encountered by conservation managers.
- ix). Collaboration across national borders will be needed as an important step in building up-bilateral and regional wildlife population conservation strategies through UWRTI conducting research, publishing and sharing the information with the intended entities.

7.0 PROGRESS IN IMPROVING TOURISM ROADS

In 2012, the Ministry mapped out 65 Tourism roads that facilitate access to and between parks and other tourist sites. Attempts are being made to improve these roads and progress on some of the road projects is highlighted below.

Procurement ongoing

No.	District	Road name	Kms
1	Kabale	Kabale - Lake Bunyonyi	12
2	Kisoro	Kisoro - Mgahinga National Park Headquarters	16
3	Kisoro	Kisoro – Rubuguri	16
4	Kabale & Kisoro	Rubanda – Rubuguri	25
5	Kanungu and Rubirizi	Kihihi-Katunguru	90
6	Rubirizi, Rukungiri & Kanungu	Ishasha – Katunguru	86
7	Rubirizi, Rukungiri & Kanungu	Kanungu - Hamurwa	60
8	Ntoroko	Karugutu – Ntoroko	49
9	Gulu, Kitgum and Pader	Gulu-Kitgum-Palongo-Lututur	173
10	Masaka	Bukakata-Masaka	45
11	Wakiso and Luweero	Gayaza (Zirobwe)-Wobulenzi - unpaved section	24
12	Mpigi and Mityana	Buwaya-Kasanje-Mpigi-Kibibi-Mityana	90

Undergoing feasibility studies

No.	District	Road	Kms
1	Kisoro	Kisoro – Nkuringo	45
2	Kabale & Kanungu	Kabale - Ruhija - Buhoma	79

Ongoing civil works

No.	District	Road	Kms
1	Kyenjojo, Kibaale & Hoima	Kyenjojo-Kagadi - Hoima	186
2	Hoima	Kabwoya-Hoima	70
3	Hoima and Buliisa	Hoima-Biiso-Buliisa-Wanseko	108
4	Masindi and Buliisa	Masindi-Biiso-Butiaba port	68
5	Gulu, Kitgum and Pader	Gulu-Kitgum-Palongo-Lututur	173

8.0 PLANNED OUTPUTS FOR FY 2016/17

8.1 Planned Outputs for the Ministry of Tourism Wildlife & Antiquities, FY 2016/17

CODE	OUTPUT INDICATOR	Targets 2016/17
060301	Policies, Strategies and Monitoring Services	
1	Status of the heritage resources bill	Submitted to Cabinet
2	Status of the Wildlife Act	Submitted to Parliament
3	No. of inspections undertaken on wildlife protected areas on implementation of UWA activities	8
4	Status of the National Action Plan for the Shoe Bill	Drawn
5	No of coordination meetings for the reconstruction of Kasubi and Wamala Tombs	2
6	No of potential tourism projects monitored	8
7	Payment of obligations to UNWTO and ATA made	Yes
060303	Support to Tourism and Wildlife Associations	
1	Number of Wildlife Clubs activated in Schools	8
2	No. of Wildlife use rights holders outside protected areas inspected	12
3	Number of tourism clusters supported to develop and promote their tourism products	8
060304	Museums Services	
1	No of Exhibitions upgraded	4(FortLugard,Kabale, Soroti&Moroto)
2	Land title for Fort Portal Museum acquired	Yes
3	Status of upgrade of the Barlonyo Memorial site	Graves, monument and resource centre repaired
4	No Titles secured for sites under UNESCO reparations	3(Ntuusi, Bwogero, and Kasonko)
5	No of Regional sites developed and maintained	3(Patiko,Wedelai,Nyero rock site)
060305	Capacity Building, Research and Coordination	
1	No of engagement meetings held with sector stakeholders to discuss issues affecting the tourism sector	4
2	Number of studies undertaken to inform tourism sector planning	4
3	No of meetings on coordination of government policies among departments	8
060306	Tourism Investment, Promotion and Marketing	
1	No of domestic events and fairs	5
2	No of tourism regional and international meetings	7
3	No of international tourism fairs/exhibitions	5
4	World tourism day celebrated	Yes
5	Miss Tourism 2016 competitions held	Yes
6	Number of FAM tours for ministry of tourism staff	2

CODE	OUTPUT INDICATOR	Targets 2016/17
060382	Tourism Infrastructure and Construction	
1	Status of Mugaba palace	Fenced and walls refurbished
2	Status of development of the Source of the Nile	Feasibility study report
3	Status of the Feasibility study for the Cable car on Mt. Rwenzori	Final Report
4	Number of resting points constructed along the trail of Mt Rwenzori	2
5	Status of Uganda museum Transport gallery	Completed and opened
6	Status of Soroti museum fenced and compound landscaped	Fenced and compound landscaped
7	Designs and BOQs for Arua Museum centre prepared	Yes
8	Designs and BOQs prepared for the construction of a museum in remembrance of the Late Archbishop Janan Luwum	Yes
9	Status of Nyero interpretation centre	Constructed and launched
10	Status Kabale museum	Wired and exhibition materials installed
11	A toilet constructed at Kagulu Hill	Yes
12	Status of construction of an information centre in Pakwach	Completed
13	Number of bridges constructed - Mt Rwenzori	2
14	Length of Climbing ladders installed at Karyarupiha - Mt Rwenzori	700
15	Status of construction of the Electric fence for the Chimpanzee at Ngamba Island	Completed
16	Designs and BOQs for Ministry HQs	Completed
17	Detailed feasibility studies for the establishment of one wildlife satellite centre	Final Report
18	Status of the First floor of the Pier restaurant	Ready for occupation

8.2 Planned Outputs for the Uganda Tourism Board, FY 2016/17

CODE	OUTPUT INDICATOR	Targets 2016/17	Description
065301	Tourism Promotion and Marketing		
1	No. of International Tourism marketing exhibitions participated in to showcase Uganda's tourism potential	5	ITB Berlin, Indaba SA, WTM London, Magical Kenya, China.
2	No of Public Relations firms deployed in source markets to intensify the marketing and promotional activities	3	3 source markets of USA, UK and Europe.
3	No. of domestic Tourism Fairs held to showcase Uganda's tourism potential.	5	World Tourism Day, Miss Tourism Uganda, International, Tourism

CODE	OUTPUT INDICATOR	Targets 2016/17	Description
			Expo, and the cluster expos.
4	No of promotional materials produced and distributed in the various promotional engagements and markets.	15,000	By location.
5	No. of FAM trips conducted towards showcasing and exposing Uganda as a tourism destination of choice	7	International and local media, tour operators and stakeholders.
065303	Quality Assurance (Inspection, Registration, Licenses, Class. & Monitoring)		
1	No. of tourism facilities owners sensitized in standards	600	
2	No. of tourism facilities inspected and registered	1,000	
3	No. of Local Government staff in the major Tourism Districts trained in Quality Assurance	70	By sex
4	No. of hotels classified	200	By location
5	No. of tourism enterprises licensed	4,000	
6	No. of Tourist facilities sensitized	4,000	By type
065302	Tourism Research and Development		
1	Undertake specific tourism trend research to collect data and information to inform and direct marketing, promotion, investment and regulatory activities.	5	Demand driven
2	Promote investment in Uganda's tourism sector internationally, regionally and domestically.	3	Tourism investment guide, Investment profile, investment conference, and 3 bankable project profiles
3	Collect, update, store and disseminate tourism information and data		Demand driven

8.3 Planned Output for Uganda Wildlife Authority, FY 2016/17

CODE	OUTPUT INDICATOR	Targets 2016/17
	Resource Conservation and Management	
	Maintain the PAs Integrity	
	Number of Land and marine patrols conducted	15,234 patrols
	PA boundaries Maintained: Number of Km maintained; Number of Pillars constructed	Maintain 120 km in KNP, 166.6km in BINP and 20 km in MGNP; 137 pillars to be constructed; 40 boundary pillars at Pabit MFNP, Repair 10 boundary pillars in Kabwoya WR and plant 87 pillars in MGNP
	Negative impacts of oil and other	Monitor all restoration sites

CODE	OUTPUT INDICATOR	Targets 2016/17
	developments identified and minimized	Sign off restoration sites Approve EIS standards in 5 EIAs
	Number of Hectares of degraded areas in MFNP restored	Restore 40 ha
	Number of Regional dialogue meetings organized to lobby district and political leaders to support UWA in reduction of community pressure on PA land	Organize 2 regional meetings in MECA and MFCA: 1 meeting in each PA
	Community Conservation	
	Human wildlife conflicts minimized	
	Number of Community groups trained and equipped to implement community based mitigation measures	Train 6 community groups in Bulisa, Pakwach and Nwoya
	Maintain Problem animal control trench : Number of KMs maintained	Maintain 111 kms in QEPA, KNP, & MFNP
	Conservation Education and awareness	
	Number of Community and school conservation education and awareness programs Conducted:	156 parish awareness meetings in MFCA, 180 in LMNP; reach out to 30 schools in KNP and 194 meetings in KVNP.
	Field inspections and monitoring conducted to ensure compliance during sport hunting safaris: Number of monitoring and inspection visits	Quarterly Monitoring visits to all spot hunting areas
	Research and Ecological Monitoring	
	Conduct Aerial surveys and monitor population distribution of key wildlife spp in PAs: Number of surveys conducted	Population distribution of key wildlife spp to be monitored and Aerial surveys to be conducted in LMNP, KTWR, TSWR and EMWR
	Undertake Ground Counts in PA's	Undertake Ground Counts in KNP, AWR and Crocodile/Hippo counts in MFPA
	A report on the State of Large-medium mammals in wildlife areas Produced.	Final approved report on the state of large medium mammals in wildlife areas for management use
	Translocate Buffaloes and Topis from KVNP to Pian Upe Wildlife Reserve; Number of animals translocated	Translocate 50 buffaloes and 20 topis to Pian Upe WR
	Manage Exotic/ invasive species in KNP.	Compile invasive species inventory in KNP Develop an exotic/ invasive species restoration plan for KNP
	Governance and Corporate Affairs	
	Sensitize Judicial officers and other officers of court: number of workshops conducted	Conduct sensitization workshops for Judicial officers and other officers of court in central and western Uganda
	Sensitize Rangers on human rights	Sensitize 100 rangers in BMCA, LMCA and KCA

CODE	OUTPUT INDICATOR	Targets 2016/17
	UWA Prosecutors trained in Criminal prosecution and procedure	Train all UWA prosecutors
	Number of Rangers trained and equipped in exhibit handling and court procedures	Train and equip all Law Enforcement Rangers in exhibit handling
	Biodiversity Offsets payment guidelines developed	Develop and have Biodiversity Offsets payment guidelines approved by the BoT.
	Number of Credible Proposals for external funding developed	Develop three Credible Proposals for external funding
	Conduct End of GMP evaluations for Ajai WR and Tooro Semliki WR	GMP evaluation reports for Ajai and Tooro Semliki WR
	Developed GMP for Tooro Semliki WR	Develop GMP for Tooro Semliki WR and present it to the BoT for approval
	Number of wildlife reserves with LAN	Set up LAN in 5 Wildlife Reserves of Pian Upe, Matheniko Bokora, Karuma, Ajai and Katonga WRs
Tourism Development and Financial Sustainability		
	Number of Guides Trained in Customer Care, Commentary Skills and Comprehensive Guiding	Train 50 guides from 4 PAs
	Number of Constructed Wildlife Sculptures around Kampala City	Construct 1 Wildlife Sculptures
	Number of international trade fairs attended	WTM, TB Berlin, Rimmini Italy, Universal Exposition 2016 Antalya Turkey, Fitur International Exhibition Spain, Tourism Expo Japan, JATA, BITE (Beijing International Tourism Expo 2016), Karibu TZ, Magical Kenya, Indaba South Africa
	Participate in domestic events	To Participate in 13 domestic events (World Tourism day; Namugongo Martyrs Tourism event; Buganda expo; Bunyoro Expo; UMA Exhibition; Jinja Show; Banyakegezi; Pearl of Africa Expo; Kinkizi; KCCA Carnival; Kagulu; Support the Miss Tourism beauty contest; Host BBD African Birding Expo)
Capacity Development		
	Number of sensitization workshops conducted to Popularize the human resource manual in CAs	Human Resource sensitization workshops to be conducted in all CAs
	Compile and implement Annual training plan	Approved annual training plan under implementation
	Number of Staff trained in wildlife management, military and other disciplines	Train 40 staff in wildlife management, military and other disciplines
	Number of Staff sensitized in HIV and AIDS	Conduct HIV and AIDS workshops in all CAs

CODE	OUTPUT INDICATOR	Targets 2016/17
	Number of Districts trained (Environment and Natural Resource Officers) in Wildlife Management issues.	Train 25 districts in wildlife management issues
	Number of Collaborative Management agreement signed	To Sign 1 Collaborative Management agreement
	Monitor Implementation of CM activities: Number of monitoring visits	Monitor the implementation of all CM activities
Capital Targets		
Improve staff accommodation		
	Construct staff Unit blocks in various PAs	To construct 11 blocks with six unit each (5 in MFNP, 1 in SNP, 1 in KNP, 2 in SMWR and 2 in KAWR)
	Construct staff Unit block in Ajai WR	To construct one 3 unit block in Ajai WR
	Construct staff block in LMNP	Construct a one 8 roomed block in LMNP
	Warden House at Sempaya in SNP Constructed	Construct 1 warden house at sempaya
Other constructions and procurements		
	Construct Education centres in PAs	2 education centers to be constructed: 1 in Mainaro - KNP and 1 at Sempaya VIC in SNP
	Construct East Madi WR office block	To Construct East Madi WR office block
	Complete Bio-safety lab in QENP	Complete and equip the Bio-safety lab in QENP
	Procure land cruiser pickup for SNP	Procure one land cruiser pickup for SNP
	Purchase Engine for UWA aircraft	To purchase engine for UWA aircraft
	Procure Outboard engines for tourism and marine operations	To Procure two outboard engines for tourism and marine operations

8.4 Planned Outputs for Uganda Wildlife Education Centre, FY 2016/17

CODE	OUTPUT INDICATOR	Target 2016/17	Description
Education and Information			
1	Number of visitors entering UWEC	303,847	Local and International visitors expected.
2	Number of pieces of Conservation Educational Materials distributed to educational institutions.	35,000	Booklets, posters, signage, flyers, brochures produced and distributed.
3	Number of Conservation education programs conducted in community areas/schools.		Bush meat, Rhino, Wetland and Eco Tourism Conservation Education Outreach to schools and Communities conducted
4	Number of promotional festivals organized	4	Easter, Idd Eli ftri, IddiAduha and Zoo fest
5	Conservation Education Challenge	2	2 Conservation Education Challenges: Bush meat and Climate Change Challenge for

CODE	OUTPUT INDICATOR	Target 2016/17	Description
			schools.
6	Number of new Wildlife Clubs formed.	84	Support Wildlife Clubs of Uganda
7	Number of conservation education/ special events participated in	4	World Tourism day, World Environment day, World Wildlife day and World Wetlands day
Infrastructure Development and Capital Purchases			
1	Level of completion of the First floor of Floating restaurant	Completed	Walls, Glass works, Tilling, Plumbing, Electrical installation and furnishing.
2	Level of development of one Regional Satellite Wildlife Education Centre.	Feasibility studies conducted - Architectural plans designed	Complete the partnership process (Land acquisition)
3	Number of vehicles purchased	2	1 Double cabin pickup and station wagon
4	Cheetah holding facility, keeper room, storage and associated interpretive signage on the species constructed	Complete	Enclosure, holding and other facilities established.
5	UWEC Visitor parking yard secured	Title Obtained	Title secured
6	Enclosures maintained and rehabilitated	Completed	Existing old animal holding facilities
7	Elephant Enclosure	Phase one complete	Enclosure constructed
Marketing, PR & Advertising			
9	Promotional materials produced	20,000	Videos, posters, brochures, flyers, booklets produced and disseminated.
10	Tourism products developed	4	New visitor experiences
Animal and Horticulture			
1	Standard Operating Procedures and Policies reviewed	5	Keeper chore, vet drug, quarantine, snake management, canine dogs
2	Animal husbandry and environment maintained	100%	Husbandry practices, diet, enrichment, animal training, enclosure design and management
3	Animal Record keeping system maintained.	In use	Zoological Information Management System (ZIMS) regularly updated
4	Rescue and Rehabilitation of wildlife undertaken	Yes	Animals in distress timely attended to, rescued, rehabilitated and possibly released back to the wild.
5	Research on animals undertaken	Yes	Animal research conducted for improved management/ new

CODE	OUTPUT INDICATOR	Target 2016/17	Description
			knowledge
6	Veterinary services and animal health		Drugs, animal diet, husbandry, training, equipment, materials acquired, health checks

8.5 Planned Outputs for the Uganda Wildlife Research Training Institute, FY 2016/17

CODE	OUTPUT INDICATOR	Target 2016/17	Description
Training Services			
1	No of students enrolled at UWRTI	130	
2	No of students completed	140	
3	Level of development of the UWRTI strategic plan 2016/2017-2020/2021	Draft	
4	No of field Practical training exercises conducted	2	Practical training exercises in Queen Elizabeth and Kibale National Parks undertaken.
5	Paramilitary training exercise undertaken	Yes	
6	Industrial Training conducted to equip students with skills	Yes	
7	Training materials and equipment secured	Yes	Textbooks and periodicals
8	Short courses to improve service delivery in Wildlife and Tourism sectors undertaken	Yes	
10	A 32 seater bus procured	Yes	
11	Students assessed	Yes	Set, moderate and conduct students exams

8.6 Planned Outputs for Uganda Hotel Training and Tourism Institute, FY 2016/17

CODE	OUTPUT INDICATOR	Target 2016/17	Description
Training Services			
1	No of students Enrolled	200	
2	No of students placed and supervised on industrial training	101	
3	Completion rate of HTTI students	95%	
4	Staff skills and abilities enhanced	Yes	One staff facilitated to study in Austria; Facilitate staff exchange programs, seminars and workshops; Conduct Short courses to improve service delivery in Hospitality and

CODE	OUTPUT INDICATOR	Target 2016/17	Description
			Tourism sectors.
5	Hotel and Training Services marketed	Yes	Conduct marketing Campaigns; Advertise Hotel services and Training courses; Carry out career guidance in schools.
6	Training conducted in Hospitality, Tourism operations and management skills	Yes	
7	Training material and tools provided	Yes	Materials for Housekeeping, Food production, service and Tourism Equipment and Tools
8	HTTI hotel maintained in good condition.	Yes	
9	Amount of revenue generate from Hotel Services	UGX 497,467,654	

9.0 UGANDA'S WILDLIFE POPULATIONS

9.1 Background of Uganda's wildlife

Uganda, is a very small country, covering an Area of 236,040 Km², of which 199,710 Km² or 84.6% is Land and 36,330 Km² or 15.4% Comprises of Open Water Ecosystems. The landlocked country and home both to Source of the River Nile and part of the “mythical and fabled mountains of the moon”, is characterized by a mild climate all year around, and is host to highly diverse landscapes, that variously constitute very unique ecological assemblage(s) and life support functional natural systems.

The overall national wildlife endowment is characterized by uniquely diverse and rich wildlife resources, (some of whose ecological “condition” is not found elsewhere in the world) “closely knit” together with the people, their culture and way of life, by legacy of a common history. The exceptional areas of wildlife resource endowment include

- Over 11% of the global bird diversity (50% of Africa's bird species richness),
- 7% of the global mammal diversity (39% of Africa's mammal richness),
- 19% of Africa's Amphibian species richness
- 14% of Africa's Reptile species richness,
- 53.9% of the global population of the remaining Mountain Gorillas

Sir Winston Churchill, in his maiden tour of Africa in 1908, technical limitations at the time notwithstanding, as expression of marvel of what he encountered on his mission to Africa, branded Uganda as the Pearl of Africa. To date, although driven by private research, the limited scientific information generated continue to prove Churchill's “historical branding correct. Absence of a nationally directed program with national priorities on research and human development in conservation and sustainable development of wildlife resources certainly continues to be an impediment to Uganda's otherwise predicted high regional and global competitiveness in tourism.

A Nationwide scientific review (1996-99) of the wildlife conservation system established 10 National Parks (43.4%), 13 Wildlife Reserves (35.4%), 13 Wildlife Sanctuaries (2.75%) and 5 Community Wildlife Areas (18.43), totaling up to 25,981.3Km². This is now nationally set aside as a national network for Wildlife Conservation Areas (2003)”. Of these, two have been designated World Heritage Sites (Bwindi Impenetrable and Rwenzori National Parks), one Man and Biosphere Reserve (Queen Elizabeth National Park) and various Ramsar Sites.

The 25,981.57km² of wildlife protected areas makes up about 11% of the country's 236,040km² land areas. However, it is also estimated that between 50% and 60% of Uganda's biodiversity still remain outside protected areas; and therefore neither protected nor well known if at all.

The Wildlife Sector function of Government entails conservation (Sustainable development) of Wildlife Resources and development of these to meaningfully contribute to the rural people's livelihoods and national economy.

The Wildlife conservation functions remain centralized as the 1995 Constitution and Local Government Act, with exception of the management of vermin animals, which are a

responsibility of the Local Governments. However a provision is made in the Local Governments Act mandating the line institutions to undertake Technical guidance, capacity building and inspection for the Local Governments for them to smoothly perform their functions.

On the other hand a provision is also made under the Wildlife Act 2000 of 2000, mandating the Uganda Wildlife Authority to delegate functions as may specifically become necessary to the District Wildlife Committees. A provision is also made under the wildlife Act to issue Licenses for Wildlife use rights programs on both public and private land where wildlife exists.

Wildlife as a resource includes (i) plant and animal species (ii) Ecosystems that combine species with their biophysical environment in space and time, and (iii) Gene pool that refers to a species or sub species' genetic traits. Wildlife is found or located in (i) wildlife conservation areas (National Parks and Wildlife Reserves as wildlife Protected Areas), (ii) Forestry Areas, including Forest Reserves (iii) Private Lands with pristine characterization, (iv) Wetlands and Open water bodies.

9.2 Wildlife stocks

Comprehensive surveys to determine the status of wildlife (large mammals) in Uganda's protected areas were carried out under the Protected Area Assessment Programme (PAAP) in 1995 – 1996 and the results provide baseline information for most protected areas. Since that time wildlife populations are steadily building up in National Parks and Wildlife reserves.

The country has also since observed an increase in mammalian populations from the 1970 levels when many of the species were killed due to lawlessness. For example, the mountain Gorillas population has increased from 292 in 1995 to a minimum of 400 in 2014, the elephant population has increased by over 1000% from 550 in 1995 to over 5,739 in 2014, buffaloes increased from 18,000 in 1995 to 36,953 in 2014, the giraffe population increased from 250 individuals in 1995 to 880 in 2014 and the chimpanzee population increased from 3,300 in 1997 to 5,000 in 2003, making it the highest Chimpanzee population in Africa.

The country has recorded an estimated 18,783 species of fauna and flora (NEMA, 2009), Uganda ranks among the top ten most bio diverse countries globally. Uganda is host to 53.9% (400 individuals) of the World's remaining population of mountain gorillas, 11% (1063 species) of the world's recorded species of birds (50% of Africa's bird species richness), 7.8% (345 species) of the Global Mammal Diversity (39% of Africa's Mammal Richness), 19% (86 species) of Africa's amphibian species richness and 14% (142 species) of Africa's reptile species richness and there are 1,249 recorded species of butterflies and 600 species of fish. There are 30 species of antelope, 24 species of primates including charismatic species of Mountain Gorillas and Chimpanzees, and more than 5,406 species of plants so far recorded of which 30 species of plants are endemic to Uganda.

In addition, Uganda has 159 species listed in the IUCN Red List 2008 which includes 38 plants, 21 mammals, 18 birds, 6 amphibians, 54 fishes, 10 molluscs and 12 being other

invertebrates. Because of this great diversity, Government has designated wildlife conservation and other protected areas to protect this endowment and harness environmental and tourism development benefits.

Table 18: Population estimates of Medium to large mammals in Uganda

Species	1960s	1982-1983	1995-1996	1999-2003	2004-2006	2007-2010	2011-2014
Buffalo	60,000	25,000	18,000	17,800	30,308	21,565	36,953
Burchell's Zebra	10,000	5,500	3,200	2,800	6,062	11,814	11,888
Elephant	30,000	2,000	1,900	2,400	4,322	4,393	5,739
Rothschild's Giraffe	2,500	350	250	240	259	984	880
Hartebeest	25,000	18,000	2,600	3,400	4,439	4,099	9,667
Hippopotamus	26,000	13,000	4,500	5,300	7,542	6,580	5,838
Impala	12,000	19,000	6,000	3,000	4,705	33,565	33,565
Topi	15,000	6,000	600	450	1,669	845	2,222
Ugandan Kob	70,000	40,000	30,000	44,000	34,461	54,861	77,759
Waterbuck	10,000	8,000	3,500	6,000	6,493	12,925	12,222
Common Eland	4,500	1,500	500	450	309	1,409	1,351
Grant's Gazelle	1,800	1,400	100	50	0	0	57
Roan Antelope -Sub-species-langheldi	700	300	15	7	0	5	20
Beisa Oryx (Sub-species-beisa)	2,000	200	0	0	0	0	0
Black Rhino	400	150	0	0	0	0	0
Lord Derby's Eland	300	0	0	0	0	0	0
Northern White Rhino	300	20	0	0	0	0	0
Eastern Black Rhino	400	150	0	0	0	0	0
Southern White Rhino					8	11	17
Lion						408	493
Gorilla				320	302		400
Chimpanzee				4,950			

Gorilla numbers are for Bwindi only, chimpanzee numbers are for Kibale NP

9.3 Challenges in wildlife conservation

- 1) Human Wildlife conflicts. Managing of human wildlife conflict in and around protected areas, on private and communal lands arising from crop raiding, livestock predation and encroachment continue to undermine conservation effort. Elephant raids remain a challenge around many wildlife conservation areas.
- 2) Human population growth and developments continue to impose significant pressure on Uganda's wildlife Protected Area system.
- 3) Inadequate data on wildlife conservation that is crucial in informing development of policies on the management of wildlife species, habitats and ecosystem remains a challenge
- 4) Inadequate capacity of the Ministry and its agencies to effectively monitor impacts of oil and gas exploration and production among other development activities in conservation areas remains a critical challenge for the subsector.

- 5) Weak linkages with the lower local governments in management and utilization of wildlife resources.
- 6) Escalation of illegal wildlife trade and trafficking: The demand for ivory and other illicit wildlife products is globally escalating including in Uganda. There is need to put serious focus on addressing this vice. At Global level, Uganda has developed a National Ivory Action Plan (NIAP) while at EAC level, the partner States are developing a joint strategy and all effort should be made to build capacity to combat this vice in Uganda. Other initiatives include the Elephant Protection Initiative (EPI) which is a Presidential Initiative to address the Elephant Crisis, launched by the governments of Botswana, Chad, Ethiopia, Gabon and Tanzania at the London Conference in February 2014, with the support of the British Government and Stop Ivory. Uganda has since joined the EPI

10.0 THE STATUS OF CULTURAL HERITAGE SITES IN UGANDA

ICOMOS 2002 defines Cultural Heritage as an expression of the ways of living developed by a community and passed on from generation to generation, including customs, practices, places, objects, artistic expressions and values. Cultural Heritage is often expressed as either Intangible or Tangible Cultural Heritage. The Department Museums and Monuments which is under the Ministry of Tourism Wildlife and Antiquities is mandated by the Historical Monuments Act of 1967 to ensure proper preservation and management of the tangible cultural heritage. Likewise the department of culture under the Ministry of Gender, Labour and Social Development is mandated to preserve intangible heritage (Music, languages, dance and drama). For a long time, the issue of preserving tangible and intangible heritage has remained a puzzle as the tangible heritage cannot be explained without the intangible aspects. All tangible sites have got intangible aspects and therefore the two supplement each other.

A total of 650 cultural heritage sites with outstanding heritage values have been documented across the country. Only 14 sites are gazetted while the securing of land titles is being fast tracked by the Ministry or lie on private land. Currently there are 5 public museums (Uganda Museum, Kabale, Soroti, Karamoja and Fort Lugard Museums), about 16 private and numerous community museums in Uganda.

Out of the 650 sites, one is on the World Heritage List (Kasubi Royal Tombs) while four sites (Nyero and other geometric sites of eastern Uganda, Kibiro salt village, Bigobyamugenyi and Ntuusi mounds) are on the tentative list of UNESCO. Preparations to nominate other sites are underway. The Ministry of Tourism, Wildlife and Antiquities submitted Nyero and other geometric rock art sites of eastern Uganda (Mukongoro, Kakoro, Kapor, Komuge and Dolwe) to UNESCO World Heritage Centre for World Heritage Listing but was deferred due to management and conservation issues including gazette status. Other sites such as Bigobyamugenyi, Nakayima and Munsa are also being prepared for nomination though still having challenges of land ownership. The nomination file will only be ready for submission if the issues of land ownership are resolved. The nomination of the sites on world heritage list will boost cultural tourism in the Country as UNESCO will promote the sites to be seen by visitors from all corners of the world.

Cultural heritage conservation is constrained by various challenges including;

- a) Encroachment of the cultural heritage sites. The people in some sites have settled on the cultural heritage areas while others keep on encroaching on the boundaries such as Nyero Bweyore Capital site, Soroti Museum, Mugaba place, Ntuusi and Kasonko.
- b) Land conflicts. This has retarded the process of land titling for- instance at Kakoro and Bigobyamugenyi not yet secured.
- c) Lack of Management Plans and limited development and promotion of the Cultural heritage sites

Despite the challenging status of cultural heritage sites across the country, operationalisation has not seized. The sites still attract visitors both for research and tourism. Domestic tourism

for instance is well demonstrated at cultural heritage sites because of the spiritual and educational values that people attach to the sites. The review of the Historical Monuments Act is underway to ensure issues of heritage conservation and promotion are captured in other relevant acts. Efforts are being intensified to ensure continued awareness and promotion of the cultural heritage sites across the country and link them with other touristic sites. Additionally, the Ministry is improving infrastructure at various sites with tourism potential to increase visitor experiences.

11.0 EMPLOYMENT AND TOURISM HUMAN RESOURCES DEVELOPMENT

11.1 Tourism contribution towards Employment

The total contribution of Travel & Tourism to employment (including wider effects from investment, the supply chain and induced income impacts) was 1,173,000 jobs in 2015 (7.8% of total employment). This is forecast to fall by 1.5% in 2016 to 1,155,000 jobs (7.5% of total employment) and rise by 3.5% pa to 1,629,000 jobs (7.7% of total employment) in 2026.

Travel & Tourism generated 464,500 jobs directly in 2015 (3.1% of total employment) and this is forecast to fall by 2.1% in 2016 to 454,500 (2.9% of total employment). This includes employment by hotels, travel agents, airlines and other passenger transportation services (excluding commuter services). It also includes, for example, the activities of the restaurant and leisure industries directly supported by tourists. By 2026, Travel & Tourism will account for 599,000 jobs directly, an increase of 2.8% pa over the next ten years.

The hotels and accommodation facilities employed an average of 4 persons per establishment in FY2015/16. The facilities employed an average of 5 males and 6 females showing that the industry is mostly dominated by Females. The hotel and accommodation facilities directly contributed to about 42,350 jobs in FY2015/16.

11.2 Human resource capacity development: The performance of Tourism training institutions

This Section presents the performance in enrolment and graduation of students in tourism related courses in FY 2015/16.

11.2.1 Enrollment in Tourism related courses

A total of 7,957 students in FY2015/16 were enrolled in Tourism related courses from the academic institutions in Uganda. This represents a percentage increase of 24.2 percent when compared with the FY 2014/15. A greater part of the students who enrolled for Tourism related courses registered for certificate courses followed by Diploma and Degree programs and enrolment continues to be dominated by females. Diploma in Tourism and Hotel Management, Diploma in Wildlife and Resource Management and Diploma in Hotel and Institutional catering are the Diploma programs that featured most while bachelor of Travel and Tourism Management tops the Degree programs in FY2015/16 followed by Bachelor of Science in Wildlife Health and Management and Bachelor of Leisure and hospitality Management.

Table 19 below also shows that enrollment under all the education levels increased in FY2015/16 with the number of students who enrolled for Post graduate degrees recording the highest increase followed by Certificates and Diploma holders as shown below;

Table 19: Enrollment of Students in Tourism related courses by education level

Education Level	FY 2014/15	FY 2015/16	% Share(2015/16)	%Change
Certificate	3,725	4,806	60.4%	29.0%
Degree	1,290	1,406	17.7%	9.0%

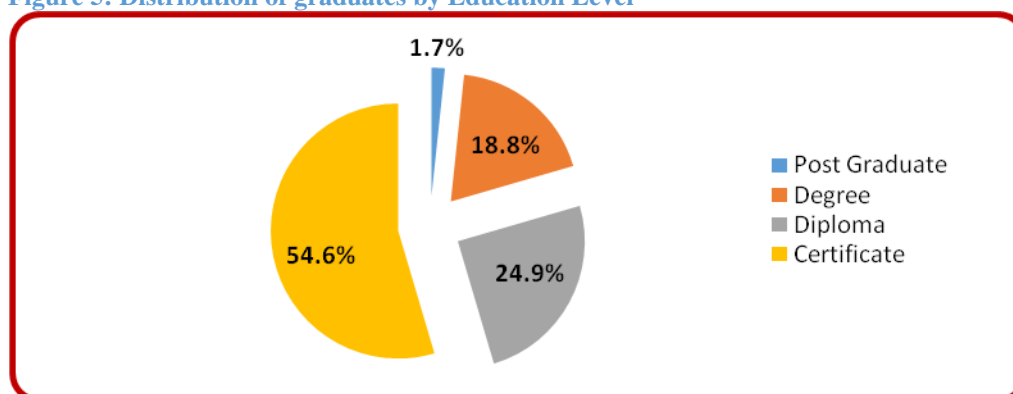
Education Level	FY 2014/15	FY 2015/16	% Share(2015/16)	%Change
Diploma	1,240	1,548	19.5%	24.8%
Post Graduate	152	197	2.5%	29.6%
Total	6,407	7,957	100%	24.2%

Source: Ministry of Tourism Wildlife and Antiquities

11.2.2 Graduation in Tourism related courses, 2015

In 2015, the Majority (54.6 percent) of the students that graduated in Tourism related courses obtained Certificates. This was followed by those that were awarded Diplomas and Degrees at 24.9 percent and 18.8 percent respectively. A small percentage (1.7 percent) Graduated with a Post Graduate Degree. Figure 5 below provides the details;

Figure 5: Distribution of graduates by Education Level



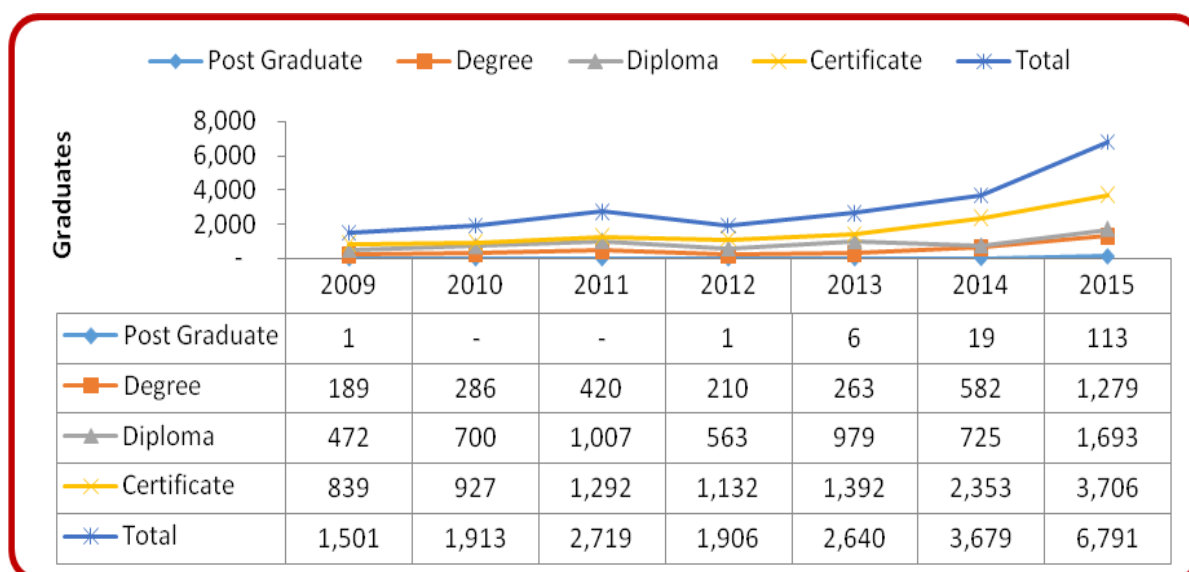
Source: Ministry of Tourism Wildlife and Antiquities

11.2.3 Number of graduates in tourism related course by Education Level, 2009-2015

The number of students graduating from Tourism related courses from the academic institutions in Uganda rose from 3,679 students in 2014 to 6,791 students in 2015. This tells us that the public is now aware of the potential of Tourism and hence more and more students getting enrolled in the Tourism related courses. Further analysis shows that the number of students graduating from all academic institutions by education level with the exception of Diploma has been increasing since 2009.

On the contrary, the number of students who graduated with a Diploma fluctuated between 2011 and 2014 before rising to 1,693 in 2015.

Figure 6: Total Number of graduates in tourism related course, 2009-2015

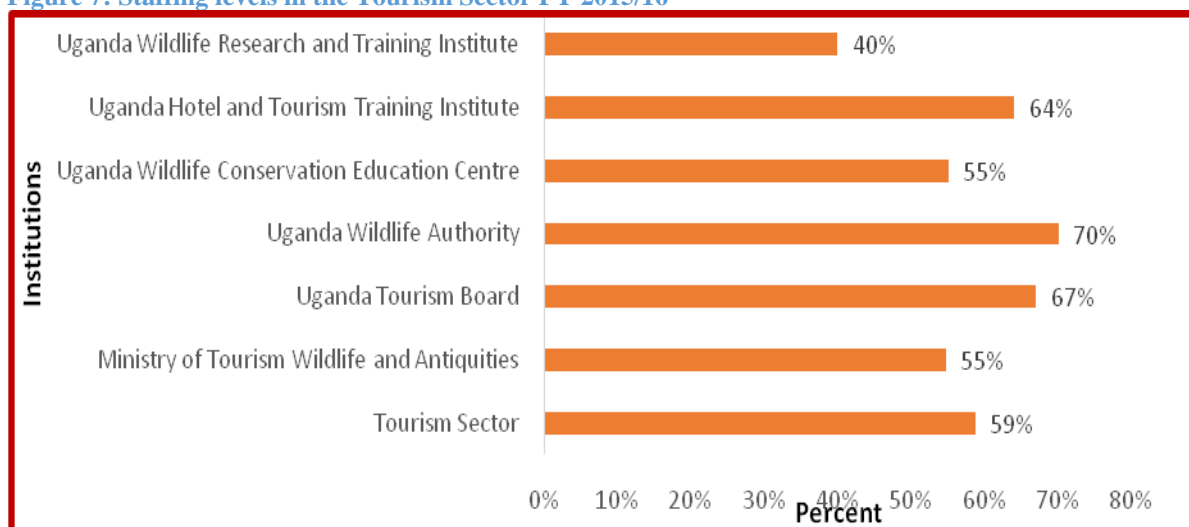


Source: Ministry of Tourism Wildlife and Antiquities

11.3 Staffing in the Tourism sector institutions FY 2015/16

The strengthening of Tourism institutional capacity is identified as a major driver towards the achievement of Tourism sector objectives. A number of achievements have been registered since the creation of the Ministry of Tourism Wildlife and Antiquities in 2011. The staffing sector staffing levels have improved from 53 percent in FY 2012/13 to 58.7 percent in FY 2015/16. Although improving, the current staffing levels leave a lot to be desired.

Figure 7: Staffing levels in the Tourism Sector FY 2015/16



Furthermore, tangible progress has been registered towards the restructuring process of the institutions. The Ministry and Uganda tourism Board have had their structures revised and new structures approved in FY 2015/16.

ANNEXES

ANNEX 1: Policies, legal framework and strategies for tourism sector in Uganda

	Document	Relevance
Policies	<i>The 1995 Constitution of the Republic of Uganda</i>	The overall government policy on natural resource conservation is enshrined in the 1995 Constitution of the Republic of Uganda, which provides for state protection of important natural resources such as land, water, wetlands, minerals, fauna and flora on behalf of the people of Uganda. This is enshrined in National Objectives and Directive Principles of State Policy under Objective XIII. The constitution also provides for creation and development of Parks, Reserves, recreation areas and conservation of natural resources by central and or Local Governments under Objective XXVII. The same objective further obligates the state to promote the rational use of natural resources so as to safeguard and protect the biodiversity of Uganda
	Wildlife Policy 2014	To conserve wildlife resources of Uganda in a manner that contributes to the sustainable development of the nation and the well-being of its people.
	Museums and Monuments Policy(2015)	The main aim of the policy is to “create a frame work for preservation and sustainable development of Uganda’s Museums and Monuments for the benefit of the people of Uganda and posterity” The policy further provides guidance on collection, research and museum services.
	Uganda National Cultural Policy, 2006	The cultural policy addresses the need for the preservation of archaeological, paleontological, Ethnographical and other artifacts of cultural importance to Ugandans. According to this policy, the Department of Antiquities and Museums is to “collect and showcase, research and document, conserve and store objects as well as conducting outreach programs” to communities.
Legal framework	<i>Uganda Wildlife Act, Cap 200 of 2000</i>	This Act vests ownership of wildlife into the State and provides for management of Wildlife in and outside of wildlife protected areas in Uganda. It establishes Uganda Wildlife Authority and its functions. The legislation provides for creation and management of wildlife protected areas, sanctuaries and wildlife management areas. The Act establishes wildlife use rights regime that promotes sustainable utilization of wildlife resources. Other laws relevant for the sector include the National Environment Act Cap 153, Forestry and Tree Planting Act, 2003; Land Act 1998 among others.
	<i>The National Environment Act, Cap 153 of 2000</i>	The Act provides for wildlife protection and contains provisions which can be applied to the protection and sustainable use of wildlife. It includes provisions for the conservation of biological resources in situ, and the selection and management of protected and buffer areas. The act also provides a basis for environmental impact assessment.

	Document	Relevance
	<i>Uganda Wildlife Education Centre Trust Deed, 1994</i>	This Deed provides for establishment and management of the former Entebbe zoo as Uganda Wildlife education Centre. It lays down the objects and management of the Centre. This law is however, weak and not enabling the Centre to access public funds.
	<i>Uganda Wildlife Conservation Education Centre Act, 2015</i>	The Act establishes UWEC as a statutory body responsible for management of conservation education in Uganda
	<i>Universities and other Tertiary Institutions Act 2001</i>	This provides a basis for formation of specialized sectoral training institutions and human resource capacity development in general. The Uganda Wildlife Institute currently derives its legal existence from this law. The Act repealed Uganda Wildlife Training Institute Act and placed all training institutions under one umbrella. Government has however reversed this decision by Policy and this institute will soon be re-established with its own Act of Parliament.
	<i>International law</i>	Uganda is a signatory to a number of international conventions, treaties and Agreements relating to wildlife. This is in line with Uganda's foreign policy obligates the state to conserve wildlife and wildlife protected areas and promote sustainable development of wildlife resources. International laws most direct and of immediate importance for the conservation of wildlife to which Uganda is a member through the Wildlife Conservation Department includes:- Convention on International Trade in Endangered Species of wild fauna and flora (CITES), Convention on Migratory Species of Wildlife (CMS), Lusaka Agreement on Cooperative Enforcement to Combat illegal trade in wildlife and Afro-Eurasian Water Bird Agreement (AEWA). Other conventions relevant to wildlife conservation where Uganda is a party through other MDAs include Convention on Biological Diversity
	Uganda National Culture Policy of 2006	<ul style="list-style-type: none"> i. Support the promotion of the Intangible heritage expressions within the communities living around the sites, museums and monuments. ii. Support cultural and traditional institutions in conserving traditional practices. iii. Creating awareness on the link of intangible cultural elements to the museums and monuments.
	<i>The Historical Monuments Act 1967 Cap 46</i>	Provides for preservation and protection of historical monuments and objects of archaeological, paleontological, ethnographical and traditional interest.
	<i>The Land Act of 1998</i>	The Land act of 1998 provides for the tenure, ownership and management of land in Uganda. The act enables government to acquire land for the purpose of heritage conservation. It also provides for the

	Document	Relevance
		management and conservation of heritage resources in a sustainable manner.
	The Traditional Rulers Act 1993 Cap 247	Provides for the restitution of assets and properties
	The National Development Plan for Uganda 2015/16-2019/20	Recognizes tourism as a key growth sector for the attainment of vision 2040

The above policy framework is mainly implemented through the Annual Ministerial Policy Statements and strategic plans. Policy implementation is boosted annually by off-budget support initiatives from Development Partners, Civil Society Organizations and the Private Sector.

ANNEX 2: Institutional framework for tourism sector in Uganda

The Tourism Sector in Uganda is mainly public sector led and private sector driven. The Ministry is the lead public sector organ and is responsible for formulation of tourism policies to guide the development of the sector under the Political supervision and oversight of the Minister for Tourism, Wildlife and Antiquities. The Minister provides Political supervision and oversight to Permanent Secretary/Accounting Officer, a technical Directorate of Tourism, Wildlife and Antiquities, and the Department of Finance and Administration and to the affiliated agencies/institutions.

In the execution of its mandate the Ministry of Tourism, Wildlife and Antiquities (MTWA) works through a number of Departments, Institutes and Agencies. The *departments* include: Tourism Development; Wildlife Conservation; Museums and Monuments and Finance and administration. The *institutes* are Hotel and Tourism Training Institute and Uganda Wildlife Training Institute. The *agencies* are: Uganda Tourism Board (UTB); Uganda Wildlife Authority (UWA) and Uganda Wildlife Education Centre (UWEC). MTWA also collaborates with other ministries, organizations and associations. The mandates these departments and agencies are spelt out below:

Uganda Tourism Board (UTB)

UTB is a statutory organization established by the Uganda Tourist Board Statute 1994 with the mandate of promoting and popularizing Uganda as a viable holiday destination.

Hotel and Tourism Training Institute (HTTI)

HTTI was established under the Universities and other Tertiary Institutions Act 200, and was transferred from Ministry of Education and Sports following a Cabinet directive in November 2007 to the Ministry of Tourism, Trade and Industry and now under the Ministry of Tourism, Wildlife and Antiquities. HTTI has now been transformed into a fully fledged statutory body

under the Ministry of Tourism Wildlife and Antiquities by an Act of Parliament UWEC Act 2015.

Uganda Wildlife Authority (UWA)

Uganda Wildlife Authority is a body corporate established under the Uganda Wildlife Act Cap. 200 of 2000 to conserve and sustainably manage the wildlife and the protected areas of Uganda in partnership with neighbouring communities and other stakeholders for the benefit of the people of Uganda and the global community.

UWA's Mission is to conserve, economically develop and sustainably manage the wildlife and protected areas of Uganda in partnership with the neighbouring communities and other stakeholders for the benefit of the people of Uganda and the global community''.

Uganda Wildlife Conservation Education Centre (UWEC)

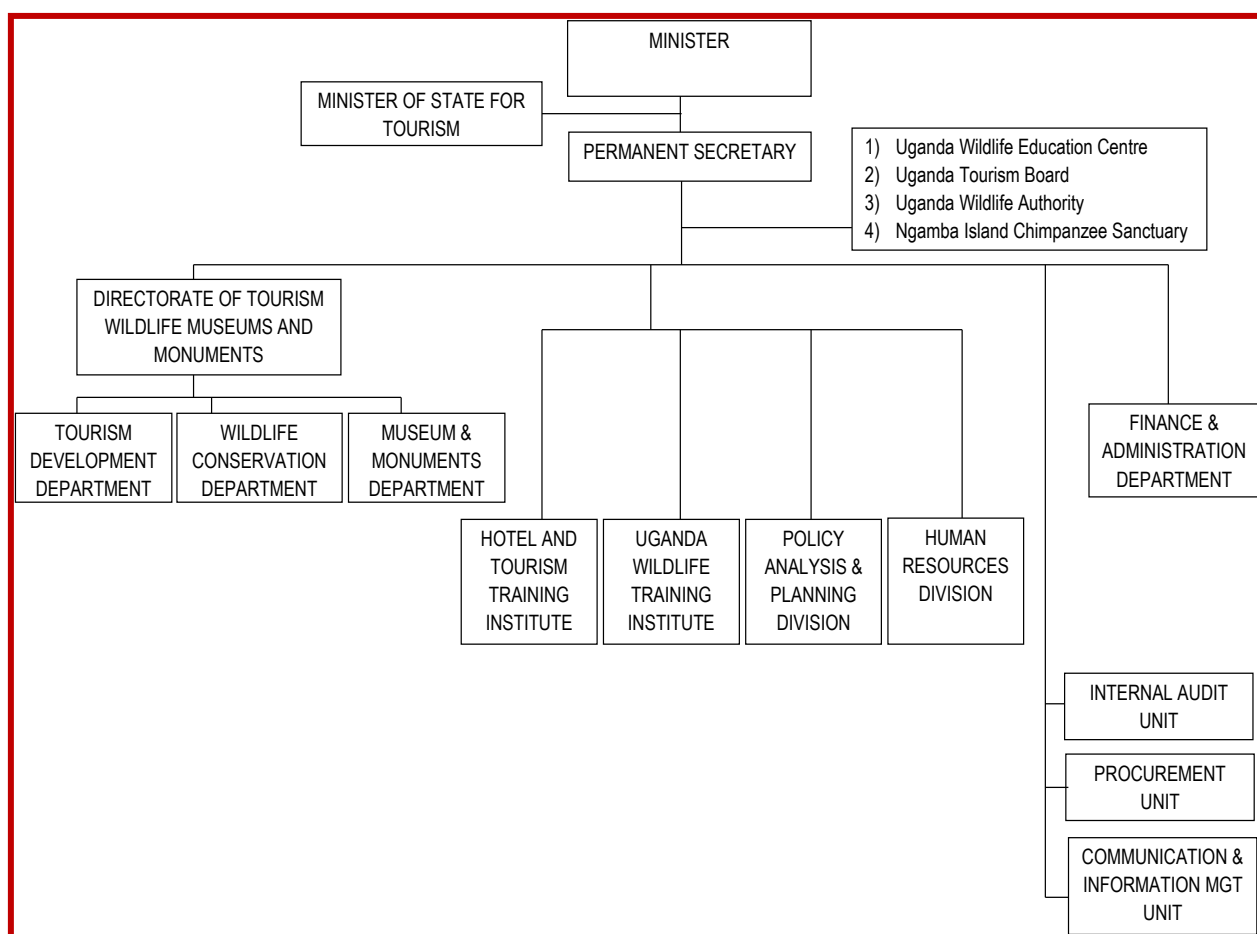
UWEC was established in May 1994, under the Trustees Incorporation Act Cap 147, to replace the former Entebbe Zoo. UWEC has now been transformed into a fully fledged statutory body under the Ministry of Tourism Wildlife and Antiquities by an Act of Parliament UWEC Act 2015.

UWEC's mission statement is *to educate the public on conservation of wildlife, with emphasis on the young generation, in partnership with stakeholders.* It is mandated with provision of wildlife conservation education and awareness and also serves as the CITES' wild animals rescue centre for Uganda.

Uganda Wildlife Research and Training Institute (UWRTI)

This was established by the Uganda Wildlife Training Institute Statute 1996 under the former Ministry of Tourism, Wildlife and Antiquities. UWTI was subsequently transferred to Ministry of Education and Sports in August 1998. Subsequently, the UWTI Statute was repealed by the Universities and Other Tertiary Institutions Act 2001 under the Ministry of Education and Sports. Recently, the Presidential Investors Round Table (PIRT) recommended the transfer of UWTI back to Ministry of Tourism, Trade and Industry (MTTI) now MTWA where it belongs today.

Organogram of the Ministry of Tourism Wildlife and Antiquities



The Minister consults with a number of private sector associations in the governance and regulation of the sector as important entry points in fostering public private sector dialogue, advocacy and development initiatives for the sector. The organization and strengthening of these associations is therefore important.

The Sector is guided by frameworks: including the 1995 Constitution of the Republic of Uganda and The sector policies (Tourism Policy 2014, Wildlife Policy 2014 and Museums and Monument Policy 2015); Sector legislations including Tourism Act 2008, Uganda Wildlife Act, Cap 200 of 2000, Uganda Hotel and Tourism Training Institute Act 2015, Uganda Wildlife Research Training Institute Act 2015, Uganda Wildlife Conservation Education Centre Act 2015 and Historical Monuments Act 1967 Cap 46 (under review).

The Sector also implements Regional and International instruments including East African Community (EAC) Sectoral Council on Tourism and Wildlife Management, United Nations World Tourism Organization (UNWTO), Convention on International Trade in Endangered Species of wild Fauna and Flora (CITES), Convention on the Conservation of Migratory Species of Wild Animals (CMS), Lusaka Agreement on Cooperative Enforcement Operations Directed Against Illegal Trade and African –Eurasian Water bird Agreement (AEWA),

The Ministry is a member of the Cluster on Immigration, Tourism, Trade, Labour and Services (ITTLS) under the Northern Corridor Integration Projects (NCIP) for the three Partner States of the Republic of Uganda, Republic of Kenya and Republic of Rwanda. Tourism issues are mostly handled under the Joint Tourism Marketing Committee comprising of Tourism Ministries, Tourism Boards and Private sector of the three Partner States.

The UNWTO is the United Nations agency responsible for the promotion of responsible, sustainable and universally accessible tourism.

Uganda through the Ministry is a founder member of the UNWTO and currently Vice Chair of the General Assembly and Member of the Credentials Committee. UNWTO promotes tourism as a driver of economic growth, inclusive development and environmental sustainability and offers leadership and support to the sector in advancing knowledge and tourism policies worldwide. It is committed to promoting tourism as an instrument in achieving the Sustainable Development Agenda. Uganda has accumulated arrears in contribution.

Uganda is a member of ATA and hosted the World Congress and the Eco & Cultural Symposium and the ATA Ecotourism congress in Kampala Uganda. Uganda also hosted the 39th ATA Congress at Speke Resort Munyonyo and is up to date with her contribution. ATA's annual events in Africa and the United States bring together industry leaders to shape Africa's tourism agenda.

Uganda is a founder party of the Lusaka Agreement which seeks to control illegal wildlife trade across borders and is steered by a Task Force. The Parties to this Agreement are Uganda, Kenya, Tanzania, Zambia, Congo Brazzaville and the Kingdom of Lesotho.

The Greater Virunga Transboundary Collaboration (GVTC) was established by the Republic of Uganda, Republic of Rwanda, and the Democratic Republic of Congo through a treaty to enhance Transboundary, collaborative management of the Greater Virunga.

The Ministry has been implementing a number of Multilateral Environmental Agreements (MEAs) especially focusing on wildlife, key among which are the Convention on International Trade in Endangered Species of Wild Fauna and Flora (**CITES**), the Convention on the Conservation of Migratory Species of Wild Animals (**CMS**), the and the African-Eurasian Migratory Waterbird Agreement (**AEWA**), as well as the East African Community Sectoral Committee on Tourism and Wildlife Management, and Permanent subcommittee on wildlife Conservation and Management.

The Ministry is implementing partnerships with international organizations which support museums and heritage worldwide including the Africa World Heritage Fund (AWHF), International Council of African Museums (AFRICOM), United Nations Educational, Scientific and Cultural Organization (**UNESCO**), International Council of Museums and Sites (**ICOMOS**), International Council of Museums (**ICOM**) and International Centre for the Study of the Preservation and Restoration of Cultural Property (**ICCROM**).

ANNEX 3: Sector Planning and Finance

Introduction

This chapter discusses the tasks, achievements and issues of concern with regard to the coordination of the broad sector planning, budgeting, monitoring and reporting processes, as required by the relevant overall government macro-economic planning and policy frameworks and supervising institutions, such as the National Planning Authority (NPA), Office of the Prime Minister (OPM), Ministry of Finance, Planning and Economic Development (MoFPED) and the Ministry of Public Service (MoPS).

Sector Planning Framework

At the Macro-economic front, the National Development Plan (NDP) is the overarching planning framework. NDP prioritizes tourism as one of the primary growth sectors with a potential to contribute significantly to the economy in terms of tourism exports, employment, inclusive growth and widening the tax base.

Top management

At the sector level, the overall planning for the Tourism subsector is overseen by the top management of the sector whose membership consists the Minister and State Minister, Permanent Secretary, Heads of Departments, and Heads of affiliated Institutions, Head of tourism Police and Representative of Ministry of Foreign Affairs. The Minister is the Chairperson of the Top management while the Policy and Planning Unit is the Secretariat.

The process begins with each department and agency making its plans at the start of the budget cycle, in September/October); the indicative sector ceilings provided by Ministry of Finance, Planning and Economic Development (MFPEd) in the first Budget Call Circular (BCC). It is at this point that the sector outlines the overall priorities for the new Financial Year. This process is guided by the resolutions of last year's Joint Sector Review and government priorities as outlined in the budget call circular issued by the Ministry of Finance, Planning & Economic Development.

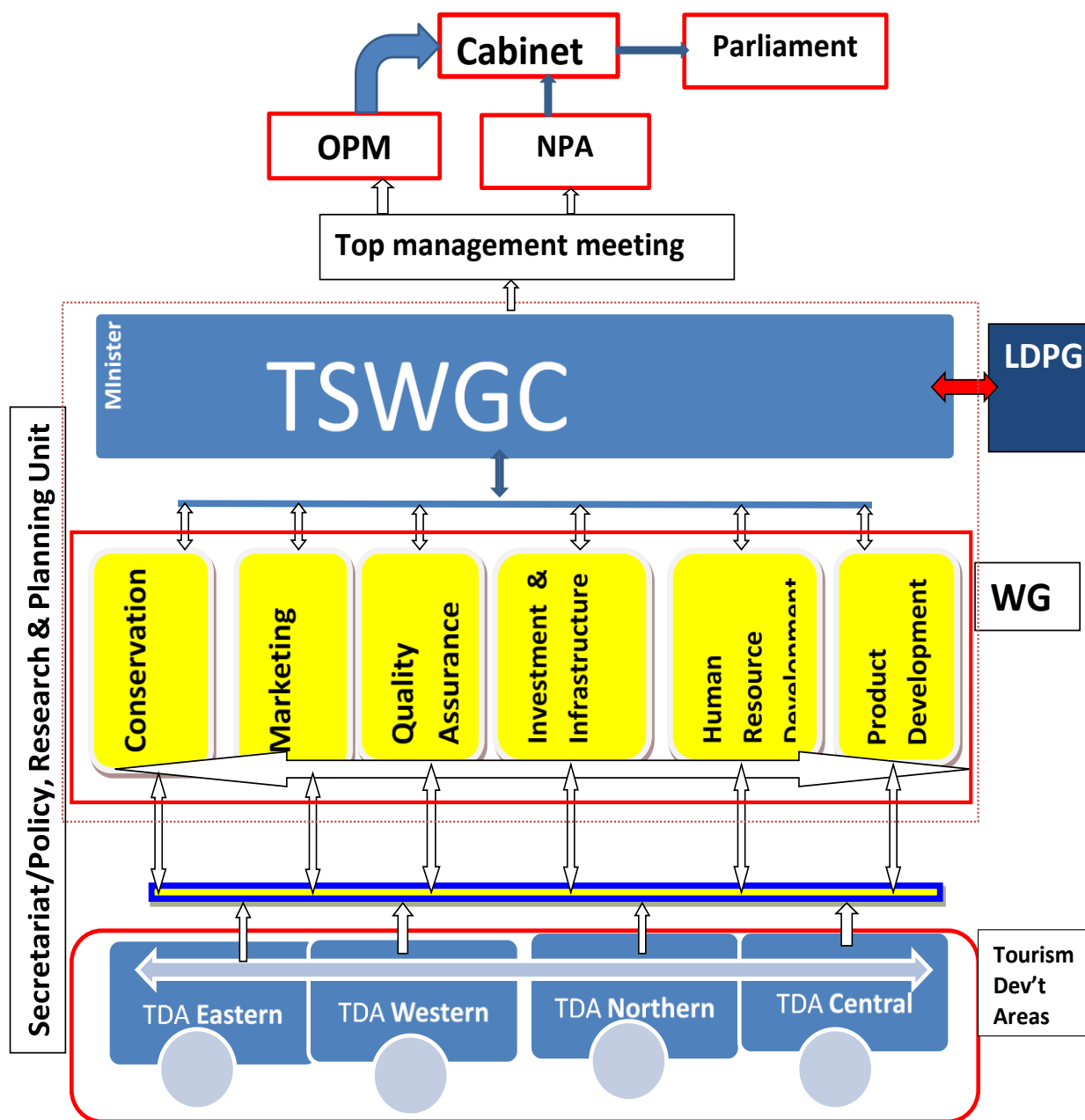
Key planning outputs: Preparation of the Budget Framework Paper (BFP) and Ministerial Policy Statement (MPS) for FY 2015/16:

MTWA coordinated the process of preparation of the sector Budget Framework Paper and Ministerial policy Statement FY 2015/16, in a standard format issued by MFPEd, with outline details of the targeted physical or other outputs and the allocated or required financial resources to achieve the outputs, under the Vote Functions of Policy, Planning and Support Services (0649) and Tourism, Wildlife conservation and Museums (0603). The Ministerial Policy Statement is a public document and can be accessed on the Ministry website (www.tourism.go.ug) after approval by Parliament. The approval by Parliament is vital to ensure that the voices of their constituents are somehow reflected in the planning process. Issues raised by Members of Parliament are incorporated as much as possible in the final Ministerial Policy Statement.

Sector Wide Approach

In addressing the above challenges, the sector recently launched the sector-wide approach to foster holistic and forward- looking policy development, planning and management as well as enhanced participation by stakeholders. The stakeholders comprise of key Ministries, Development Partners, Private Sector and Development Partners. The structure includes: The Steering committee assisted by the following working groups; Marketing, Quality Assurance and Regulation, Investment and Infrastructure, Conservation , Human Resource Development and Product Development.

Tourism Sector Working Group Framework



Monitoring and reporting process

Quarterly performance reports were prepared and submitted to the MFPED and the Office of the Prime Minister which feed into the Government Performance Reports at half year and annual. Further to that, sector review conference provides a platform for reporting on the performance of the sector.

ANNEX 4: Functions of departments and Institutions

The functions of the Ministry are to:

- i. Formulate and review appropriate policies, legislation, regulations and standards for the sustainable development of tourism, wildlife, museums and monuments for increased wealth and benefit to the country;
- ii. Initiate, coordinate, support, oversee and, where applicable, facilitate the implementation of strategies and programmes aimed at enhancing the development and promotion of tourism, conservation and preservation of natural and cultural products and ensuring their maximum benefit to the country;
- iii. Monitor and evaluate the progress, standards and efficiency of the various sectors;
- iv. Conduct studies to evaluate the impact of the sectoral, fiscal and other policies on the advancement of the sector so as to advise stockholders appropriately;
- v. Promote and coordinate research activities and initiatives to ensure that results are beneficial to the country and all stakeholders;
- vi. Assess the need and where appropriate, mobilise resources to support balanced tourism development, Wildlife Conservation, Museums and Monuments for the eradication of poverty in the country;
- vii. Collect, process, analyse, and disseminate national and international information on the respective sectors for improved rational decision-making;
- viii. Participate in negotiations and implementation of regional, bilateral and multilateral agreements;
- ix. Market and promote Uganda as a tourism destination; and
- x. Develop specialised skills to support Tourism development, Wildlife Conservation, museums and monuments.

DIRECTORATE OF TOURISM, WILDLIFE ANTIQUITIES

Mandate

The Directorate is responsible for formulation and implementation of tourism, wildlife conservation and museums and monuments policies and plans. It is also responsible for coordinating, supervising and facilitating activities that promote these policies and plans

Functions

The main functions of the Directorate are to:

- i. Coordinate formulation and implementation of policies for sustainable development and growth of Tourism, Wildlife Conservation and Museums and Monuments Sectors;
- ii. Coordinate establishment and enforcement of regulations and standards for quality assurance for service programmes of the Tourism, Wildlife Conservation and Museums and Monuments Sectors;
- iii. Evaluate sector information holdings available on Tourism, Wildlife Conservation and Museums and Monuments Sectors for publication and dissemination;
- iv. Coordinate publication of information on Tourism, Wildlife Conservation and Museums and Monuments;

- v. Coordinate, promote and support establishment of linkages and partnerships with other Ministries, Departments and Agencies (MDAs) and private sector to enhance values and benefits from Tourism, Wildlife Conservation and Museums and Monuments activities;
- vi. Manage resource planning and utilisation as well as optimisation of synergies across the directorate; and
- vii. Oversee ratification and implementation of international conventions, treaties and agreements on Tourism, Wildlife Conservation and Museums and Monuments that are of interest to the country.

DEPARTMENT OF TOURISM DEVELOPMENT

Mandate

The department is responsible for policy formulation, planning, coordination and development of strategies for sustainable tourism development.

Functions

The functions of the department are to:

- i. Initiate and formulate policies, legislation on Tourism development;
- ii. Formulate and coordinate implementation of regulations on international conventions, treaties and agreements under the tourism development sector;
- iii. Initiate and coordinate development of service standards, and oversee enforcement of these for quality assurance on Tourism;
- iv. Development and issuing of guidelines to hotels, tour operators, travel agents and eating houses;
- v. Coordinate with relevant law enforcement agencies to enforce compliance with national laws, international Conventions, Treaties and Agreements under the sector;
- vi. Market and promote Uganda as a tourism and investment destination;
- vii. Collect, compile, analyse, and disseminate information on Tourism for national decision making;
- viii. Supervise operations of the statutory bodies under the Tourism Sector;
- ix. Liaise with International organisations and any other relevant entities involved in tourism development;
- x. Diversify tourism products and markets;
- xi. Develop specialised skills for tourism development; and
- xii. Monitor and evaluate the implementation of the policies, legislation, national plans and guidelines on Tourism.

DEPARTMENT OF WILDLIFE CONSERVATION

Mandate

The department is responsible for policy formulation, planning and coordination of conservation and sustainable development of wildlife resources.

Functions

The functions of the Department are to:

- i. Initiate, formulate and implement policies, plans, legislation, regulations, guidelines and strategies on conservation and sustainable development of wildlife resources;
- ii. Formulate and coordinate implementation of regulations on international conventions, treaties and agreements under the wildlife conservation sector;
- iii. Collect, analyse and disseminate data and information on conservation and development of wildlife resources;
- iv. Initiate and coordinate development of standards and their enforcement for quality assurance on conservation and development of wildlife resources;
- v. Identify areas of intervention and coordinate mainstreaming of conservation and sustainable development of wildlife resource issues into Local Government and other MDAs development plans;
- vi. Foster Public Private Partnership in conservation and sustainable development of wildlife resources;
- vii. Supervise operations of the statutory and affiliated bodies (Trust Organisations) under the wildlife sector;
- viii. Develop specialised skills for wildlife conservation and sustainable development of wildlife resources; and
- ix. Monitor and evaluate the implementation of the policies, plans and programmes, laws, regulations and guidelines on conservation and sustainable development of wildlife resources;

DEPARTMENT OF MUSEUMS AND MONUMENTS

Mandate

The department is responsible for policy formulation, planning and coordination of conservation and development of museums and cultural heritage.

Functions

The main functions of the department are to:

- i. Initiate, formulate, and implement policies, plans, legislation, regulations, guidelines and strategies on cultural heritage ;
- ii. Formulate and coordinate implementation of regulations on international conventions, treaties and agreements under the Museums and Monuments;
- iii. Collect, analyse and disseminate data and information on cultural heritage;
- iv. Foster Public Private Partnership in preservation, presentation and sustainable development of cultural heritage;
- v. Develop skills for preservation, presentation and sustainable development of cultural heritage; and

- vi. Monitor and evaluate the implementation of the policies, legislation, plans and guidelines on development of cultural resources.

DEPARTMENT OF FINANCE AND ADMINISTRATION

Mandate

The mandate of the department is to provide essential administrative, auxiliary facilities and financial related services to the ministry.

Functions

The main functions of the department are to:

- i. To facilitate other departments with the necessary resources to deliver the Ministry's mandate;
- ii. Initiate, co-ordinate, support, oversee and where applicable, facilitate implementation of strategies and programmes aimed at enhancing the development and promotion of tourism, trade, industry and technology, conservation and preservation of natural and cultural heritage;
- iii. Promote and co-ordinate the research activities and initiatives of the Sector, with a view to ensure, that results are utilized and are beneficial to the country and all stakeholders;
- iv. Collect, process, analyze, and disseminate national and international information on the respective sectors hence providing vital input necessary to improve rational decision-making;
- v. Inspect, monitor and evaluate the progress, standards, and efficiency of the various departments in the Ministry for quality assurance, policy direction and guidance; and
- vi. Manage the Ministry's public relations.

ANNEX 5: TOURISM SECTOR DEVELOPMENT PROJECTS

Annex 5 (A): GoU Projects

The Ministry is implementing the following projects

Project Name	Details of the Project	Expected Outputs	Objective
0248 Government Purchases and Taxes	Location: MTWA Headquarters Project cost : 15.000 (US\$ Billions) Project life span: Start Date-01/07/2011 and Completion Date-31/07/2017	i) Procure transport equipment, ICT and office equipment, furniture and fixtures, equipment ii) 2 double cabin pickups, ICT equipment iii) Designs for Ministry Headquarters	i) To facilitate the construction of the new home for the Ministry ii) Retool and maintenance of buildings and equipment of the Ministry iii) Equip the Ministry with the required transport equipment
Project 1333 Mt. Rwenzori Tourism Infrastructure Development Project (MRTIDP)	Location: Western Region. Project cost 15.487 (US\$ Billions) Project life span : Start Date and Completion Date of project 01/7/2015-30/6/2023	i) Improved trails on Mt Rwenzori; ii) Affordable climbing gear; iii) Increased number of accommodation facilities along the trail; iv) A Cable Car system from park gate to Nyabitaba; v) Rescue and safety equipment; a rescue helicopter, helipads ; vi) A reliable communication system; boosted communication network; vii) A monument at the Margareta Peak;	i) To Increase the number of visitors to the Park- by 150% by 2020
Project 1334 Development of Museums and Heritage Sites for Cultural Promotion	Location: Six (6) heritage sites in Eastern Uganda, 2 Central and 2 from Western Uganda Project cost: 4.618(US\$ Billions) Project life span: Start Date and Completion Date of project 2015/16-2019/20	i) Designs and BoQs for new 2 Museum Galleries prepared, 2 Storage facilities ,1 Laboratory and 1 Theatre constructed; ii) Transport Gallery constructed; Soroti Museum completed; Land acquired in Arua and titled; Mugabe palace fenced; iii) An interpretation centre, craft shop and toilets at Nyero rock paintings constructed.	i) To preserve, protect and enhance Uganda's cultural heritage contribution to tourism in the next 5 years; ii) Develop new cultural heritage tourism products; iii) Advocating for a conducive policy environment. iv) To establish Lake Victoria

Project Name	Details of the Project	Expected Outputs	Objective
Project 1335 Establishment of Lake Victoria Tourism Circuit	Location: The shoreline of Lake Victoria radiating from UWEC in Entebbe to other close Project cost: 11.868 (US\$ Billions)	i) Floating restaurant; Boat pier; Aquarium, Speed boats; Bird observatory towers, Board walk, Information centre, well maintained Boat trails, Signage and information boards at Lutembe Ramsar Site.	Tourism circuit to enhance tourism and conservation around Entebbe in the next five years.
Project 1336 Development of Source of the Nile	Location: Source of the Nile in Jinja on the shores of Lake Victoria Project cost: 5.313 (US\$ Billions) Project life span : Start Date and Completion Date of project 2015/16-2019/20	i) Developed source of the Nile designs; ii) A well-developed marine transport, site access route and beautification at the source of the Nile; iii) A modern Information center; iv) Developed public utilities to include toilets and bathrooms; v) Developed marine trails; vi) Advantage view platforms; vii) Informational and directional signage.	i) To improve visitor experience and increase numbers at the source of the Nile in 5 years
Project 1337 Establishment of Regional Satellite Wildlife Conservation Education Centres in Uganda	Location: Regions of Western and Eastern Uganda Project cost: 10.024 (US\$ Billions) Project life span : Start Date and Completion Date of project 2015/16-2019/20	i) Land acquired ii) 10 Animal enclosures constructed iii) Customised tourism education programme developed for satellite catchment areas iv) Two veterinary units constructed v) 30 Signages and 10 information boards developed and installed vi) dormitories with capacity of 50 beds each constructed vii) conference rooms with capacity of 100 seats constructed viii) 2 well-furnished Administration blocks constructed	i) To establish and operate a wildlife satellite conservation centre in Western Uganda by year 2020

Project Name	Details of the Project	Expected Outputs	Objective
		ix) 2 well-furnished kitchens and dinning constructed	

Annex 5(B): Competitiveness Enterprises Development Project (Cedp)

Project Name	Implementing Agencies: of Project	Project Cost	Objective of the Project
PROJECT: COMPETITIVENESS ENTERPRISES DEVELOPMENT PROJECT (CEDP)	CEDP is implemented by seven agencies and the Ministry of Tourism, Wildlife and Antiquities (MTWA), Uganda Tourism Board (UTB), Uganda Wildlife Authority (UWA) and the Hotel and Tourism Training Institute (HTTI) are among these seven Agencies. However, the overall coordination of the Project lies with the PSFU through a Project Coordination Unit (PCU).	Competitiveness Enterprise Development Project (CEDP) is a US \$100 million four year Government of Uganda (GoU) Project financed under IDA credit and Government of Uganda contribution of US\$2.5million.	The Project Development Objective (PDO) is to improve the competitiveness of enterprises in Uganda by providing support for reforms in priority productive and service sectors geared towards a better investment climate with particular focus on SMEs. The project level result indicators include: ü Increased international tourist arrivals; ü Tourism sector employment;

Annex 5(C) Progress On Activities Of Cedepunder Each Implementing Agencies

Progress on MTWA activities

Output	Activity	Progress
Tourism Management Information System	Procurement of Consultant to design Tourism Management Information System	The Evaluation Committee discussed the Technical proposal ,Negotiations were done and the Contract was signed
Capacity Gap Analysis of the staff of MTWA, HTTI, UTB & UWA	Procurement of a firm to conduct Capacity Assessment	Proposals were submitted and evaluation done by Contracts Committee and the report was sent to IDA for clearance. Awaiting response from IDA. However Midterm review meeting advised Entities to carry out this exercise individually since the successful bidder asked for funds the Bank could not afford. MTWA has prepared its ToRs and are ready for submission to PCU/CEDP

Capacity Gap Analysis of the staff of MTWA, HTTI, UTB & UWA	Procurement of a firm to conduct Capacity Assessment	Proposals were submitted and evaluation done by Contracts Committee and the report was sent to IDA for clearance. Awaiting response from IDA. However Midterm review meeting advised Entities to carry out this exercise individually since the successful bidder asked for funds the Bank could not afford. MTWA has prepared its ToRs and are ready for submission to PCU/CEDP
MICE Policy and Strategy	Request for Expression of Interest (REOI) for Consultant for MICE	Procurement is in advanced stages and the Contractor will be available in November 2016.
Tourism Value Chain Analysis	REOI for value Chain Analysis	Evaluation and Negotiations were done , report submitted to PCU
Guidelines for Agro, Tourism, culinary tourism and tourist stop overs	Concept Notes Guidelines for Agro Tourism, Culinary tourism and Tourist Stop overs	Concept Notes were submitted to CEDP and we are awaiting their response. ToRs were prepared for the design of Kafu Stopover and submitted to PCU
Vehicle and Computers purchased	Purchase of vehicle and computers	A vehicle was purchased and delivered to the Ministry to help in coordination of CEDP activities. While two Personal Computers and accessories, two Printers, two Laptops and one Overhead projector were also delivered at MTWA.

In preparation for the midterm review, the Ministry including the Agencies held a meeting to review the performance and also came up with possible restructuring proposals to be submitted to PCU/CEDP.

In order for the project (CEDP) to have some impact on the ground, the Ministry came up with additional activities which were presented to the WB Mission during the Midterm Review meeting. These were discussed and the following were approved and submitted to CEDP for inclusion in for implementation in financial year 2016/2017.

SN	Activity	Justification
1	Development of ONE model tourist stop-over point	The stop-over point will facilitate easy, convenient and organised access to improved hospitality services along the main high-way leading to Murchison Falls National Park at Kafu junction in Masindi district.
2	Support the Sector to institutionalize a systematic, comprehensive and coherent	There is uncoordinated communication across the entire sector which results in sending out conflicting and no-effective messages to the general public and in many ways affects the relationship between sector leaders, players and the general public. Hence the need to implement the Uganda Tourism sector

SN	Activity	Justification
	approach to communication to foster public confidence and stakeholder engagement in the tourism sector	<p>Communication Strategy and Action Plan whose objectives are:</p> <ul style="list-style-type: none"> • To formulate a communication framework, for planning and managing the communication function; • To develop mechanisms for coordination and collaboration among stakeholders; and • To create a system for generating and disseminating information among tourism stakeholders
3	Implementation of the Quality Assurance Framework for Hospitality Enterprises	<p>Improving Standards and assuring the Quality of Service in Hospitality Establishments is key to the competitiveness of a destination</p> <p>The Ministry developed the QAF to guide the regular inspection and certification of hospitality establishments</p> <p>The Ministry will apply the resources;</p> <ul style="list-style-type: none"> • Sensitize the public, hospitality enterprises and the regulatory agencies on the framework. • Build Capacity of the Inspection teams of the regulatory agencies (UTB, Local Gov'ts, UNBS, MoGLSD) in the enforcement of standards • Procure the design and production of inspection tools including computerized quality inspection platform • Support monitoring and evaluation of the Inspectorates
4	Validation of the Marine Tourism Regulations	<p>The Ministry developed Draft Marine Tourism Regulations and Guidelines</p> <p>The Regulations guide the development of the marine tourism attractions including water based vessels and the management of tourist water front areas</p> <p>The ministry will apply resources;</p> <ul style="list-style-type: none"> • Mobilizing stakeholder validation meetings of the Drafts • Publication and Dissemination of the Regulations and Guidelines • Sensitization of the stakeholders in the Marine tourism development framework
5	Development of Regional Tourism Plans	<p>The Development of Regional Tourism Plans will support the decentralization of the public management of tourism and Improve the competitiveness of the regional tourism products.</p> <p>The Ministry has prioritized the development of four regional tourism development plans based on clusters of South West, Eastern, Mid-Western and West Nile</p> <p>The Ministry will apply Resources</p>

SN	Activity	Justification
		<ul style="list-style-type: none"> • To Sensitize Regional Stakeholders in tourism planning process • Develop draft regional tourism plans • Engage stakeholders in the validation of the plans • Publication and dissemination of the Plans
6	Review and Update of the Tourism Act	<p>The rapid development of the Tourism sector has necessitated a revision of the Tourism Act of 2008 to address emerging issues on the structure, mandate and scope of the tourism sector development.</p> <p>The Ministry plans to apply resources to;</p> <ul style="list-style-type: none"> • Conducts a comprehensive review of the Tourism Act • Commission the development of draft principles and structure of the revised Tourism Bill • Undertake a stakeholder validation process of the revised Tourism bill • Support the legislative process for the enactment of the Tourism Act

2. HTTI PROJECT PROGRESS MATRIX 2013 TO JUNE 2016

NO	OUTPUT	ACTIVITY	PROGRESS
1.	Construction and equipping HTTI with Training facilities, equipment and tools	Conduct environmental Impact Assessment	Environmental impact assessment was conducted and report submitted to NEMA March 2013.
		Obtain Change of land usage for plot 34& 35 Hannington square for expansion of the Institute	<p>i) Management pursued and obtained change of land usage for plots 34&35 Hannington square from the Physical Planning and Urban Development Committee in April 2013.</p> <p>ii) Permission to resurvey and process deed plans for the plots was also granted by the Physical Planning and Urban Development Committee in September 2014.</p> <p>ii) Resurveying was carried out in May 2016 and the survey report was submitted to the Institute on 9th May 2016.</p>
		Conduct feasibility study for the redevelopment and upgrade of HTTI	<p>Tourism Schools of Salzburg emerged as the best applicant for conducting the feasibility study. and it has submitted all the deliverables in the contract which include;</p> <ol style="list-style-type: none"> 1. The Inception report 2. The structural Assessment report

NO	OUTPUT	ACTIVITY	PROGRESS
			<p>3. Business Plan</p> <p>4. Final feasibility study report with governance report imbedded</p> <p>5. End of assignment report.</p> <p>The reports were reviewed and forwarded to the PCU with copies to the Permanent Secretary Ministry of Tourism Wildlife and Antiquities.</p>
		Procurement of computers and accessories	The Institute recieved 10 Desktops, 3 laptops with their accessories and a Photocopier from the PCU
		Engage a Technical Advisory Services	<p>i) HTTI management was advised to review terms of reference and source profiles from different international Tourism and Institutions and forward them to PCU.</p> <p>ii) New Terms of reference were submitted to the PCU.</p> <p>iv) Request for procurement of technical Advisory services was forwarded to PCU on 16th June 2016 along with three Profiles from: (a) Institute of Tourism and Hotel management (ITH) Austria, (b) Hotel and Tourism Management Institute (HTMI) Switzerland (c) William Angliss Institute Melbourne Australia were forwarded to the PCU.</p> <p>v) Awaiting for a response from the PCU on the above.</p> <p>vi) However midterm review meeting advised HTTI to get an Individual Consultant instead of a School/Firm.</p>
		Engage Design and Construction Supervisory services	<p>Twenty one (21) firms from different countries including Uganda, Kenya, Tunisia, Egypt, South Africa, Italy, United Kingdom, and United States of America expressed interest. Only Six (6) fulfilled all the requirements and were short listed.</p> <p>The six firms were invited to submit Request for proposals, however, only four (4) firms submitted Technical and financial proposals.</p> <p>Arch Design emerged as the best firm after the Financial and Technical Evaluation. Awaiting for IDA NO OBJECTION</p>

NO	OUTPUT	ACTIVITY	PROGRESS
	ii) Undertake review of curriculum and develop proposals for accreditation		A review to align the National Hospitality and Tourism Training curriculum to International standards took place it was facilitated by experts from the Institute of Tourism and Hotel management Salzburg - Austria. Draft Curriculum to be submitted to National Council for Higher Education for accreditation by end September, 2016.
	Undertake professional development of Instructors and Institute administrators	Undertake training needs assessment for HTTI	This activity is being done under the Ministry of Tourism Wildlife and Antiquities. Midterm review meeting advised each Entity to carry out its own gap analysis

PROGRESS MATRIX OF ACTIVITIES IMPLEMENTED BY UWA

SN	Activity	Status
1.	Five (5) Fifty Two Seater Domestic Tour Buses.	Signed contract agreement.
2.	Three (3) Forty Five Seater Motorised Boats (Launches).	Signed contract agreement.
3.	Fleet Management System.	Signed contract agreement.
4.	Printing UWA Publications.	Signed contract agreement.
5.	Integrated Financial Management and Information System; IFMIS.	Advertisement has already been published in the media.
6.	Consultancy for design review and preparation of tender documents for Modern Gates/Visitor Information Centres.	Final approved architectural plans were submitted to UWA by DEC Consultants.
7.	Construction Supervision Consultancy for Modern Gates/Visitor Information Centres.	TORs have been submitted to the World Bank
8.	Construction of six (6) Modern Gates/Visitor Information Centres.	Bidding Document and Procurement Method were submitted to the World Bank by PSFU.
9.	Roll-out of the Smart Card Access System	UWA is currently pursuing “Off-The-Shelf” Solution to combine three functionalities of revenue collection, booking and access.
10.	The Concessioning Programme (Concessioning Framework and Manual).	Advertisement was published in the media and the submitted bids have already been opened.

SN	Activity	Status
11.	Online Booking and Payment System.	Specifications are being revised to make them more comprehensive.
12.	Ten (10) Twenty Seater Game Drive Trucks	Procurement process was terminated due to non-compliance.

Progress on Activities implemented by Uganda Tourism Board

SN	Output	Activity	Progress
1	Tourism product planning, packaging and promotion	Facilitated the Pearl of Africa Tourism Expo	Done
		Martyrs Day Activities	Done
		Barcelona Legends	Done
		Promotional Materials	Procurement still in process
		Promotional Vans	Procurement still in process
		Familiarization Trip Motor Vehicles	Procurement still in process
		2 Marketing Officers	Procurement still in process
2	Promote Uganda in source markets	Three Public Relations Firms have been contracted to market Uganda in the source markets as follows: Kamageo in English speaking countries (UK and Ireland), PHG Hospitality in the US and KPRN in German speaking countries	Contracts were signed and work has commenced
3	Enhance participation of UTB in international trade fairs	Facilitated participation in Matka (Finland Show)	Done
4	Sensitize Hotel owners, managers and the public about quality standards	Submitted work plans	Awaiting the response
5	Understudy an already functional classification software as a precursor to automating the current manual hotel classification system	Submitted work plans	Awaiting the response
6	Acquire a fully automated hotel and restaurant classification software system	Submitted work plans	Awaiting the response
7	To classify all hotels facilities in the national	Submitted work plans	Awaiting the response

SN	Output	Activity	Progress
	parks		
8	Information, Education and Communication	Submitted work plans	Awaiting response

Challenges of program implementation

- i. It took a bit long to recruit PCU staff to support Implementing Agencies.
- ii. Inadequate Tourism /hospitality expertise at the PCU to support implementing agencies under the Tourism Competitiveness Development Component led to delays in reviewing the TORs that were submitted to the PCU.
- iii. Inadequate communication between PCU and the Implementing Agencies created information gaps between the two Parties leading to delays in implementing the Project
- iv. Some adverts such as the MICE Policy and Strategy attracted very busy candidates.
- v. Procurement delays for all activities.
- vi. Delayed responses from IDA to PCU coupled with inadequate information sharing between PCU and Implementing Agencies.

ANNEX 6: Tourist Arrivals to Uganda

Annex 6 (A): Tourist Arrivals by Purpose of Visit, 2011-2015

Purpose of Visit	Year					%Age Share 2015	%Age Change 2015-14
	2011	2012	2013	2014	2015		
Leisure, Recreation and Holiday	75,558	224,436	187,824	220,219	207,831	16.0	-5.6
Business & professional conferences	160,928	204,321	296,087	282,594	321,988	24.7	13.9
Visiting friends and relatives	602,662	582,139	527,939	440,928	453,445	34.8	2.8
Transit	80,472	93,887	121,987	143,262	149,910	11.5	4.6
Others	231,736	91,982	72,496	179,043	169,629	13.0	-5.3
Total	1,151,356	1,196,765	1,206,334	1,266,046	1,302,802	100	2.9

Source: MTWA Statistical Abstract 2016

Annex 6 (B): Tourist Arrivals by Region of Residence and Source Markets, 2011-2015

Region	Year of Arrival					%Age Share 2015	%Age Change 2015-14
	2011	2012	2013	2014	2015		
Africa	874,757	929,569	935,983	988,641	1,046,968	80.4	5.9
Kenya	344,210	393,369	380,614	360,664	409,417	31.4	13.5
Rwanda	266,221	256,004	280,431	348,175	300,747	23.1	-13.6
Tanzania	59,013	79,795	74,485	57,197	95,933	7.4	67.7
Dr. Rep Congo	42,147	42,604	49,925	55,628	79,430	6.1	42.8
South Sudan	-	40,861	38,538	46,116	45,221	3.5	-1.9
Other Africa	163,166	116,936	111,990	120,861	116,220	8.9	-11.3
America	59,477	70,749	73,075	76,616	61,598	4.7	-19.6
United States	47,869	55,912	56,766	60,226	49,414	3.8	-18.0
Canada	8,550	10,186	9,729	10,424	9,124	0.7	-12.5
Other America	3,058	4,651	6,580	5,966	3,060	0.2	-48.7
Asia	45,166	61,192	66,814	70,002	66,133	5.1	-5.5
India	19,419	24,849	28,647	29,620	26,671	2.0	-10.0
China	6,971	8,645	10,792	14,633	17,051	1.3	16.5
Other Asia	18,776	27,698	27,375	25,749	22,411	1.7	-13.0
Europe	154,542	108,364	108,641	110,476	106,699	8.2	-3.4
United kingdom	77,702	42,508	43,009	36,577	40,851	3.1	11.7
Germany	8,960	11,701	11,070	11,824	9,585	0.7	-18.9
Netherlands/ Holland	8,380	8,275	7,510	8,781	8,247	0.6	-6.1
Italy	5,335	6,732	7,128	5,859	6,776	0.5	15.7
Other Europe	54,165	39,148	28,854	47,435	41,240	3.2	-17.6
Middle East	7,243	8,105	10,424	10,525	13,391	1.0	27.2
UAE/Dubai/Abu	2,366	3,319	3,308	3,755	5,584	0.4	48.7
Other Middle East	4,877	4,786	7,116	6,770	7,807	0.6	15.3
Oceania	6,488	9,551	10,421	8,256	6,169	0.5	-25.3
Australia	4,827	7,165	7,842	6,420	4,969	0.4	-22.6
Other Oceania	1,661	2,386	2,579	1,836	1,200	0.1	-34.6
Others & Unknown	3,683	9,235	976	1,530	1,844	0.1	20.5
Total	1,151,356	1,196,765	1,206,334	1,266,046	1,302,802	100	2.9

Source: MTWA Statistical Abstract 2016

Annex 6 (C): Tourist Arrivals by Port of Entry, 2011-2015

Port of Arrival	Year					%Age Share 2015	%Age Change 2015-14
	2011	2012	2013	2014	2015		
Air	387,265	415,914	423,208	443,480	402,207	30.9	-9.3
Entebbe	387,265	415,914	423,208	443,480	402,207	30.9	-9.3

Port of Arrival	Year					%Age Share 2015	%Age Change 2015-14
	2011	2012	2013	2014	2015		
Road	764,091	780,851	783,126	822,566	900,595	69.1	9.5
Katuna	268,449	263,773	234,146	275,407	257,611	19.8	-6.5
Busia	181,295	204,262	179,830	192,042	251,261	19.3	30.8
Malaba	145,162	135,519	151,329	123,059	141,258	10.8	14.8
Cyanika		29,597	52,365	92,827	68,189	5.2	-26.5
Mutukula	38,477	47,182	57,384	27,193	61,405	4.7	125.8
Other Ports	130,708	100,518	108,072	112,038	120,871	9.3	7.9
Total	1,151,356	1,196,765	1,206,334	1,266,046	1,302,802	100	2.9

Source: MTWA Statistical Abstract 2016

Annex 6 (D): Sex of the Tourist Arrivals, 2011-2015

Sex	Year					%Age Share 2015	%Age Change 2014-2015
	2011	2012	2013	2014	2015		
Male	867	827	946	1,028	965	74.1	-6.1
Female	284	369	256	237	336	25.8	41.8
Unspecified		1	4	1	2	0.2	100
Total	1,151	1,197	1,206	1,266	1,303	100	2.9

ANNEX 7: Visitation to Uganda's Tourist sites

Annex 7 (A): Visitation to Uganda's National Parks, 2011-2015

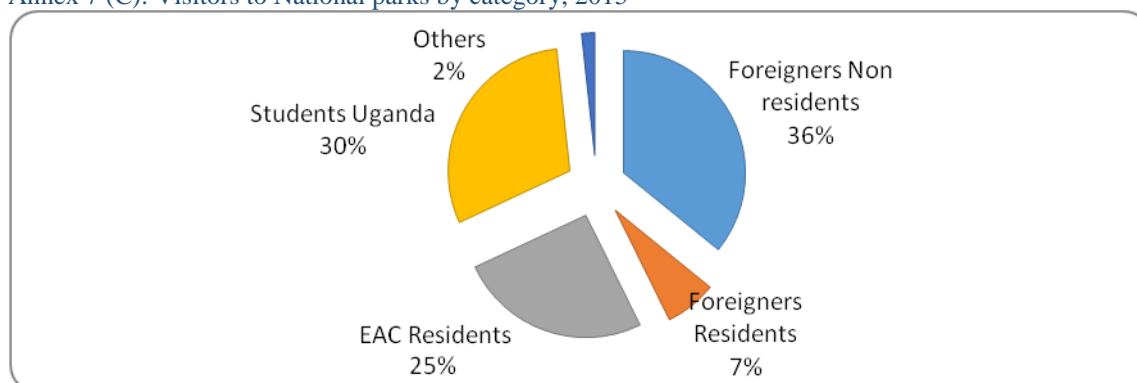
National Park	Year					%Age Share 2015	%Age Change 2014-2015
	2011	2012	2013	2014	2015		
Queen Elizabeth NP	88,407	58,172	69,193	58,769	72,964	33.8%	24.2%
Murchison Falls NP	56,799	60,803	70,798	66,844	65,366	30.3%	-2.2%
Lake Mburo NP	20,864	22,927	24,057	26,980	24,979	11.6%	-7.4%
Bwindi Impenetrable NP	16,997	18,259	21,695	20,611	16,476	7.6%	-20.1%
Kibale NP	7,530	10,372	10,834	12,097	10,463	4.9%	-13.5%
Semliki NP	3,152	3,591	5,752	4,824	10,389	4.8%	115.4%
Kidepo Valley NP	2,452	2,300	2,890	4,091	5,663	2.6%	38.4%
Rwenzori Mountains NP	1,798	1,663	2,724	2,758	3,343	1.6%	21.2%
Mount Elgon NP	2,334	1,565	2,096	2,314	2,669	1.2%	15.3%
Mgahinga Gorilla NP	7,661	2,497	3,289	3,033	2,648	1.2%	-12.7%
Toro Semliki WR			622	564	598	0.3%	6.0%
Total	207,994	182,149	213,950	202,885	215,558	100%	6.2%

Source: Uganda Wildlife Authority

Annex 7 (B): Categories of Visitors to Uganda's National Parks, 2011-2015

Category of Visitors	Year					%Age Share 2015	%Age Change 2015-14
	2011	2012	2013	2014	2015		
Foreign Non-Residents	81,999	81,470	99,622	89,402	77,206	35.8	-13.6
Students	62,678	37,812	42,363	45,774	65,074	30.2	42.2
EAC Residents	44,390	43,683	52,169	49,480	54,770	25.4	10.7
Foreign Residents	15,015	17,101	16,871	15,354	14,775	6.9	-3.8
Others	3,912	2,083	2,925	2,875	3,733	1.7	29.8
Total	207,994	182,149	213,950	202,885	215,558	100	6.2

Annex 7 (C): Visitors to National parks by category, 2015



Source: Uganda Wildlife Authority

Annex 7 (D): Visitation to Uganda Wildlife Conservation Education Centre (UWEC), 2011-2015

Category of Visitors	Year					%Age Share 2015	%Age Change 2015-2014
	2011	2012	2013	2014	2015		
School Parties	159,410	162,803	151,419	176,362	191,110	62.9	8.4
Ugandan Adults	59,825	54,213	58,163	56,750	65,498	21.6	15.4
Ugandan Children	26,386	22,103	27,714	26,270	28,824	9.5	9.7
Resident Adults	6,005	7,693	8,344	8,335	8,533	2.8	2.4
Foreign Adults	6,862	5,573	7,973	7,451	7,879	2.6	5.7
Resident children	1,135	1,304	1,557	1,778	1,589	0.5	-10.6
Foreign Children	476	219	378	361	414	0.1	14.7
Total	260,099	253,908	255,548	277,307	303,847	100	9.6

Source: Uganda Wildlife Education Centre

Annex 7 (E): Visitation to Uganda Museum, 2011-2015

Category of visitors	Year					%Age Share 2015	%Age Change 2015-2014
	2011	2012	2013	2014	2015		
Ugandans	11,998	12,471	12,937	15,255	12,034	11.7	-21.1
Non Ugandan	6,361	4,367	4,895	5,336	4,563	4.4	-14.5
Sch. Children	100,860	81,597	94,852	91,586	86,293	83.9	-5.8
Total	119,219	98,435	112,684	112,177	102,890	100	-8.3

Source: Uganda Museum