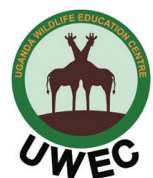




MINISTRY OF TOURISM, WILDLIFE AND ANTIQUITIES

**ANNUAL TOURISM SECTOR PERFORMANCE REPORT**  
**FINANCIAL YEAR 2016/17**

*“Accelerating Tourism growth to attain  
middle income status by 2020”*





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## About Uganda's Tourism Sector

Tourism is currently Uganda's leading foreign exchange earner with US\$1.37 billion in 2016, followed by remittances at about US\$1.2 billion, and is indeed increasingly becoming an important sector to support the economic diversification of the Ugandan economy. In addition to generating foreign exchange earnings and creating jobs, tourism promotes trade and investment and significantly contributes to the development of other sectors of the economy, such as construction, manufacturing, retail and financial services. In Uganda, the sector has been robust over the past years and has successfully grown in terms of visitor arrivals, conference business, and investments in the tourist accommodation facilities. It is increasingly becoming a key source of livelihood and pride, helping to support families and local economies, and to build communities throughout the Country.

Uganda's tourism largely rides on her natural endowments which give an edge over many of the popular tourist destinations in Africa. Uganda has an abundance of diverse tourist attractions ranging from abundant and diverse wildlife, culture to landscapes and water bodies. Uganda stands out in Africa because the country has more than 50% of the world's remaining population of mountain gorillas, over 1,060 species of birds, constituting 11% of the global population of bird species, 345 species of mammals, 86 species of amphibians, 142 species of reptiles, 1,249 species of butterflies, over 600 species of fish and over 5,406 species of flora.

Uganda is also home to the source of River Nile, the longest river in the world, Lake Victoria, the largest fresh water lake in the Africa and Mt Rwenzori, the legendary mountains of the moon, the only mountain in the world with a snow cap on the equator.

The country has 10 national parks, 12 wildlife reserves, 10 wildlife sanctuaries, 5 community wildlife management areas and 506 central forest reserves each with unique endowments: For example, Murchison Falls National Park is home to the lions, elephants, leopards, buffaloes, giraffes and lots of other species, and the spectacular waterfalls while Queen Elizabeth National Park boasts of big five, the spectacular Kazinga Channel and climbing lions. Bwindi Impenetrable National Park offers true pristine and virgin tropical forests with Mountain Gorillas, tropical forest elephants, Chimpanzees and a host of birds and primates.

Uganda's rich culture is also something to explore, from the captivating dances to exquisite cuisines in the different parts of the country, as well as the friendly and hospitable people.

The sector is coordinated and superintended by the Ministry of Tourism Wildlife and Antiquities under the political leadership of the Minister of Tourism, Wildlife and Antiquities. Under the Ministry are implementing Agencies: Uganda Tourism Board (UTB) for tourism promotion and marketing, Uganda Wildlife Authority (UWA) for management of wildlife and wildlife protected areas, Uganda Wildlife Conservation Education Centre (UWEC) for conservation education and public awareness, Uganda Hotel and Tourism Training Institute (UHTTI) for tourism and hospitality training and Uganda Wildlife Research and Training Institute (UWRTI) for wildlife management training and research. The ministry also oversees a number of Programme institutions including Chimpanzee Sanctuary and Wildlife Conservation Trust (CSWCT), Rhino Fund Uganda (RFU) and Bwindi-Mgahinga Conservation Trust (BMCT).

Private sector plays a significant role in the development and management of the tourism sector and thus participation of the private sector players in governance and regulation of the sector is paramount. The Ministry and Agencies thereunder coordinate with the private sector through Uganda Tourism Association (UTA) which is the Tourism private sector apex body with membership of Uganda Hotel Owners Association (UHOA), Hotel and

Catering Association of Uganda (HCAU), Uganda Community Tourism Association (UCOTA), Uganda Safari Guides Association (USAGA), The 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.

Development Partners and the Civil Society Organizations also play a critical role in supporting the sector by getting 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 overall aim is to progressively increase the contribution of tourism to GDP; creating employment for Ugandans and foreign exchange earnings for the country as well as upholding the principles of sustainability and inclusiveness. The overall aim will be achieved through

- i. Aggressive promotion and marketing of Uganda to unlock the country's tourism potential
- ii. Diversifying tourism product range
- iii. Improving tourism and hospitality skills along the tourism value chain; and
- iv. Strengthening conservation of natural and cultural heritage.

## ACRONYMS

<b>AEWA</b>	African–Eurasian Water bird Agreement	<b>ISO</b>	Internal Security Organisation
<b>ATA</b>	Africa Travel Association	<b>ITB</b>	International Tourism Bourse
<b>AUTO</b>	Association of Uganda Tour Operators	<b>JARD</b>	Joint Annual Review of Decentralization
<b>BBC</b>	British Broadcasting Corporation	<b>JTMC</b>	Joint Tourism Marketing Committee
<b>BFP</b>	Budget Framework Paper	<b>KCCA</b>	Kampala Capital City Authority
<b>BINP</b>	Bwindi Impenetrable National Park	<b>KNP</b>	Kibaale National Park
<b>BMCT</b>	Bwindi and Mgahinga Conservation Trust	<b>KVNP</b>	Kidepo Valley National Park
<b>BOQ</b>	Bills of Quantity	<b>LDPG</b>	Local Development Partners Group
<b>CA</b>	Conservation Area	<b>LGs</b>	Local Governments
<b>CEDP</b>	Competitiveness and Enterprise development Project	<b>LMNP</b>	Lake Mburo National Park
<b>CEO</b>	Chief Executive Officer	<b>MBWR</b>	Matheniko Bokora Wildlife Reserve (MBWR).
<b>CITES</b>	Convention on International Trade in Endangered Species of Fauna and Flora	<b>MDA</b>	Ministries Departments and Agencies
<b>CMS</b>	Convention on Migratory Species of Wild Animals	<b>MEMD</b>	Ministry of Energy and Mineral Development
<b>CSOs</b>	Civil Society Organizations	<b>MFNP</b>	Murchison Falls National Park
<b>CSWCT</b>	Chimpanzee Sanctuary and Wildlife Conservation Trust	<b>MGLSD</b>	Ministry of Gender, Labour and Social Development
<b>CWM</b>	Certificate in Wildlife and Allied Natural Resource Management	<b>MGNP</b>	Mgahinga Gorilla National Park
<b>DWM</b>	Diploma in Wildlife and Allied Natural Resource Management	<b>MICE</b>	Meetings Incentives Conferences and Events/Exhibitions
<b>DWT</b>	Diploma in Wildlife Tourism Management	<b>MOES</b>	Ministry of Education and Sports
<b>EAC</b>	East African Community	<b>MoFPED</b>	Ministry of Finance Planning and Economic Development
<b>FAM</b>	Familiarity	<b>MoH</b>	Ministry of Health
<b>FAO</b>	Food and Agricultural Organization	<b>MoIA</b>	Ministry of Internal Affairs
<b>FUTI</b>	Federation of Uganda Tourism Initiatives	<b>MoPS</b>	Ministry of Public Service
<b>FY</b>	Financial Year	<b>MOU</b>	Memorandum of Understanding
<b>GAPR</b>	Government Annual Performance Report	<b>MoWT</b>	Ministry of Works and Transport
<b>GDP</b>	Gross Domestic Product	<b>MPS</b>	Ministerial Policy Statement
<b>GEF</b>	Global Environmental Facility	<b>MTEF</b>	Medium Term Expenditure Framework
<b>GMP</b>	General Management Plans	<b>MTWA</b>	Ministry of Tourism Wildlife and Antiquities
<b>GoU</b>	Government of Uganda	<b>NCHE</b>	National Council of Higher Education
<b>HTTI</b>	Hotel and Tourism Training Institute	<b>NDP</b>	National Development Plan
<b>ICT</b>	Information and Communication Technology	<b>NEMA</b>	National Environment Management Authority
		<b>NPA</b>	National Planning Authority

<b>NTP</b>	National Tourism Portal	<b>USAGA</b>	Uganda Safari Guide Associations
<b>OPM</b>	Office of the Prime Minister	<b>UTA</b>	Uganda Tourism Association
<b>PAAP</b>	Protected Area Assessment Programme	<b>UTB</b>	Uganda Tourism Board
<b>PAAZAB</b>	Pan African Association of Zoos and Aquaria	<b>UWA</b>	Uganda Wildlife Authority
<b>PAs</b>	Protected Areas	<b>UWCEC</b>	Uganda Wildlife Conservation Education Centre
<b>PCU</b>	Project Coordination Unit	<b>UWRTI</b>	Uganda Wildlife Research and Training Institute
<b>PES</b>	Payment for Ecosystem Services	<b>WCU</b>	Wildlife Clubs of Uganda
<b>PIRT</b>	Presidential Investors Round Table	<b>WGs</b>	Working Groups
<b>POATE</b>	Pearl of Africa Tourism Expo	<b>WTM</b>	World Travel Market
<b>PPDA</b>	Public Procurement and Disposal Authority	<b>WTTC</b>	World Tourism and Travel Council
<b>PR</b>	Public Relations	<b>WWF</b>	World Wildlife Fund
<b>PUWR</b>	Pian Upe Wildlife Reserve	<b>ZIMS</b>	Zoological Information Management System
<b>QA</b>	Quality Assurance		
<b>QENP</b>	Queen Elizabeth National Park		
<b>TDA</b>	Tourism Development Areas		
<b>TIMS</b>	Tourism Information Management System		
<b>TMM</b>	Top Management Meeting		
<b>TSAPR</b>	Tourism Sector Annual Performance Report		
<b>TSWG</b>	Tourism Sector Working Groups		
<b>TUGATA</b>	The Uganda Association of Travel Agents		
<b>UBOS</b>	Uganda Bureau of Statistics		
<b>UHOA</b>	Uganda Hotel Operators Association		
<b>UHTTI</b>	Uganda Hotel and Tourism Training Institute		
<b>UIA</b>	Uganda Investment Authority		
<b>UK</b>	United Kingdom		
<b>UMA</b>	Uganda Manufactures Association		
<b>UNAA</b>	Uganda North America Association		
<b>UNDP</b>	United Nations Development Program		
<b>UNEP</b>	United Nations Environmental Program		
<b>UNESCO</b>	United Nations Educational Scientific and Cultural Organization		
<b>UNRA</b>	Uganda National Roads Authority		
<b>UNWTO</b>	United Nations World Tourism Organization		

## Message from the Minister

The Government policy requires the Ministry to report on the tourism sector's performance against the targets set at the start of the financial year. This is to monitor the contribution being made towards the realization of the vision of the country as reflected in the second National Development Plan, the NRM Manifesto and the President's 23 Directives and Guidelines 2016-2021.

This Annual Tourism Sector Review Conference is therefore, an opportunity to take stock and evaluate the sector performance in its contribution to the achievement of Uganda's long-term goal of socioeconomic transformation. The Ministry has therefore, on behalf of the entire public and private sector players formulated this annual performance report detailing the contribution of the tourism sector to the socioeconomic development of Uganda.

During the period under review, the sector continued to be the leading foreign exchange earner contributing US\$1.37 billion, as well as UGX 6.17 trillion to Uganda's GDP and employed 6% of the Uganda's labour force, in 2016/2017. The governance issues of the Tourism Sector which had caused concern were also addressed through the appointment of boards for all Agencies. The Ministry coordinated the creation and operationalization of the Tourism Sector Working Group, successfully lobbied for the increase in budgets and staffing for the Ministry and its Agencies, and strengthened the Sector's Top Management team. With further input from the sector stakeholders, we shall continue to build strong partnerships in order to address the strategic bottlenecks impeding sector growth.

During this 8th Sector review conference, I look forward to a fellowship in examining our previous undertakings, our progress in the financial year 2016/17, and the informed rationalization of strategies to support the tourism sectors' enhanced contribution to enterprise growth, job creation and reduction of poverty.

Finally, I pledge to continue ensuring the cohesion of all tourism stakeholders in mainstreaming the implementation of the sector development policies, plans and strategies in unlocking our tourism potential and propel Uganda to the attainment of middle income status by 2020.



Prof. Ephraim Kamuntu (MP)

**MINISTER**

## Message from the Permanent Secretary

In accordance with the Public Finance Management Act 2015, and the Government Annual Performance Report (GAPR), the tourism sector is enjoined to report to stakeholders, on its performance against the financial and physical targets set at the start of the financial year.

On behalf of the Ministry, its agencies and our stakeholders, we share in this report, our contribution in the sustained growth of the sector through the implementation of our targets as stipulated in the various planning frameworks through our approved annual budgets and work plans.

We are glad to share the progress in achieving the recommendations you made during the 7th Tourism Sector Review Conference in October 2016, which the sector MDAs incorporated in their operational plans for the FY 2016/17. The report further highlights what has been delivered at impact, outcome and output levels in areas of Tourism development, Wildlife and Cultural heritage conservation. It provides for accountability for the spending of the sector budget, and outlines key areas of performance.

Among the key highlights is the sectors' progress towards achieving 4 million arrivals by 2020 through an average annual growth of close to 32%. In this performance report we demonstrate the foundations from which to accelerate strategies towards 2020. These strategies are focusing on investing in our tourism source markets that present the greatest potential for growth.

During the period under review, Uganda welcomed 1.323 million international visitors who brought in more than \$1.37 billion into the economy, which contributed to the Uganda's socioeconomic transformation. We are also gratified to share details of our performance towards the realization of the growth of 10% in arrivals of leisure and business tourists by 2019/20.



Doreen S Katusiime (Mrs)

**PERMANENT SECRETARY**



# EXECUTIVE SUMMARY

## Introduction

This Annual Tourism Sector Performance Report FY2016/17 provides highlights on the performance of the various segments that constitute the tourism sector including the financial and physical performance. The report 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 as well as the Budget Speech of 2016/17. It also tracks progress against actions agreed upon in the 7th Tourism Sector Review Conferences held in October 2016. The 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 2016/17 and the previous years. The report highlights what has been delivered at output, outcome and impact levels in areas of Tourism development and Wildlife and Cultural heritage conservation. It provides 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.

## Sector's performance on Outputs and Activities FY 2016/17

### Policies, regulations and governance

During the financial year, the Wildlife Act Cap 200 was successfully reviewed and a Bill approved. The Bill now before Parliament proposes higher penalties for wildlife crimes like poaching and illegal ivory trade, addresses human wildlife conflict issues, enhances community participation in conservation and harmonizes conservation with other sectors of the economy. The Bill once enacted will ensure that Uganda is no longer used as a source or transit for illegal trade in wildlife species and specimens.

The Ministry tabled the Principles for Museums and Monuments Bill, to sustainably utilize Uganda's cultural heritage to its full potential for tourism development. The new Bill will repeal the Historical Monuments Act 1967.

### Tourism Promotion and Marketing

In FY 2016/17, combined efforts were put on domestic tourism. In this line, the Sector launched a countrywide domestic tourism campaign dubbed "Let's explore" or **Tulambule** in the local dialect. **Tulambule** has been highly successful in encouraging Ugandans to visit and experience the beauty of their own country. All the regions of the country were visited and promoted and the campaign that later branched out to **Tulambule** Wild targeting promotion of Uganda's national parks. Future regional campaigns include **Twende** Uganda which will encourage East African nationals to visit Uganda, as well as Destination Uganda which is aimed at attracting tourists from all over the world.

Uganda hosted the first Africa Birding Expo in Entebbe in November 2016, and as well as the Pearl of Africa Tourism Expo (POATE) in February 2017 which were attended by over 100 international buyers.

In a drive to promote Uganda around the world, last year, Government contracted three Public Relations/Destination Market Representative firms to promote Uganda in key tourist source markets. The firms have achieved great success in giving Uganda a good image in the three markets of UK and Ireland, German-speaking Europe,

and North America. Uganda received twelve groups of media personalities to provide coverage for the country, and Uganda's tourist attractions featured on the public screens at some of the busiest streets such as at Times Square in New York City, and Trafalgar Square in London. Additionally, Uganda featured in the print media in the source markets. These and other efforts have yielded significant results for example the number of tourist arrivals from the American market, has increased by 17%. We plan to continue with this working strategy and expand to our emerging markets of China and Nigeria.

In order to enhance promotion, Government started efforts to position Uganda as a regional hub for Meetings, Incentives, Conferences and Events (MICE). MICE has potential to augment conventional natural and cultural heritage based tourism and during the financial year, the MICE strategy was developed and efforts are being made to establish a MICE bureau in FY 2017/18 to implement the policy.

## **Conservation and sustainable utilization of wildlife resources**

With regard to conservation of wildlife resources, many initiatives have been carried out including continued management of Uganda's wildlife and wildlife protected areas, marking and maintenance of national parks boundaries to minimise encroachment incidences, establishment of trenches and other interventions to mitigate human-wildlife conflict, establishment of a canine unit to combat poaching and illegal trade in wildlife products, continuous community engagement through provision of technical, financial and scholarly support to disadvantaged families living around the national parks to enhance benefits and secure support for conservation, translocation of wildlife between national parks to boost conservation and diversify tourism products, promotion of sustainable wildlife farming and related utilisation, recruitment and training of staff, development of tourism infrastructure in protected areas as well as fighting against invasive species in national parks to restore wildlife habitats.

For the culture and museums subsector, the Ministry has completed the construction of Soroti Museum, and has started to renovate Mugaba Palace.

## **Tourism Infrastructure and product development**

Product development is a key component of Uganda's tourism development and during the financial year, the Ministry undertook pre-feasibility studies for the establishment of a cable car system on the Rwenzoris as well as for the redevelopment of the Source of the Nile as a tourism product. The Ministry also installed zip lines, improved the trails and constructed an information centre at Kisiizi Falls, as well as introduced hot air balloons at the Queen Elizabeth and Murchison Falls National Parks. In an effort to replicate the Entebbe zoo and extend conservation education to various regions, feasibility studies were conducted to inform the establishment of Regional Satellite Wildlife Conservation Education Centres. In addition, the highly popular ***Behind-the-scene experience*** was introduced at the Entebbe zoo which allows visitors to come closer to selected wildlife species under regulated conditions and do a number of activities such as to walk with an elephant, take on the python challenge, and feed the giraffes

Regarding infrastructure improvement, Government through UWA has modernised the Kabatooro gate at Queen Elizabeth National Park, constructed a ten-kilometre Crater Lake road, procured five buses and three modern tourist launch boats to enhance the tourist experience. A students' accommodation centre was constructed at Queen Elizabeth National Park and a visitor information centre at Bwindi Impenetrable National Park.

## Capacity building, Coordination

Government identified the lack of adequate exposure as the key limitation to the quality of graduates from the hotel training institutions. To address this, discussions are ongoing to introduce special tax credit incentives for hotel/hospitality facilities to scale up apprenticeship services in order to improve the quality of the labour force and the associated costs which discourage hotels from offering apprenticeship opportunities for the improvement in the quality of services offered by graduates.

During the financial year, the review and improvement of the national tourism and hospitality curriculum was conducted in consultation with the private sector and the National Council for Higher Education. The next step is improving facilities of the Uganda Hotel and Tourism Training Institute to meet required conditions for international accreditation. In line with this, feasibility and environmental assessment studies were conducted to inform the proposed infrastructure development at Uganda Hotel and Tourism Training Institute. Additionally, steps are being taken to partner with international tourism and hospitality institutions as part of efforts to achieve international recognition of the Uganda Hotel and Tourism Training Institute.

## Planned performance for financial year 2017/18

At outcome level, visitor arrivals to Uganda are expected to increase from 1,303,000 in 2015 to 1,567,050 in 2017. Visitors to heritage (natural and cultural) sites are also expected to increase from 622,295 in 2015/16 to 686,080 in 2017/18. In addition, we expect increased employment and contribution to GDP. Our tour and travel industry is expected to remain Uganda's number one foreign exchange earner. We shall continue with our working efforts in the source markets of North America (USA/Canada), UK/Ireland, and German-speaking Europe (Germany, Austria, and Switzerland). In the coming year, promotion efforts will be extended to the emerging markets of India, United Arab Emirates, China, France, Italy, South Korea and Australia.

## Policies, regulations and governance

In the FY 2017/18, the Ministry plans to submit the Museums and Monuments Bill to Parliament; undertake quarterly inspections of protected areas to ensure compliance with set policies; continue strengthening the management of affiliated institutions and increased oversight and coordination of the entire tourism sector.

Through CEDP, the Ministry has completed an audit of the Tourism Information Management System (TIMS) where the report proposes the next steps. In the next FY 2017/18, the Ministry will work towards operationalising the TIMS.

## Promotion and Marketing

In the FY 2017/18, UTB plans to promote Uganda's tourist attractions through participation in 5 international and 3 regional events in order to consolidate the gains realised by PR representation in U.K and Ireland, Germany, Austria and Switzerland as well as the United States and Canada. Government will also promote domestic tourism through events such as World Tourism day celebrations, Miss Tourism 2017 Competitions and Namugongo Martyrs day celebrations and regional tourism cluster development. The sector will continue with domestic tourism awareness drives (*Tulambule*).

## Conservation and sustainable utilization of wildlife resources

In the next FY 2017/18, major activities will include routine patrols by rangers, reducing on human wildlife conflicts through excavating more 30km trenches in wildlife crop raiding hotspots, feasibility studies for electric fencing of selected human wildlife conflict hotspots, marking sensitive boundaries, management of invasive species in pro-

tected areas, ecological research and monitoring and conservation stakeholder engagement through conservation education and public awareness.

The Ministry will undertake feasibility study for the expansion of Uganda Wildlife Research and Training Institute (UWRTI) to undertake high quality research to better inform wildlife conservation planning and policy development.

## Tourism Infrastructure and product development

In the next FY 2017/18, the sector will focus on the following outputs:

Completing the Master plan for Source of the Nile; start on the refurbishment of Mugaba palace; constructing the second floor of the Pier Restaurant and rehabilitation of animal exhibits at UWEC; constructing Nyero Interpretation Centre in Kumi district; installing 2 stainless ropes on the final leg to Margherita peak; construct handrails as you approach the rock area of Elena camp; constructing 5 resting shades and toilets at Omuko Mujungu, Nyamuleju and Omwihembe, Fresh field pass and Kichuchu.

The sector also targets to complete student centers in Murchison falls and Queen Elizabeth conservation areas, complete a visitor Information Center in Bwindi Mgahinga conservation area, construct staff houses in Kidepo valley, Mount Elgon, Lake Mburo and Kibale conservation areas. Complete Kanjokya office building, carry out boundary marking in Mt Elgon Conservation Area.

## Capacity building, Accommodation and hospitality registration and Coordination

In the next FY 2017/18, UHTTI plans to hold a graduation of 320 students, admit 200 students, place 100 students for internship/industrial training, renovate 25 guest rooms and increase its hotel room occupancy rate to 45%. 124 students were enrolled at UWRTI in FY 2016/17 and targets to enroll 130 students in FY 2017/18.

## International recognitions achieved during the Financial Year 2016/17

The recent international recognition and accolades received by the country are not by accident, but are due to the efforts of the Ministry, other supporting sectors of the economy and the favourable political environment. These are a few of the remarkable recognitions Uganda has received since the start of the year 2017:

- i. **US-based Cable News Network** has named Uganda among the world's top five tourism destinations for 2017. This is attributed to Uganda's outdoor sanctuary of crater lakes, silverback mountain gorilla, white-sand beaches on lake islands, thundering waterfalls and national parks
- ii. Kidepo Valley National Park was nominated for **World Travel Awards** in the category "Africa's leading National Park 2017".
- iii. **The Rough Guides**, a UK based leading travel publisher has ranked Uganda as the best country to visit in Africa and the fourth best country to visit in the world in 2017.
- iv. **Cable News Network** has in July 2017 named Kidepo Valley National Park as the 3<sup>rd</sup> best safari park to visit in Africa.
- v. **InterNations** in April 2017 ranked Uganda the most welcoming country to raise a family in, after conducting a survey of 3,000 families who live and work abroad. Respondents were completely satisfied with the warm attitude of Ugandans towards foreign families.

# 1.0 INTRODUCTION

## 1.1 Rationale

The Annual Tourism Sector Performance Report is prepared pursuant to the Public Finance Management Act 2015, Section 13 (c) and other government policies and guidelines such as the Government Annual Performance Report (GAPR). These instruments require the reporting to stakeholders, 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 output and outcome levels.

This Annual Tourism Sector Performance report FY2016/17 is the 8th in the series of Annual Tourism Sector Performance Reports produced by Ministry of Tourism Wildlife and Antiquities, and it builds on the Annual Tourism Sector Performance Report for FY 2015/16 produced in October 2016, and discussed at the Tourism Sector Annual Review Conference of that month. The report is the main document that presents a synopsis of the overall performance of the Tourism Sector for the period under review. It tracks progress made and the challenges encountered by the sector in its efforts to achieve the broad and specific policy objectives.

This report provides timely and focused information to the decision makers and other stakeholders on the performance of the sector during the Financial Year 2016/17 and the previous years. The report highlights what has been delivered at output, outcome and impact levels in areas of 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. It 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 timing of this report, produced in advance of the preparation of the Budget Framework Paper FY 2018/19 (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 at various fora.

## 1.2 Objectives and Scope

The objective of the Annual Tourism Sector 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 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 report presents 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 (UHTTI) and Uganda Wildlife Research and Training Institute (UWRTI) during Financial Year 2016/17. Civil society and private sector performance in tourism sector over the same period is also highlighted. The progress towards the improvement of tourism support infrastructure is assessed with emphasis on tourism roads.

### **1.3 Authorship and structure of the report**

This performance report is a product of a combined effort by the Ministry of Tourism, Wildlife and Antiquities and affiliated Agencies, private sector and civil society. Although the majority of the analysis and writing has been led by the Ministry, the sector Agencies have made significant input and contribution at all stages of the report preparation. The data itself comes from all Sector Departments, Agencies, CSOs and the Private sector umbrella bodies, making this a real Sector Performance Report.

This report is made up of eleven chapters and the preliminary section presenting foreword messages from the Political and Technical heads of the Ministry. This section is followed by the main body of the report in which Chapter one highlights the introduction, scope and objectives of the report. Chapter two presents the overview of Tourism sector both globally and nationally while chapter three presents the comprehensive national development strategy. Chapter four summarizes the financial performance of the Ministry as well as all its Agencies. It highlights the budget allocation to each and the rate of utilization of the funds advanced. Chapter five is a matrix of recommendations from the 7th Annual Sector Review conference with the progress made towards achieving each of them. The physical performance of sector MDAs is presented in chapter six and the performance of CEDP project in chapter seven. The last four chapters present the progress in improvement of tourism roads, the performance of Tourism private sector, CSOs and the planned performance of Tourism sector MDAs for the FY 2017/18.

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 2016/17 and the undertakings made during the 7th Annual Tourism Sector Review Conference.

## 2.0 OVERVIEW OF PROGRESS OF THE TOURISM SECTOR

### 2.1 Global Outlook of the Tourism Industry

Tourism continued to show its resilience in 2016, contributing direct global GDP growth of 3.1 percent and supporting 6 million net additional jobs in the sector. In total, Travel & Tourism generated US\$7.6 trillion (10.2 percent of global GDP) and 292 million jobs in 2016, equivalent to 1 in 10 jobs in the global economy and is expected to further support over 380 million jobs by 2027. The sector accounted for 6.6 percent of total global exports and almost 30 percent of total global service exports.

Direct Travel and Tourism GDP growth not only outperformed the economy-wide growth in 2016 but was also stronger than the growth recorded in the financial and business services, manufacturing, public services, retail and distribution, and transport sectors. Direct Travel & Tourism GDP growth is expected to accelerate to 3.8 percent in 2017 from 3.1 percent in 2016.

As nations seem to be looking increasingly inward, putting in place barriers to trade and movement of people, the role of Travel & Tourism becomes even more significant, as an engine of economic development and as a vehicle for sharing cultures, creating peace, and building mutual understanding. Enacting pro-growth travel policies that share benefits more equitably can foster a talent and business environment necessary to enable Travel & Tourism to realise its potential and continue to grow its economic contribution, and providing the rationale for the further protection of nature, habitats, and biodiversity.

### 2.2 Tourist arrivals and their contribution to the economy

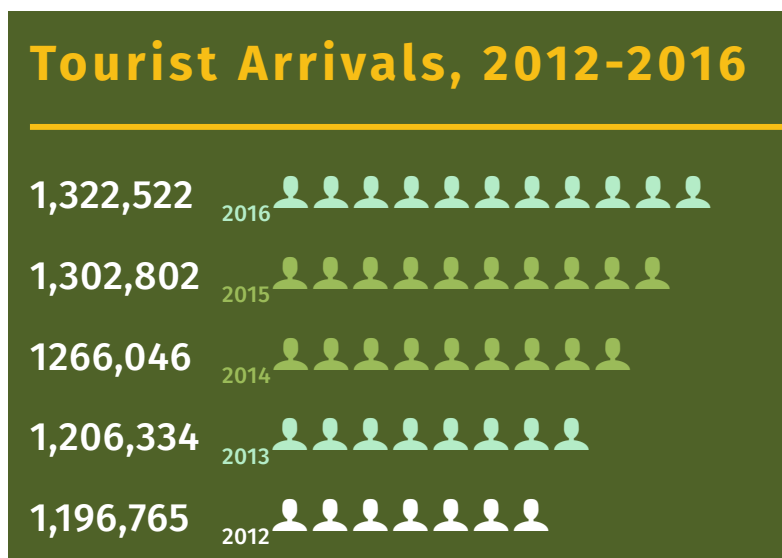
Tourism Industry in Uganda has emerged as a robust source of growth and development. It is no exaggeration that tourism has shaped the development fortunes of Uganda. The Country is endowed with a range of Natural attractions that bring tourists from around the globe. The most renowned attractions include the Source of the Nile, the wildlife spectacle of the 10 National Parks which host the big five; Mount Rwenzori also known as the Mountains of the moon; Various cultural sites and a conducive climate.

In just a decade, annual tourist numbers have soared from close to 650,000 in 2007 to over 1.3 million visitors in 2016 (a growth of 106 percent). The majority of international tourists (close to 80 percent) arrive from Africa followed by Europe, Asia and America. The average length of stay has remained stable for close to a decade at about 7.2 days. Around 55 percent of visitors were aged between 20 and 39 years and 35.4 percent were aged between 40 and 59 years.

The sector generates the bulk of export revenues for the country followed by remittances from abroad and provides direct and indirect employment to over 500,000 people. As a relatively labor-intensive sector, tourism serves as a robust source of good quality jobs in the country, with the potential to alleviate poverty.

The economic benefits of the Tourism Industry are stronger than might appear, given the employment opportunities generated, with cross-sectoral spillover effects and linkages dominating those of other traditional sectors of the economy. Apart from these obvious

economic benefits, tourism can stimulate broader benefits to the economy: upgrades to infrastructure, conservation of natural habitats, and gender equity by providing decent jobs for women, making it an ideal vehicle for propelling growth and development.



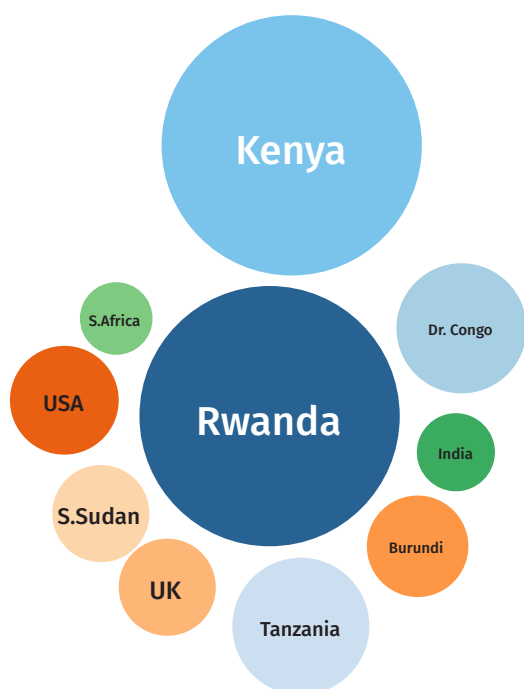
### 2.2.1 Uganda's increasing Tourist Arrivals

A total of 1,322,522 tourists arrived in 2016, compared to 1,302,802 in 2015 representing an increase of 1.5 percent as shown in Figure 1.1.

While there has been an overall increase in tourist arrivals, African tourists arrivals were relatively constant with no significant increase in 2016 whereas the non-African tourists increased by 7.7% (275,509) in 2016 compared to 2015 (255,834).

The number of tourist arrivals from America increased by 15.4%, those from Asia by 10.4%, Europe by 3.5% and those from other overseas countries increased by 2.3%

### 2.2.2 Top 10 Tourist Source Markets and Mode of Travel



The top ten(10) source markets for Uganda in 2016 contributing close to 85% of total tourist arrivals were; *Rwanda, Kenya, DR.Congo Tanzania, United States of America, Burundi, United Kingdom, South Sudan, India and South Africa.*

It can be noted that only the United States of America, United Kingdom and India appear in the top 10 among overseas source markets.

In terms of mode of travel, the points of entry are classified into 22 border posts as follows; Entebbe International Airport, Katuna, Busia, Malaba, Cyanika, Elegu and Other land border posts.

Entebbe International Airport had the majority of tourist arrivals (32.7%) followed by Katuna (19.2%), Busia (15.2%) and the rest had below 10%. In comparison to 2015, the numbers of visitors entering the country through Entebbe International Airport and Cyanika grew by 7.5% and 53.3% respectively in 2016.

### 2.2.3 Tourist Arrivals by Purpose



Tourists have been classified into three categories, namely those Visiting Friends/Relatives (VFR), Holiday/Leisure tourists and Business/Conference/Professional tourists. For the tourism industry the holiday/leisure tourists are the focal point for investment and product development as the return on this type of tourist is higher. In 2016, the holiday/leisure tourists contributed 17.9% (**237,312** visitors) of tourists representing a 13.9% growth when compared to 2015. Visitors who came on business/conferences stood at **289,932 (21.9%)** and those that came to visit their friends and relatives constituted the majority of total visitor arrivals (**498,745, 37.7%**) arrivals.

### 2.2.4 Tourism Contribution to Foreign Exchange Earnings

The 1.323 million visitors are estimated to have generated 1.371 billion USD in 2016 compared to 1.350 billion in 2015. Although the leisure category is only 17.9% in terms of visitors, this market is estimated to contribute the highest percentage of all tourism revenues followed by the business category.

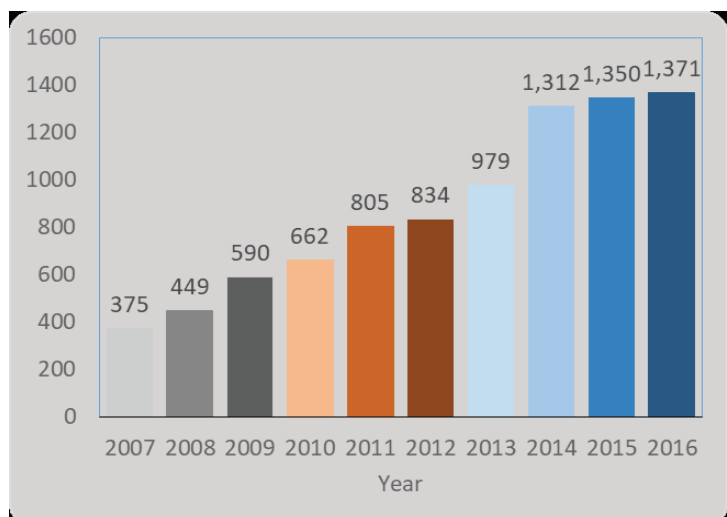
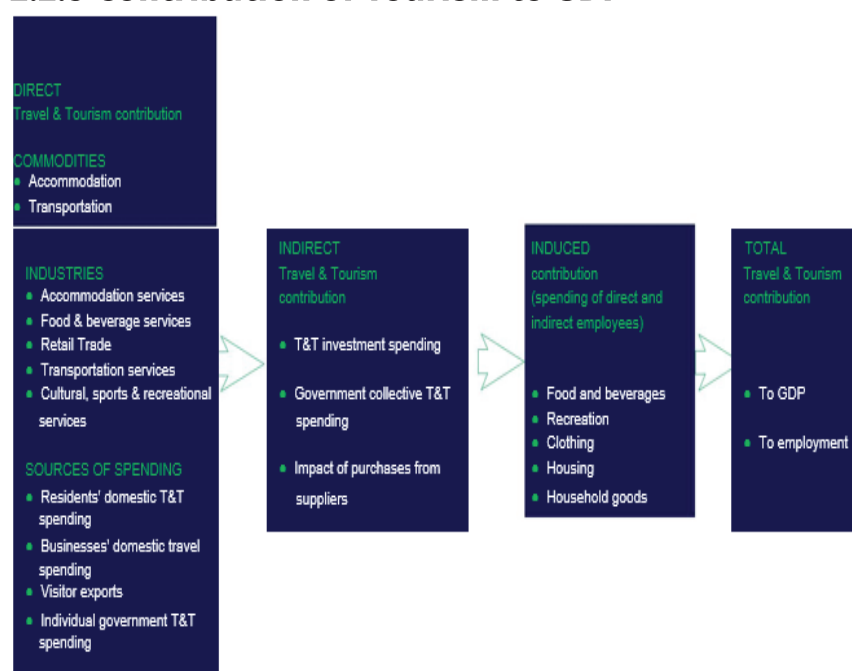


Figure 1.3 shows that for a decade now, Tourism foreign exchange earnings have been growing from US\$0.375 billion in 2007 to US\$1.371 billion in 2016 continuing to be the leading foreign exchange earner to the Ugandan Economy followed by remittances from abroad which generated US\$ 1.2 billion in 2016.

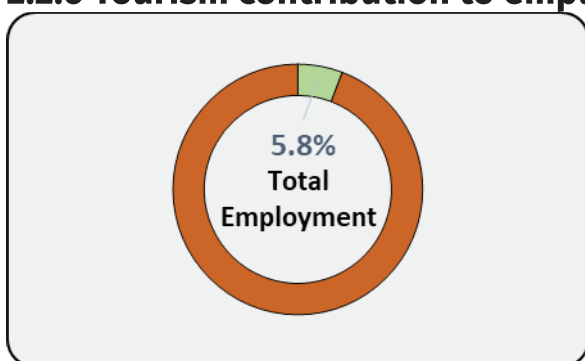
## 2.2.5 Contribution of Tourism to GDP



The direct contribution of Travel & Tourism to GDP in 2016 was UGX2,423.6bn (2.6% of GDP). This primarily reflects the economic activity generated by industries such as hotels, travel agents, airlines and other passenger transportation services (excluding commuter services). But it also includes, for example, the activities of the restaurant and leisure industries directly supported by tourists.

The total contribution of Travel & Tourism to GDP (including wider effects from investment, the supply chain and induced income impacts) was UGX6,171.5bn in 2016 (6.6% of GDP).

## 2.2.6 Tourism contribution to employment



According to WTTC Travel and Tourism economic impact report 2017, the total contribution of Travel & Tourism to employment (including wider effects from investment, the supply chain and induced income impacts) was 504,000 jobs in 2016 (5.8% of total employment). This is forecast to rise by 12.8% in 2017 to 568,500 jobs (6.3% of total employment) and by 2027, Travel & Tourism is forecast to support 930,000 jobs (7.0% of total employment), an increase of 5.0% pa over the period.

Travel & Tourism generated 191,000 jobs directly in 2016 (2.2% of total employment) and this is forecast to grow by 15.3% in 2017 to 220,000 (2.4% 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 2027, Travel & Tourism will account for 355,000 jobs directly, an increase of 4.9% per year over the next ten years.

## 2.2.7 Skills development and Training in Tourism related courses

In FY2016/17 a total of 5,056 students were enrolled in Tourism related courses from 81 academic institutions. This was a decline of 36.5 percent from 7,957 students in FY2015/16.

Table 1: Enrollment of Students in Tourism related courses by education level

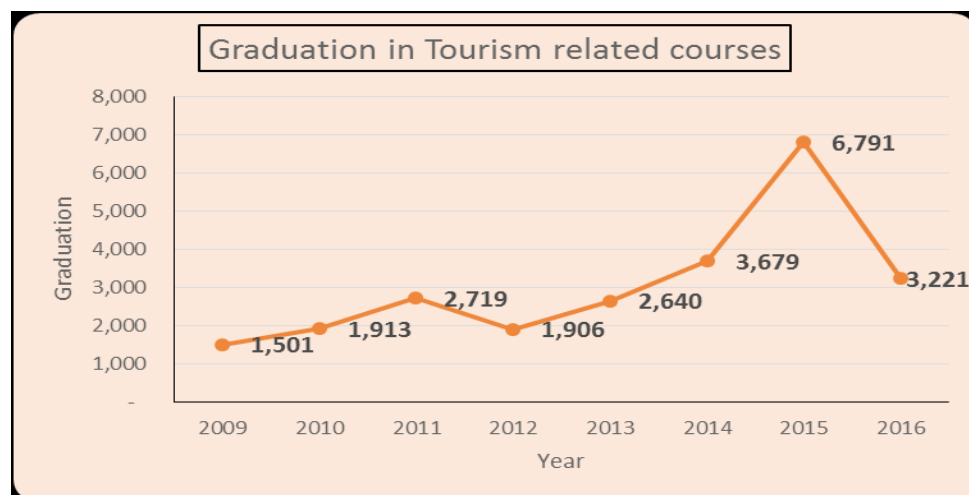
Education Level	FY2015/16	FY2016/17	% SHARE	% CHANGE
Certificate	4,806	3,381	66.9%	-29.7%
Degree	1,406	724	14.3%	-48.5%
Diploma	1,548	944	18.7%	-39.0%
Post Graduate	197	7	0.1%	-96.4%
<b>Total</b>	<b>7,957</b>	<b>5,056.</b>	<b>100.0%</b>	<b>-36.5%</b>

In 2016, the Majority (66.4 percent) of the students that graduated in Tourism related courses obtained Certificates. This was followed by those that were awarded Diplomas and Degrees at 17.6 percent and 15.8 percent respectively. A very small percentage (0.2 percent) graduated with a Post Graduate Degree.

The number of students graduating in Tourism related courses has grown from 1,501 students in 2009 to 3,221 students in 2016.

Although the number of students that graduated in 2016 in tourism related courses declined, the statistics show that the number of graduates has been growing at an average of 21 percent in the past eight (8) years.

**Figure: Graduation in tourism related courses**



## 2.2.8 Staffing in the Tourism Sector Institutions FY2016/17

Overall, the Staffing level for sector MDAs grew from 53% in FY 2012/13 to 59% in FY2016/17. The graph shows the staffing levels of the various MDAs in the Tourism Sector in FY 2016/17.

## 2.3 State of Uganda's Wildlife

Uganda's 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. 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

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 25,981.3Km<sup>2</sup>. 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 25,981.57km<sup>2</sup> of wildlife protected areas makes up about 11% of the country's 236,040km<sup>2</sup> 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.

Wildlife as a resource includes (i) plant and animal species (ii) Ecosystems that combine species with their bio-physical 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.

The country has recorded an estimated 18,783 species of fauna and flora (NEMA, 2009) and ranks among the top ten most bio diverse countries globally. In addition, Uganda has 159 species listed in the **International Union for Conservation of Nature** (IUCN) Red List 2008 which includes 38 plants, 21 mammals, 18 birds, 6 amphibians, 54 fishes, 10 molluscs and 12 being other invertebrates.

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 increasing in National Parks and Wildlife reserves. The mammalian populations have increased from the 1970 levels when many of the species were killed due to lawlessness. The population estimates of medium to large mammals in Uganda are presented in annex 1 of this report.

## 2.4 The state of cultural heritage sites in Uganda

International Council of Museums and Sites (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. MTWA is mandated by the Historical Monuments Act of 1967 to ensure proper preservation and management of the tangible cultural heritage while of Ministry of Gender, Labour and Social Development (MGLSD) is mandated to preserve intangible heritage (Music, languages, dance and drama).

A total of 750 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 750 sites, one (1) is on the World Heritage List (Kasubi Royal Tombs) while four (4) sites (Nyero and other geometric sites of eastern Uganda, Kibiro salt village, Bigo bya Mugenyi and Ntuusi mounds) are on the tentative list of UNESCO. Preparations to nominate other sites are underway. The Ministry submitted Nyero and other geometric rock art sites of eastern Uganda (Mukongoro, Kakoro, Kapiro, 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 Bigo bya Mugenyi, 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.

Despite the challenging status of cultural heritage sites across the country, operationalization has not stopped. 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 experience.

## 2.5 Data on key performance indicators 2010-2016

The table below presents a summary of the key Tourism Performance indicators for a period of 7 year (2010-2016).

Table 2: Data on Key Performance indicators, 2010-2016

S/N	Indicator	Year							Source
		2010	2011	2012	2013	2014	2015	2016	
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	1,322,522	UBOS
2	Leisure Visitors	149,249	75,558	224,436	187,806	220,219	207,831	237,312	UBOS
3	Proportion of Leisure Visitors to total visitor Arrivals	15.8%	6.6%	18.8%	15.6%	17.4%	16.0%	18.0%	UBOS
4	Visitor Export Earnings-US\$m	662	805	834	979	1,312	1,350	1,371	MTWA
5	% of Total Exports	19.8%	22.6%	21.5%	19.6%	26.0%	23.5%	15.7%	WTTC
6	Total Contribution of tourism to GDP-UGXbn	3,234.0	4,387.0	5,177.0	5,495.0	6,395.5	7,270.5	6,171.5	WTTC
7	% to Total GDP	4.6%	6.3%	7.4%	7.9%	9.9%	9.0%	6.6%	WTTC
8	Total contribution to Employment (000)	856.5	910.7	922.2	1,184.20	880.3	1,172.8	504.0	WTTC
9	% of Total Employment	6.8%	7.0%	6.8%	8.4%	6.1%	7.8%	5.8%	WTTC
10	Direct contribution to employment (0000)	352.1	361.9	347	469.3	322.5	464.3	191	WTTC
12	No. of Visitors entering the parks	190,112	207,994	182,149	213,950	202,885	215,558	245,725	MTWA
13	No. of Visitors entering Uganda Museum	98,998	119,219	98,435	112,684	112,177	102,890	96,865	MTWA
14	No. of Visitors at UWEC	250,747	260,099	253,908	255,548	277,307	303,847	307,241	MTWA
15	Average Length of stay for Visitors (days)	7	7	6	6	7	7	7.2	UBOS
16	No. of beds			70,310	73,826	77,517	81,393	85,463	MTWA
17	No. of rooms			61,398	64,468	67,691	71,076	74,630	MTWA
18	No. of Establishments			3,850	4,043	4,245	4,457	4,680	MTWA

The Policy Analysis and Planning Division of the Ministry of Tourism, Wildlife and Antiquities 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 Analysis and Planning Division through surveys. The other sources are administrative data collected by the following departments and agencies.

Department/ Agency	Data Collected
Directorate of Citizenship and Immigration Control-MoIA and Uganda Bureau of Statistics	Collect and compile data on migration across 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 Organisation (UNWTO) and the World Travel and Tourism Council (WTTC)	Contribution of Tourism to GDP, Investment and Employment
Policy and Planning Division/Uganda Bureau of Statistics	Tourism Exchange Earnings, Room and Bed Occupancy, Tourism labour surveys and other surveys
Museums and Monuments	Arrivals at the Uganda Museum and artifacts, other Museums across the country

## 3.0 COMPREHENSIVE NATIONAL DEVELOPMENT STRATEGY

### 3.1 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.

## 3.2 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 second 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.

### 3.2.1 Progress against NDP II targets FY 2016/17

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 2016/17 targets achieved for the 57.8 percent of the indicators. On the other hand, the sector did not achieve the targets for 28.1 percent of the indicators and the other 14.1 percent had inadequate data to enable assessment. Table 3 below presents the level of performance for the various objectives.

**Table 1: Performance against NDP II FY 2016/17**

<b>OBJECTIVE</b>	<b>Achieved</b>	<b>Not achieved</b>	<b>No assessment</b>	<b>Denominator /No. of indicators</b>
Increase Market share for tourism	62.5%	31.3%	6.3%	<b>16</b>
Increase and diversify the stock of tourism products	42.9%	14.3%	42.9%	<b>7</b>
Increase the stock of human capital along the tourism value chains and create new jobs	33.3%	16.7%	50.0%	<b>6</b>
Improve coordination, regulation and management of the tourism sector	50.0%	16.7%	33.3%	<b>6</b>
Increase conservation of natural and cultural heritage	65.5%	34.5%	0.0%	<b>29</b>
<b>Overall</b>	<b>57.8%</b>	<b>28.1%</b>	<b>14.1%</b>	<b>64</b>

The detailed performance is presented in Annex 5.

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.

## 4.0 FINANCIAL PERFORMANCE OF THE SECTOR

### 4.1 Analysis of budget allocations to the sector over a six-year period

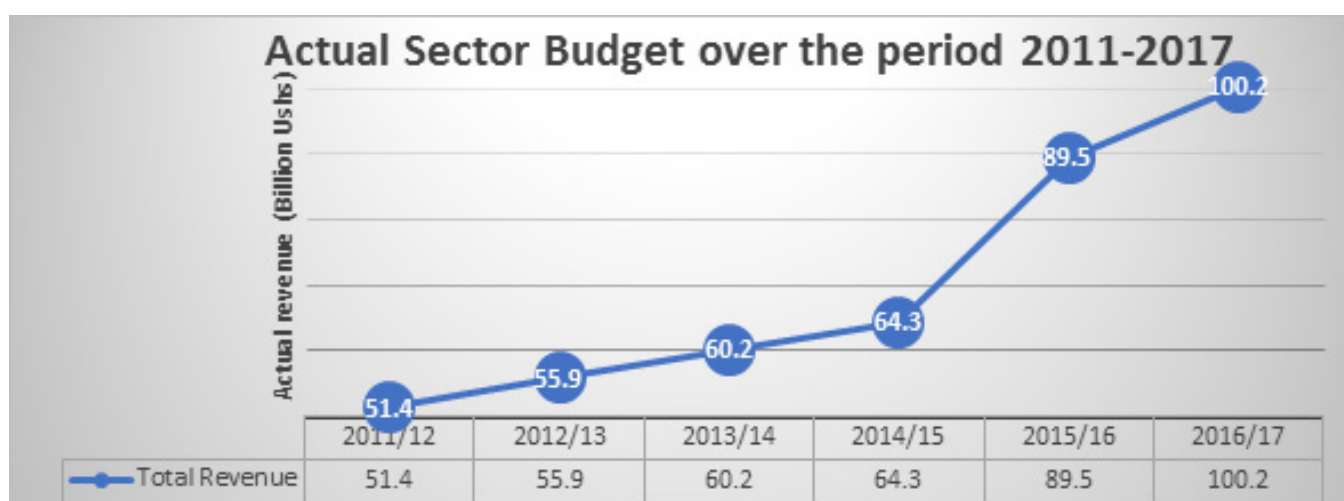
This section highlights trends and state of tourism sector financing since the FY 2011/12 when the Ministry of Tourism, Wildlife and Antiquities became fully operational following its creation. Over time, the sector budget has increased with the combined funding (both GoU and Appropriation in Aid-AIA) nearly doubling from UGX 51 billion in FY 2011/12 to UGX 100 billion in FY 2016/17. The allocation from GoU to the sector (Mainly through MTWA and UTB) increased from UGX 12.8 billion to UGX 29.2 billion while the Non Tax Revenue (Appropriation in Aid) collections increased from UGX 38.6 to 71 billion over the same period as indicated in Table 4 below.

**Table 3: Overall budget of the tourism sector FY 2011/12 - FY 2016/17**

Institution	Actual					
	2011/12	2012/13	2013/14	2014/15	2015/16	2016/17
MTWA	10.87	10.10	12.413	11.85	16.45	20.01
UTB	1.88	1.39	2.482	6.40	11.29	9.21
Sub-total (GOU)	12.75	11.49	14.895	18.25	27.74	29.22
UWA	36.00	40.45	41.82	42.66	57.92	66.14
UWEC	1.50	2.79	2.119	2.04	2.71	3.21
HTTI	0.90	1.04	1.191	1.07	0.86	1.37
UWRTI	0.20	0.10	0.125	0.27	0.26	0.29
Sub-total (NTR)	38.6	44.38	45.255	46.04	61.75	71.01
<b>TOTAL</b>	<b>51.35</b>	<b>55.87</b>	<b>60.15</b>	<b>64.28</b>	<b>89.49</b>	<b>100.24</b>

**Source:** Vote 022 Ministerial Policy Statements and Annual Performance Reports for the period 2011-2016.

Although the GOU allocation to the sector is still a very small proportion of the National budget (averaging at about 0.13% over the 6 year period), the trend in sector resources reflects undisputable commitment of the Government towards the development of the Tourism sector. The total allocations to the sector are graphically presented below.



## 4.2 Budget performance for the Financial Year 2016/17

In the FY 2016/17, the overall approved sector budget was UGX 96.5 billion comprising UGX 29.24 billion (30.3%)<sup>1</sup> on-budget and UGX 67.3 billion (69.7%) off-budget. Overall, the sector realized 101.6 billion during the financial year translating into 105.3 percent performance in terms of realization of the approved budget. The overall over performance is largely attributed to the supplementary development budget amounting to UGX 5.5 billion that was received by MTWA for construction works at Namugongo Martyrs Shrine ahead of the 2017 Uganda martyrs day celebrations. The other major contributor was UWA's collections from charges on Protected Area entry and recreation activities which superseded the target by UGX 6.39 billion. Compared to FY 2015/16, the overall realized financial resources increased by 12 percent from UGX 89.5 billion to UGX 100.2 billion).

**Table 4: Budget performance FY 2016/17**

Institution	Approved	Actual	%age Performance
MTWA	17.43	20.01	115%
UTB	11.81	9.21	78%
UWA	62.74	66.14	105%
UWEC	2.95	3.21	109%
HTTI	1.38	1.37	99.9%
UWRTI	0.21	0.29	138%
<b>TOTAL</b>	<b>96.52</b>	<b>100.24</b>	<b>104%</b>

While there was a supplementary budget to MTWA and over performance in revenue collections by some Agencies, the released GoU funds under the recurrent budget were less than the approved quarterly requirements for both MTWA and UTB. This was experienced for all the quarters in the financial year and as a result, the implementation of a number of activities was negatively affected. Specifically, only 70.6 percent and 79 percent of the non-wage recurrent budget was released by the end of the financial year for MTWA and UTB respectively. This low release affected a number of the recurrent activities especially in the areas of tourism promotion, operationalization of the quality assurance framework, cultural heritage conservation, support supervision and operations of the training institutions of Uganda Hotel & Tourism Training Institute (UHTTI) and Uganda Wildlife Research & Training Institute (UWRTI).

Compared to FY 2015/16, there was improved budget performance for the sector MDAs in terms of approved budget vis-à-vis actual revenue for FY 2016/17. In FY 2015/16, MTWA, UWA, UHTTI, and UWRTI realized 84 percent, 92 percent, 58 percent and 32 percent of their approved budgets respectively.

The summaries of expenditure and revenue source for the various sector MDA during the financial year 2016/17 are presented in tables 5 – 16 below.

The summary of expenditure is indicated above.

<sup>1</sup> 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

**Table 5: Financial performance of Ministry of Tourism Wildlife and Antiquities FY 2016/17**

	Approved budget (Bn UShs)	Supplementary	Released (Bn UShs)	Spent (Bn UShs)	Budget Released	Releases spent
Wage	1.783		1.783	1.576	100.0%	88.4.0%
Non-wage recurrent	9.872		6.965	6.808	70.6%	97.8%
Development	5.774	5.583	11.261	11.261	195.0%	100.0%
<b>Grand Total</b>	<b>19.401</b>	<b>5.583</b>	<b>20.009</b>	<b>19.645</b>	<b>114.8%</b>	<b>98.2%</b>

As indicated above, the Ministry received a supplementary development budget of UGX 5.583 billion for construction works at Namugongo Martyrs Shrine ahead of the 2017 Uganda martyrs day celebrations. On the other hand, only 70.6 percent non-wage recurrent budget was released and this affected a number of the recurrent activities especially in the areas of tourism promotion, operationalization of the quality assurance framework, cultural heritage conservation, support supervision and operations of the training institutions of Uganda Hotel & Tourism Training Institute (UHTTI) and Uganda Wildlife Research & Training Institute (UWRTI).

**Table 6: Financial performance Uganda Tourism Board FY 2016/17**

	Approved budget (Bn UShs)	Released (Bn UShs)	Spent (Bn UShs)	Budget Released	Releases spent
Wage	1.855	1.855	1.489	100.0%	80.3%
Non-wage recurrent	8.905	7.044	6.828	79.1%	96.9%
Development	0.553	0.190	0.167	34.4%	87.9%
Appropriation in Aid (AIA)	0.500	0.125	0.083	25.0%	66.5%
<b>Grand Total</b>	<b>11.813</b>	<b>9.214</b>	<b>8.567</b>	<b>78.0%</b>	<b>93.0%</b>

Table 6 presents the budget performance and it is revealed that UTB received 78 percent of the total budget. A number of tourism promotion and quality assurance activities were affected by the low release on non-wage recurrent budget.

**Table 7: Source of Revenue for Uganda Wildlife Authority FY 2016/17**

Description of revenue source	Approved Budget	Actual	Performance
PA Entry & Recreation Activities	51,093,025,721	57,456,597,967	112.5%
Concession Income	2,316,067,376	3,501,147,807	151.2%
Other Internally Generated Income	4,037,086,943	3,546,501,035	87.8%
Government Subvention & Donors	5,297,445,015	2,467,014,538	46.6%
<b>Grand Total</b>	<b>62,743,625,055</b>	<b>66,971,261,347</b>	<b>106.7%</b>

Uganda Wildlife Authority surpassed the projected revenue collections by 6.7 percent. The major contributor was collections from charges on Protected Area entry and recreation activities where UGX 57.5 billion was realized against the target of UGX 51 billion.

**Table 8: Source of Revenue for Uganda Wildlife Conservation Education Centre FY 2016/17**

Description	Approved Budget	Actual	Performance
Gate charges	2,279,717,000	2,152,640,000	94.4%
GoU grants- Recurrent	100,000,000	100,000,000	100.0%
GoU grants-Capital	620,000,000	620,000,000	100.0%
Other Revenues	780,000,000	951,570,000	122.0%
Balances brought forward	58,950,000	103,961,000	176.4%
<b>TOTAL</b>	<b>3,838,667,000</b>	<b>3,928,171,000</b>	<b>102.3%</b>

Overall gate collections were less by 5.6% from the approved budget and over 100% performance in other revenue sources was realized. The GoU Capital grant to Uganda Wildlife Conservation Education Centre was used to complete the first floor of the floating restaurant, acquire two double cabins, undertake feasibility studies for two satellite center sites and repairs on critical old animal enclosures at the centre.

**Table 9: Source of Revenue for Uganda Hotel and Tourism Training Institute FY 2016/17**

Description	Approved Budget	Actual	Performance
GoU grants- Recurrent	900,000,000	796,713,575	88.5%
Training services/fees	938,461,298	885,660,884	94.4%
Hotel Income	440,467,654	491,908,140	111.7%
<b>TOTAL</b>	<b>2,278,928,952</b>	<b>2,174,282,599</b>	<b>95.4%</b>

The budget of Uganda Hotel and Tourism Training Institute was largely affected by underperformance of GoU grants for wage and operations support. This was due to underperformance of the Ministry's non-wage recurrent budget where only 70.6 percent was released.

**Table 10: Source of Revenue for Uganda Wildlife Research and Training Institute FY 2016/17**

Description	Approved Budget	Actual	Performance
GoU grants- Recurrent	637,000,000	549,000,000	86.2%
GoU grants-Development	175,000,000	175,000,000	100.0%
Training Services-fees	208,000,000	292,482,600	140.6%
<b>TOTAL</b>	<b>1,020,000,000</b>	<b>1,016,482,600</b>	<b>99.7%</b>

For Uganda Wildlife Research and Training Institute, only 86.2% of the approved budget was received under the category of GoU grants for wage and operations support. This was also due to underperformance of the Ministry's non-wage recurrent budget where only 70.6 percent was released.

## 5.0 PROGRESS ON RECOMMENDED ACTIONS FROM THE 7<sup>TH</sup> TOURISM SECTOR REVIEW CONFERENCE

During the 7th Tourism Sector Review Conference that was held in October 2016, a number of recommendations were made in the Key Result Areas of; Tourism Marketing and Promotion, Natural and Cultural Heritage Conservation and Tourism Management and Regulation. The sector MDAs incorporated these recommendations in their operational plans for the FY 2016/17. The targets were achieved on 33 percent of these actions while progress was registered on 40 percent of the actions. The progress and remarks on the implementation of the difference actions are reflected below:

### A) Tourism Marketing and Promotion

#	Issue	Recommended Action	Progress	Rating	Resp.	Remarks
1	Poor branding of the airport using MTN logos. This contradicts the national brand of "Pearl of Africa" and/or "Gifted by Nature"	Re-brand Entebbe International Airport with the national brand.	<ul style="list-style-type: none"> <li>■ Branding is ongoing at the Airport with VIP area at Airport already branded with framed photos and electronic images already running on well-positioned screens.</li> <li>■ Branding at the air side and bridge is in progress with the art-work already developed.</li> <li>■ Additionally, UTB established an information point at arrivals area to provide easy and quick access to tourism information.</li> </ul>	Ongoing	UTB	■ Branding at the air side and bridge will be completed by end of year 2017.
2	The single tourism visa has not benefited Uganda. Most benefits may be accruing to Kenya and Rwanda	Evaluate performance and benefits of single tourism visa to Uganda	A brief evaluation conducted and findings indicate that the visitors using the single tourism visa have reduced over time.	Achieved	MTWA	In order to mitigate the losses due to the single visa, Uganda's Visa fees have been re-instated to USD 50.
3	Tourism sector not mainstreamed and prioritized in other government sectoral plans. Poor coordination of wildlife conservation and tourism programmes across government and non-state actors	Proactively engage other MDAs to prioritize tourism in their sectoral plans	<p>The key sectors such as Works Transport, Gender and Social Development, Energy and Mineral development, Water &amp; Environment, Local governments among others have included Tourism support initiatives in their plans.</p> <ul style="list-style-type: none"> <li>- MoW&amp;T and UNRA have given priority to tourism roads.</li> <li>- Emphasis has been put on incorporation of Tourist stopovers in road designs for high-ways.</li> <li>- Parliament has reiterated the need to consider tourism a cross-cutting issue.</li> </ul>	Ongoing	MTWA	The Ministry will ensure continuous engagement and appreciation of tourism by all MDAs.
4	Poor documentation, profiling and promotion of tourism sites in LGs	Support LGs to document, profile and promote tourist sites	<p>Profiling of Cultural heritage sites has been done and so far 750 sites have been identified.</p> <p>LGs such as Jinja and Kalangala and the 13 Tourism Clusters were supported to identify, develop and promote their tourism sites and products.</p>	Achieved	MTWA, UTB	Support to LGs is still limited due to inadequate resources to recruit Tourism Officers at all DLGs

## B) Natural and cultural heritage conservation and promotion

#	Issue	Recommended Action	Progress	Rating	Resp.	Remarks
5	Increased focus on single species conservation. There is no guarantee that all species will be conserved under this approach given that non-target species are more vulnerable to climate change impacts	Ecosystem/landscape approach should be applied in conservation	Focus is put on all protected areas and during the FY, a total of 1276.79kms of boundaries were maintained and more markers planted/installed to protect boundary integrity.  Interventions were undertaken to protect/restore ecosystems including translocation of animals, uprooting evasive plant species, etc. The focus is generally put on conserving all species.	Achieved	UWA, MTWA	
6	Protected Areas management is outsmarted by poachers and traffickers who use more sophisticated technology	Increase application of modern technology .eg. SMART, WILDLEO, Drones	During the FY, aerial surveillance was undertaken to identify hot spots for poaching/ other illegal activities, ascertain large mammal distribution, check boundary lines for any encroachment and identify areas for future deployment of rangers on patrols in the PAs. The aerial surveillance revealed that illegal grazing, illegal fishing and charcoal burning as the most noticed illegal activities. UWA has laid strategies for combating the identified illegal activities. Efforts are being made to acquire more drones and helicopters.	Ongoing	UWA, MTWA	During the budget process FY2017/18, MTWA and UWA presented to MoFPED and Parliament the need to acquire more drones and helicopters. This however remains an unfunded priority of the sector.
7	Communities adjacent to Protected Areas are sometimes anti-conservation due to limited benefits they receive	Increase benefits to PA adjacent communities	■In FY 2017/18, PAs (QENP, MFNP, BINP & MGNP) disbursed funds worth 4.18 billion to the neighboring communities.	Achieved	UWA, MTWA	The Uganda Wildlife Act Cap 200 provides for 20% of all wildlife Protected Area entry fee collections to flow directly to the communities in the frontline sub-counties. Therefore the revenue sharing funds depend on the Protected Area entry fee collections in a given period.

#	Issue	Recommended Action	Progress	Rating	Resp.	Remarks
			<ul style="list-style-type: none"> <li>■ 56 community initiatives were supported (financial, technical) in MFNP, RMNP, QENP, KVNP and KNP that included tree planting, rice growing, energy saving stoves, chill growing, bee keeping among others.</li> <li>■ KNP provided free scholarships to 60 students from disadvantaged families in 14 schools surrounding the PA for secondary and higher institutions of learning.</li> <li>■ During the year, resources valued at 1.67 billion were extracted and used by communities from PAs (QENP, MFNP, BINP, LMNP and TSWR).</li> <li>■ More sensitization was conducted on the benefits of PAs.</li> </ul>			
8	Increased encroachment of protected areas that has led degradation and decline in wildlife populations.	Evict illegal encroachers; Compensate legal land occupants in parks	<p>There were no evictions and compensations during the FY. However, efforts were made to achieve mindset change and mitigate/avoid future encroachment.</p> <p>Conservation education and awareness was conducted reaching out to over 13,013 people from different villages along PAs and 437 schools and community groups. This was in addition to 29 radio talk shows that were conducted.</p> <p>The local communities around the PAs were empowered to implement community based mitigation measures.</p>	Not assessed	UWA, MTWA	Some of the formerly encroached areas are recovering. For example, PUWR areas of Lomorunyangai, Nakayot, Kukumai and Loporokocho were noticed to be either recovering or were naturally fully recovered.

#	Issue	Recommended Action	Progress	Rating	Resp.	Remarks
8			<p>822 Community wildlife scouts in MFNP and 60 communities in Garamba were trained in bee-keeping and facilitated to make local hives (45) as PAC tool and 5 groups in KVCA were trained on PAC mitigation measures. In BINP neighbouring communities were supported to plant 15 new acres of tea and maintain tea gardens adjacent to the park and facilitated HuGo group. 30 Households around KNP adapted to growing of unpalatable crops and beekeeping. 11 parishes around MFNP were supported to plant 5 chilli nursery beds for each community and 128 community members trained in chill harvesting</p> <p>Following the boundary reopening exercise in MENP, encroachment was successfully prevented. A joint security effort prevented an attempt to encroach on approximately 300 hectares of land in areas of Nataba, Bumulegi, Zesui, Namatyale, Masaba and Bukalase in MENP.</p>			
9	<p>Climate change may greatly impact tourism sector, yet the Ministry doing so little to ensure wildlife is not affected.</p> <p>Wildlife is sensitive to increased variations in global and local temperatures and this affects wildlife based tourism</p>	Undertake a study on the impact of climate change on wildlife resources	N/A	Not assessed	UWA, MTWA	

#	Issue	Recommended Action	Progress	Rating	Resp.	Remarks
10	Increased destruction of private forests which are also wildlife habitats	Provide incentives to private forest land owners to conserve forests as wildlife habitats	<p>Although the Ministry has not given direct incentives, communities and individuals have been encouraged to conserve forests for eco-tourism which adds on the benefits.</p> <p>On the other hand, the National Forestry Authority is in the process of leasing away degraded land in Forest Reserves to Private individuals to grow trees. This is expected to improve forest coverage and responsible use of forest resources.</p>	Ongoing	MTWA	The mandate of private forest development lies with the Water and Environment Sector.

### C) Tourism Management and Regulation

#	Issue	Recommended Action	Progress	Rating	Resp.	Remarks
11	High taxes on tourism services. This increases operational costs pushing prices of accommodation higher	Review taxes on tourism services	<p>MTWA prepared and submitted to MoFPED a paper on concerns, issues and proposals on Tourism tax and incentive structure. Government through MoFPED is undertaking a policy review of the Tourism Tax and incentive structure to avoid double taxation on both tourism packages and along the tourism value chain.</p> <p>However, during the discussions of Budget FY 2017/18, Parliament rejected granting any exemptions or further concessions to Tourism sector on grounds that it enjoys enough benefits under the law (VAT Act).</p>	Achieved	MTWA	Although the process of reviewing taxes on tourism services is not yet complete, MTWA has played its part and does not directly control the remaining steps.
12	Government utilization of information generated by CSOs is limited	CSOs to prepare policy briefs from research findings; Organize research to policy dialogues for increased uptake/utilization of research findings	N/A	Not assessed	CSOs, MTWA	

#	Issue	Recommended Action	Progress	Rating	Resp.	Remarks
	and this risks causing ill-informed policy decisions					
13	Low level of awareness on importance of tourism for Local Economic Development hence low prioritization of funding activities. LGs are not fully engaged in tourism planning and development	Support LGs in tourism planning and development as well as capacity development	During the FY, LGs such as Jinja and Kalangala and the 13 Tourism Clusters were supported to identify, develop and promote their tourism sites and products.  Information was given and experience shared on Tourism development during the LG consultative meetings held in September 2017.  The major days and events in the sector are now held in regions and districts away from Kampala. This is aimed at involving DLGs in various tourism promotion and heritage resources conservation activities.	Ongoing	MTWA, UTB	Support to LGs is still limited due to inadequate resources to recruit Tourism Officers at DLGs and to undertake activities at DLG level.
14	Retooling and operationalization of the commercial services and Local Economic Development department in LoGs. The new department may remain redundant in LoGs if not provided technical and logistical support	Local governments should implement the approved structures;  MTWA should provide operational offices, equipment and sector support grant	Some LGs including Jinja district have recruited a Tourism Officer. Others such as Kyegegwa district have advertised the post and are in the process of recruiting. However, most districts have not recruited due to wage ceiling limitations.	Ongoing	MTWA	The Ministry will continue to request for more resources to enable the conditional transfers to DLGs for Tourism development.

## 6.0 PHYSICAL PERFORMANCE OF SECTOR INSTITUTIONS FY 2016/17

### 6.1 Highlights of physical performance as per the Key Results Areas

#### 6.1.1 Policies, regulations and governance

A number of achievements were registered during the financial year in the areas of policies, regulations and governance. During the financial year, the Wildlife Act Cap 200 was successfully reviewed and a Bill approved. The Bill now before Parliament proposes higher penalties for wildlife crimes like poaching and illegal ivory trade, addresses human wildlife conflict issues, enhances community participation in conservation and harmonizes conservation with other sectors of the economy. The Bill once enacted will ensure that Uganda is no longer used as a source or transit for illegal trade in wildlife species and specimens.

The Ministry also tabled the Principles for Museums and Monuments Bill, to sustainably utilize Uganda's cultural heritage to its full potential for tourism development. The new Bill will repeal the Historical Monuments Act 1967.

During the financial year, sector stakeholders were engaged on various fora including Sector Working Group meetings, the 7th Annual Tourism Sector Review Conference, Presidential Investors Round Table (PIRT), Annual wildlife conservation stakeholders' forum, Regional Tourism Clusters and Technical committees among others. During the engagements, a number of issues affecting the tourism sector were discussed including tourism promotion and marketing, the tourist taxes and incentives structure.

Through CEDP, the Ministry completed an audit of the Tourism Information Management System (TIMS) and has now embarked on its operationalization. Additionally, the MICE Policy and Strategy were developed for onward submission to Cabinet. The strategy provides for the establishment of the MICE Bureau which will be key in coordination of interventions to further develop and promote the MICE industry.

The Boards for UTB, UWEC, UHTTI and UWRTI were appointed and inaugurated and this will further improve strategic guidance and management of the sector.

As part of automating revenue collection, UWA introduced the Point of Sale (POS) machines to all gates as an alternative revenue collection system. The Barclays and Stanbic POS machines accept both Uganda Shillings and United States Dollars. The cards used on these POS machines are; Visa cards, American express card, and master cards. The cost of using the card is borne by the card user.

Uganda Tourism Board spearheaded the training of Immigration Officers in best practices of immigration data collection to improve on the quality and effectiveness of collecting tourism statistics from visitors.

The Ministry continued to carry out its oversight role through inspections and monitoring of tourists areas and tourist facilities. Also Government through UWA continued to undertake inspection of various shipments of Wildlife, and trophies at Entebbe International Airport to assess compliance with the wildlife Act, IATA standards and other relevant laws. For the oil and other developments in the PAs, field inspection of the restored sites within MFPN was done during the year and 6 wells including Jobi 3/6, Jobi 4, Jobi 5, Mpyo 1, Bbigeri 1 and Rii1 were signed off while the 3 wells of Jobi East 2, 6 and Mpyo 2 were rejected because they were not yet fully recovered. Remedial works are being done by TOTAL E&P to address the issues while the signed off wells were handed back to UWA.

## 6.1.2 Promotion and Marketing

Throughout the financial year, domestic tourism was emphasized by encouraging Ugandans to visit and experience the beauty of their own country through a campaign called Tulambule (let's explore). The campaign was conducted in all regions of the country with emphasis on all the ten (10) national parks and has been used to showcase Uganda's tourism products to the domestic market. That aside, Uganda hosted the first Africa Birding Expo in Entebbe in November 2016 in which great potential was showcased especially given that the country boasts of 1,063 species which constitute 11% of the global population of bird species. Domestically, the media houses are beginning to appreciate the importance of tourism and the sector features in media almost on daily basis.

For the second time, Uganda hosted the Pearl of Africa Tourism Expo (POATE) in February 2017 which had over 100 international buyers, of which 68 undertook familiarization trips across the country. During this expo all the regional tourism cluster exhibited their culture in addition to the exhibits presented by the hoteliers, tour operator's e.t.c. Additionally, Miss Tourism has now been aligned with the activities of regional tourism clusters to strengthen ownership, participation and encourage competition. More importantly, Miss Tourism Competitions are now being spearheaded by the private sector. MFNP hosted the annual sport fishing event that attracted over 60 Foreign Residents for the event and well-wishers.

Uganda Tourism Board carried out a number of other domestic marketing-activities including Kampala adventure cycling, World Tourism Day 2016, placing signage at strategic tourism sites, and activities for Buganda, Busoga, Eastern Entrepreneurship & Tourism Network (EETN) and Kigezi clusters. The Agency undertook media interviews and releases and shooting of the Civil Aviation Authority promotion videos. It procured and distributed 5,000 branded promotional materials including pens, flash disks, coffee, and business card holders. It further undertook media training in Lango, Acholi, Busoga and Mbarara and continued with engagement of cluster members in Lango, Acholi and Busoga.

On the other hand, with support from CEDP, Uganda Wildlife Authority procured 5 fifty two (52) seater domestic tour buses and 3 forty five seater motorized boats (launches). All these and other initiatives are aimed at promoting Uganda's Tourism and increasing international tourist expenditure.

Uganda Wildlife Conservation Education Centre undertook aggressive marketing and registered increase in intensity of media campaigns compared to the previous financial year with 24 percent increase for radio, 52 percent for television and 15 percent for print. UWEC featured her education and tourist programs on Bukedde television for 6 months in Uganda Ekuula program, New Vision Online Television, Segments on Delta Television, NTV among others. The campaigns targeted the domestic tourism market.

UWEC further received four international film crews; Burning Films Production, Offspring Films, Dutch and Asanhi-Japanese Television in addition to 375 individual travelers (recorded video photography) productions. This was in addition to the familiarization trips conducted for 148 tour operators and agents with the aim of showcasing UWEC products as a window on Uganda. A total of 83 bookings for familiarization trips at UWEC were recorded in 2016/17 compared to 48 bookings in 2015/16 translating into 73 percent increase. There was further 158 percent increase in bloggers and journalist engagement which projected UWEC as a popular family and corporate destination in Uganda. All these and other developments are very important for Uganda's exposure to the regional and global tourist.

**Social media marketing:** In the last year UTB registered increased presence on social media, increasing followers on twitter by almost 100% from 6,000 to 11,000 followers. UTB twitter account was also named among the top fifty tourism board twitter accounts in the world with the only other African country being South Africa. In a similar manner, UWEC registered an increase on her social media followers from 2,500 to 7,600 on Facebook, 450 to 1,056 followers on twitter. These and related developments have increasingly become important due to changing global travel trends, with more tourists accessing information and making decisions to travel based on information from social media sites.

**Faith based tourism:** The Government in partnership with the different faith institutions made great progress in promoting faith tourism. One key event was the Martyrs Days Celebrations 2017 in which an increment of over one million pilgrims was registered (across all three religious religions). The event attracted 6,605 international pilgrims. UWEC received a total of 890 visitors that had a pre-or post-Martyrs Day celebrations visit to hence increasing the Centre's earning from the activity.

**International marketing and PR firms:** In May 2016, Government hired three public relations firms to promote Uganda in key tourist source markets of UK and Ireland, German-speaking Europe, and North America. Through this engagement, Uganda received over 12 groups of media personalities to provide coverage for the country. Uganda's tourist attractions also featured on the public screen at some of the busiest streets such as at New York Street and Trafalgar square, London where 330,000 people pass through daily, and 11 top media houses in UK covered it in their various media platforms. The London footages were viewed by over 500,000 people on social media. This engagement has started to yield tangible results and at an outcome level, the numbers of leisure visitors from those markets have increased, for example the number of visitors from the American market increased by 17% in 2016. PR firms were also active in engaging top travel sellers during travel markets and roadshows. During the year, the North American group met 300 North American tour operators and travel agents.

During the financial year, Uganda was showcased through International marketing-UNAA and PHG engagements USA, BBWF London, JTMC meetings and WTM London, MATKA travel Fair Indaba, FITUR, Akwaaba expo Nigeria and other regional events including Kwiti Izina, Magical Kenya, JTMC Meeting East African Legislative Assembly. This has exposed Uganda's tourism attractions to the international trade. In addition, Uganda participated in Magical Kenya and Kwiti Izina as signature events of the regional tourism boards under the JTMC. This is expected to result into greater business and increased tourism revenues and arrivals.

### **6.1.3 Conservation and sustainable utilization of wildlife resources**

With regard to conservation of wildlife resources, many initiatives have been carried out including boundary maintenance of national parks to mitigate human-wildlife conflict, establishment of a canine unit at the Uganda Wildlife Authority to combat poaching and illegal wildlife trade, continuous community engagement through provision of technical, financial and scholarly support to disadvantaged families living around the national parks, translocation of wildlife between national parks, as well as fighting against evasive species in national parks.

**Patrols and Intelligence Operations:** UWA conducted a total of 14,669 patrols in Protected Areas to combat illegal wildlife activities. Suspects totaling to 733 were arrested in Protected Areas and around Kampala and 548 successfully prosecuted for engaging in various illegal activities ranging from poaching, illegal grazing and being in possession of poaching tools. This was in addition to the 56 security meetings that were held with other security agencies to ensure security in and around the CAs in order to address cases of illegal guns within the communities. Twenty nine (29) joint intelligence and investigations led operations with Police, Army and Natural Resource Conservation Network (NRCO) were conducted leading to the arrest of suspects, wildlife products and poaching tools. 438 suspects were apprehended, 11 guns (AK47), 285 ammunitions and 2,629 assorted poaching tools recovered, various wildlife products and species of wildlife including 1,795.5 Kilograms of Raw ivory, 739 grams of assorted ivory confiscated from the Airport, 212 kgs of hippo teeth, 18 Live pangolins, 62 Live Tortoises, 998.5kgs of Pangolin Scales, 469kgs of bush meat, 80 assorted horns of antelopes and skins, one Chimpanzee, 10 skins of carvel cats and one cheetah skin.

A Canine Unit was established in UWA with facilities constructed at UWEC (Ranger accommodation and cannels) and a Canine Section deployed at the Airport. This was to enhance detection of ivory at ports and border posts. With this development, the handlers have made great strides in curbing illegal wildlife trade alongside other security forces who work hand in hand with the canine and intelligence team to ensure zero tolerance of illegal wildlife trade. Notable achievements were recorded as so many suspects were arrested at the airport with wildlife items especially in worked form. Of the 82 suspects arrested in illegal possession of wildlife specimens, 33 were cautioned by Police and released, while 19 suspects were detained and 12 produced before the Chief Magistrate Court.

**PA boundary management:** All Protected Areas (PAs) worked towards maintaining their boundaries. A total of 1277 kms of boundaries were maintained and 40 pillars erected /planted in MFNP while 17 kms were planted with live markers in MGNP. In MENP, 137 km of the park boundary were planted with live markers of *Pinus patula* and *Eucalyptus grandis* in the 22 parishes and boundary management committees were formed and operationalized in all the 22 parishes. On the other hand, aerial surveillance was undertaken to identify hot spots for poaching/other illegal activities, ascertain large mammal distribution, check boundary lines for any encroachment and identify areas for future deployment of rangers on patrols in the PAs. For Pian Upe Wildlife Reserve (PUWR), the aerial surveillance report indicated that the formerly encroached areas of Lomoronyangai, Nakayot, Kukumai and Loporokocho were either recovering or naturally fully recovered. The surveillance further confirmed illegal grazing, illegal fishing (QEPA) and charcoal burning as the most noticed illegal activities that affected the Protected Areas and UWA has laid strategies for combating them.

**Boundary re-opening and maintenance in MECA:** As a result of the persistent boundary and operational conflicts with some of the PA neighbouring communities, Government directed to have the boundaries of Mt. Elgon re-opened by the Ministry of Lands, Housing and Urban Development (MLHUD). UWA undertook sensitization and marking of the boundary and a total of 163km of MENP boundary was surveyed and re-opened successfully. A total of 200 concrete pillars were installed in Bududa district while another 6km boundary was planted with live markers in Matheniko Bokora Wildlife Reserve (MBWR). Following the boundary reopening exercise in MENP, continuous efforts are done to prevent fresh encroachment with the first being the successful joint security efforts that prevented an attempt to encroach on approximately 300 hectares of land in areas of Nataba, Bumulegi, Zesui, Namatyale, Masaba and Bukalase in MENP.

**Wildlife diseases and prevalence management and control:** The veterinary unit at UWA carried out disease surveillance in MFNP and Kidepo Valley Conservation Area to reduce the risks of disease and Pathogen transmission. It is important to note that more than 70% of emerging pandemic diseases originate from wildlife and some diseases such as hemorrhagic fevers and anthrax have a very high zoonotic potential and can cause devastating effects on human, livestock and wildlife populations. Uganda Wildlife Authority has put emphasis and attention is being given to active and passive surveillance in wildlife and livestock to quickly detect these diseases. During the financial year, Blood samples were taken from Murchison falls national Park and Kidepo Valley National Park for analysis at the National Animal disease diagnostic and Epidemiological Centre (NADDEC) for various known and unknown diseases.

**Ecological Monitoring and Research:** Populations and distributions of key wildlife species were monitored to ensure a health ecological system. Animal surveys were conducted in Katonga WR, LMNP and its surrounding ranches. Additionally, 8 research activities were monitored including Lion, Mongoose research projects in Mweya areas and anthrax research studies in QENP, chimpanzee research projects in Ngongo and research on Human Elephant Conflicts in KNP and research on distribution of small mammals in KatongaWR. Data was collected from land, marine and aerial patrols (MIST) and analyzed in all PAs and the research MIST database was updated with 108 books in the Library database.

**Human wildlife conflicts:** Several cases of problem animals from PAs and around Kampala were reported. Most of the cases included problem crocodile, buffalos, elephants and leopards. The UWA problem animal management team responded to 1,556 out of 1,622 reported cases in PAs and other areas and a lot of effort was done to save communities from Wildlife attacks and injuries. Various methods were employed including scare shooting, planting of non-palatable crops along the PA boundaries (especially in KNP, KVCA, SNP, RMNP and MFNP), training and facilitating community scouts among others.

The local communities around the PAs were empowered to implement community based mitigation measures. 822 Community wildlife scouts in MFNP, 60 communities in Garamba were trained in bee-keeping and facilitated to make local hives (45) as PAC tool and 5 groups in KVCA were trained on PAC mitigation measures. In BINP neighbouring communities were supported to plant 15 new acres of tea and maintain tea gardens adjacent to the park and facilitated HuGo group. 30 Households around KNP adapted to growing of unpalatable crops and beekeeping. 11 parishes around MFNP were supported to plant 5 chilli nursery beds for each community and 128 community members trained in chill harvesting.

As an alternative intervention to crocodile capture, translocation and community awareness strategy, UWA introduced construction of safe water collection cages to minimize crocodile attacks on children and women when collecting water for domestic use. 2 crocodile cages were constructed in Lwanika, Mayuge district and another in Namulunda landing site in Namayingo district.

In a bid to avoid human wildlife conflict caused by animals crossing from the PAs to communities, a total of 184.62kms of problem animal control trenches were maintained in QENP, RMNP, SNP, KNP and TSWR and 7.5 km new trenches excavated in QENP, RMNP and MFNP. On the other hand, 21 km of Mauritius thorn hedge were planted and 101.1km maintained in BINP, SNP and RMNP along the boundary to control Elephants from moving out of the PAs.

**Community Conservation education and awareness:** Over 1,195 community awareness meetings were held to disseminate conservation education and awareness messages in different areas around the PAs with MFNP reaching out to over 13,013 people from different villages along park. 437 schools and community groups participated in var-

ious conservation programs while 109 schools benefited from outreach program. A total of 9,490 pupils/students were received and benefited from conservation awareness education in MFNP, MGNP. 29 radio talk shows were conducted in PAs of MFNP, BINP, QENP, RMNP, MECA, KVNP and TSWR and the discussions focused on human wild-life conflicts and poaching in the district. As a result of improved sensitization and law enforcement, denounced poaching was noted in QEPA and RMNP and the PAs are doing follow ups in order to receive all the tools that were being used during illegal activities.

**Revenue sharing, resource off take and support to communities:** Protected areas of QENP, MFNP, BINP and MGNP disbursed revenue sharing funds worth Ushs 4,175,080,789 to the neighbouring communities. Additionally, 56 community based group initiatives were supported in MFNP, RMNP, QENP, KVNP and KNP that included tree planting, rice growing, energy saving stoves, chill growing, bee keeping among others. The support ranged from Trainings to financial. KNP provided free scholarships to 60 students from disadvantaged families in 14 schools surrounding the PA for secondary and higher institutions of learning.

Resources valued at Ushs 1,667,162,595 were extracted and used by communities from PAs of QENP, MFNP, BINP, LMNP and TSWR. A total of 31 MoUs were signed with communities of MFNP, KNP, BINP, RMNP, QENP and Ajai and negotiations on resource use with 3 community groups in QENP commenced and 5 MoUs negotiated with the communities of Olali and Ayavu Parish in Ajai.

UWEC held 6 hands on conservation education programs (Gulu, Mbale, Kabale, Soroti, Mengo and Jinja) and formed 45 new wildlife clubs across the country in collaboration with the Wildlife Clubs of Uganda (WCU). These were aimed at inspiring positive conservation actions, awareness and responsible stewardship especially among young people and the communities.

#### **6.1.4 Tourism Infrastructure and product development**

Products are the very basis for the existence of tourism and it is recognized that Uganda has a lot of potential for improvement, and development of new tourism products. During the financial year, emphasis was put on the various forms of products and tourism support infrastructure. In an effort to establish a cable car in the Rwenzori, a pre-feasibility study report towards the introduction of a Cable car in the Mt. Rwenzori was produced and it recommends for detailed feasibility studies. The newly constructed Soroti museum was fenced and its compound landscaped while designs and BOQs for the rehabilitation of Mugaba palace were produced. In order to improve visitor experience at UWEC, the first floor of the pier restaurant was furnished and procurement for consultancy services to redevelop the Source of the Nile was conducted. The Agency further conducted feasibility studies to establish Regional Satellite Wildlife Conservation Education Centres in an effort to replicate the Entebbe zoo and extend conservation education to various regions. In addition, UWEC introduced the highly popular Behind-the-scenes experience at the Entebbe zoo which allows visitors to walk with an elephant, take on the python challenge, and feed the giraffes.

In partnership with Kisiizi Hospital, the ministry installed zip lines, improved the trails and constructed an information centre at Kisiizi Falls and UWA introduced hot air balloons at the Queen Elizabeth and Murchison Falls National Parks. Furthermore, UWA has modernised the Kabatooro gate at Queen Elizabeth National Park, constructed a ten-kilometre crater lake road, procured five buses and three modern tourist launch boats to enhance the tourist experience, as well as constructed a students' accommodation centre at Queen Elizabeth National Park and a visitor information centre at Bwindi Impenetrable National Park.

A total of 1,172.1kms of trail network were maintained in all PAs during the year. During the year still, MFNP launched the construction of the honey moon truck which is about 24km from the top of the falls to Rubongo road. The road which is rich in diversity of both animals and plant species existed in the 1960s but had regenerated. When completed, this will attract tourists in MFNP to the Southern Sector.

**Chimp and Gorilla habituation:** As a way of developing and improving tourism products, in KCA, two habituation assessment field visits were conducted in Buraiga to ascertain the chimp's readiness to commissioning. Mock tourism was done to complete the process of geo-reference the trail network and fruit trees, improve on tracking infrastructure and determine the vital statistics to establish trends to guide scheduling for commissioning of the group.

### 6.1.5 Cultural heritage conservation

The Ministry continues to maintain museums and heritage sites. During the financial year, the regional museums and sites of Kabale, Moroto, Wedelai, Barlonyo Kumi, Patiko, Nyero rock site, soroti, Uganda Museum were maintained and the artifacts conserved. Land titles were secured for the land for the proposed Fortportal museum and the cultural heritage sites under UNESCO reparations (Ntuusi, Bwogero, and Kasonko). This is also an effort towards the completion of the Nomination dossier for Bigo Bya Mugenyi, Ntusi, Bwogero and Mubende cultural heritage sites for enlisting on UNESCO world heritage list. Government undertook studies to establish the structural integrity of the Mugaba palace building and prepared the designs and BOQs for renovation of the entire palace to enhance its conservation. In addition, Government continued with the development of infrastructure at Namugongo Matrys shrines including the construction of sanitary facilities at Anglican, Catholic and Muslim sites.

The Ministry further undertook community sensitization and district engagements on the construction of a memorial monument at Kibwetere massacre and preservation of Bweyore capital site. This was in addition to the cultural heritage sites promotion that was conducted in Eastern and Central regions and the research that was conducted to enhance the storylines of Soroti and Moroto.

The construction of Soroti Museum was completed, fenced and its compound landscaped. The exhibition materials and display exhibits were mounted while the exhibition outlines were carried out for planned galleries.

### 6.1.6 Capacity building, Accommodation and hospitality registration and Coordination

**Training in Hospitality, Tourism and Wildlife management:** In an effort to improve the quality and competitiveness of labour force in Uganda's hospitality industry, Government reviewed and improved the national tourism and hospitality curriculum in consultation with the private sector. The curriculum was approved by the National Council for Higher Education during the financial year and international accreditation is being pursued and efforts are underway to partner with international tourism and hospitality institutions to achieve international recognition. Government has embarked on improving facilities of the Uganda Hotel and Tourism Training Institute to meet the required conditions for international accreditation. In line with this, feasibility studies for the redevelopment and upgrade of HTTI and a business model to reposition the Institute were conducted, reports submitted to the International Development Association (IDA) and approved.

In the FY 2016/17, a total 204 students were enrolled at Uganda Hotel and Tourism Training Institute and 124 students enrolled at Uganda Wildlife Research and Training Institute. Also these institutions registered over 95% student completion rates.

**Registration and quality assurance of tourism services:** During the financial year, UTB registered and inspected 1,156 accommodation facilities in Kampala, Jinja and Wakiso. Emphasis was also put on ensuring awareness on the minimal standards of operating an accommodation facility. This was in addition to the inventory exercise that was carried out that led to the identification of 122 classifiable accommodation facilities in the national parks. Out of these, a total of 25 accommodation facilities were inspected and classified by EAC certified Hotel Assessors in order to maintain internationally acceptable standards in accommodation facilities.

Training and sanitization was conducted for 99 Hotel staff drawn from hotels in Kampala, 91 owners and managers of accommodation facilities located in the National Parks, and 14 leaders from the 5 divisions of Kampala. This was in addition to the training that was conducted for 36 Inspectors from the 5 divisions of Kampala (Central, Nakawa, Kawempe, Rubaga, Makindye) and 99 district inspectors in Wakiso and Jinja who were trained and sensitized about the standards, regulations and the quality assurance programs of Uganda Tourism Board.

In regards to the Sector's capacity to undertake inspection, classification and grading of tourist facilities, training was conducted for 11 tour guides assessment committee members and a refresher training conducted for 13 assessors to ensure professionalism during inspection, classification and grading. This was in addition to the benchmarking that was made by UTB in Botswana.

## 6.1.6 Weakness and Challenges in activity implementation

### The sector encountered the following challenges during the FY 2016/17

1. Inadequate marketing, promotion and publicity of the country due to inadequate budgets and low staffing capacity. This was worsened by the low releases by MFPED especially for the non-wage recurrent budget which affected activity especially in the areas of skills development, marketing and promotion.
2. Low levels of product development to keep the tourists much longer and spend more.
3. Political instabilities within the neighbouring countries of South Sudan and DRC
4. Inadequate staffing and skills across the sector. This problem exists both in the private and public sector
5. Inadequacies in capacity for classification and grading of tourism facilities. Uganda has only 14 approved East African trained and certified assessors, this greatly delays progress in classification and grading of tourism facilities as it takes 2 assessors 3 days to complete assessment of one hotel facility. Some of the assessors are not government employees and therefore are not also able to engage in activities when scheduled. UTB intends to train more assessors in this financial year to remedy this problem.
6. 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 palace, Ntusi and Kasonko.
7. Cultural heritage conservation is limited by land conflicts. This has retarded the process of land titling for instance at Kakoro and Bigo bya Mugenyi not yet secured.
8. Lack of Management Plans for heritage sites and limited development and promotion of the Cultural heritage sites
9. Human Wildlife Conflicts: UWA has been overwhelmed by the intensity of problem animals from various parts of the country ranging from crocodiles in Lake Victoria and other water bodies, snakes in people's farms, monkeys in residential areas, elephants crop raiding, buffaloes and hippos outside PAs and several other reports. Human population growth and developments continue to impose significant pressure on Uganda's wildlife Protected Area system.

10. Poaching: Armed poaching especially in QENP, KVNP and MFNP remains a challenge. In most PAs poaching by communities has increased due to limited farming activities and food supplies. The pronouncement by the Acholi Paramount Chief that all stray elephants from Kidepo and Murchison Falls must be killed is a potential threat to conservation in northern Uganda.
11. Insecurity: Insecurity in Rwenzori region affected operations in RMNP and SNP. There was low visitations in the two PAs as most tourists cancelled their permits as a result of insecurity. This negatively affected tourism numbers and increased the cost of operations .
12. Wildfires: Wild fires have been rampant in most PAs despite the fire management mechanisms put in place including early burning, fire lines and breaks. Most parts of the PAs are very dry except areas where early burning was done exposing them to wildfires.
13. Invasive Species: A number of areas are clogged with invasive species such as *dichrostachys cineria* that require conscious effort to manage.
14. 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.
15. Weak linkages with the lower local governments in management and utilization of wildlife resources.
16. Escalation of illegal wildlife trade and trafficking: The demand for ivory and other illicit wildlife products is still huge globally. 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.

## 6.2 MDA-specific performance against targets

### 6.2.1 Ministry of Tourism, Wildlife and Antiquities

CODE	Output and Performance Indicator	Target	Actual Performance	Explanation for status
<b>60301</b>	<b>Policies, Strategies and Monitoring Services</b>			
1	Status of the Museums and Monuments Bill	Submitted to Cabinet	Principles for Museums and Monuments Bill tabled.	
2	Status of the Uganda Wildlife Bill, 2017	Submitted to Parliament	The Uganda Wildlife Bill 2017 was approved by Cabinet and submitted to Parliament.	
3	No. of inspections undertaken on wildlife protected areas on implementation of UWA activities	8	8	
4	Status of the National Action Plan for the Shoe Bill	Drawn	No progress	Affected by low release (non-wage recurrent budget)
5	National report of annual wildlife conservation stakeholder forum prepared;	Yes	Annual wildlife conservation stakeholders' forum held.	
6	No of Wildlife userrights holders trained in CITES implementation and other trade requirements;	50	No progress	Affected by low release (non-wage recurrent budget)
7	World Migratory Bird Day Celebrations organized.	Yes	No progress	Affected by low release (non-wage recurrent budget)
8	World Wildlife Day celebrations organized	Yes	Yes. Celebrations of the World Wildlife day 2017 were held in March 2017. Emphasis and priority were put on involvement of youth to maximize on the benefits of conservation education.	
<b>60303</b>	<b>Support to Tourism and Wildlife Associations</b>			
1	Number of Wildlife Clubs activated in Schools	8	8 The Ministry transferred funds to UWEC for reactivation of Wildlife Clubs in schools.	
2	Number of tourism clusters provided with technical support	8	8 Supported eight Tourism Clusters of Gantone, Kinkiinzi, North, North West, Buganda, Bunyoro, and Busoga to develop and promote their tourism products. Support supervision and monitoring conducted for eight ( 8) potential tourism projects including Pakwach, Kongai, Rubirizi, hoima Muremure Vent development in Kisoro) and Masindi agro tourism.	

CODE	Output and Performance Indicator	Target	Actual Performance	Explanation for status
3	No. of Wildlife use rights holders outside protected areas inspected	12	12  Twelve(12) Wildlife Use Right holders (Uganda Crocs, Ssesse Island Resort Beach, Lake Albert Safaris, S.S Breeding Farm, Hasena Breeding Farm and those licensee operating in Arua, Nwoya, Nakasongola, and Luwero districts inspected.	
<b>60304</b>	<b>Museums Services</b>			
1	Number of Exhibitions upgraded	4	4  Fortlugard, Kabale Museum, Sorot and Moroto exhibitions upgraded;	
2	Land title for Fortportal Museum acquired	Yes	Yes	
3	Status of upgrade of the Barlonyo Memorial site	Graves, monument and resource centre repaired	Graves, monument and resource centre repaired	
<b>60305</b>	<b>Capacity Building, Research and Coordination</b>			
1	Number of studies undertaken to inform tourism sector planning	4	4  Four studies [-Accommodation (Bed & Room occupancy) study conducted on accommodation facilities-Tourism statistics user satisfaction study-MICE (Meetings Incentives, Conferences and Events)- and the study on Tourism training institutions]. The studies have informed the establishment of the MICE Bureau.	
2	No of engagement meetings held with sector stakeholders to discuss issues affecting the tourism sector	4	4  Stakeholders engaged on various issues affecting the tourism sector including the tourist taxes and incentives structure.	
<b>60306</b>	<b>Tourism Investment, Promotion and Marketing</b>			
	Number of domestic events and fairs participated in	5	5  Domestic tourism promotion events held including Miss Tourism competitions 2016, World Tourism Day celebrations, International Museums day celebrations, and Martyrs day celebrations which was organized and held on 3rd June, 2017 in cooperation with stakeholders including Sector Agencies, MEMD, UNRA MoH, KCCA, Kiira Municipality, Security, MoIA, ISO, and the Private Sector	

CODE	Output and Performance Indicator	Target	Actual Performance	Explanation for status
1			<p>Launched a countrywide domestic tourism campaign called let's explorer Tulambule in local dialect. This has been highly successful in encouraging Ugandans to visit and experience the beauty of their own country.</p> <p>All the regions of the country have been visited and promoted with focus on the ten (10) national parks.</p>	
2	Number of tourism regional and international meetings attended	7	<p>7</p> <p>Uganda's interests represented in regional and international meetings including the 1st meeting of African Union Specialist Technical Committee Sector (Tourism), ATA meetings; Bilateral meetings in Egypt &amp; Turkey. A Joint Tourism Marketing Committee meeting attended in Nairobi; and 3 Northern Corridor Integration Projects meetings.</p>	
<b>60382</b>	<b>Tourism Infrastructure and Construction</b>			
1	Status of Mugaba palace	Fenced and walls refurbished	Undertook studies to establish the structural integrity of the Mugaba palace building and prepared the designs and BOQs for renovation of the palace.	
2	Status of development of the Source of the Nile	Feasibility study report	Procurement at final states	
3	Status of the Feasibility study for the Cable car on Mt. Rwenzori	Final Report	Pre-feasibility studies for the Cable Car on Mt. Rwenzori were undertaken recommending for the detailed feasibility studies. The preferred route was Mihunga gate – Panga ridge to Portal peaks (3.5km)	

## 6.2.2 Uganda Tourism Board

CODE	Output Indicator	Targets 2016/17	Cumulative Performance
<b>65301</b>	<b>Tourism Promotion and Marketing</b>		
1	No. of International Tourism marketing exhibitions participated in to showcase Uganda's tourism potential.	5	5 (ITB Berlin, BBWF London, WTM London, UNAA, Spain)
2	No. of domestic Tourism Fairs held to showcase Uganda's tourism potential.	5	5 (WTD, POATE, Buganda Expos, Imbalu, Uganda Martyrs Day)
3	No of promotional materials produced and distributed in the various promotional engagements and markets.	15,000	15,000
4	No of regional marketing events participated in.	3	4 (Indaba SA, Magical Kenya, Nigeria, Kwiti Izina)
<b>65303</b>	<b>Quality Assurance (Inspection, Registration, Licenses, Class. &amp; Monitoring)</b>		
1	No. of tourism facility managers sensitized on standards	600	1,192 in Mbarara, Kabale, Kasese, Masindi and Moroto
2	No. of tourism facilities registered	4300	1332 in Kampala, Wakiso and Jinja
3	No. of tourism facilities inspected	2000	1,328 in Kampala Wakiso Jinja and in the national parks
4	No. of Tour guides trained	200	231
5	No. of Hotel Staff trained	200	99 in Wakiso and Jinja
6	No. of Local Government staff in the major Tourism Districts trained in QA	70	98 in Wakiso and Jinja
7	No. of hotels classified	100	27
<b>65302</b>	<b>Tourism Research and Development</b>		
1	No of specific tourism research studies undertaken	4 Demand-driven research and development studies	2- MICE Tourism study and Visitor expenditure and motivation survey.

## 6.2.3 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 WR, PianUpe WR, Matheniko Bokora WR, Katonga WR.

### UWA physical performance FY 2016/17

OUTPUT	Annual Target	Achievements	Comments
Resource Conservation and Management Program			
Objective 3.1.4: To contain illegal activities in all wildlife areas			
Illegal activities contained in all PAs	15,234 patrols (9013 Land Patrols 340 Marine Patrols )  Aerial Surveillance in 4 PAs	14,669 land patrols  340 Marine patrols in QENP, MFNP and LMNP  Aerial surveillance in QEPA, LMNP, MFPA and PUWR to identify hot spots for poaching/other illegal activities, ascertain large mammal distribution in the PAs. The aerial report identified illegal grazing, illegal fishing (QEPA) and charcoal burning as the most noticed illegal activities that affected the Protected Areas. PA management has laid strategies for combating the identified illegal activities.	548 suspects arrested and 733 successfully prosecuted under the law.  During the surveys, boundary lines were checked for any encroachment and identify areas for future deployment of rangers on patrols. For PUWR the report indicated that the formerly encroached areas of Lomorungai, Nakayot, Kukumai and Loporokocho were noticed to be either recovering or were naturally fully recovered.
Critical Wildlife areas identified and established	Supervise the operations of 2 Wildlife centers	Two Wildlife Centres of Kakuto and Kyankwanzi were supervised.	The staff were provided with the necessary technical support and guidance for their operations and their accommodation secured.
Illegal Wildlife trade combated	40 Intelligence Operations  Train 12 dog handlers  Construct a Canine facility at UWEC and acquire access permits for staff	Over 40 undercover joint operations conducted with UWA, Police and NRCN. As a result, 39 suspects were arrested with various species of wildlife and wildlife products including; 2361kgs of ivory, 100 pieces of assorted ivory (99 ivory bangle and 01 Ivory Chop Stick), 998.43kgs of pangolin scales, 01 Ostrich egg shell and 02 pieces of Warthog teeth, 212kgs of hippo teeth and 62 live tortoises, 12 live pangolins including one African Giant Pangolin, 01 Chimpanzee and 162kgs of fresh bushbuck meat 80 assorted horns of antelopes and skins, 10 skins of cervical cats and one cheetah.  The 12 rangers in canine Unit completed a 15 weeks intensive training in dog handling and were deployed in Entebbe.  Construction of Canine facility (ranger accommodation and cannels for the 6 dogs) was completed. Staff access permits to conduct operations within Entebbe International Airport were secured for the handlers and their Mentor.	It was observed that the cases of Ugandans involved in illegal trafficking of ivory through the airport is seemingly increasing with 21 registered cases of small confiscations. These are followed by Chinese with 9 cases and then the Rwandese with 6 cases. This suggests increased use of Ugandans in trafficking.

OUTPUT	Annual Target	Achievements	Comments
	<p>Seize all illegal wildlife and wildlife products</p> <p>Prosecute all arrested suspects involved in wildlife trade and trafficking</p>	<p>52 seizure incidents registered with recovery of; 100 pieces of worked ivory, 99 bangles made out of ivory, 01 chop stick of ivory, 01 Ostrich egg shell, 02 pieces of Warthog teeth, 02 pangolin scales and 01 hippo teeth.</p> <p>52 suspects arrested and prosecuted for illegally possessing wildlife specimens (33 cautioned by Police and released, 19 detained and 12 produced before Court and sentenced to fine ranging from 16.1m to 1m UGX while 7 are on Court bail pending further hearing before Court.</p>	
PAs boundary Maintained	<p>Maintain 733.6kms</p> <p>Replace and maintain 118 pillars</p> <p>Re-opening of MENP boundary</p> <p>Boundary management in TSWR</p>	<p>Total of 1276.79kms maintained in 10 PAs of BINP, KNP, KVNP, MGNP, MENP, EMWR, Ajai, TSWR, Kabwoya WR, Katonga WR, RMNP, QENP, MFNP.</p> <p>Boundary survey and demarcation opening exercise in MENP commenced in the year with meetings held with the technical, security officers and the political leaders of the region. This was followed with reconnaissance and control extension by the survey teams in the eight districts surrounding the Park.</p> <p>Boundary verification done in areas of Nyaburogo and Kabende in TSWR. Surveyed the proposed road diversion from Kakara on Karugutu-Ntoroko road via Rwebisengo in TSWR</p>	By the end of year, the survey works in Kapchorwa and Bulambuli Districts were completed while in Bukwo surveying was on progress and in Kween District (around the Benet area - above the 6000 Hectares) the survey was interrupted and later suspended by the Members of Parliament from Kween but the team is engaging them to allow the survey.
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	3 meetings were held with the technical and security officers and the political leaders in Mbale region about issues of demarcating the Mount Elgon National Park boundary.	This assisted in acquiring political support for the MENP boundary reopening
<b>SP Objective 3.1.2: To restore and maintain healthy eco system in PAs</b>			
Prevent and suppress wildfires in PAs	All fire lines regularly maintained in all PAs: Carry out Early burning, scrapping and maintain 84kms of fire lines in MFNP, MGNP, KVNP and Katonga WR and open 75kms in MFNP, BINP, MENP, KVNP and RMNP	Early burning, scrapping and maintenance of fire lines was done in all PAs. 350km of fire lines were maintained in MFNP, MGNP, KVNP and Katonga and 78km opened in MFNP, BINP, MENP, KVCA and RMNP to assist in wildlife management.	
Invasive and exotics Eradication	Restore 168 ha invasive / exotics in QENP, MGNP, LMNP, SNP, TSWR and Katonga)	168.74ha with invasive/ exotics rehabilitated in QENP, MGNP, LMNP, SNP, TSWR and Katonga (39.5ha of D.cinerea and 22 colonies of Opuntia Vulgaris in QENP, 54ha of Lantana camara in LMNP, 11.1ha of Lantana camara in Katonga, 3 haalrus sprouts in MGNP, 1ha of Dichrostychniscinerea in TSWR, 1,415 stamps of Tea, Eucalyptus and Lantana in BINP and 516 alien trees debarked in SNP.	More funds are required for this activity to effectively eradicate the invasive in the PAs.

OUTPUT	Annual Target	Achievements	Comments
<b>SP Objective 3.2.3: To minimize the negative impacts of petroleum, hydro power, minerals and other developments.</b>			
Negative impacts of oil and other developments identified and minimized	Monitor the compliance to EIAs and supervise restoration activities.	9 oil restoration sites in MFNP and 7 projects monitored (Lime stone and oil exploration and Biosafety lab in QENP, Hydro power in Kyambura WR, MFNP, Bukwo gravity water project in MENP, Proposed in Nkuringo Buffer Zone in BINP and Fortportal-Kamwenge road.	The muliti-sectoral technical team managed to sign off 6 wells within Murchison Falls National Park that were satisfactorily restored
	Review EIA, Project briefs and Audit report	Reviewed the EIA for Ayago Hydropower ESIA in MFNP and 3Environmental Audit reports for the Ventilation shaft 5 a component of the Karuma Hydro Power Project in the Karuma Wildlife Reserve, Waraga -2 and Waraga-3 Wells of Tullow Uganda in Kiryamboga Village Hoima District. 2 project briefs for the proposed wildlife education Park in Bumadi village in Mbale municipality and the proposed translocation and management of Zebras in Mbalala, Kasenge village in Mukono district were also reviewed. All were submitted to NEMA for approval.	including Jobi 3/6, Jobi 4, Jobi 5, Mpyo 1, Bbigeri 1 and Rii1. Remedial works are still ongoing on the remaining sites especially addressing soil erosion before they are also signed off. Those that were signed off were handed back to UWA and no further monitoring will be done by TOTAL.
	Develop environmental sensitivity atlas to oil operations in QENP and TSWR	Developed project briefs for;  Six (6) project briefs for construction of 6 visitors centers/gates in KVNP, QENP, KNP, MGNP, RMNP and SNP after receiving comments from World Bank  Project brief for the proposed Bukurungu Trail on RMNP.  Project brief for the Biosafety Level 2 Laboratory which is under construction at the Mweya peninsula in QENP.  Project briefs for the Students' Hostel and that of the Visitors' Information Centre at the Kabatooro Gate all in QENP.  The Sensitivity atlases for both QEPA and MFPA were finalised. The QEPA atlas was presented the Board of Trustees (BOT) for approval who made a number of comments which were incorporated. The MFPA atlas which had been deferred due to studies that were being completed in the Park was also finalised.  TSWR atlas was also finalized and the atlas is planned to be presented to Management and the Board for approval.	
	Develop and have Biodiversity Offsets payment guidelines approved by the BoT	Commenced the process of developing the biodiversity offset guidelines that will guide implementation of biodiversity offsets within the Pas. A workshop for staff was held where the different themes were developed and categorised. The concept was developed that will be shared with Management. This will be followed by drafting of the guidelines.	Once completed, the guidelines shall be used as a tool for conducting Biodiversity offsets for any developments within the UWA estates.

OUTPUT	Annual Target	Achievements	Comments
<b>SP Objective 3.1.1: To reduce wildlife disease prevalence and contain epidemics in all PAs</b>			
Wildlife diseases and prevalence managed and controlled	Complete construction of Veterinary Bio safety lab in QENP and equip both labs of QENP and MFNP.	<p>The laboratory is at finishing stage and DTRA ( USDefense Threat Reduction Agency) has taken over the completion process. The construction of the BSL I laboratory in MFNP is complete and TETRATECH offered to procure a freezer (-800C) for the lab.</p> <p>The lab equipment worth Ug. Shs. 1 billion was donated to UWA by the USAID Defence Threat Reduction Agency (USAID-DTRA) for Mweya Lab.</p> <p>Carried out disease surveillance in MFNP and KVNP to detect the existence trypanosomiasis in wildlife which was negative. Daily Gorilla health disease surveillance was done for all habituated Gorilla groups in the BMCA and monitored chimpanzee health in KNP. Animals were in good health.</p>	The equipment was pro-cured and containerized in Washington DC awaiting shipment and installation.
	<p>Monitor and control disease outbreak in all Pas( Carryout disease surveillance in 2 CAs)</p> <p>Develop a trans-boundary Wildlife Disease Strategy</p>	The process of developing a trans-boundary Wildlife Disease Strategy commenced with a meeting held between UWA and the counterparts of Virunga in Virunga National Park in DRC.This included a field reconnaissance, gathering the necessary documents, a visit to community areas and other ministries especially health and veterinary facilities in Kyavinyonge.	The Strategy was drafted awaiting discussion by management.
<b>Objective 3.1.6: To restore and manage viable populations of at least two extinct and/ endangered wildlife species within the PAs</b>			
Re-introduce and manage extinct and threatened wildlife species	Translocate 100 Kobs from MFNP to KVNP	Translocated 110 kobs(77 males and 33 females) from MFNP to KVCA. There were no capture, transport and release mortalities/ death recorded, however, 01 post release mortality was recorded. The exercise achieved 110% success given that the planned numbers were surpassed and a mortality of less than 1% (0.9%) made it one of the most successful wildlife translocations on the continent under the circumstances.	This was meant to expand the kob range, address uncertainty that may arise due to oil developments, diversify species range in KVCA and boost tourism.

OUTPUT	Annual Target	Achievements	Comments
<b>Community Conservation Program</b>			
<b>SP Objective 3.4.1: To enhance benefits and opportunities arising from wildlife conservation.</b>			
Strengthen and implement sustainable wildlife utilization program as provided under the wildlife use rights	<p>Review all received WUR applications</p> <p>Develop 2018 quota, Establish scientific information on the status of Species for WUR, Wildlife Use rights (WUR) Enterprise</p>	<p>Received and reviewed 19 applications and recommended 3 for implementation</p> <p>Drafted the annual quota for 2018 and presented to UWA Top Management (TMM) for endorsement.</p> <p>Included a budget in FY2017/18 AOP for wildlife surveys, inventories and translocation to assist management in streamlining the quota setting system.</p> <p>Received and reviewed 14 applications and requests for WUR classes, prepared the summary compilation of 2017 WUR financial returns and Quotas for 2017 were approved by the CITES management Authority</p>	<p>It was resolved that animal population census for areas that lacked scientific data be conducted before the 2018 National Quota is presented to the BoT in September, 2017</p> <p>(One billion Shs was set aside for wildlife surveys and inventories and 500 million Shs allocated to wildlife translocation to boost the existing population in Pian Upe and KVCA. Wildlife survey findings will provide scientific information on the status of the species subjected to this program leading to its sustainability.</p> <p>Two clients out of 14 were able to develop detailed proposals which were submitted to local councils for endorsement as required by the Law.</p>
Community institutional framework developed	<p>Review 3CM agreements (Nakasongola, Matheniko-Bukora-Karenga and Kabwoya).</p> <p>Sign 1 Collaborative Management agreement</p>	<p>The three agreements for Nakasongola, Karenga-Matheniko-Bokora and Kabwoya Wildlife Reserve and Kaiso-Tonya Community Wildlife Area were reviewed and finalised pending signing.</p> <p>Masaka and Nshara blocks: The process of signing agreements with Lake Albert Safaris and ECO services respectively to manage wildlife in Masaka block was started and the agreements were submitted to the Solicitor General for approval.</p>	<p>The Board Management recommended the review of the scope of the project by adding on the districts of Kitgum and Agago, and removing Matheniko-Bokora from Karenga Community Wildlife Area Collaborative Agreement</p> <p>Once this arrangement is implemented, Moroto and Napak will form an independent association/ arrangement.</p>

OUTPUT	Annual Target	Achievements	Comments
	<p>Monitoring the implementation of 3 CM activities</p> <p>Monitor selected licensee's (Class B,C,D and E) holding ground and capture areas</p> <p>Quarterly Monitoring visits to all spot hunting areas</p> <p>Disburse Spot hunting revenue for Communities to develop projects</p>	<p>Carried out field inspection for Matheniko-Bokora, Nakaseke (River Mayanja), Nakaseke Hunting Block and of Kabwoya Hunting Block. Constituted the management board for Nshara Collaborative Wildlife Management Agreement and operationalized Nakasongola Block Management Board and office bears elected.</p> <p>Inspected the proposed site for zebra farming in Mbalala- Mukono and 7 licensees of Kavumba Recreational Centre, Olsen East Africa International Ltd, Chakig Investments Ltd, Nissi Concepts Ltd, SS Breeding Ltd, Uganda Crocs Limited, Ssesse Island Wildlife Paradise Park and Mooni mini-zoo in Mbaeto assess the type, number and condition of animals in their holding grounds.</p> <p>Inspected a total of (6) Hunting Blocks; of Kyankwanzi, Nakasongola, Nakaseke, Kabwoya, Katonga and Nshara, assessed and monitored compliance on set wildlife utilization guidelines, standard and regulations during sport hunting, backstopped staff on matters of monitoring wildlife utilization (sport hunting) programs, data collection and reporting, identified potential successes and constraints to facilitate timely decisions on matters of wildlife Utilization.</p> <p>Released USD 18,682.5 to the community wildlife association of Pian-Upe wildlife Reserve and Amudat community wildlife areas. The Local communities within the hunting block developed 6 proposals that were approved by the Management Board.</p> <p>Released Ush.335,587,000 to the community wildlife association of Karenga-Matheniko Bokora block. Local communities within Karenga-Matheniko Bokora hunting block identified 17 projects that were approved by the Management Board. The implementation for 16 projects was completed.</p>	<p>The population of Uganda Kob has excessively recovered and it is anticipated that within the next 8-10 years the population is likely to explode.</p> <p>The zoo was granted class E wildlife use right license. This is intended to promote conservation education in Eastern region.</p>
Improved livelihoods and attitudes of neighboring communities to minimize pressure on PA resources	Provided alternative resources outside the PAs to 60 community groups.	<p>56 community based group initiatives were supported in MFNP, RMNP, QENP, KVN and KNP that included; tree planting, rice growing, energy saving stoves, chill growing, bee keeping among others. The support ranged from Trainings to financial support.</p> <p>KNP provided free scholarships to 60 students from disadvantaged families in 14 schools surrounding the PA for secondary and higher institutions of learning</p>	
Monitor and value resource off take.	<p>Monitor resources during resource collection</p> <p>Sign 28 MoU with resource users</p> <p>Review all expired MoUs</p>	<p><b>Resources valued</b> at 1,667,162,595shs (One billion six hundred and sixty seven millions one hundred sixty two thousand five hundred and ninety five Uganda shillings) were extracted from four PAs of QENP, MFNP, BINP, LMNP and TSWR</p> <p>31 MOUs were signed with communities of MFNP, KNP, BINP, RMNP, QENP and Ajai. commenced negotiations on resource use with 3 community groups in QENP and 5 MoUs negotiated with the communities of Olali and Ayavu Parish in Ajai</p> <p>29 resource access agreements with community groups monitored in QENP.</p>	

OUTPUT	Annual Target	Achievements	Comments
Conservation benefits to Pas' neighbouring communities enhanced	Disburse revenue sharing funds to communities	Four PAs(QENP, MFNP, BINP and MGNP disbursed revenue sharing funds worth 4,175,080,789/=(Four billion one hundred and seventy five million eighty thousand seven hundred eighty nine Uganda shillings to the neighboring communities.	

### SP Objective 3.4.2: To minimize Human wildlife conflicts

Human wildlife conflicts in all PAs minimized	<p>Respond to all reported Problem Animal cases</p> <p>Implement Community based mitigation measures (Train 140 community Wildlife Scouts in MFNP and 6 groups in KVCA).</p> <p>Maintain 111kms of trenches in QENP, KNP and MFNP and excavate 7.5kms in MFNP, QENP.</p> <p>Maintain 6km</p> <p>Construct one crocodile cage</p> <p>Run a TV awareness program</p> <p>Maintain 111 kms in QEPA, KNP, &amp; MFNP</p> <p>Maintain 40kms Mauritius thorn maintained</p> <p>Construct 5 crocodile cages</p> <p>Conduct PAC awareness campaigns in all districts</p>	<p>Responded to 1556 out of 1622 reported cases in PAs and other areas. Among the most affected areas were KVCA, QENP and MFNP. In KVCA stray Buffaloes attacked and killed 2 people, in MFNP 9 community people were killed and 3 were injured and 2 injured in QENP</p> <p>822 Community wildlife scouts in MFNP 60 communities in Garamba trained in bee-keeping and facilitated to make local hives (45) as PAC tool and 5 groups in KVCA were trained on PAC mitigation measures. In BINP neighboring communities were supported to plant 15 new acres of tea and maintain tea gardens adjacent to the park for PA and facilitated HuGo group. 30 Households around KNP adapted to growing of unpalatable crops and beekeeping. 11 parishes around MFNP were supported to plant 5 chilli nursery beds for each community and 128 community members trained in chill harvesting.</p> <p>Maintained 184.62kms in QENP, RMNP, SNP, KNP and TSWR. 7.5 km new trenches excavated in QENP, RMNP and MFNP.</p> <p>BINP and SNP planted 21 km with Mauritius Thorn hedge and 101.1km were maintained in BINP, SNP and RMNP along the boundary to control Elephants from moving out of the PAs to the communities.</p> <p>2 crocodile cages were constructed in Lwanika, Mayuge district and another in Namulunda landing site in Namayingo district. The community was advised to establish a user / maintenance Committee to ensure that the cages are maintained and properly used.</p> <p>Awareness campaigns done in Apach and Namayingo districts, where crocodiles had caused injury and death of individuals. A UBC TV awareness program was run for 16 weeks.</p>	<p>Elephant crop raids remained the biggest challenge exacerbated by behavior of more people increasingly growing large acres of palatable food crops at the immediate outskirts of the park attracting raids. Community awareness on HWC is ongoing.</p> <p>This brings to 10 the number of crocodile cages so far constructed using UWA funding. The performance during this reporting period was low due to change in design of the cages to be constructed thus significantly increasing the costs.</p>
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### SP Objective 3.4.3: To enhance the understanding and appreciation of wildlife conservation in Uganda

Understanding and appreciation of wildlife Conservation in Uganda enhanced	<p>Develop awareness and Education strategy :Commence the development process</p> <p>Conduct 1126 conservation education and awareness meetings</p> <p>Carry out 606 outreach school conservation education programs</p> <p>35 Radio talks shows</p>	<p>The process of developing the Awareness and Education Strategy commenced with consultation meetings held with the stakeholders around LMCA, BMCA and KCA.</p> <p>1195 community awareness meetings done in all PAs. MFNP reached out to over 13013 people from different villages along park. This has created a greater improvement in the people's attitude towards the Park issues.</p>	
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OUTPUT	Annual Target	Achievements	Comments
		<p>437 schools and community groups participated in various conservation programs and 332 schools benefited from outreach program. A total of 9,490 pupils/students were received and benefited from conservation awareness education in MFNP, MGNP</p> <p>Conducted 29 radio talk shows were in PAs of MFNP, BINP, QENP, RMNP, MECA, KVNP and TSWR. A radio talk show in Masindi on Radio Kitara Fm radio focused on sale of game meat at Kafu as misrepresented by the media, Human wildlife conflicts and poaching in the district.</p> <p>Mobile Clinic program in KNP through health organizations reached out to communities (health care and public health education, free HIV, T&amp;C, Hypertension and Malaria testing and free medicine provision</p>	
<b>Research and Ecological Monitoring</b>			
<b>To generate scientific and management oriented information for wildlife management</b>			
Animal populations monitored	<p>Monitor population distribution of key wildlife species in PAs</p> <p>Monitor the health of translocated animals</p> <p>Undertake Ground Counts in KNP, AWR and Crocodile/Hippo counts in MFPA</p>	<p>The populations of key species were monitored using RBDC through patrolling; MIST and SMART databases were updated. Animal distribution pattern &amp; home ranges were defined and populations determined.</p> <p>Of the translocated kobs to KVNP, 3 gave birth. LMNP continued to report sightings of all the 15 giraffes regularly and in good body condition while the 18 giraffes translocated to the South Bank of MFNP settled in with 2 mortalities one at release site and the other that strayed into community area of Ongwedo and subsequently died of the injuries met by communities. Of the two (2) individuals relocated to UWEC, one died due to snake bite.</p> <p>In KVNP blood samples from 3 lions and 2 giraffes were taken for disease investigations. After the animals were collared to monitor their movements, interactions and home ranges.</p> <p>Chimp Census for KNP is currently ongoing. Transects were cut, second cycle of the planned four counting cycles each of 15 days was completed and the report is yet to be shared with management. In RMNP Chimp monitoring was done in the areas of Mahoma and Kateba and 103 chimp nests were sited. Other animals sited included; 24 Black &amp; white colobus monkeys, 7 blue monkeys, 2 elephants and all were in good health</p> <p>Carried out a ground mammal survey in Katonga WR, LMNP and its surrounding ranches.</p>	<p>In QENP and MFNP, 6 Elephants, 6 Giraffes, 4 buffalo, 1 Hartebeests, 1 hippo, 3 warthog were rescued from wire snares.</p> <p>From animal mortality monitoring in QENP, MFNP, Katonga, SNP and KNP results indicated a total of 356 dead different animals species. The cause of death ranged from poaching, Natural causes, road kills and diseases</p> <p>Laboratory analysis results are being awaited from National Animal Disease Diagnostics and Epidemiology Center (NADDEC)</p> <p>The survey report was submitted to management.</p>
Monitoring weather, snow recession and melting of glacier	Regularly monitor snow in the 3 permanent plots in RMNP	Snow / Glacier monitoring was done in the 3 permanent plots in RMNP to determine the condition of snow as a result of climate change.	For all Stanley, Baker and Speak plots the observation indicated snow recession.

OUTPUT	Annual Target	Achievements	Comments
Researched information for management decisions provided	Identify areas for research and monitor activity of researchers	<p>8 researches were monitored. Lion, Mongoose research projects in Mweya areas and anthrax research studies in QENP, chimpanzee research projects in Ngongo and research on Human Elephant Conflicts in KNP and research on distribution of small mammals in KatongaWR. For anthrax research, 8 samples out of 24 positives that were tested were found to be genotyped while a distribution map indicating spatial lion distribution on northern sector of the park was produced. Crop wild relatives for climate change adaptation to draught/semi-arid areas for purposes of agricultural hybridization of domestic plants in Karamoja in KVNPN.</p> <p>Conducted a preliminary study on Wildlife Vehicle Collision in and around Protected Areas in Uganda. A draft report in place</p> <p>In KNP, JGI in collaboration with the Global Forest Watch developed and rolled-out an application for detecting deforestation using satellite imagery. This will assist in monitoring the forests in the PA.</p>	

## Governance and Corporate affairs Program

### SP Objective 3.6.5: To enhance partnership with relevant stakeholders and institutions

Coordination and collaboration with stakeholders and partner institutions Strengthened	Participate in all relevant international and national conventions (CITES, CBD, WMF, Greater Virunga )	<p>CITES: UWA was represented in the CITES COP 17 held in Sandton, Johannesburg, South Africa</p> <p>United Nations Convention on Biodiversity (CBD): Participated in the 13th Meeting of the Conference of Parties (COP13) of the United Nations Convention on Biodiversity (CBD) in Cancun, Mexico. Focused on mainstreaming biodiversity in all sectors</p> <p>World Mountains Forum: Participated in WMF in MECA Mbale with a theme "Mountains for the Future". Discussed the importance of Conserving Mount Elgon as a water catchment area and other unique wildlife species</p> <p>Greater Virunga: UWA was represented at Greater Virunga meeting. 2 regional technical committees for CC and Tourism Development were constituted and 2 UWA staff were nominated on the committee.</p> <p>World Organisation for Animal Health (OIE)</p> <p>UWA was represented at the 85th General Session of the World Organisation for Animal Health (OIE).</p>	<p>The status of pangolin and African Grey Parrot was uplifted from Appendix II to I. This implies that no commercial trade of the two species from the wild except F2 captive bred species.</p> <p>From the meeting 5 more reference laboratories for Classical Swine Fever, the Mycobacterium bovis Antibody Test Kit from IDEXX were approved.</p>
	Collaborate with other partners	<p>Supported the Annual Veterinary Symposium with a contribution of Ug. Shs. 500,000.</p> <p>Collaboration with other Sister forces:</p> <p>Participated in the inauguration ceremony of the East African Stand by Force and attended the pass out function of Prison Services Cadets.</p>	UWA had a stall and exhibited in the event to enhance the organizational visibility among the veterinary fraternity in Uganda, the farmers, pharmaceutical companies, academia, other ministries and traders

OUTPUT	Annual Target	Achievements	Comments
		<p>Rhino Fund</p> <p>UWA and Rhino Fund Management discussed a Memorandum of Understanding (MoU) about deploying UWA –Rangers at ZIWA ranch to boost the protection and safety of the only Ugandan Rhinos.</p> <p>Partnership with the media:</p> <p>MFNP organized a study tour for the media practitioners from Lango and Acholi sub-regions to the Park.</p> <p>Kidepo Critical Landscape Project by GEF: Business planning(mapping exercise) for the establishment of two community Lodges and potential tourism attractions in Karenga Community Wildlife Area was done, mapped human wildlife conflict areas to design app</p> <p>AWF Support: In KVCA AWF signed an agreement committing the District of Kabong and beneficiary communities’ to support conservation in return for the two model primary schools, identified model framers to be supported to kick start the implementation of the land use plan in two pilot sub-counties, facilitated the Transect animal count along the 10 transects in the Park and donated 22 sets of uniform and gumboots to Community Wildlife Scouts. , trained Chilly Farmers and Community Wildlife Scouts on value addition for chilli and post-harvest, supported the construction of two model primary schools in Karenga and Lobalangit Sub Counties in Kabong District in KVNP</p>	<p>The taskforce was established to strengthen security in all East African countries.</p> <p>The MoU was forwarded to the solicitor General for review and acceptance before approval.</p> <p>This was to enhance appreciation for conservation and tourism and strengthen the partnership with the PA. The PA also benefited from both the print and radio publicity.</p>
	<p>Monitor all projects implemented by partners</p> <p>Develop and review MoUs and agreements with various stakeholders</p>	<p>In LMNP, AWF supported the repairs on the Kitchen and water reservoirs at Children’s Education Center and the general renovations on the meeting hall and dormitories. Completed the Staff quarters and supported the development of a Conservation Education Manual.</p> <p>Uganda Conservation Fund (UCF) Support: UCF constructed an arms/exhibit store in KVCA to be used for safe custody of all exhibits recovered from poachers.</p> <p>UCF contributed to UWA staff capacity strengthening through sponsoring of 5 staff for a diploma in law, 1 for postgraduate diploma in legal practice, 1 for masters of law and 1 for LLB.</p> <p>USAID HIWA Project: Launched the HIV/Health Initiatives in Workplaces Activity (HIWA) project at its headquarters.</p> <p>IIED and WCS: Held a meeting with officials from IIED and WCS to come up with an action plan for managing wildlife crime</p> <p>World Wild Fund (WWF) Support: With support from WWF, RMNP is in the process of developing a tourism trail in Bukurungu area to provide tourists with enriched features.</p>	<p>This will improve community tourism in the areas.</p> <p>This is one of the mitigation measures for managing human wildlife conflict and improving people’s livelihood in KVCA</p> <p>The HIWA project is already operational in Murchison Falls CA, Mt Elgon CA and Queen Elizabeth CA with a purpose of increasing availability of, access to, and utilization of, quality HIV/AIDS and other health services to staff.</p>

OUTPUT	Annual Target	Achievements	Comments
		<p>The Federation of Uganda Tourism Initiative (FUTI): The Minister of State for Tourism Wildlife and Antiquities launched The Federation of Uganda Tourism Initiative (FUTI) - Kaabong branch during the Tulambule tour in the region to promote tourism in Karamoja region.</p> <p>MTWA Support: The Ministry of Tourism, Wildlife and Antiquities supported the construction of the longest ladders in RMNP (in the Rwenzori at Karyarupha).</p> <p>70 contracts, 3 Tenancy Agreements and 3MoUs drafted and/or reviewed.</p>	All the contracts and MoUs were cleared by Solicitor General's office thus enhancing compliance and protection of UWA's interest.
Coordination fora established	Carry out quarterly stakeholder meetings in 2 PAs	<p>Quarterly stakeholder fora in MFCA and KCA</p> <p>A concession liaison meeting in TSWR with Semliki Safari Lodge, Ntoroko Game Lodge and Semliki Chimpanzee Project.</p> <p>Stakeholders workshop for the protection and restoration of Katonga Water catchment ecosystem</p> <p>Annual Honorary Wildlife officers meeting.</p>	
Credible Proposals for external funding developed	Follow up the development of the three Credible Proposals for external funding	<p>Combating Wildlife Trafficking in Uganda Project Proposal was completed and submitted to International Fund for Animal Welfare (IFAW). UWA is waiting for feedback from IFAW in Nairobi by the end of January 2017.</p> <p>A proposal for the Sustainable Financing for Rwenzori Mountains National Park (SFRMNP) Project which is a collaboration between WWF, UWA, UTB,</p>	
		<p>Directorate of Water Resources Management and the Local Governments of Kasese, Bundibugyo, Kabarole and Ntoroko was approved and under implementation.</p> <p>Sustainable Financing of Community Forestry and Restoration through Value Chain Development in Kibale and Mount Elgon National Parks Proposal was submitted to the German Government. UWA is waiting for feedback from the German Government by the end of February 2017.</p>	
<b>SP Objective 3.6.4: To have effective wildlife policies, plans, laws and regulations.</b>			
Operational plans developed and implemented	Alignment of UWA Strategic Plan to the National Development Plan II (NDPII): Compile and submit the paper to MFPED	Compiled and submitted a document that outlines specific areas that address objectives and interventions in the NDPII to the National planning Authority (NPA).	This was a requirement by the Ministry of Finance, Planning and Economic Development (MFPED) for all sectors and MDAs. UWA, in its submission elaborated thoroughly its alignment and contribution to the realization of Uganda vision 2040.
	Monitor implementation of SP Mid Review recommendation	Continuous follow up on the implementation of decisions and recommendations made during the SP midterm review was done during the period.	This is to ensure consistency SP programs implementation and achieve the set objectives within the set period.

OUTPUT	Annual Target	Achievements	Comments
	Review the Human Resource Manual	Manual was revised	The revised manual was presented to the BoT HR committee to be forwarded to the full BoT for discussion and approval
	Develop 4 GMPs and Review 3 PA General Management Plans	<p>Distribute printed copies of RMNP GMP: RMNP GMP approved copies were distributed for implementation.</p> <p>Commence data collection for TSWR GMP: Field reconnaissance and stakeholder consultations in the districts and sub counties surrounding the reserve were done to collect data for the GMP proposal generation.</p> <p>Present SNP and, Matheniko -Bokora GMPs drafts for review: Matheniko Bokora Wildlife Reserve (MBWR) GMP- was presented Top Management for review, SNP GMP- draft presented to the district stakeholders for review and final input.</p> <p>Carryout evaluation for Ajai and Toro Semliki Wildlife Reserve Evaluations: The end of GMP evaluation for both PAs was conducted and the reports detailing the findings from the evaluation were presented to UWA SMM.</p> <p>Carryout midterm review for QENP: Data collection for QENP GMP midterm review was completed and the evaluation team is in the process of data analysis and report writing.</p>	Major issues identified along with their respective recommendations were extracted for Top management consideration and resolutions.
Regulations developed and implemented	Review 3 and developed 6 Regulations	Drafted 7 regulations for LMNP, SNP, RMNP, TSWR, KWR, Kyambura WR and Honorary wildlife officers. One Regulation of Honorary wildlife officers was presented to BoT	Once approved, these help in operationalizing the Uganda Wildlife Act.
<b>SP Objective 3.6.1: To improve program implementation and decision making within the organization.</b>			
Coordination and information sharing improved	Set up LAN in 5 Wildlife Reserves of Pian-Upe, Matheniko-Bokora, Karuma, Ajai and Katonga WRs: Install in LAN in 1PA	Two Reserves (Katonga and Pain Upe) were installed with Local Area Network	
	Commence the process of developing a Central Information Database Conduct Management Meetings : quarterly and monthly meetings to disseminate information	<p>All the procurement for Central Information registry components were completed</p> <p>Held a budget conference to review PAs, Units and departmental AOPs' for their consistence with the Budget Framework Paper priorities, other planning documents and the budget thresholds.</p> <p>4SMM, 8 TMM, 4 BoT meetings was held and a number of issues pertaining management, policy formulation and implementation among others were discussed.</p> <p>355 supervisory, 23 monthly ,9 quarterly and 40 stakeholders meetings were held in the PAs to monitor the implementation processes</p>	<p>The implementation of the Central Information Registry started by installing the Electronic Document Management System and training the users from various departments at UWA headquarters.</p> <p>During the discussion, the budget holders demonstrated their level of commitment towards key result areas in the Budget Framework Paper, SP and GMPs.</p>

OUTPUT	Annual Target	Achievements	Comments
<b>SP Objective 2.6.2: To improve the organisational public image</b>			
Organizational corporate image improved	Enhance UWA visibility through sports	Carry out inter CA competition: Inter CA sports competition in QUECA which attracted all the eight CAs and a total of 350 sports men and managers plus officials from various federations.  Establish a sports camp:  Established sports camp in MECA	
	Participate in District and National public functions: World Wildlife Day, International Women's Day Tarehesita, NRM Day and 54th Independence day Celebrations 2016	Had representatives for the 54th Independence day Celebrations 2016, international Women's Day, Tarehesita, and NRM Day.  UWA also joined the rest of the World to celebrate the World Wildlife Day in March, 2017 under the theme;- "Listen to the young voices"	89 rangers from all CAs and UWA H/Qs joined other sister forces that is, Uganda Peoples Defence Forces, Uganda Police and Uganda Prisons for the celebrations of Tarehesita and NRM Day but UWA Women never participated in the parade at International Women Day due to a constrained budget.
<b>Capacity Development Program</b>			
<b>SP objective 3.3.1: To have in place adequate, skilled and motivated staff</b>			
Staff retirement	Prepare all staff due for retirement: Counsel staff over the age of 55 years	36 UWA staff over the age of 55 years are undergoing through pre-retirement counseling.	This is focused on instilling in them positive attitude towards retirement and helping them to acquire skills on financial sustainability.
Staff recruitment	Recruit staff for all vacant positions	Interviews for Communications Manager, sales manager, Warden sales, Warden sports and Warden software were conducted and the interview report submitted to the BoT HR committee for approval. Initial interviews for one position- Director Tourism and Business Development were also conducted to later be followed by oral interviews for those who emerged successful in the practical. The position of three (3) UWA laboratory staff was advertised.	
Staff trained	Train UWA Judicial officers and other officers of court	A judicial and prosecutorial training workshop on wildlife crime for UWA prosecutors in MFCA and the judicial officers in the districts neighboring MFCA was conducted. The workshop was held in Masindi and among the participants was the head of the special court on standards, utilities and wildlife crime together with the other two Magistrates who preside over matters in that court, the Resident Senior State Attorney Masindi, judicial officers from Kiryadongo, Amuru, Adjumani among others.  64 rangers based in MFCA were trained in Human Rights as a fulfillment of the recommendations made by the Uganda Human Rights Commission in its 17th Annual Report.  382 staff trained in different fields; 64 in Human Rights, 84 rangers in patrolling and leadership skills, 84 in SMART, 43 in covert human intelligence (CHUMINT), 1 in Intelligence Analyst, 04 in Offenders Database management,	To ensure effective coordination with the judiciary and improved prosecution of wildlife crime,

OUTPUT	Annual Target	Achievements	Comments
	Train 60 staff in Human Rights  Carry out training for 772 staff	2 on surveillance using drones, 23 in Scene of Crime, 1 in Physical and Chemical Restraint of Wildlife, 33 in chimpanzee feeding ecology and health monitoring, 1 in carbon monitoring, 20 in Global Forest Watch Application and 18 in boat handling. 4 staff received training in Laboratory Management Systems, Laboratory Equipment Calibrations and Laboratory Assays funded by DTRA and facilitated by CDC & DTRA.	Due to rampant media report about violation of human rights in MFCA, management made a decision to train Rangers in MFCA other than starting with LMCA.
	Train all UWA prosecutors in Criminal prosecution and procedure	15UWA Prosecutors received training in criminal prosecution and procedure by Office of the Directorate of Public Prosecutions.	
	Popularize the human resource manual in CAs	The Human Resource manual was revised and presented to the BoT HR committee to be forwarded to the full BoT for discussion and approval	The sensitization workshops will be conducted after final BoT HR manual approval
	Compile and implement Annual training plan	An approved Annual training plan is in place and under implementation. 8 staff selected for PGD training in Wildlife Management in MWEKA	All 8 staff that were selected for a Postgraduate in Wildlife Management at MWEKA reported at the institute for the course.
	Train 40 staff in wildlife management, military and other disciplines	Planning processes with NALI training institute -Kyankwanzi were started on and the training will be done in the following year.	
Improved Staff Welfare	Staff sensitized in HIV and AIDS: Conduct HIV and AIDS workshops in all CAs	The 80 peer educators that were trained under the HIWA project last FY have continued to carry out awareness and sensitization about HIV and AIDS in their respective PAs.  The staff in MGNP benefited from 3 health education sessions and a team from the HIWA project carried out HIV counseling, testing and circumcision exercise to ensure the staff remain healthy and active on their work.  UWA HIV and AIDS policy was reviewed and an updated policy is to be printed and disseminated to all staff.	All PAs have peer educators who work with management to handle HIV and AIDS issues.
	Acquire medical insurance for staff	Implementation of the new Health Insurance Service Provider (IAA) continued with updating of the system, printing and dispatching of cards to CAs and a sensitization visit by IAA to MFCA	
	Train 25 District Environment and Natural Resource Officers in wildlife management issues	A number of District Environmental and Natural Resources officers from 12 Districts were trained	
<b>SP objective: To have in place adequate, appropriate, and functional infrastructure including equipment, vehicles, plants and machinery</b>			
Infrastructure maintained in all PAs	Maintain infrastructure in all PAs	320kms of roads and tracks were repaired and maintained in MFCA, QENP, MENP, KVCA, LMNP, KNP and TWSR.  Office block in Nkuringo at completion  Campsite 2 at Mweya was upgraded by construction of a two stance open roof overhead shower, thatched shelter and all the bushes cleared that had invaded the campsite up to the student center.	

OUTPUT	Annual Target	Achievements	Comments
	Monitor implementation of the fleet management system: Roll over the fleet management system in 3PAs and UWA headquarters	Rolled over the fleet management system to UWA Hqtr vehicles, MFNP, KVCA and MECA.	
Office Structures constructed and maintained	Construct 2 tourism offices in BINP	The Tourism offices at Nkuringo and Ruhija in BINP were completed and officially opened by the Hon. State Minister for Tourism, Wildlife and Antiquities.	
Staff Accommodation constructed and maintained	Construct accommodation in 8PAs	6 blocks completed. MFNP(2 blocks at North bank ), RMNP(1 block at Katebwa), QENP(1 block at Ishasha and 1 at Kiyanga), MECA(1 block at Sisiyi), 1 block at roofing stage at Bukorwe in BINP , 12 roomed block at Muhavura in MGNP at completion and 2 blocks were commenced (a 4 unit at Katara o/p in Katonga) and , the staff house at Southern gate at Ishasha is at completion stage with the finishes and fittings already done. While the construction of a ranger outpost funded by UCF at Kikeri in Ishasha sector is at wall plate level.	
<b>Tourism Development and Financial Sustainability</b>			
<b>Objective 3.5.1: To develop and maintain tourism infrastructure and facilities</b>			
Tourism infrastructure in and around the PA increased and improved	<p>Trails established and maintained in all PAs: 1057</p> <p>Open Creator lake road with QENP</p> <p>Complete Visitor information centre in BINP</p> <p>Construction of 2 Modern Tourism Gates</p> <p>Procure 3 modern tourist launch boats</p>	<p>1172.1kms of trail network maintained in all PAs</p> <p>Establish crater lake road of 10km stretch from Kabatoro gate</p> <p>The construction work for the VIC at Buhoma in BINP was complete</p> <p>The construction Kabatoro gate in QENP is in progress with paintings, electrical installations, hydro power extension and parking.</p> <p>Received three modern tourist launch boats procured under the World Bank CEDP for LMNP, MFNP and QENP.</p>	
<b>Objective 3.5.2: To enhance visitor satisfaction at all service centres</b>			
Tourism Experience Improved by introducing new products	Improve 3 tourism products	<p>Conduct chimp Habituation assessment: 2 habituation assessment field visits were conducted in Buraiga in KNP to ascertain the chimp's readiness to commissioning. Chimps were sighted 5 times in their home range while they were stable.</p> <p>A new gorilla birth under Bikingi gorilla family was recorded in BINP. This increased the family size to 21.</p>	
<b>SP Objective 3.5.3: To promote PA as tourism destinations at National and international levels</b>			
Visitors numbers improved	Increase on PA visitation	Total visitation for the year was recorded at 209,591 leading to a reduction in visitation as compared to the last FY which recorded a total of 215, 890.	

OUTPUT	Annual Target	Achievements	Comments
	Participate in 5 International, 10 National, 3 Regional and tourism Expos	Participated in: 2 International, 2 regional and 3 National tourism Expos i.e. World travel Market London, ITB Berlin trade Fair, The Kwitalzina in Rwanda Kigali (Annual Gorilla naming ceremony), Pearl of Africa Tourism Expo, The Uganda international cultural fair held at Uganda Museum, Diaspora Dinner at Serena Hotel, Banyakigezi International Community meeting in Kabale and Abruzzi day for Rwenzori Mountain, Jinja agricultural show, Buganda expo and Miss tourism.  Tulambule that was carried out in BMCA and KVCA.  MFNP hosted the annual sport fishing event that attracted over 60 Foreign Residents for the event as anglers and well wishers	UWA's participation in all was mainly for creating awareness and develop relationship with new prospects, Increasing brand awareness Strengthening partnership with other stakeholders.
	Construct Wildlife 2 Sculptures around Kampala City	A Memorandum of Understanding between UWA and KCCA to construct two monumental wildlife effigies in Kampala city was signed.	
<b>SP Objective 3.5.4: To develop and manage income generating projects</b>			
Investment Opportunities	Implement 5 projects: Monitor the construction of Kanjokya	Construction work at the Multi storied building in Kanjokya was reported at 94% completion (reached tiling of floors and the external painting has been completed)	
<b>SP Objective 3.5.5: To improve efficiency and effectiveness in revenue collection and expenditure management</b>			
Financial internal controls in place	Contract the financial provider.  Roll out the system to 5 PAs  Train reservation staff	UWA contracted 2 financial service providers; Barclays bank (U) limited and Stanbic Bank to introduce the Point of Sale (POS) machines to all our gates as an alternative revenue collection system.  Trained 10 Reservation staff in the Barclays Point of Sale (POS)	This is part of automating revenue collection at Uganda Wildlife Authority

## 6.2.4 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 2016/17

	OUTPUT INDICATOR	Target 2016/17	Progress	Reason for variation
<b>Education and Information</b>				
1	Number of visitors entering UWEC	303,847	310,616(102%)	Increased impetus for Ugandans especially schools to travel for field work, Incidents of repeat visit for hands on programs among expatriates and international visitors.
2	Number of pieces of Conservation Educational Materials distributed to educational institutions.	35,000 (Booklets, posters, signage, flyers, brochures produced and distributed)	35,000 copies printed	Activity accomplished to plan
3	Number of Conservation education programs conducted in community areas/schools.	7 Community Outreach education programs	We were able to visit 6 hands on conservation education programs conducted (Gulu, Mbale, Kabale, Soroti, Mengo, Bukomansimbi, Mbarara, Arua and Jinja)	15 Conservation programs conducted (Gulu, Mbale, Kabale, Soroti, Mengo, Bukomansimbi, Mbarara, Arua, Jinja, Mukono, Kabale, Mukono, Ibanda, Masaka, Arua)
4	Number of promotional festivals organized	4 (Easter, Idd Eli ftri, IddiAduha and Zoo fest)	4 festivities were organized namely; Iddi Aduha, Iddi elftri, Independence Day celebrations and Zoo fest	Independence Day was used to give back to the community aimed at increasing awareness in the values of wildlife  Iddi and Zoofest generated significant resources for the centre although there was a 5% decrease in the visitation compared to the last financial year.
5	Conservation Education Challenge	2 (Bush meat and Climate Change Challenge for schools.)	Held in March 2017	Additional support from private sector and NGOs helped accomplish the activity
6	Number of new Wildlife Clubs formed.	84	57 new wildlife clubs formed across the country established	Partnership with wildlife clubs of Uganda, and Kampala capital City and local governments
			Participated in 2 events namely; World Tourism Day and 3 Tulambule campaigns (Mabarara, Jinja, Kidepo and Northern Uganda  Zakayo the 53-year-old chimp, Hamukungu the 6-year rescued elephant birthday celebrated with the aim of raising awareness on the plight of wildlife and key conservation actions in Uganda.	

	OUTPUT INDICATOR	Target 2016/17	Progress	Reason for variation
7	Number of conservation education/ special events participated in	4 (World Tourism day, World Environment day, World Wildlife day and World Wetlands day)		Other conservation days did not fall in the reporting period
8	Outreach to schools	125,000 participants (primary, secondary and tertiary Institutions)	94,643 participants (primary, secondary and tertiary Institutions)	Budgetary constraints
9	Research and Project development	Develop 3 proposals	Research and Project Committee was fully constituted  6 proposals and the response for two has been positive for; Kidepo Conservation Education Program and Makanaga Wetland Biodiversity Conservation and Ecotourism development.	Activity accomplished to plan

#### 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)	Construction on going	Works to be completed in November 2017. There was delay in the Procuring the contractor which pushed the completion period from August to November.
2	Level of development of one Regional Satellite Wildlife Education Centre.	Feasibility studies conducted - Architectural plans designed - Complete the partnership process (Land acquisition)	2 feasibility studies on proposed sites in Mbale and Mbarara done, report produced. Procurement a consultant to undertake feasibility studies for Fort portal has been completed. The entity is awaiting funds from Ministry of Finance.	Activity is on plan and awaits funds for further development.
3	Number of vehicles purchased	2	2 used double cabins purchased and in use	Activity accomplished to plan.
4	Cheetah holding facility, keeper room, storage and associated interpretive signage on the species constructed	Complete	Cheetah holding, storage and keeper room completed	Project was prioritised to create room in the quarantine area and cater for safety of small rescued animals.
5	UWEC Visitor parking yard secured	Title Obtained	Process of acquiring a title for it is ongoing	The lands title department had been closed for some time
6	Enclosures maintained and rehabilitated	Completed	Repairs on old exhibits undertaken;	Limited funding hindered, this activity, but critical areas were attended to enhance animal and human safety at the centre.
7	Elephant Enclosure	Phase one complete	Not yet done	Limited funding

	OUTPUT INDICATOR	Target 2016/17	Progress	Reason for variation
<b>Marketing, Public Relations and Advertising</b>				
1	Promotional materials produced	20,000 Program brochures and 10,000 flyers, 4 promotion videos produced,	They were all done and copies distributed to stake holders	Activities executed as per the plan
2	Tourism products developed	4 new touristic programs developed	<p>Home stay for our long stay volunteers.</p> <p>Community tours to promote Mekanaga Wetland for shorebird/ avia tourism and conservation developed.</p> <p>Developed Children and animal touch program / zoo and facility is under construction</p> <p>Equator tours/sunset cruises making use of the UWEC pier/docking area has also been developed</p> <p>These programs have increased community benefit from tourism.</p>	Public private partnership and donor support and activities accomplished to plan.
3	Media and Publicity	<p>240 hours of local Radio airtime</p> <p>52 hours on airtime on local television</p> <p>9 magazine publicities</p> <p>1 website revamping</p> <p>86 Tour operators and firm Trips</p> <p>4 International Film Crews</p> <p>Host 3 tour operators</p> <p>375 amateur (video) photography</p>	Activities accomplished per plan.	Activities accomplished partly through collaboration and prioritizing resources aimed at increasing the entities visibility, awareness and business opportunities.
<b>Animal and Horticulture</b>				
1	Standard Operating Procedures and Policies reviewed	<p>5 (Keeper chore, vet drug, quarantine, snake management, canine dogs)</p> <p>6 volunteers trained in designing animal collection plans</p>	<p>Daily Keeper chores SOP, Vet drugs SOP reviewed.</p> <p>A new SOP on Reptile house and snake management SOP designed</p> <p>Five keepers recruited and undergoing training in SOPs.</p> <p>The old keepers have been offered refresher training in all the SOPs developed</p>	Staff training in SOPs is a continuous activity for effectiveness and efficiency of the centre.

	OUTPUT INDICATOR	Target 2016/17	Progress	Reason for variation
2	Animal husbandry and environment maintained	Continued Animal environmental enrichment, Husbandry practices, Diet sheet formulation animal training, enclosure design and management undertaken.	Procedures adhered to as part of our daily routine	Routine works
3	Animal Record keeping system maintained.	Animal recording updated using Zoological Information Management System (ZIMS) ZIMS subscription paid	Regular update of animal records using ZIMS undertaken	Routine works
4	Rescue and Rehabilitation of wildlife undertaken	Animal rescues and rehabilitation conducted. Although rescues are planned for, numbers cannot be tagged, aware that these come up as emergencies and salient need. FY 2015/17 record was 197 individuals.	Key species rescued: 61 individuals rescued in 2016/17 compared to 197 in 2015/16 hence 69.04% reduction in rescued. Colobus monkey rescued at one week in addition to reptiles and birds released back to the wild after successful rehabilitation Animals that had regained capability of surviving in the wild were released back.	69.04% reduction in animal in distress and need of a home attributed to increased awareness, enforcement by stakeholders.
5	Research and observations of animals undertaken	Yes (Animal research conducted for improved management/new knowledge)	Data collection on animal behavior undertaken on a routine basis Baby chimp integration and observation done for sunny and is still on going.	Routine works but data is available for analysis
6	Veterinary care and animal health services	Drugs, animal diet, husbandry, training, equipment, materials acquired, health checks	Healthy checks undertaken (Preventive medication for Giraffes, Elands, Ceattle, and Ostrich) conducted. Fecal tests and treatment done for chimpanzees. Preventive medication for all avian species on going Daily observations for all avian species and health monitoring on going. Existing equipment maintained.	Procurement of darting equipment accessories and snake handling equipment on course

	OUTPUT INDICATOR	Target 2016/17	Progress	Reason for variation
7	Animal training program for visitor experience and management maintained	Conduct 6 refresher training for UWEC staff that works with animals	4 trainings for animal keepers, 2 emergency safety and preparedness trainings and 6 trainings for volunteers conducted.	Routine activity aimed at continuous improvement.
8	Medicinal plant garden for Conservation education maintained. Seedling production initiated	Raise 300 different seedlings and propagate a new medicinal garden	Medicinal plant collection of 200 species has been maintained.  A new plot of 50 species has been established.  Propagated 8, 150 plants, compared to 6,310 last year and distributed to schools and visitors, in addition to 4-acre Napier grass for animal fodder.	Plant collection is still low and needs more species added. Activity limited due to financial constraints.
9	Other achievements	Kids play area re-modeled  Upgrade of pastel	Using Private Public Partnership  It was one of the prioritized projects to increase efficiency and effectiveness in financial management.	UWEC didn't have funds to undertake this investment which will serve 63% of the targeted audience and hence private partnership was prioritized.

## Challenges and proposed mitigation measures

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

1. Lack of key and critical animal exhibits; notable among these are elephant, caracal and establishment of exotic collections. 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 as well as providing Ugandans with an opportunity to see and learn about other wildlife resources.
2. Inadequate staffing hampered the centers capacity to fulfill the expanded countrywide mandate. This was further worsened by the brain drain by United Arab Emirates Zoological facilities which offer far better remuneration. The Centre lost 9 experienced personnel including a veterinarian. Although these positions were filled, this greatly increased resources required for training and execution of specialized responsibilities in the respective cadre's capacities.
3. Mobility in the whole country for conservation Education Programs, rescues and onsite activities in FY2016/17 was hampered by old vehicles, which further increased repair costs. However, the situation was partly solved with the acquisition of two double cabins for up country activities in FY 2016/17. The need for a two-wheel tractor and lorry to facilitate the Centre's operations both onsite, mobile outreach (cinemas and other materials) transportation for education especially in remote areas of Uganda still continues.

### 6.2.5 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 2016/17

CODE	OUTPUT INDICATOR	Target	Progress	Reason for variation
1	No of students Enrolled	200	204	Target achieved due to extensive publicity
2	No of students placed and supervised on industrial training	100	91 students were placed and supervised from May 2016 to July 2016	9 students did not meet all conditions for industrial training
3	Completion rate of HTTI students	95%	Assessment of students still ongoing	Marking and industrial training still ongoing
4	Staff skills and abilities enhanced	(One staff facilitated to study in Austria; Facilitate staff exchange programs, seminars and workshops; Conduct Short courses to improve service delivery in Hospitality and Tourism sectors.)	1 staff admitted for a 9 months course in Austria	
5	Hotel and Training Services marketed	Conduct marketing Campaigns; Advertise Hotel services and Training courses; Carry out career guidance in schools.)	Newspaper advert in observer and New vision	
6	Training conducted in Hospitality, Tourism operations and management skills		No training conducted in the quarter	Inadequate releases
7	Training material and tools provided	(Materials for House-keeping, Food production, service and Tourism Equipment and Tools)	Provided as requested	
9	Domestic arrears reduced	Reduce arrears by 50%	Increased by 20%	Affected by shortfall in government funding (subvention)
11	Staff uniforms procured	Dress 60% of the uniformed staff	30% Dressed	Problem of quality with suppliers
12	Amount of revenue generate from Hotel Services	UGX 440,467,654	UGX 491,908,140	
13	HTTI hotel maintained in good condition.	Renovate 2 rooms	Renovation incomplete	Challenges of releases, the two rooms planned for renovation were not completed

## 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 basis; 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

### 6.2.6 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 2016/17

CODE	OUTPUT INDICATOR	Target 2016/17	Progress	Reason for variation
1	No of students enrolled at UWRTI	130	124	Some of the applicants did not meet the requirements
2	No of students graduating	140	222 students graduated for the two academic years (2014/2015 and 2015/2016)	Some of the students have retakes
3	Level of development of the UWRTI strategic plan 2016/2017-2020/2021	Draft	Printing level	UWRTI strategic plan 2016/2017-2020/2021 not printed because of insufficient funding
4	Field Practical training exercises conducted	2	Two practical training exercises were conducted in Queen Elizabeth National Park.	Paramilitary training exercise affected by insufficiency of funds
5	Paramilitary training exercise undertaken	1	The training has not taken place	Insufficient funding
6	Industrial Training conducted to equip students with skills	2	The activity was conducted	
7	Training materials and equipment procured	Yes	Procurement of Textbooks periodicals and equipment is ongoing.	
8	Short courses to improve service delivery in Wildlife and Tourism sectors undertaken	3	17 Staff attended three short course programmes in Higher education learning and economic valuation of Natural resources	
10	A 32-seater bus procured	Yes	The 32-seater bus was procured and the process of putting blue number plate and other accessories is on.	
11	Students assessed	Yes	Examinations are Set and moderated each semester	
13	Excavation of a trench to break through the hard rock around the school land to plant a hedge	1	The activity is on going	

## 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

- i. 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 PERFORMANCE OF THE COMPETITIVENESS ENTERPRISES DEVELOPMENT PROJECT (CEDP)

### 7.1 Background

The 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 builds upon Private Sector Competitiveness

Project (PSCP II), which seeks to improve the business environment in the country by addressing policy constraints, strengthening institutions, and enhancing the public-private sector dialogue and providing support to firms. 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 FY 2014/15 marked the first year of project Implementation.

The 4 year project comprises of **four major components**:

1. Land Administration Reform Component –US\$54m.
2. Business Registration and Business Licensing Reforms-US\$ 10m.
3. Tourism Competitiveness Development (US\$25m.)
4. Matching Grant Facility-(US\$ 8m).

Thus the Tourism sector features under **component 3: Tourism Competitiveness Development (US\$25 million)** which is divided as follows;

Sub component:1. Strengthening the capacity of the MTWA and UTB (US\$3 million)

Sub component:2. Development of Labor Force for the Tourism Sub-sector (US\$12 million)

Sub component:3. Tourism Product Planning, Packaging, and Promotion (US\$10 million)

In regards to the tourism sector, the project focuses on:

- Increased international tourist arrivals;
- Tourism sector employment;
- Direct projects beneficiaries (number), of which female (percentage).

## 7.2 Achievements

SN	Planned output/activity	Status	Remarks
1	Five (5) Fifty Two Seater Domestic Tour Buses.	Delivery and registration of the five buses was completed with URA. The bus utilisation proposal has been completed. The staffing structure has been completed. Very high calibre Sales Executive and Senior Drivers have been hired.	<b>Proposed itineraries</b> <ul style="list-style-type: none"> <li>■ 3 day itinerary to QENP through Lake Mburo National Park.</li> <li>■ 3 day itinerary to MFNP through Ziwa Ranch.</li> <li>■ 4 day itinerary to Kidepo through Kapkwai.</li> <li>■ 2 day itinerary to LMNP through Snake Park at Bwama.</li> </ul>
2	Three (3) Forty Five Seater Motorised Boats (Launches).	Three Motorised Boats were procured and deployed to Murchison Falls, Lake Mburo and Queen Elizabeth National Parks.	A total of 1,747 tourists have taken a ride on the three Motorised Boats.
3	Fleet Management System.	Fleet Management System (FMS) was procured and installed on 172 vehicles, equipment and plants.	Due to the system, UWA has been able to optimise operational efficiency and attain greater performance management of drivers. Therefore, automation of UWA's transport system has generated long term and cross-cutting impact.
4	Printing UWA Publications.	24,000 publications were produced distributed to both local and international tourism source market events.	<ul style="list-style-type: none"> <li>■ <b>International Expos:</b> (Birding-Fair-London, ITB-Berlin, WTM-London, Rimini-Italy, International Wildlife Day, International World Tourism Day, Uganda North American Association (UNAA) Convention (3,000 Ugandans from around the World), Ugandan Diaspora Social Networking Event (December each year) and International Community of Banyar-Kigezi-ICOB)</li> <li>■ <b>East and Southern Africa Expos:</b> (Magical Kenya, Karibu, Indaba, Kwitanzira or Gorilla Naming Ceremony)</li> <li>■ <b>National Expos:</b> (Buganda Kingdom, Pearl of Africa Tourism Excellence (POATE), Jinja Source of the Nile, Cultural Tourism Expo-Uganda).</li> <li>■ <b>Entebbe International Airport</b> (UTB-Outlet)</li> <li>■ <b>Stakeholders:</b> (UWA-Board, Tour Companies, MTWA)</li> <li>■ <b>Sports Celebrities</b> (Wildlife Ambassadors, especially in the Olympic Games)</li> <li>■ <b>International MICE:</b> (Climate Change Conference in Paris, CITES Conferences)</li> <li>■ <b>National MICE:</b> (WWF, NEMA, CARE International, IUCN, UCF)</li> <li>■ <b>Outreach Programmes:</b> (Wildlife Clubs in Schools, Church Institutions, Rotary Clubs)</li> </ul>

SN	Planned output/activity	Status	Remarks
5.	HTTI - Hotel building - one administrative block, two demonstration and training kitchens & one restaurant and 8 class rooms and two student hostels <ul style="list-style-type: none"><li>■ Carry out feasibility study and develop business plan</li><li>■ Engage consultant to design and supervise UHTTI construction</li></ul>	<ul style="list-style-type: none"><li>■ Feasibility study conducted and develop business plan developed.</li><li>■ Consultant engaged and final designs (Implementation Phase) completed.</li><li>■ Environment Impact Assessment (EIA) study concluded.</li></ul>	Bidding for construction ongoing until 16th November, 2017.
6.	Procure Technical Advisor (TA) for UHTTI	TORs for engagement of Technical Advisor to support UHTTI approved by Contact Committee.	Procurement to be concluded by December 2017
7.	Curriculum review of UHTTI	The final revised curriculum was approved by NCHE with comments. The team to incorporate the comments convened and the final curriculum would be submitted to the National Council for Higher Education for approval by 16th November 2017.	
8.	Supply of various items to UHTTI	10 GPS Handsets, 20 Binoculars, 3 photo-printers and 2 projectors, 200 Text books, 30 camping tents delivered.	
8.	Marketing Uganda as a tourist destination. <ul style="list-style-type: none"><li>■ Procurement of 2 FAM Trip Vehicles for UTB</li><li>■ Tourism Expos</li></ul>	<ul style="list-style-type: none"><li>■ Two (2) FAM trip vehicles for UTB were delivered</li><li>■ UTB participated in International Expos-JATA, FITUR, MATKA, AKWAABA, USTOA and Local Expos – ABE and POATE</li></ul>	UTB already using the vehicles to market the country.
9.	<ul style="list-style-type: none"><li>■ Tourism Product Development</li><li>■ Printing of the best of Busoga promotional book.</li><li>■ Development of Tourism promotional materials.</li></ul>	<ul style="list-style-type: none"><li>■ 2,000 copies of the Best of Busoga promotional book were printed and launched.</li><li>■ Contract for Development of Virtual Reality Tourism Videos cleared by SG and forwarded for signing.</li></ul>	
10.	Tourism Information Management Systems	<ul style="list-style-type: none"><li>■ The final report for consultancy for assessment and development of a framework for design and installation of TMIS concluded.</li><li>■ ToRs for developing the designs of the software were submitted to PSFU.</li></ul>	In the next FY 2017/18, the Ministry will work towards operationalising the TIMS.
11.	Tourism Policy Development and implementation.	<ul style="list-style-type: none"><li>■ The Consultancy for design and implementation of MICE concluded, presented by the consultant and validation done</li><li>■ Consultancy for Value Chain Analysis conducted, report submitted and validated.</li></ul>	
12.	Positive Image created in targeted Markets: Engage 3 firms to market Uganda in USA, UK and Germany	Three (3) PR and Marketing Firms engaged. Successes are presented in the section below.	The firms are: PHG Consulting, Kamageo and KPRN targeting source markets of USA and Canada (PHG Consulting), UK and Northern Ireland (Kamageo) and German speaking Europe or the so called Germanic market (Germany, Switzerland and Austria).

## PERFORMANCE OF PR AND MARKETING FIRMS

The Government through UTB engaged three (3) PR and Marketing Firms. The firms are: PHG Consulting, Kamageo and KPRN targeting source markets of USA and Canada (PHG Consulting), UK and Northern Ireland (Kamageo) and German speaking Europe or the so called Germanic market (Germany, Switzerland and Austria). Uganda's visibility as a tourism destination arose out of generation of quality wildlife content through a collaboration between UWA and UTB. The content was posted onto the firms' websites; but also, sent to other reputable media houses and some can be reached at;

<http://www.phgconsulting.com/press-center/>

<https://www.kamageo.com/news>

<http://www.kprn.de/kunden/destinationen/uganda-tourism-board/pressemitteilungen/>

<https://youtu.be/PDlIFD3YqiU>

<https://youtu.be/8hxKQCFrrHU>

[https://www.facebook.com/skynews/videos/1628490593832198/?hc\\_ref=PAGES\\_TIMELINE](https://www.facebook.com/skynews/videos/1628490593832198/?hc_ref=PAGES_TIMELINE)

Due to Kamageo's activities in the UK and Northern Ireland, Rough Guides ranked Uganda the best tourism destination in Africa and the fourth best in the world. This prompted CNN to produce footage about Uganda's tourism attractions for the "Inside Africa" programme. CNN audience is approximately 425 million households across the World. The CNN footage (a Kamageo spin-off); had accumulated 21,222 views by 6:00 p.m on 11th October 2017. The video clip of the footage can be viewed on the following link: <https://www.facebook.com/oboth.isaac/videos/10214425069726711/>

On screen, Uganda's Mountain Gorilla captivated audiences watching first SkyNews and Good Morning Britain. SkyNews online had over 140,000 views whilst half a dozen other Facebook and Twitter feeds registered over 40,000 views each. Uganda also benefitted from features either in print or online with Evening Standard, Daily Mail, The Telegraph, The Times, i (Independent), Daily Express, MSN, AOL, BT and OK! Exhibitors at the show reported significant increases in Uganda, with Titan Travel reported their entire Uganda programme for 2018 was sold out.

### Key outputs for the three PR Marketing firms:

#### 1. Kamageo

- 2.6 Million Pounds worth of media coverage in the UK market.
- 51 tour operators actively selling Uganda in the UK up from 31 previously.
- 210 hours of sponsored content featuring Uganda's Mountain Gorillas and Chimpanzee products on National Geographic TV.
- 4th position for Uganda by UK top travel and adventure publisher, Rough Guides in their top countries to visit list this year 2017-first time Uganda is making it to the list.
- 1.7 million viewers reached via television in the UK.
- 12.6 million people reached through print media.

#### 2. KPRN

- 225 Million Media reach.
- 23 UGX Billion media value achieved through familiarisation tour.
- Ushs 30 Billion media coverage through PR activities.
- 166 articles from the media FAM trips.
- 710 target audience specific media articles with a reported total media value of 19.56 Million Euros.
- PHG Consultancy
- 20 top North American tour operators directly selling Uganda.

- #16 Uganda's 2016 ranking as top and up-coming destination by CNN.
- 1,328 placements in the media.
- 990 million consumers reached.
- USD 39 million advertising value achieved in 2016/2017.
- 30 new itineraries that include Uganda created.
- 140 North America tour operators created.
- 11 million viewers on the widely syndicated American Game Show "Wheel of fortune" with a feature in Uganda.

Some of the links for photographs and press releases in Germany, Australia and Switzerland about Uganda's tourist attractions.

- 1) In the country of cocoa and coffee
- 2) Uganda's chess queen
- 3) Media Newsletter March 2017
- 4) Undeveloped National Parks and Nature Reserves
- 5) Media Newsletter January 2017
- 6) Top 4 Destination 2017
- 7) The Lion King on the trail
- 8) New German language website
- 9) Christmas traditions at the equator
- 10) Uganda Media Newsletter November 2016
- 11) Traveling with VW Bulli and Co.
- 12) Journey to the Shoehorn
- 13) A paradise for wildlife observers
- 14) A country, many kings
- 15) Media Newsletter September 2016
- 16) Jinja - East Africa's adventure land
- 17) Berggorilla baby born in Bwindi National Park
- 18) Uganda: to 98.7% chimpanzee
- 19) On the way to the Wolkenkönig
- 20) Uganda lowers visa fee
- 21) New entry rules for Uganda
- 22) Original natural wonders: Ten national parks reveal Uganda's diverse flora and fauna
- 23) Eye-to-eye with the Berggorillas: Gorilla tracking in Uganda's national parks
- 24) On the way to the Wolkenkönig: mountaineering, hiking and trekking in Uganda
- 25) Uganda Tourism Board at the ITB 2016
- 26) Uganda - The pearl of Africa
- 27) <http://www.kprn.de/kunden/destinationen/uganda-tourism-board/fotos/>
- 28) <http://www.kprn.de/kunden/destinationen/uganda-tourism-board/pressemitteilungen/>

## Challenges in implementation of activities under CEDP

1. Financing restructuring which has led to reduced funds.
2. Inadequate Tourism /hospitality expertise at the PCU to support implementing agencies under the Tourism Competitiveness Development Component led to procurement delays.

## 8.0 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 these and other relevant roads is highlighted below.

### A) Construction completed

No	District	Road Link	Kms
1	Kyegegwa, Kamwenge & Fortportal	Kamwenge - Fortportal	65
2	Fort Portal & Bundibugyo	Fortportal - Bundibugyo - DRC Border (Lamia)	90
3	Nakapiririt and Moroto	Nakapiririt - Moroto	95

### B) Ongoing civil works

No	District	Road Link	Kms
1	Kyenjojo, Kibaale&Hoima	Kyenjojo-Kabwoya	144
2	Kyenjojo, Kibaale&Hoima	Kabwoya – Hoima/Bulima	72
3	Hoima and Masindi	Hoima-Masindi	52
4	Soroti, Amuria, Katakwi, Napak and Moroto	Soroti-Moroto	170
5	Mbale, Manafwa and Bududa	Mbale-Bududa-Elgon Park boundary-Lwakha-kha	60
6	Kumi and Katakwi	Kumi-L. Bisina and L. Opeti-Katakwi	20
7	Gulu, Kitgum and Pader	Gulu-Kitgum-Palongo-Lututur	173

### C) Procurement ongoing

No	District	Road Link	Kms
1	Kisoro, Kanungu & Kabale	Rukungiri - Kihikihi	48.3
		Kihikihi - Butogota - Buhoma	45
2	Kanungu and Rubirizi	Kihikihi-Ishasha	11
3	Rubirizi, Rukungiri & Kanungu	Ishasha - Katunguru	88
		Kanungu - Hamurwa	60
4	Kyegegwa, Kam-wenge&Fortportal	Kyegegwa - Katonga -	74
5	Ntoroko	Karugutu - Ntoroko	49
6	Kamwenge	Bisozi-Bihanga-Buremba-Kazo	
7	Masindi&Nebbi	Masindi - Paara	92
8	Hoima and Buliisa	Hoima-Biiso-Buliisa-Wanaseko	108
9	Buliisa	Buliisa-Paara	30
10	Masindi and Buliisa	Masindi-Biiso-Butiaba port	68
11	Kotido and Moroto	Karenga-Kapedo-Kabong-	70
12	Lira, Alebtong, Otuoke,Kotido and Abim	Lira-Abim-Kotido	180
13	Kapchorwa and Kwen	Kapchorwa-Suam	54
14	Mbale	Mbale-Nkokonjeru (Wanale)	21
15	Masaka	Bukakata-Masaka	45
16	Mpigi and Mityana	Mpigi-Kibibi-Mityana	60.4

**D) Design commenced**

No	District	Road Link	Kms
1	Kabale	Kabale - Lake Bunyonyi	12
2	Kisoro	Kisoro - Mgahinga National Park Headquarters	17
3	Kisoro	Kisoro – Nkuringo – Rubuguri – Muko (Rubanda) Road	65

**E) Undergoing feasibility studies**

No	District	Road Link	Kms
1	Kisoro	Katojo - Rubuguri - UWA Head Quarters	45
2	Kabale&Kanungu	Kabale - Ruhija - Buhoma	79
3	Kasese	Kasese-Nyakalengijo	18
4	Rubirizi,Rukungiri&Kanungu	Kachwekano - Muko	22
5	Rukungiri	Rukungiri - Kigezi WR - L. Edward fishing village	51
6	Kasese	Access roads to fishing villages: Kasenyi (12 Kms), Ha-mukungu (17 Kms), kahendero (20 Kms)	49
7	Kasese	Access Road to Mweya and Katwe	55
8	Kasese	Mubuku –UWA park gate	19
9	Kabarole	Rwimi - Ndali - Isunga KNP HQs	25
10	Bundibugyo and Ntoroko	Access to Sempaya Hot springs	74
11	Kamwenge	Kyenjojo-Kigarale-Kahunge-Rwamwanja-Kihura	68
		Kamwenge-Dura-Hima	60
12	Masindi&Nebbi	Paara - Packwach	54
13	Nebbi	Packwach-WankaduPanyimur	34
14	Nebbi and Arua	Packwach-Ajai-Ocoko	94
15	Arua, Yumbe and Moyo	Arua-Yumbe-Moyo-Dufile	170
16	Soroti, Amuria, Ka-takwi, Napak and Moroto	Soroti-Amuria-Obalanga-AchanPii	92
17	Tororo, Manafwa and Bududa	Tororo-Bududa-Elgon Park Boundary	50
18	Sironko and Bulam-buli	Sironko-Bulambuli-Elgon Park boundary	13
19	Sironko	Sironko-Budadiri-Bunasifa	16
20	Kalangala	Lutoboka along the shores (Luku-Kalangala-Luto-boka)	36
21	Wakiso and Luwero	Gayaza (Zirobwe)-Wobulenzi - unpaved section	24
22	Mpigi and Mityana	Buwaya-Kasanje-Mpigi	52
23	Mpigi and Mityana	Kasanje-Sesa-Kisubi	23
	Wakiso	Namugongo ring road	1.8
24		Shrine Access	1.8
25	Kalangala	Luuku-kalangala	66

**F) Seeking funds**

No	District	Road Link	Kms
1	Kitgum, Lamwo and Kabong	Karenga-Apoka/Sudan boarder	40
2	Kotido and Moroto	Kotido-Moroto	120
3	Kotido and Moroto	Kotido - Kaboong	68
4	Kitgum, Lamwo and Kabong	Kitgum-Orom-Karenga	116

## Detailed status of development of Tourism roads

ATTRACTION	#	DISTRICT	ROAD LINK	Dist. (km)	STATUS
Southwest Tourism Zone (Bwindi Impenetrable National park and Mgahinga Gorilla National Park and associated environments)	1.	Kisoro, Kanungu & Kabale	Rukungiri - Kihikihi	48.3	Procurement of the works contract is ongoing under the AfDB financing. Construction work expected to commence by January 2018.  Currently being worked on by Force Account
			Kihikihi - Butogota - Buhoma	45	Procurement of a design Consultant is ongoing. Design study expected to commence in December 2017.  Currently being worked on by Force Account and programmed for Framework contract to commence soon.
	2.	Kabale	Kabale - Lake Bunyonyi	12	Design commenced in September 2017 and expected to be completed by June 2018.  Currently being worked on by Force Account and programmed for Framework contract to commence soon.
	3.	Kisoro	Kisoro - Mgahinga National Park Headquarters	17	Design commenced in September 2017 and expected to be completed by June 2018.
	4.	Kisoro	Kisoro - Nkuringo - Rubuguri - Muko (Rubanda) Road	65	Design commenced in August 2017 and expected to be completed by June 2018.  Currently being worked on by Force Account and programmed for Framework contract to commence soon.
	5.	Kisoro	Katojo - Rubuguri - UWA Head Quarters	45	Feasibility and Detailed Engineering Design Study planned in the medium term subject to availability of funds.  Term Contract for routine Mechanised maintenance has been signed and contractor is commencing soon.
	6.	Kabale&Kanungu	Kabale - Ruhija - Buhoma	79	Feasibility and Detailed Engineering Design Study planned in the medium term subject to availability of funds  Term maintenance contract has just ended and Force Account works are ongoing for routine works.
	7.	Kasese	Kasese-Nyakalengijjo	18	Feasibility and Detailed Engineering Design Study planned in the medium term subject to availability of funds.  Currently being worked on by Force Account and programmed for Framework contract to commence soon.
	8.	Kanungu and Rubirizi	Kihikihi-Ishasha	11	Procurement of the works contract is ongoing under the AfDB financing. Construction work expected to commence by January 2018.  Currently being worked on by Force Account and programmed for Framework contract to commence soon.

ATTRACTION	#	DISTRICT	ROAD LINK	Dist. (km)	STATUS
Western Rift Valley Zone (Queen Elizabeth National Park, Rwenzori National Park, Semiliki National Park, Bundibugyo hot springs, Lake Edward and George)	9.	Rubirizi, Rukungiri & Kanungu	Ishasha - Katunguru	88	Procurement of design Consult is ongoing. The design study is expected to commence by January 2018.  Currently being worked on by Force Account and programmed for Framework contract to commence soon.
	10.	Rubirizi, Rukungiri & Kanungu	Kachwekano - Muko	22	Feasibility and Detailed Engineering Design Study planned in the medium term subject to availability of funds.  Currently being worked on by Force Account and programmed for Framework contract to commence soon.
	11.	Rubirizi, Rukungiri & Kanungu	Kanungu - Hamurwa	60	Procurement of design Consult is ongoing. The design study is expected to commence by December 2017.  Currently being worked on by Force Account and programmed for Framework contract to commence soon.
	12.	Rukungiri	Rukungiri - Kigezi WR - L. Edward fishing village	51	Feasibility and Detailed Engineering Design Study planned in the medium term subject to availability of funds
	13.	Kasese	Access roads to fishing villages: Kasenyi (12 Kms), Hamukungu (17 Kms), Kahendero (20 Kms)	49	Feasibility and Detailed Engineering Design Study planned in the medium term subject to availability of funds
	14.	Kasese	Access Road to Mweya and Katwe	55	Feasibility and Detailed Engineering Design Study planned in the medium term subject to availability of funds
	15.	Kasese	Mubuku - UWA park gate	19	Feasibility and Detailed Engineering Design Study planned in the medium term subject to availability of funds
	16.	Kyegegwa, Kamwenge & Fortportal	Kamwenge - Fortportal	65	Construction completed and was commissioned on 7 September 2017
			Kyegegwa - Katonga -	74	Procurement of design Consult is ongoing. The design study is expected to commence by January 2018
	17.	Kabarole	Rwimi - Ndali - Isunga KNP HQs	25	Feasibility and Detailed Engineering Design Study planned in the medium term subject to availability of funds
	18.	Fort Portal & Bundibugyo	Fortportal - Bundibugyo - DRC Border (Lamia)	90	Construction completed
	19.	Ntoroko	Karugutu - Ntoroko	49	Procurement for Design and Build Contractor commenced in April 2017 under UK Export Finance. Works are expected to commence by April 2018.  Currently being worked on by Force Account and programmed for Framework contract to commence soon.

ATTRACTION	#	DISTRICT	ROAD LINK	Dist. (km)	STATUS
	20.	Bundibugyo and Ntoroko	Access to Sempaya Hot springs	74	Feasibility and Detailed Engineering Design Study planned in the medium term subject to availability of funds.
	21.	Kamwenge	Kyenjojo-Kigara-le-Kahunge-Rwamwanja-Kihura	68	Feasibility and Detailed Engineering Design Study planned for the medium term subject to availability of funds
	22.		Bisozi-Bihanga-Bu-remba-Kazo		Procurement of design Consultant is ongoing under AfDB financing. Design studies are expected to comment by June 2018.  Currently being worked on by Force Account and programmed for Framework contract to commence soon.
	23.		Kamwenge-Dura-Hima	60	Feasibility and Detailed Engineering Design Study planned for the medium term subject to availability of funds.  Currently being worked on by Contractor under equipment hire facility and programmed for Framework contract to commence soon.
Murchison falls Tourism Zone (Murchison Falls National Park, L. Albert areas, Wild-life reserves, Bu-dongo forest and associated environments)	24.	Kyenjojo, Kibaale & Hoima	Kyenjojo-Kabwoya	144	Civil Works construction commenced under World Bank financing
	25.		Kabwoya – Hoima/ Bulima	72	Civil Works construction ongoing under AfDB financing
	26.	Masindi&Neb-bi	Masindi - Paara	92	Part of the Oil roads. Procurement for works contract is ongoing. Construction works expected to commence in January 2018.  Term maintenance works ongoing between Kisanja and Paraa.
	27.	Masindi&Neb-bi	Paara - Packwach	54	Feasibility and Detailed Engineering Design Study planned in the medium term subject to availability of funds
	28.	Hoima	Kigorobya-Kibiro Salt Works	20	Under Hoima District Local Government
	29.	Hoima and Masindi	Hoima-Masindi	52	Civil Works construction ongoing under AfDB financing.
	30.	Hoima and Buliisa	Hoima-Biiso-Buliisa-Wanaseko	108	Part of the Oil roads. Procurement for works contract is ongoing. Construction works expected to commence in March 2018.  Currently being worked on by Force Account and programmed for Framework contract to commence soon.
	31.	Buliisa	Buliisa-Paara	30	Part of the Oil roads. Procurement for works contract is ongoing. Construction works expected to commence in March 2018.  Ongoing routine Mechanised term maintenance contract

ATTRACTION	#	DISTRICT	ROAD LINK	Dist. (km)	STATUS
	32.	Masindi and Buliisa	Masindi-Biiso-Buti-aba port	68	Part of the Oil roads. Procurement for works contract is ongoing. Construction works expected to commence in June 2018.  Currently being worked on by Force Account and programmed for Framework contract to commence soon.
	33.	Nebbi	Packwach-Wankadu Panyimur	34	Feasibility and Detailed Engineering Design Study planned in the medium term subject to availability of funds.  Currently being worked on by Force Account and programmed for Framework contract to commence soon.
	34.	Nebbi	Packwachi-Wandlai	40	Under Nebbi District Local Government
	35.	Nebbi and Arua	Packwach-Ajai-Ocoko	94	Feasibility and Detailed Engineering Design Study planned in the medium term subject to availability of funds.  Programmed for Framework contract to commence soon.
	36.	Nebbi and Arua	Nebbi-Ajai	50	Under Nebbi District Local Government
	37.	Adjumani	Adjumani-East Madi Wildlife Reserve	37	Under Adjumani District Local Government
	38.	Arua, Yumbe and Moyo	Arua-Yumbe-Moyo-Dufile	170	Feasibility and Detailed Engineering Design Study planned for in the medium term subject to availability of funds.  Currently being worked on by Force Account and programmed for Framework contract to commence soon.
Kidepo Tourism Zone (Kidepo Valley NP, Mt Kadam, Wildlife reserves & Historical sites)	39.	Gulu, Kitgum and Pader	Gulu-Kitgum-Palongo-Lututur	173	Construction ongoing under the Olwiyo – Gulu – Kitgum Road upgrading works funded by GoU.  Potika – Lututur is programmed for framework contracts
	40.	Kitgum, Lamwo and Kabong	Kitgum-Orom-Karenga	116	Design completed. Funding for civil works being sought.  Routine Mechanized maintenance contract has just ended and programmed for Framework contract to commence soon.
	41.	Kitgum, Lamwo and Kabong	Karenga- Apoka / Sudan boarder	40	Design completed in 2012. Seeking funds for civil works
	42.	Kotido and Moroto	Kotido-Moroto	120	Design completed in 2012. Seeking funds for civil works.  Term maintenance contract ongoing
	43.		Kotido - Kaboong	68	Design completed in 2012. Seeking funds for civil works.  Term maintenance contract ongoing

ATTRACTION	#	DISTRICT	ROAD LINK	Dist. (km)	STATUS
	44.		Karenga-Kapedo-Kabong-	70	Procurement of Design Consultant is ongoing. Design study expected to commence in March 2018.  Currently being worked on by Force Account and programmed for Framework contract to commence soon.  Term maintenance contract ongoing.
	45.	Soroti, Amuria, Ka-takwi, Napak and Moroto	Soroti-Moroto	170	Civil works ongoing since November 2017
			Soroti-Amuria-Obalanga-Achan Pii	92	Feasibility and Detailed Engineering Design Study planned in the medium term subject to availability of funds.  Routine Mechanised maintenance by Force Account ongoing
	46.	Lira, Alebtong, Otuke, Kotido and Abim	Lira-Abim-Kotido	180	Procurement for design study under AfDB financing ongoing for Lira-Abim to commence by June 2018.  Currently being worked on by Force Account and programmed for Framework contract to commence soon.
	47.	Lira and Otuke	Lira-Barlango	20	Under Lira District Local Government
	48.	Moroto	Moroto-Kobebe	78	Under Moroto District Local Government
	49.	Nakapiripirit	Namalu-Mt. Kadama	15	Under Nakapiripirit District Local Government
	50.	Kapchorwa and Nakapiripirit	Kapchorwa-Okolim-Nakapiripirit	80	Under Kapchorwa & Nakapiripirit District Local Government
	51.	Nakapiripirit and Moroto	Nakapiripirit-Moroto	95	Construction works completed in December 2015.  Mt. Elgon Tourism Zone (Elgon National Park and associated environments)
	52.	Mbale, Manafwa and Bududa	Mbale-Bududa-Elgon Park boundary-Lwakhakha	60	Construction ongoing.
	53.	Tororo, Manafwa and Bududa	Tororo-Bududa-Elgon Park Boundary	50	Feasibility and Detailed Engineering Design Study planned in the medium term subject to availability of funds.  Force Account works ongoing
	54.	Sironko and Bulam-buli	Sironko-Bulam-buli-Elgon Park boundary	13	Feasibility and Detailed Engineering Design Study planned in the medium term subject to availability of funds
	55.	Kapchorwa and Kwen	Kapchorwa-Suam	54	Procurement of the works contract is ongoing under the AfDB financing. Construction works expected to commence by March 2018
	56.	Kumi	Kumi-Nyero Rock paintings	8	Under Kumi District Local Government
	57.	Palisa and Kumi	Pallisa-Mukongoro Rock paintings	30	Term maintenance contract has just ended and programmed for Framework Contract
	58.	Kumi and Katakwi	Kumi-L. Bisina and L. Opet-Katakwi	20	Force Account works ongoing

ATTRACTION	#	DISTRICT	ROAD LINK	Dist. (km)	STATUS
	59.	Sironko	Sironko-Budadi-ri-Bunasifa	16	Feasibility and Detailed Engineering Design Study planned in the medium term subject to availability of funds.  Currently being worked on by Force Account and programmed for Framework contract to commence soon
	60.	Mbale	Mbale-Nkokonjeru (Wanale)	21	Procurement for civil works to be re-initiated for FY 2018/19. Previous procurement bid prices were above Pre-tender estimate.  Force Account works ongoing
Jinja	61.	Jinja	JinjaBujagalitanda Falls		Under Jinja District Local Government
	62.	Jinja and Kayunga	Jinja-Kayunga along the River Nile		Under Jinja & Kayunga District Local Governments
Kalangala	63.	Masaka	Bukakata-Masaka	45	Procurement of works contract is ongoing under BADEA/OFID financing.  Currently being worked on by Force Account and programmed for Framework contract to commence soon.
	64.	Kalangala	Bukasa Island		Under Kalangala District Local Government
	65.	Kalangala	Lutoboka along the shores (Luku-Kalangala-Lutoboka)	36	Feasibility Study and Detailed Engineering Design ongoing funded by GoU.  Currently being worked on by Force Account and programmed for Framework contract to commence soon.
	66.	Wakiso and Luwero	Gayaza (Zirobwe)-Wobulenzi - unpaved section	24	Feasibility Study and Detailed Engineering design completed in April 2016 under World Bank financing. Seeking funds for civil works.
	67.	Mpigi and Mityana	Buwaya-Kasanje-Mpigi	52	Feasibility Study and Detailed Engineering design completed in December 2015 under GoU financing. Seeking funds for civil works.  Currently being worked on by Force Account and programmed for Framework contract to commence soon.
	68.	Mpigi and Mityana	Mpigi-Kibibi-Mityana	60.4	Procurement of Design study ongoing. Study expected to commence by March 2018.  Currently being worked on by Force Account and programmed for Framework contract to commence soon.
	69.	Mpigi and Mityana	Kasanje-Sesa-Kisubi	23	Feasibility Study and Detailed Engineering design completed in December 2015 under GoU financing. Seeking funds for civil works.  Natette -Kasenje – Nakawuka – Kisubi is under term maintenance
	70.	Wakiso	Namugongo ring road	1.8	Feasibility Study and Detailed Engineering Design for Master Plan commenced in April 2016 under GoU financing
	71.		Shrine Access	1.8	
	72.	Kalangala	Luuku-kalangala	66	Feasibility Study and Detailed Engineering Design ongoing funded by GoU.  Luuku – Kalangala – Mulabana being maintained under Kalangala Infrastructure Services

## 9.0 PERFORMANCE OF THE PRIVATE SECTOR

### 9.1 Introduction

The Tourism private sector in Uganda is organized along the unique but interconnected tourism business lines that are coordinator under trade associations. Currently, there are five recognized trade associations and they include; The Uganda Association of Travel Agents (TUGATA), Association of Uganda Tour Operators (AUTO), Uganda Hotel Owners Association (UHOA), Uganda Community Tourism Association (UCOTA) and Uganda Safari Guides Association (USAGA). The Five Associations form the Apex body, The Uganda Tourism Association (UTA), which is the singular umbrella (body) Association that brings them together. UTA is mainly at the strategic level to coordinate the industry in lobbying & advocacy, institution capacity building, product development, marketing, policy development and improved quality service delivery along the value chain of tourism in Uganda.

### 9.2 Overview of the progress of the Tourism Private Sector

During FY 2016/2017, UTA in Partnership with Uganda Tourism Board (UTB) received funding from Trade Mark East Africa (TMEA) worth 1 billion under the Export Capability program to Enhance the institutional capacity and sustainability of the private sector tourist apex associations in Uganda, Strengthening dialogue between the private and public sector, focus on improving competitiveness and marketability of landlocked countries' products and development of Business linkages developed across the region, focusing on the landlocked countries.

During this project, UTA was able to extend the benefits to its membership, under capacity building all the association board members for the five associations were trained on the key importance of corporate governance total of 60 members, 3 capacity assessments were carried out for the association that had not identified training gaps, these included TUGATA,USAGA and UCOTA,

Each of the 5 Associations was supported to develop a strategic plan to guide their actions and decision making, 4 products concepts were developed which include Namugongo Shrine son et lumiere, National museum indigenous dinner, Uganda Ruwenzori Cultural Trail, Interpretation and capacity building for birding. Several advocacy engagements between government agencies and the private sector we conducted aimed at improving the working and constant sharing of information, 3 business to business meetings were sponsored during Pearl Africa Tourism Expo (POATE), Kwita Izina in Rwanda and Kilifair in Tanzania.

To give a proper reflection of the private sector, a focus on the specific Association is vital as it clearly points out extent to which the private sector has been an engine to the tourism and hospitality industry in Uganda.

### 9.3 The Uganda Hotel Owners' Association (UHOA)

The Uganda Hotel Owners' Association (UHOA) was formed in May 2000, for purposes of lobbying and advocacy for better services and conducive business environment for its associated members. So far, there are about 500 member hotels under UHOA.

The Hotel/hospitality sector is growing every year. UHOA is proud to note the following achievements:

- **Growth of Membership:** UHOA started in May 2000 with only 7 member hotels. Today we have over 500 member hotels and recruitment of new members is still ongoing, the membership of UHOA grew by 42.8% in 2016/2017.
- **Training programs:** UHOA hosts very regular and frequent training programs for her members. We are glad to have the assistance of USAID and other development partners who have helped us host these training programs to all our members, especially those upcountry.

- **Lobbying and Advocacy:** UHOA is the voice of the private sector hoteliers in Uganda and has joined forces with partners UTA, UTB, KCCA, PIRT, and PSFU among many others to advocate for a better working environment for our members.
- **UHOA National events:** UHOA is currently hosting the Hotels and Restaurants expo that runs every year to market the hotels in Uganda. This event is growing from strength to strength each year. UHOA Annual General Meetings have now become one of our biggest days on our events calendar.
- **Data and Statistics update:** Uganda currently has over 1200 hotels in and around Kampala, 250,000 rooms and 300,000 bed capacity; this strengthens the bid for the MICE market in the country. UHOA is also carries out periodic studies to enhance our lobby and advocacy capacity. To that end, studies carried out by the UN's International Organization for Migration (Labor Market Needs Assessment study and Skills Audit in the Hotel Sector) have been very useful.
- **MICE Market:** Due to the high number of hotels, Uganda can comfortably bid and host major international conferences, meetings and events. We can now position our country as a major conference destination in East Africa.
- **More international brand name hotels opening up.** The President H.E Yoweri Museveni officially launched a new hotel, the Pearl of Africa Hotel and More international brands are due to open next 2018 Hilton Garden Inn and Protea Hotel in Naguru.
- **Grading and Classification:** We have over 80 graded and classified hotels in Uganda. The success of the grading and classification exercise has really boosted the hotel sector and we are now able to compete with our East African neighbors.
- **Increase in employment:** We are noting an increase in employment statistics in the hotel sector very year. The new Pearl of Africa Hotel will employ over 2000 people in addition to employment in the new smaller hotels that started operations this year. We shall need to carry a census to establish the current level of employment up from the 400,000 which was done in 2012.

## Challenges in the Hotel Sector and UHOA

1. **Marketing:** Lack of focused marketing strategy geared towards domestic tourism so that hotels are booked during the off peak seasons.
2. **HTTI:** Limited & slow action on sector wide skills transformation of the training school in Jinja (HTTI) has led to limited options for staff refresher training opportunities.
3. **Skills availability:** Limited supply of skills in the local labor market by training institutions i.e, we have many graduates but with very limited hands on experience and skills Lack of management & supervisory skills in local labor market – most of the training is for the low level staff.
4. **Expatriate Expertise:** Over reliance on regional labor markets (Kenya and South Africa) for management skills which is very expensive & unsustainable for our economy.
5. **Salaries and Wages:** Unattractive and extremely low wages thus the need for a minimum wage in the hotel sector.
6. **High labor turn over:** Due to lack of training, most staff are always moving from hotel to hotel seeking employment.

## Way Forward

1. **Hotel census:** UHOA hopes to become the unrivalled authority on hotel data and statistics in Uganda and will carry out a hotel census that will cover all areas from number of rooms and bed to employment statistics in the sector.

2. **Regulation and quality control:** UHOA focused to replicate the glory days of the “Uganda Hotels” and learning from other hotel Associations in the world to regulate the sector in partnership with government and other agencies thus creating opportunities for our members and staff.
3. **Partnerships:** UHOA will continue to strengthen her partnerships with the GOU as well as development partners to ensure that hotels access all opportunities available for our staff.
4. **Training School:** In the grand vision of UHOA, as articulated in our strategic plan, we hope to have a UHOA members training institute that will carry out periodic training courses for all our staff.
5. **Growth of hotels outside Kampala:** UHOA will also continue lobbying for the growth of the hotel sector outside of Kampala so that we can ably compete with our neighbors in terms of quality of the product as well as price.

## 9.4 The Association of Uganda Tour Operators (AUTO)

The Association of Uganda Tour Operators (AUTO) is Uganda’s leading tourism trade association, representing the interests of the country’s leading and experienced professional tour operators. AUTO has been in existence for over 22 years and has a membership of over 190 tour companies who offer a wide range of tour packages/services. AUTO is growing stronger than ever. The Association of Uganda Tour Operators also focuses on the one thousand and one ways to attract tourists to the beautiful, scenic, and exciting Uganda.

AUTO has made numerous forward strides amidst a number challenges. However there is solid brilliant plans for the future riding on our 5-year Strategic Plan to drive Uganda’s tourism to greater heights. Achievements of AUTO for the past 2 years are shared below, along with a few major challenges directly affecting our association; and therefore indirectly impacting on the smooth running of the businesses of our members.

### Achievements for the Association include;

1. **AUTO membership** registered a growth of by 40.7% from 135 members in 2013 to 190 2017 registered and professional tour companies. This also included bring on 2 new corporate members – SATIB Insurance (Liaison Group) and MTN Uganda.
2. Development and launching of 5 year strategic
3. AUTO also launched its 2016 – 2020 strategic plan, a detailed road map for the association for the next 5 years, this strategic has well though strategies and plan for the growth of the Association.
4. **Awards and Accolades won** leading Business Association/Network award 2016/17 ( PSFU), Most User Friendly Tourism Association 2016/2017 ( Ekkula Awards)
5. **Marketing and attendance of trade Expos** AUTO successfully supported its members to attend the FITUR in Spain, Matka Travel Fairs in Finland, The World of Taste Gastronomy and Tourism Expo in Canada and Top Resa in France in partnership with UTB and CEDP.
6. **Training and capacity building**, 3Destination trainings for members including, “How Americans travel”, “How the Germans Travel” and “How the British Travel”. Awareness of importance Company Liability insurance options as supplied by one of its corporate member SATIB/Liaison Group. First Aid Training, financial literacy training, itinerary designing and costing and electronic market. Organized FAM trips to Busiika Adventure Park and Crystal Lodges Uganda in Bwindi and Kibale as well as a visit to the Lawns Restaurant in Kololo.
7. **Lobbying and advocacy**
8. Through Post-Sector Review Forum, need for accurate statistics was voiced, timely information flow. Presence of our members on key boards including the Board of the UWEC, UTB, UWA and HTTI, this has greatly

improved our lobbying capacity for a better tax regime and investment incentives. We have advocated and participated in promoting sustainable tourism through the conservation of Bugoma Central Forest Reserve, Elephant conservation and protection. AUTO has established an office at the airport to provide information and necessary marketing materials

## Challenges

1. **GAPS in the Tourism Act :** The law has gaps in how the tour operators is licensed, regulated which has encourage a lot non formal operators who don't even pay taxes and don't follow standards , this affects the entire tourism industry. For Five years the quality assurance and monitoring tour operators has not been done.
2. **Slow action by government:** We have tabled various concerns of tour operators and the private sector at large to different government offices but it often takes several years to have any reasonable response or positive solution, yet we compete with nations that are swift in decision making.
3. **Information mismanagement:** This is a challenge to tourism at large especially in times of crisis. Our government bodies need to learn to regulate information flow, and the media as well should be sensitized to report responsibly. When there is chaos or a disease outbreak on the headlines of a nation, tourists are immediately deterred from traveling to that particular destination.
4. **Negative impacts of Oil exploration on natural resources:** Government has prioritized the exploration of oil in a number of protected areas especially Murchison Falls Conservation Area and Semliki Wildlife Reserve. Among other conservation concerns, we request that the Environmental Impact Assessment (EIA) reports and agreed mitigation measures are actually followed in order to ensure a reasonable level of sustainability. Additionally, the plan for the critical oil roads crosscutting national parks needs to be revisited. Alternatively, UNRA should construct roads around the conservation areas or use first-class marram as opposed to tarmac.
5. **Lack of necessary HR skills in the sector:** There is a lack of required skills by the majority of students who graduate and join the tourism industry. The sector needs to build more capacity, support workshops and facilitate familiarization tours around the country to soak the new entrants with the tourism product. There is also need for sector inclusiveness when creating curricula principally for the institutions of higher learning especially on the practical side.

## Way forward

1. Continuous lobbying and Dialogue on the tax regime, together with our partners regarding the multiple taxes in the tourism sector and unfair estimated tax assessments which continue to affect many companies in the sector.
2. Training of the members to improve skills in the sector
3. Collaborating in carrying out market research to develop products and markets for the members and the Country

## 9.5 Uganda Community Tourism Association

Uganda community Tourism Association is the umbrella organization that spearheads community based tourism in Uganda. It has over 70 member enterprises directly involving over 5,000 individuals countrywide who provide tourists with services like accommodation, catering, various guiding activities, community interactions, adventure sports and cultural experience. Community based tourism offers the grass-root touch to tourism.

UCOTA offers the following services to the members; capacity building, marketing of community tourism products, advocacy, networking, resource mobilization and conservation education. UCOTA is non-discriminatory; works all

gender with emphasis on working with the women (67%), youth (80%) and disabled. Looking at the previous 2016/17 UCOTA attained the following achievements

## Achievements

UCOTA Strives to Increase quantity, quality and sustainability of community-based tourism products and services. Five (5) new enterprises were developed; one home stay in Kampala- Kansanga and another in Rubirizi- Kichwamba-Rumuri village, one village one Tourism Product in Rubirizi-Kichwamba products, Kikorongo Youth group with Boda boda tours and guided walks plus conservation management demonstrations, and Alabai community in Teso Nyero Rock region.

- **Training** Over 1,000 individuals were capacity built to better management their enterprises through workshops, study visits, and on-site coaching, plus handcraft development training. trained 12 community tourism enterprise groups on conservation and supported 5 groups to develop conservation covenants . More executive training were conducted on Website Management, Product Development and E-Marketing
- **Production and sharing** of the following community tourism guide booklets
- Community site guides and trail guidelines booklet, Home stay booklet, Housekeeping booklet
- One plant booklet specific to Ruboni site Developed tour operator and accommodation companies (community based tourism supporters) qualification criteria for upload on [www.pearlsofuganda.org](http://www.pearlsofuganda.org)

## Marketing

18% up from 4% in 2006 of leisure tourists in Uganda have a chance to visit at least one community based enterprise (UCOTA, 2017). Increase of 3% tour operator inquiries compared to those made in 2015/ Upgraded the [www.ucota.or.ug](http://www.ucota.or.ug) (PSFU support), have developed handcraft catalogue and uploaded on website with online sales option , Developed 2 sample community based tourism inclusive itineraries we share with tour operators, Established additional 2 business covenants between tour operations companies and community based Tourism enterprises, Assisted community based enterprises to do self-marketing on social media specifically facebook and boosted their email response levels and upgraded UCOTA brochure to include new members and developed homestay brochure (both uploaded on [www.ucota.or.ug](http://www.ucota.or.ug))

## AWARDS

KAFRED Won Responsible Tourism TO-DO AWARD 2016 and presented to him in German Berlin during the ITB 2016, Entanda Eco-Cultural Tourism Initiative contested for Equator Prize won CERTIFICATE (among the best 80 internationally)

## Major Challenges

1. Low tourism numbers; very low percentage of the leisure tourist in Uganda visit/ undertake community based tourism activities. Need more sensitization/ engagement with tour operator companies
2. Limited resources; donor dependence yet donor funds and their availability and accessibility are limited
3. Low inclusion of community based tourism activities in national marketing materials

## 9.6 The Uganda Association of Travel Agents (TUGATA)

The Uganda Association of Travel Agents (TUGATA) is a member based association of travel agents operating in Uganda founded in early 1990s. TUGATA has 35 accredited IATA members and over 100 non- IATA members. Membership is open those companies whose primary activity is sale of air transportation and travel related services. TUGATA prides in training its members, update information dissemination, facilitating its members to get licenses and technical support in complying with IATA regulations and advocacy.

### ACHIEVEMENTS

Membership growth: 110 members currently, this strong demonstration of the confidence they have in the association leadership and members services.

Development and launching of 5 year strategic: Developed and launched its 2017 – 2021 strategic plan, a detailed road map for the association for the next 5 years, this strategic has well thought strategies and plan for the growth of the Association. The implementation has seen growth in financial base of the association. Sponsors have been attracted who have sponsored most of the association events and hence controlling the expenditure for association accumulated funds.

- **Training and Capacity building:** Members have trained on digital marketing that has equipped agents with performance enhancement skills. Made possible IATA agents to continue trading under Default Insurance Program (DIP) scheme provided by Lion Assurance and Salam Insurance.
- **Code of conduct and grievances,** systems have been put in place for grievances handling among members through the committee of arbitration, which supported by well-functioning secretariat manned by full time staff.
- **Information to create** awareness to the travelling public of the changes in travel trends through the media and this completed with the excellent relationships with Global Distribution System (GDS) service providers such as Amadeus and Travel port.

### CHALLENGES

- **Gaps in the regulatory framework** for travel agents which has allowed unethical travel agents to operate and defraud clients and this continues to dent the image of the travel industry.
- **Tax regime on air fares,** Un-favorable economic condition where agents are challenged by high taxes that have made airline fares to be high for the travelling public.
- **Access to appropriate funding,** the bank guarantees have high interest rates for IATA members which is limiting some agents to upgrade and obtain IATA accreditation
- **Funding of association activities,** the only source of funding for the association is membership subscription which is not enough to carry out all activities of the association

## 9.7 Uganda Safari Guides Association (USAGA)

Uganda Safari Guides Association (USAGA) is the umbrella association of all tourist guides and guides' clubs in Uganda. It is officially recognized by the Ministry of Tourism, Wildlife and Heritage in Uganda. USAGA is an association intended mainly for professional tour guides. The association brings together safari guides and sub groups for specialist skills – birding, butterfly, cultural tourism. USAGA is formally registered with the registrar of companies as a company limited by guarantee without a share capital. Some members of USAGA own tour companies and can arrange their own tours and thus effectively act as tour operators

### Achievements

- Training for members, to improve skills of the members, Fam trips and excursions were organized to improve skills and passionate about guiding birds, culture, Language and interpretation over 100 guides were trained
- Marketing and product knowledge, the association website was redesigned
- Strategic plan development. A five year strategic plan was developed and launched with support from TMEA through UTA.

### Challenges

- **Gaps in the Regulatory Frame work**, this leads to Unprofessionalism which allows anyone to offer guiding services comprising on quality of services offered , this affects both the products and national image
- **Funding** the activities due limited funds at association
- Lack of information center (USAGA library and training center)
- Limited skilled man power to train the guides, compounded with lack of the a harmonized curriculum

# 10.0 PERFORMANCE OF CIVIL SOCIETY ORGANISATIONS IN TOURISM DEVELOPMENT

## 10.1 Introduction

While Civil Society Organizations (CSOs) have a very profound impact on tourism, there are some activities by CSOs that are impacted upon by tourism development. In Uganda, there are a number of CSOs whose activities are directly or indirectly related to tourism. These include among others; Worldwide Fund for Nature (WWF Uganda), EcoTrust, Uganda Community Tourism Association (UCOTA), Community Based Tourism Initiative (COBATI), Nature Uganda (NU), Wildlife Clubs of Uganda (WCU), Uganda Wildlife Society (UWS), Wildlife Conservation Society (WCS), Uganda Conservation Foundation (UCF), Africa Wildlife Foundation, International Gorilla Conservation Program (IGCP), The Gorilla Organization (GO), Jane Goodall Institute (JGI), Ngamba Chimpanzee Sanctuary and Wildlife Conservation Trust (CSWCT), Africa Sustainable Tourism Care and Rhino Fund Uganda.

Civil Society Organizations 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, conservation of the resources upon which tourism is based, Influencing policy, marketing, sensitization and awareness about tourism potential and opportunities, research, and community capacity enhancement.

## 10.2 Key Contributions in FY 2016/2017

### A) Promotion and Marketing

CSOs have been involved in Promotion and Marketing using various initiatives; for example WWF Uganda Country Office (WWF-UCO) through the sustainable Financing for the Rwenzori Mountains National park initiative and in partnership with UTB and Uganda Wildlife Authority, has supported the rebranding and development of the marketing strategy for the Rwenzori Mountain National Park (RMNP). CSOs have also carried out several activities towards promotion and marketing of the sector in schools. For example WCU undertook school conservation education trips to several conservation areas, creating awareness through school tourism quiz competitions for tertiary institutions and mobilizing schools to participate in the International World Tourism Day activities.

WWF Uganda Country Office (WWF-UCO) also enabled Promotion and Marketing by supporting community based tourism groups to develop nature based tourism products within the Rwenzori landscape. These were Busongora Joint Farmers' Association (BJFA) in Bughoye, Kasese district with the project is supporting the development of the "Rwenzori Coffee Experience" and; Kyanjuki Handcraft Women's Association (KHCWA) in Kilembe with whom the projecting promoting the craft industry as a supplement to the tourism experience in the region.

### B) Conservation

Several conservation education initiatives have been carried out by CSOs during the year including initiatives such as the National Conservation Fine Art Challenge for secondary schools, the teachers' Education for Sustainability training workshop in Elsamere Field Study Centre in Naivasha, school based conservation micro projects like tree planting, vegetable growing and paper recycling championed by WCU.

CSOs engaged in conservation such as Uganda Wildlife Society (UWS) trained youth and women in construction and use of energy saving traditional cook stoves, tree nursery establishment and management and tree planting and management. This was coupled with raising awareness and trainings on climate change, climate change impacts and mitigation strategies.

### **C) Wildlife**

Civil society Organisations raised awareness on wildlife issues to various target audiences. The Wildlife Clubs of Uganda, for example, trained teachers in gorilla conservation in the Bwindi National Park conservation area in setting tree and vegetable nursery beds, tree planting and vegetable growing, rabbit rearing and setting up live fences around their schools. awareness among school going youth in about 1,000 (one thousand) schools was conducted through mobile Education visits, film shows, wildlife quiz competitions, wildlife fine art competitions and different wildlife conservation publications. Policy and advocacy fora were also conducted aimed at raising awareness about wildlife and forest conservation issues such as the case was for Bugoma Forest Reserve undertaken by Uganda Wildlife Society (UWS) in collaboration with other organizations including Destination Jungles Safaris

Some CSOs undertook various initiatives to address human wildlife conflict. E.g WWF-UCO supported livelihood initiatives such as the garlic growing as a buffer crop to ease the human-wildlife conflict in the Ruwenzori Mountain National Park. These Community conservation approaches were used to enhance conservation of flagship species in many cases. For example WWF Uganda Country office (WWF-UCO) working with with Kinyampanika Chimpanzee Conservation and Development Association (KICHIDA supported the monitoring of chimpanzees that enabled retrieval of several traps from the park and conversion of community members who were formerly active hunters. WWF-UCO committed funds for developed of the 15 km Kinyampanika Chimpanzee trail in the northern spur of RMNP in order to facilitate effective monitoring and enhance diversification of tourism activities within the park.

### **D) Cultural Heritage**

CSOs also participated in the International Cultural Tourism Fair. The Wildlife Clubs of Uganda (WCU) for example engaged about fifty (50) primary and secondary schools in the cultural quiz competitions and dance and drama during the fair.

### **E) Infrastructural and Product development**

Infrastructural and Product development was done at different levels by CSOs. World Wide Fund for Nature Uganda Country office (WWF-UCO) for example kick-started the development of the new Bukurungi trail in RMNP. The scenic trail that starts from Katebwa in Bunyangabu District straddles 61 kilometres through the Bukurungu and bogs toward the peaks. Reconnaissance and opening of the trail were completed. Construction of priority infrastructure like key campsites, bridges and boardwalks is in the pipeline. Wildlife clubs of Uganda (WCU) working with about 100 (one hundred) schools created talking compounds<sup>1</sup> with messaging on wildlife and environmental conservation. Eight (8) schools also benefited with wildlife club sign posts in partnership with the Ministry of Tourism Wildlife and Antiquities

### **F) Skills Development**

In a bid to promote touristic standards among the Community Based Tourism groups in the Rwenzori region, WWF UCO has partnered with Uganda Community Tourism Association (UCOTA) to train and support the community groups in Rwenzori in product development, hospitality, tourism product interpretation, marketing and presentation among others. This is a continuous process that will also ensure sustainability of the supported nature based tourism initiatives. Wildlife clubs of Uganda (WCU) improved Environmental communications skills among teachers and students through development of fine art skills that deliver conservation education lessons. Gardening skills were also improved among the students and teachers.

## 10.3 Challenges, Lessons learnt and Recommendations

During the year CSO met challenges accessing funds. This also limited implementation of some programmes in some areas. However, work through partnerships with other organisations helped mitigate some of the financial needs. CSOs working with schools also were faced with heavy school schedules.

### Key Lessons learnt

- There is need to focus awareness raising on Tourism and conservation among the general public to improve peoples' knowledge and practice on sustainable management of natural resources
- Technical capacity building and Information sharing for beneficiaries is an incentive toward Improvement of their capacity to participate in monitoring compliance of environmental standards.
- There is a high level of adoption where interventions/technologies that support livelihoods are promoted
- Youth hold the key to the future of wildlife conservation in Uganda. This is because they are best placed to inform and influence their peers at school, at home in their family and in the communities where they live.

### Recommendations

- Work with youth to secure and sustain efforts in tourism and wildlife conservation.
- Improve peoples' knowledge and practice on sustainable management of natural resources in order to ensure sustainable access to resources especially those from protected areas
- Empower people to participate in monitoring compliance to environmental standards undertaken by developers.
- Timely redress for human wildlife conflicts builds trust and good will among affected communities.

### Level of Investment

The table below represents investments by some Civil Society Organisation during the the period FY 2016-2017.

Name of Civil society Organisation	Level of Investment (USD) in Tourism and Wildlife for the period FY 2016-2017				
	Promotion and Marketing	Conservation	Wildlife	Cultural Heritage	
				Infrastructural and Product development	Skills Development
WWF Uganda Country Office	30,000		25,000	90,000	3000
The wildlife clubs of Uganda (WCU)	1,000	2,300	2,300	1,150	2,300

## 11.0 PLANNED OUTCOME AND OUTPUT PERFORMANCE FY 2017/18

### 11.1 Projected performance for Key Outcome Indicators

#### A) Sector outcome: Improved Heritage Conservation and Tourism Growth

#	Performance Indicators	Actual 2016/17	Projection 2017/18	Projection FY2018/19	Projection FY2019/20
1	Tourism contribution to GDP(UGX Trillion)	6.17	8.02	8.42	8.84
2	Number of Tourism arrivals	1,322,522	1,436,339	1,508,156	1,583,564
3	Number of Visitors to heritage(natural and cultural) sites	649,831	686,080	720,384	756,403

#### B) Programme Outcome: Tourism Development, Natural and Cultural Heritage Conservation

#	Performance Indicators	Actual FY2016/17	Projection 2017/18	Projection FY2018/19	Projection FY2019/20
1	Average tourist expenditure (USD)	1,036	1,087	1,142	1,199
2	Incidence of human-wildlife conflict (Number)	4,017	957	900	845
3	Number of Visitors to museums and monuments sites	102,890	124,496	136,946	150,641

#### C) Programme Outcome: Enhanced Policy Guidance and Strategic Direction

#	Performance Indicators	Actual FY2016/17	Projection 2017/18	Projection FY2018/19	Projection FY2019/20
1	Proportion of Tourism sector development Plan implemented	60%	60%	80%	100%
2	Tourism data user satisfaction (%)	61%	62%	65%	68%

## 11.2 Planned Outputs for the Ministry of Tourism Wildlife & Antiquities, FY 2017/18

CODE	OUTPUT INDICATOR	Targets 2017/18
<b>60301</b>	<b>Policies, Strategies and Monitoring Services</b>	
1	Status of the Heritage Resources Bill	Submitted to Cabinet
2	Status of the Uganda Wildlife Bill 2017	Uganda Wildlife Act published(500 copies printed)
3	No. of inspections undertaken on wildlife protected areas on implementation of UWA activities	8
4	Wildlife Policy Implementation Plan published	Yes (100 copies printed)
5	National Strategy to Combat poaching, illegal wildlife trade and trafficking published	Yes
6	Grey Crowned Crane National Action Plan published	Yes
7	Annual Contributions to CMS and CITES paid	Yes (Ushs 8,171,334)
8	International meetings attended to secure Uganda interests in global conservation agenda	Yes (12th CMS CoP; CMS Standing Committee; AEWA; GVTC; EAC; Lusaka Agreement)
9	Annual Tourism sector performance report FY 2016/17 prepared	Yes
<b>60303</b>	<b>Support to Tourism and Wildlife Associations</b>	
1	No. of Wildlife Clubs activated in Schools	10
2	No. of Wildlife use rights holders outside protected areas inspected	12
<b>60304</b>	<b>Museums Services</b>	
1	No. of Exhibitions upgraded	2 (National and Soroti museums)
2	No. of Management Plans completed	3 (Chwezi cultural trail of Bigo, Ntuusi, Mubende and Munsu)
3	No. of regional sites maintained	9 (Partiko, Nyero, Dolwe, Kabale, Wedelai, Soroti, Fort Lugard, Bweyore, & Moroto)
4	Natural History and paleontology completed	Yes (Restoration of exhibitions in natural history)
5	Rock art nominations defended at the 2018 WHL conference.	Yes
6	Cultural heritage sites in Eastern Uganda documented and packaged	Yes
7	Education outreaches done in schools	Yes (around Soroti, Kumi and Kampala)
8	Annual Contributions to AWHF paid	Yes. (Ushs 30,000,000)
<b>60305</b>	<b>Capacity Building, Research and Coordination</b>	
1	No. of studies undertaken to inform tourism sector planning	4
2	No. of engagement meetings held with sector stakeholders to discuss issues affecting the tourism sector	4

CODE	OUTPUT INDICATOR	Targets 2017/18
3	No. of meetings on coordination of government policies among departments	8
	Quarterly meetings for sector working groups held	Yes
<b>60306</b>	<b>Tourism Investment, Promotion and Marketing</b>	
1	No. of domestic tourism promotion events and fairs held/supported	5 (World tourism day , Miss Tourism 2017 competitions, Uganda Martyrs day, World wildlife day, International museums day)
2	No. of domestic tourism awareness drives conducted	4
3	No. of tourism promotional regional and international meetings attended	7 (UNWTO, ATA, EAC & Northern corridor cluster meetings)
4	No. of tourism site development plans developed	2 (L. Victoria and one hot springs)
5	No. of tourism products for which guide-lines are developed.	2 (agro tourism, sports tourism)
6	No. of international tourism fairs/road-shows attended	3 (Gothenburg, London, Indaba, Spain & Berlin)
7	Bilateral agreements implemented	Yes (exchange programs-Russia & Egypt)
<b>60382</b>	<b>Tourism Infrastructure and Construction</b>	
1	Status of Mugaba palace	50% of fencing works complete
2	Status of Development of the Source of the Nile	Master plan completed
3	Status of Development of Mt. Rwenzori infrastructure	3 boardwalks constructed (Butau- 100mtrs, Mutinda1-200mtrs and Mutinda2-200mtrs)
4	Level of construction of the Pier restaurant at UWEC	Second floor constructed (up to slab level)
5	Status of establishment of regional satellite wildlife conservation education centres	Feasibility studies conducted for one centre
6	Guidelines for establishing tourist stop-overs developed	Yes
7	Nomination dossier for Rock Art sites in Eastern Uganda resubmitted to UNESCO World Heritage Centre	Yes
8	Nyero Interpretation Centre Constructed and Launched	Yes

## 11.3 Planned Outputs for the Uganda Tourism Board, FY 2017/18

CODE	OUTPUT INDICATOR	Targets 2017/18	Description
<b>065301</b>	<b>Tourism Promotion and Marketing</b>		
1	No. of domestic Tourism fairs held to showcase Uganda's Tourism potential	6	
2	No. of regional marketing events participated in	4	
3	No. of International Tourism marketing exhibitions participated in to showcase Uganda's tourism potential	6	
4	No. of promotional materials produced and distributed in the various promotional engagements and markets	30,000	
<b>065303</b>	<b>Quality Assurance (Inspection, Registration, Licenses, Class. &amp; Monitoring)</b>		
1	No. of hotels classified	100	
2	No. of tourism facilities inspected and registered	4,000	
3	No. of tourism facility managers sensitized on standards	600	
4	No. of Local Government staff in the major Tourism Districts trained in Quality Assurance	432	
<b>065302</b>	<b>Tourism Research and Development</b>		
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	Yes	Demand driven

## 11.4 Planned Output for Uganda Wildlife Authority, FY 2017/18

### Results area: RESOURCE CONSERVATION AND MANAGEMENT

1. Carry out land and marine patrols (25,234)
2. Construct/Maintain boundary pillar (500 pillars)
3. Negative impacts of oil and other developments identified and minimized: Monitor, supervise and sign off restoration sites and EIS approved standards (at least 4 monitoring trips, meetings, EIAs reviewed)
4. 100ha of degraded area restored in protected areas
5. 2000 community dialogue meetings organized to lobby community, district and political leaders to support UWA in reduction of community pressure on PA lands
6. Combat poaching and illegal wildlife and trafficking by using modern technology including acquisition and deployment of trafficker dogs in protected areas to hunt down poachers.
7. Procure and deploy 7 patrol vehicles to combat illegal and rapid response in protected areas.
8. Strengthen inter agency co-operation and collaboration (with police, Judiciary, Prosecution, customs) to combat wildlife
9. Complete the construction and equipping of forensic diagnostic labs in Queen Elizabeth and Murchison Fall National Park
10. Establish and maintain water dams in LMburo and Kidepo Valley National park to provide water for the wildlife during extreme dry/drought conditions.

### Results area: HUMAN WILDLIFE CONFLICT MITIGATION

1. 6 community groups in trained and equipped to implement community based mitigation measures;
2. At least 200km of trenches maintained and 20km excavated in selected hotspot areas in QEPA, KCA, and MFCA
3. 3 community problem animal management scouts facilitated.
4. 200 bee hives procured and installed.
5. 10km Mauritius thorns maintained.
6. Train and equip 25 staff from the CAs in problem animal management (capture and translocation)
7. Construct 10 crocodile cages in identified problem crocodile areas to prevent human-crocodile attacks

### Results area: DISEASE SURVEILLANCE AND MANAGEMENT

1. Procure 170 vials wildlife immobilizing agents and reversals
2. Conduct active disease surveillance in KVNP, LMNP & TWSR
3. Immobilise 100 buffaloes, 20 hartebeests and 10 lions in KVNP, 50 buffaloes, 100 impalas, 50 topis 20 topis and 50 zebras in LMNP and 50 buffaloes and 100 kobs in TWS
4. Collect 550 samples (sera, biopsies, tissues, whole blood) for laboratory analysis
5. Analyze for the following diseases; Foot and Mouth Disease (FMD), Rift Valley Fever (RVF), Trypanosomiasis, Peste des petits Ruminants (PPR), Anthrax, Brucellosis, Rabies, Tick and Tick Born Diseases and African Horse Sickness (AHS)

## Results area: WILDLIFE TRANSLOCATION

- a) Translocate 100 zebras, 80 elands and 100 buffaloes to Katonga Wildlife Reserve
- b) Translocate 50 buffaloes and 50 zebras to Pian Upe Wildlife Reserve

## Results area: INVASIVE SPECIES, WILDLIFE SURVEYS AND INVENTORIES

### 1. Animal Censuses

- Ground and Aerial surveys for PUWR, MBWR, TSWR, Amudat Concession area, Kyankwanzi concession area, Nakasongola and part of Masindi concession area, Kalangala concession area, Nakaseke concession area, Luwero concession area and Rapid assessment of mammal spp in Masaka and Rakai concession areas (Kyanamukaka, buwunga, bukakata, kyesiiga)
- Conduct aerial surveys in MFCA, QECA, KVCA and Karenga and ground surveys for SNP
- Hire Consultants to undertake Non-detrimental findings (Species-Lesser and Greater kudu, Roan antelope, Sitatunga, Mt reedbuck, Jackson's hartebeest, Topi, Elands, bushbuck, Dikdik, Oribi, duikers, reedbucks and pangolins)

### 2. Management of invasive species in the PAs

#### A) Queen Elizabeth Protected Area

- Uproot at least 33 hectares of Lantana camara.
- Uproot, dry and burn Parthenium hysterophorus in 10 sq km of the park along channel track with small pockets in Mweya Peninsular.
- Undertake a study on effective method of management of Dichrostachys cinerea and Spear grass through applying different treatments in plots and monitor the impacts to identify most appropriate.

#### B) Lake Mburo National Park

- Open up at least 1000 hectares of the park covered by Acacia hockii and thickets

#### C) Kibale National Park

Eradicate *Sennaspectabilis* in the former Game Corridor through;

- Debarking single casual laborers
- Resource use agreements with immediate communities to harvest *Sennaspectabilis*

#### D) Katonga Wildlife Reserve;

- Uproot at least 1000 hectares of Lantana camara

#### E) Tooro-Semliki Wildlife Reserve

- Uproot at least 500 hectares of the weed.

#### F) Site Restoration plans

- Hire a consultant to develop restoration plans of QEPA, LMNP, KNP Katonga WR and Toro Semliki WR.

## **G) Mapping and inventory of invasive species**

- Hire a consultant to inventory and map invasive species in MFNP, KVNP,

## **H) Development of overall UWA invasive species management plan**

### **Results area: GOVERNANCE AND CORPORATE AFFAIRS**

1. 4 Judiciary trainings on wildlife conservation: Conduct sensitization workshops for Judicial officers in eastern Uganda
2. Out of court compensations in Karuma and other protected areas.
3. 200 rangers sensitized on human rights ;
4. 10 court cases resolved
5. Development of the UWA strategic plan

### **Results area: PARTNERSHIP**

1. 3 Credible Proposals Developed

### **Results area: TOURISM DEVELOPMENT AND FINANCIAL SUSTAINABILITY**

1. Wildlife Sculptures constructed around Kampala City
2. Participate in 10 international trade fairs (WTM, TB Berlin, Rimini 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)
3. 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)
4. Complete and commission Kanjokya project as a revenue generation centre for UWA
5. Complete and equip visitor and education centres in Queen Elizabeth, Murchison Falls, and Bwindi Impenetrable Forest National park
6. Install and roll out IFMIS to all PAs including electronic payment for all tourism services in parks

### **Results area: CAPITAL AND INFRASTRUCTURE DEVELOPMENT**

1. Complete Student and Visitor Centre MFNP
2. Complete Student and Visitor Centre QENP
3. Complete Student and Visitor Centre BINP
4. Construction Unit fund (KVNP,MECA,LMCA & KCA): Office blocks, staff accommodation
5. Invasive Species management fund
6. Procure single cabin pickups (7)
7. Boundary Marking In Matheniko Wildlife reserve and Pian Upe Wildlife Reserve
8. Settle land claims in Karuma
9. Complete Road works in MFNP & QENP: 40km of tourism trucks
10. Procure Crane Lorry for use in ; Ferry repair, Launch Repair and Boat repair
11. Complete Kanjokya construction project

## 11.5 Planned Outputs for Uganda Wildlife Education Centre, FY 2017/18

CODE	OUTPUT INDICATOR	Target 2017/18
	EDUCATION AND INFORMATION	
1	Number of visitors entering UWEC	320,000 visitors
2	Pieces of Conservation Educational Materials distributed to educational institutions.	20,000 copies of conservation education materials distributed
3	No of conservation programs conducted in community areas	Conduct 2 community guides training in Mekanaga, target 24 guides. Engage 250 school going children near Kidepo Valley National Rhino Conservation education program for Northern Uganda to benefit 15 schools Conduct 2 Teacher training/ awareness workshop for Kidepo Valley
4	Onsite conservation education programs conducted	Conduct thematic guided tours for schools at UWEC, target 62% of visiting schools. Organize workshops for teachers, students, youth and local leaders, target 63 teachers and 450 learners. Conduct animal celebrations; Zakayo's and Hamukungu birth day, target 550 revelers Refurbish the library and information centre
5	Environmental challenge organized	Organize environmental challenge for secondary schools, target 1300 learners
6	Conservation Education materials developed	Develop conservation education materials to support primary & secondary school curricula Develop signages, bill boards and information boards at UWEC, benefit 320,000 visitors.
7	Volunteer Educators trained and engaged	Recruit, train and select volunteer educators to conduct thematic guided tours at the centre, target 45 graduates.
8	Number of Tourism and wildlife sector days celebrated	4 (World Wetlands Day, Wildlife Day, World Environment Day & World Tourism Day)
9	UWEC publicized through various media	Maintain UWEC website Conduct media campaigns on Radios, TVs and Newspaper. Maintain social media platforms (Facebook, twitter, Instagram, Trip advisor) and register 40% in followers.
10	No of UWEC special day celebrations	4 (Organize Zoo fest, Easter fest, IDD adhuha and IDD elftri) and register a 10% increase in visitation and revenue.
	ANIMAL AND HORTICULTURE	
11	Animal food, drugs, bought	Yes.
12	Animal rescue, rehabilitation & Release done	Yes. Rescue animals in distress in communities for rehabilitation and eventual release.
13	Animal Staff health care and vaccinations done	Health staff maintained.

14	New animal species Acquired	Yes. Undertake translocation, quarantine, and acquisition of new species
15	Animal environmental Enrichments enhanced	Animal environment enrichment material improved in exhibit and materials secured and installed
16	Fodder production for animals executed.	Animal fodder production, harvesting and presentation done for herbivores
17	Medicinal plant garden for Conservation education maintained. Seedling production initiated	Medicinal garden maintained, new medicinal plant varieties introduced.
18	Animal training program for visitor experience and management maintained	Animal training programs and integration activities
	INFRASTRUCTURE DEVELOPMENT AND CAPITAL PURCHASES	
19	Status of development of Regional Satellite Wildlife Conservation Education Centres	One more feasibility study for the establishment of regional satellite wildlife conservation education centre prepared
20	Level of construction of the Floating restaurant	Second floor furnished
21	No of vehicles purchased	One double Cabin Pickup

## 11.6 Planned Outputs for the Uganda Wildlife Research and Training Institute, FY 2017/18

CODE	OUTPUT INDICATOR	Target 2017/18	Description
<b>Training Services</b>			
1	Number of students enrolled	140	80 students for Diploma programme and 60 students for certificate programme
2	Number of students successfully graduating	110	60 students for Diploma and 50 students for certificate
3.	Number of Water tanks (20,000 litres) procured	4	Install 4 harvesting water tanks on the existing buildings
4.	Number of Generators procured	1	Install 1 standby generator for use during power shortages
5.	Number of Computers procured	10	10 computers installed in the IT room
6.	Number of field trainings conducted	3	
7.	Number of industrial trainings conducted	2	Deploy students for industrial training in relevant entities
8.	Training materials and equipment procured	Yes	Procure the relevant training materials
9.	Number of Short courses undertaken to improve service delivery in Wildlife and Tourism sectors	2	Staff attend two professional development courses.
10	Students assessed	Yes	Conduct two semester final examinations
11	No of tourism and wildlife conservation promotion events participated in	3	World Tourism day, World Wildlife Day and other international.
12	Land Title secured	Yes	Process the land tittle

## 11.7 Planned Outputs for Uganda Hotel Training and Tourism Institute, FY 2017/18

CODE	OUTPUT INDICATOR	Target 2017/18	Description
	Training Services		
1	Number of new students enrolled	200	90 certificate, 110 diploma students (33 Government, 77 private)
2	Number of student files opened/updated	350	Keep students' records. Open files for new students and update those for continuing students.
3	Percentage of students examined	90%	Set, and administer tests, coursework and end of semester examinations for an average 350 students per semester
4	9th Graduation ceremony organized and held	Yes	Vet results for 400 students. Graduate at least 80% students whose results are vetted; and print examination scripts
5	No of students placed and supervised on industrial training	100	
6	Number of lesson hours conducted	1,200	360 hours Theory, 840 hours Practical
7	Students fed and other welfare provided	Yes	Welfare provided for 350 students per semester
8	Staff Salaries paid by every 28th day of the month.	Yes	
9	Occupancy rate of HTTI hotel	40%	Improve operations and marketing.
10	Hotel and Training Services marketed	Yes. 5% increase in hotel business and students enrollment	Conduct Radio Adverts, Talk shows, Television Adverts, Exhibitions and Marketing campaigns
11	Number of HTTI hotel guest rooms refurbished	30	25 Guest rooms painted; 02 guest rooms renovated; 05 Guest rooms furnished with TVs, curtains, beds; Procure 2 pairs of Bed , Bathroom and Restaurant linen
12	Level of renovation of HTTI hotel Nile bar.	Counter, floor and ceiling refurbished	
13	%ge reduction in domestic arrears	20%	

## ANNEXES

### ANNEX 1: 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-lang-heldi	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

## ANNEX 2: Tourist Arrivals to Uganda

### Annex 2 (A): Tourist Arrivals by Purpose of Visit, 2011-2016

Purpose of Visit	Year						%Age Share 2016	%Age Change 2016-15
	2011	2012	2013	2014	2015	2016		
Leisure, Recreation and Holiday	75,558	224,436	187,824	220,219	207,831	237,312	17.9	14.2
Business & professional conferences	160,928	204,321	296,087	282,594	321,988	289,932	21.9	-10.0
Visiting friends and relatives	602,662	582,139	527,939	440,928	453,445	498,745	37.7	10.0
Transit	80,472	93,887	121,987	143,262	149,910	85,052	6.4	-43.3
Others	231,736	91,982	72,496	179,043	169,629	211,482	16.0	24.7
<b>Total</b>	<b>1,151,356</b>	<b>1,196,765</b>	<b>1,206,334</b>	<b>1,266,046</b>	<b>1,302,802</b>	<b>1,322,522</b>	<b>100</b>	<b>1.5</b>

Source: MTWA Statistical Abstract 2016

### Annex 2 (B): Tourist Arrivals by Region of Residence and Source Markets, 2011-2016

Region	Year of Arrival						%Age Share 2016	%Age Change 2016-15
	2011	2012	2013	2014	2015	2016		
<b>Africa</b>	<b>874,757</b>	<b>929,569</b>	<b>935,983</b>	<b>988,641</b>	<b>1,046,968</b>	<b>1,047,013</b>	<b>79.2</b>	<b>5.9</b>
Kenya	344,210	393,369	380,614	360,664	409,417	352,816	26.7	-13.8
Rwanda	266,221	256,004	280,431	348,175	300,747	362,865	27.4	20.7
Tanzania	59,013	79,795	74,485	57,197	95,933	86,091	6.5	-10.3
Dr. Rep Congo	42,147	42,604	49,925	55,628	79,430	90,149	6.8	13.5
South Sudan	-	40,861	38,538	46,116	45,221	33,937	2.6	-25.0
Other Africa	163,166	116,936	111,990	120,861	116,220	121,155	9.2	4.2
<b>America</b>	<b>59,477</b>	<b>70,749</b>	<b>73,075</b>	<b>76,616</b>	<b>61,598</b>	<b>71,083</b>	<b>5.4</b>	<b>-19.6</b>
United States	47,869	55,912	56,766	60,226	49,414	57,959	4.4	17.3
Canada	8,550	10,186	9,729	10,424	9,124	9,863	0.7	8.1
Other America	3,058	4,651	6,580	5,966	3,060	3,261	0.2	6.6
<b>Asia</b>	<b>45,166</b>	<b>61,192</b>	<b>66,814</b>	<b>70,002</b>	<b>66,133</b>	<b>73,005</b>	<b>5.5</b>	<b>-5.5</b>
India	19,419	24,849	28,647	29,620	26,671	30,210	2.3	13.3
China	6,971	8,645	10,792	14,633	17,051	19,175	1.4	12.5
Other Asia	18,776	27,698	27,375	25,749	22,411	23,620	1.8	5.4
<b>Europe</b>	<b>154,542</b>	<b>108,364</b>	<b>108,641</b>	<b>110,476</b>	<b>106,699</b>	<b>110,391</b>	<b>8.3</b>	<b>-3.4</b>
United kingdom	77,702	42,508	43,009	36,577	40,851	39,539	3.0	-3.2
Germany	8,960	11,701	11,070	11,824	9,585	10,586	0.8	10.4
Netherlands/Holland	8,380	8,275	7,510	8,781	8,247	9,165	0.7	11.1
Italy	5,335	6,732	7,128	5,859	6,776	7,153	0.5	5.6
Other Europe	54,165	39,148	28,854	47,435	41,240	43,948	3.3	6.6

<b>Middle East</b>	<b>7,243</b>	<b>8,105</b>	<b>10,424</b>	<b>10,525</b>	<b>13,391</b>	<b>13,668</b>	<b>1.0</b>	<b>27.2</b>
UAE/Dubai/Abu	2,366	3,319	3,308	3,755	5,584	5,262	0.4	-5.8
Other Middle East	4,877	4,786	7,116	6,770	7,807	8,406	0.6	7.7
<b>Oceania</b>	<b>6,488</b>	<b>9,551</b>	<b>10,421</b>	<b>8,256</b>	<b>6,169</b>	<b>6,342</b>	<b>0.5</b>	<b>-25.3</b>
Australia	4,827	7,165	7,842	6,420	4,969	4,972	0.4	0.1
Other Oceania	1,661	2,386	2,579	1,836	1,200	1,370	0.1	14.2
<b>Others &amp; Unknown</b>	<b>3,683</b>	<b>9,235</b>	<b>976</b>	<b>1,530</b>	<b>1,844</b>	<b>1,020</b>	<b>0.1</b>	<b>-44.7</b>
<b>Total</b>	<b>1,151,356</b>	<b>1,196,765</b>	<b>1,206,334</b>	<b>1,266,046</b>	<b>1,302,802</b>	<b>1,322,522</b>	<b>100</b>	<b>1.5</b>

Source: MTWA Statistical Abstract 2017

## Annex 2 (C): Tourist Arrivals by Port of Entry, 2011-2016

Port of Arrival	Year						%Age Share 2016	%Age Change 2016-15
	2011	2012	2013	2014	2015	2016		
<b>Air</b>	<b>387,265</b>	<b>415,914</b>	<b>423,208</b>	<b>443,480</b>	<b>402,207</b>	<b>432,282</b>	<b>32.7</b>	<b>7.5</b>
Entebbe	387,265	415,914	423,208	443,480	402,207	432,282	32.7	7.5
<b>Road</b>	<b>764,091</b>	<b>780,851</b>	<b>783,126</b>	<b>822,566</b>	<b>900,595</b>	<b>890,240</b>	<b>67.3</b>	<b>9.5</b>
Katuna	268,449	263,773	234,146	275,407	257,611	254,458	19.2	-1.2
Busia	181,295	204,262	179,830	192,042	251,261	206,734	15.6	-17.7
Malaba	145,162	135,519	151,329	123,059	141,258	121,508	9.2	-14.0
Cyanika		29,597	52,365	92,827	68,189	104,509	7.9	53.3
Mutukula	38,477	47,182	57,384	27,193	61,405	60,850	4.6	-0.9
Other Ports	130,708	100,518	108,072	112,038	120,871	142,181	10.8	17.6
<b>Total</b>	<b>1,151,356</b>	<b>1,196,765</b>	<b>1,206,334</b>	<b>1,266,046</b>	<b>1,302,802</b>	<b>1,322,522</b>	<b>100.0</b>	<b>1.5</b>

Source: MTWA Statistical Abstract 2017

## Annex 2 (D): Sex of the Tourist Arrivals, 2011-2016

Sex	Year					%Age Share 2016	%Age Change 2016-15
	2012	2013	2014	2015	2016		
Male	827	946	1,028	965	924	69.9	-4.2
Female	369	256	237	336	397	30.0	18.0
Unspecified	1	4	1	2	2	0.1	-11.0
<b>Total</b>	<b>1,197</b>	<b>1,206</b>	<b>1,266</b>	<b>1,303</b>	<b>1,323</b>	<b>100</b>	<b>1.5</b>

Source: MTWA Statistical Abstract 2017

## ANNEX 3: Visitation to Uganda's Tourist sites

### Annex 3 (A): Visitation to Uganda's National Parks, 2011-2016

National Park	Year					%Age Share 2016	%Age Change 2015-2016
	2012	2013	2014	2015	2016		
Queen Elizabeth NP	58,172	69,193	58,769	72,964	85,905	35.0	17.7
Murchison Falls NP	60,803	70,798	66,844	65,366	75,360	30.7	15.3
Lake Mburo NP	22,927	24,057	26,980	24,979	26,012	10.6	4.1
Bwindi Impenetrable NP	18,259	21,695	20,611	16,476	19,522	7.9	18.5
Kibale NP	10,372	10,834	12,097	10,463	11,760	4.8	12.4
Semliki NP	3,591	5,752	4,824	10,389	8,214	3.3	(20.9)
Kidepo Valley NP	2,300	2,890	4,091	5,663	7,824	3.2	38.2
Mgahinga Gorilla NP	2,497	3,289	3,033	2,648	3,840	1.6	45.0
Mount Elgon NP	1,565	2,096	2,314	2,669	3,335	1.4	25.0
Rwenzori Mountains NP	1,663	2,724	2,758	3,343	3,192	1.3	(4.5)
Toro Semliki WR		622	564	598	761	0.3	27.3
<b>Total</b>	<b>182,149</b>	<b>213,950</b>	<b>202,885</b>	<b>215,558</b>	<b>245,725</b>	<b>100</b>	<b>14.0</b>

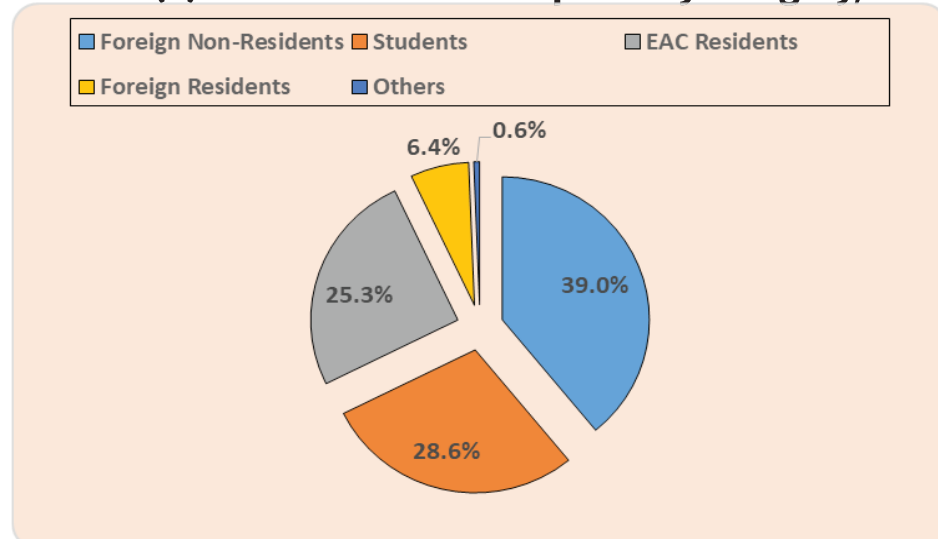
Source: Uganda Wildlife Authority

### Annex 3 (B): Categories of Visitors to Uganda's National Parks, 2011-2016

Category of Visitors	Year					%Age Share 2016	%Age Change 2015-2016
	2012	2013	2014	2015	2016		
Foreign Non-Residents	81,470	99,622	89,402	77,206	95,949	39.0	24.3
Students	37,812	42,363	45,774	65,074	70,299	28.6	8.0
EAC Residents	43,683	52,169	49,480	54,770	62,142	25.3	13.5
Foreign Residents	17,101	16,871	15,354	14,775	15,778	6.4	6.8
Others	2,083	2,925	2,875	3,733	1,557	0.6	(58)
<b>Total</b>	<b>182,149</b>	<b>213,950</b>	<b>202,885</b>	<b>215,558</b>	<b>245,725</b>	<b>100</b>	<b>14.0</b>

Source: Uganda Wildlife Authority

### Annex 3 (C): Visitors to National parks by category, 2016



Source: Uganda Wildlife Authority, 2017

### Annex 3 (D): Visitation to Uganda Wildlife Conservation Education Centre (UWEC), 2011-2016

Category of Visitors	Year						%Age share 2016	%Age change 2015-2016
	2011	2012	2013	2014	2015	2016		
School Parties	159,410	162,803	151,419	176,362	191,110	198,219	64.5	3.7
Ugandan Adults	59,825	54,213	58,163	56,750	65,498	63,740	20.7	-2.7
Ugandan Children	26,386	22,103	27,714	26,270	28,824	28,203	9.2	-2.2
Resident Adults	6,005	7,693	8,344	8,335	8,533	8,085	2.6	-5.3
Foreign Adults	6,862	5,573	7,973	7,451	7,879	7,140	2.3	-9.4
Resident children	1,135	1,304	1,557	1,778	1,589	1,514	0.5	-4.7
Foreign Children	476	219	378	361	414	340	0.1	-17.9
<b>Total</b>	<b>260,099</b>	<b>253,908</b>	<b>255,548</b>	<b>277,307</b>	<b>303,847</b>	<b>307,241</b>	<b>100</b>	<b>1.1</b>

Source: Uganda Wildlife Conservation Education Centre, 2017

### Annex 3 (E): Visitation to Uganda Museum, 2011-2016

Category of Visitors	Year						%Age share 2016	%Age change 2015-2016
	2011	2012	2013	2014	2015	2016		
Sch. Children	100,860	81,597	94,852	91,586	86,293	83,605	86.3	-3.1
Ugandans	11,998	12,471	12,937	15,255	12,034	9,242	9.5	-23.2
Non Ugandan	6,361	4,367	4,895	5,336	4,563	4,018	4.1	-11.9
<b>Total</b>	<b>119,219</b>	<b>98,435</b>	<b>112,684</b>	<b>112,177</b>	<b>102,890</b>	<b>96,865</b>	<b>100</b>	<b>-5.9</b>

Source: Uganda Museum, 2017

## ANNEX 4: TOURISM SECTOR GOU DEVELOPMENT PROJECTS

### The Ministry is implementing the following projects

#	Details of the Project	Expected Outputs	Achievement and challenges	Remarks/way forward
1	<p><b>Project Name:</b> Mt. Rwenzori Tourism Infrastructure Development Project (MRTIDP)</p> <p><b>Background:</b> Rwenzori Mountain is a unique tourist attraction with several peaks and permanently snow-capped. However, the visitation is low largely due to inadequacies in tourism infrastructure. The project is aimed at addressing infrastructure challenges.</p> <p><b>Objective:</b> To Increase the number of visitors to the Park- by 150% by 2020</p> <p><b>Location:</b> Western Region.</p> <p><b>Project cost:</b> 15.487 (US\$ Billions)</p> <p><b>Project life span:</b> Start Date and Completion Date of project 01/7/2015-30/6/2023</p>	<ol style="list-style-type: none"> <li>Improved trails on Mt Rwenzori;</li> <li>Affordable climbing gear;</li> <li>Increased number of accommodation facilities along the trail;</li> <li>A Cable Car system from park gate to Nyabitaba;</li> <li>Rescue and safety equipment; a rescue helicopter, helipads ;</li> <li>A reliable communication system; boosted communication network;</li> <li>A monument at the Margareta Peak;</li> </ol>	<p><b>Achievements:</b></p> <ul style="list-style-type: none"> <li>Assessment of tourism support infrastructure was conducted for the Mt. Rwenzori with focus on the integrity of the existing infrastructure and the gaps.</li> <li>A pre-feasibility study report for the establishment of a Cable car on Mt. Rwenzori was produced and it recommends for detailed feasibility studies.</li> <li>100metres Climbing ladders installed at Karyarupiha – Mt Rwenzori.</li> <li>5 resting points constructed along the trail of Mt Rwenzori; Scot Eliot, Nyamulehu, Kicucu, Omwihembe and Fresh Field.</li> <li>4 board walks established at Bujuku, Rukenga (300 metres) and Rubango (200 metres) and at John Mate (100 metres)</li> <li>Capacity building was conducted for the service providers operating in Mt. Rwenzori</li> </ul> <p><b>Challenges</b></p> <ul style="list-style-type: none"> <li>The Ministry has not identified resources to undertake the feasibility studies for the establishment of a Cable car on Mt. Rwenzori estimated to cost US\$ 3.5 billion.</li> </ul>	<p>The Ministry is engaging MoFPED to provide funds for the feasibility studies.</p> <p>The development of other infrastructure is ongoing.</p>
2	<p><b>Project Name:</b> Development of Museums and Heritage Sites for Cultural Promotion</p> <p><b>Background:</b> Uganda has over 750 registered archaeological, Paleontological, historical and traditional sites but only 14 are gazetted, 1 developed (Fortpartiko) and 1 under development (Kasubi Loyal Tombs). The projects intends to conserve and promote Uganda's cultural heritage</p>	<ol style="list-style-type: none"> <li>Designs and BoQs for new 2 Museum Galleries prepared, 2 Storage facilities ,1 Laboratory and 1 Theatre constructed;</li> <li>Transport Gallery constructed; Soroti Museum completed; Land acquired in Arua and titled; Mugabe palace fenced;</li> <li>An interpretation centre, craft shop and toilets at Nyero rock paintings constructed.</li> </ol>	<p><b>Achievements:</b></p> <ul style="list-style-type: none"> <li>Soroti museum competed, fenced and compound landscaped and Exhibition display exhibits mounted.</li> <li>Construction of Soroti Museum completed, fenced and compound landscaped;</li> <li>Undertook studies to establish the structural integrity of the Mugaba palace building and prepared the designs and BOQs for renovation of the palace.</li> </ul>	<p>The Ministry is engaging MoFPED to provide funds for development of all the sites targeted by the project</p>

#	Details of the Project	Expected Outputs	Achievement and challenges	Remarks/way forward
	<p><b>Objective</b></p> <ol style="list-style-type: none"> <li>To preserve, protect and enhance Uganda's cultural heritage contribution to tourism in the next 5 years;</li> <li>Develop new cultural heritage tourism products;</li> <li>iii) Advocating for a conducive policy environment.</li> <li>iv) To establish Lake Victoria Tourism circuit to enhance tourism and conservation around Entebbe in the next five years.</li> </ol> <p><b>Location:</b> Six (6) heritage sites in Eastern Uganda, 2 Central and 2 from Western Uganda</p> <p><b>Project cost:</b> 4.618(US\$ Billions)</p> <p><b>Project life span:</b> Start Date and Completion Date of project 2015/16-2019/20</p>		<ul style="list-style-type: none"> <li>Land title for land in Fortportal Town Council acquired: This is where Fortportal museum will be constructed</li> <li>Land Title secured for land in Arua where Arua Museum is to be constructed.</li> <li>The construction of Uganda Museum Transport gallery completed (90% of the works);</li> <li>BOQs and designs for Arua Museum completed</li> <li>Kabale Museum renovated.</li> <li>Janan Luwum Museum: Consultations with COU, Family and Kitgum DLG to inform the MOU conducted;</li> <li>Rock arts sites of Mukongoro, Kakoro and Nyero protected with buffer zones; Kakoro and Komuge art sites protected.</li> <li>70% of the construction works on Barlonyo Memorial resource centre completed.</li> </ul> <p><b>Challenges</b> The Ministry lacks resources to upgrade the national Museum. This is a key project output and requires about US\$ 8 billion.</p> <p>Additionally, encroachment on cultural heritage sites and lengthy processes in securing land titles.</p>	
3	<p><b>Project Name:</b> Establishment of Lake Victoria Tourism Circuit</p> <p><b>Background:</b> Victoria is the largest freshwater lake in Africa. Its biodiversity and scenic beauty contribute to Uganda's tourism industry although the benefits are hampered by inadequate infrastructure. The projects aims at improving tourism infrastructure including Boat pier, Aquarium, Floating restaurant, speed boats, observatory tower, board walk, Information centre with office and exhibition space</p> <p><b>Location:</b> The shoreline of Lake Victoria radiating from UWEC in Entebbe to other close</p> <p><b>Project cost:</b> 11.868 (US\$ Billions)</p>	Floating restaurant; Boat pier; Aquarium, Speed boats; Bird observatory towers, Board walk, Information centre, well maintained Boat trails, Signage and information boards at Lutembe Ram-sar Site.	<p><b>Achievements:</b></p> <ul style="list-style-type: none"> <li>First floor of the pier restaurant completed and furnishing is ongoing at Uganda Wildlife Conservation Education Centre (UWEC).</li> <li>Establishment of UWEC beach completed.</li> </ul> <p><b>Challenges</b> In order for the project to be successfully implemented, it requires an average of 2 billion per year but the Ministry can provide about US\$ 400 million annually. This affects activity implementation.</p>	The Ministry is engaging MoFPED to provide funds to fast track project activity implementation.

#	Details of the Project	Expected Outputs	Achievement and challenges	Remarks/way forward
4	<p><b>Project Name:</b> Development of Source of the Nile</p> <p><b>Background:</b> The Source of the Nile is one of the major iconic attractions to both domestic and international visitors. The project focuses on the development of Source of the Nile into a world class tourist attraction site to increase revenues from tourists and also create social economic benefits</p> <p><b>Objective</b> To improve visitor experience and increase numbers at the source of the Nile in 5 years</p> <p><b>Location:</b> Source of the Nile in Jinja on the shores of Lake Victoria</p> <p><b>Project cost:</b> 5.313 (US\$ Billions)</p> <p><b>Project life span:</b> Start Date and Completion Date of project 2015/16-2019/20</p>	<ul style="list-style-type: none"> <li>i. Developed source of the Nile designs;</li> <li>ii. A well-developed marine transport, site access route and beautification at the source of the Nile;</li> <li>iii. A modern Information center;</li> <li>iv. Developed public utilities to include toilets and bathrooms;</li> <li>v. Developed marine trails;</li> <li>vi. Advantage view platforms;</li> <li>vii. Informational and directional signage.</li> </ul>	<p><b>Achievements:</b></p> <ul style="list-style-type: none"> <li>■ Procurement process is in final stages for the consultant to development of a Master plan (including BOQs and architectural designs for public infrastructure) and a strategic environment and social impact analysis (SEA) for the Source of the Nile.</li> <li>■ Funds remitted to Nebbi district for onward transfer to Pakwach for completion and furnishing of the Tourism Information Centre at Pakwach;</li> <li>■ Site assessment conducted at Kagulu Hill; and for the development of a tourist information centre in Kalangala;</li> <li>■ 3 hotel rooms at Uganda Hotel Tourism and Training Institute (HTTI) refurbished</li> <li>■ Jinja District attractions documented</li> <li>■ Stakeholder engagements conducted on the development of the source of the Nile.</li> <li>■ 30 artisans trained in fire &amp; safety, marketing and customer care</li> </ul> <p><b>Challenges</b> Lengthy procurement process that has delayed the development of a Master plan (including BOQs and architectural designs for public infrastructure) and a strategic environment and social impact analysis (SEA).</p>	<p>Procurement is in final stages and once the consultant is secured, the development of a Master plan and SEA will be fast-tracked.</p> <p>The Master plan will guide all other developments at the Source of the Nile.</p>

#	Details of the Project	Expected Outputs	Achievement and challenges	Remarks/way forward
5	<p><b>Project Name:</b> Establishment of Regional Satellite Wildlife Conservation Education Centres in Uganda</p> <p><b>Background:</b> Uganda has got only one Wildlife Education Centre, UWEC that was opened in 1952 as an animal orphanage. It is now a place to go to see and learn about animals as a recreation park for the Ugandan public. UWEC is also a rescue and rehabilitation centre and a captive breeding unit for threatened animal species rescued from poachers, illegal trade or accidents. The project is therefore aimed at establishing regional satellite conservation education centres regions of Uganda</p> <p><b>Objective</b> To establish and operate a wildlife satellite conservation centre in Western Uganda by year 2020</p> <p><b>Location:</b> Regions of Western and Eastern Uganda</p> <p><b>Project cost:</b> 10.024 (US\$ Billions)</p> <p>Project life span : Start Date and Completion Date of project 2015/16-2019/20</p>	<ul style="list-style-type: none"> <li>i. Land acquired</li> <li>ii. 10 Animal enclosures constructed</li> <li>iii. Customised tourism education programme developed for satellite catchment areas</li> <li>iv. Two veterinary units constructed</li> <li>v. 30 Signages and 10 information boards developed and installed</li> <li>vi. dormitories with capacity of 50 beds each constructed</li> <li>vii. conference rooms with capacity of 100 seats constructed</li> <li>viii. 2 well-furnished Administration blocks constructed</li> <li>ix. well-furnished kitchens and dining constructed</li> </ul>	<p><b>Achievements:</b></p> <ul style="list-style-type: none"> <li>■ Consultations conducted and identification of site location in Western and Eastern Uganda done.</li> <li>■ Detailed feasibility studies completed for two sites in Mbarara and Mbale in an effort to replicate the Entebbe zoo and extend conservation education to various regions.</li> <li>■ One double cabin pickup procured for UWEC.</li> </ul> <p><b>Challenges</b> The project receives annual average of US\$ 300 million out of the average annual requirement of US\$ 2.5 billion. This affects activity implementation.</p>	<p>The Ministry is engaging MoFPED to provide funds to fast track project activity implementation</p>

#	Details of the Project	Expected Outputs	Achievement and challenges	Remarks/way forward
6	<p><b>Project Name:</b> Government Purchases and Taxes</p> <p><b>Background:</b> The Ministry of Tourism, Wildlife and Antiquities (MTWA) was created in 2011. The project is for retooling purposes and is aimed at improving the working environment including office accommodation, transport equipment, furniture and ICT equipment.</p> <p>The Ministry is currently occupying rented premises. The Ministry spends Ushs 1.772 billion annually on rent and this amount keeps on increasing based on the tenancy agreement. The Ministry owns 8.3 acres of land (located at Plot 5 Kira Road) out of which it intends to use 1.5 acres to construct the Headquarter building. Under the project, the Ministry produced designs and BOQs for Ministry HQs and these were approved by Kampala Capital City Authority (KCCA)</p> <p><b>Objective</b></p> <ol style="list-style-type: none"> <li>To facilitate the construction of the new home for the Ministry</li> <li>Retool and maintenance of buildings and equipment of the Ministry</li> <li>Equip the Ministry with the required transport equipment</li> </ol> <p><b>Location:</b> MTWA Headquarters</p> <p><b>Project cost:</b> 15.000 (UShs Billions)</p> <p><b>Project life span:</b> Start Date-01/07/2011 and Completion Date-30/06/2020</p>	<ol style="list-style-type: none"> <li>Procure transport equipment, ICT and office equipment, furniture and fixtures, equipment</li> <li>2 double cabin pickups, ICT equipment</li> <li>Designs for Ministry Headquarters</li> </ol>	<p><b>Achievements:</b></p> <ul style="list-style-type: none"> <li>■ Designs and BOQs for Ministry HQs prepared and approved by KCCA</li> <li>■ Office and ICT Equipment, including computers, printers, camera,</li> <li>■ MTWA website redesigned</li> <li>■ Security Firewall system procured</li> <li>■ Office Chairs, cabinets, bookshelves, Office blinds, Office tables procured</li> <li>■ Small Office equipment procured</li> <li>■ Work stations (hard wood) established</li> <li>■ Fitting of store shelves in Uganda Museum undertaken</li> <li>■ Five vehicles procured</li> </ul> <p><b>Challenges</b></p> <p>Maintenance of assets and equipment is affected by low non-wage recurrent budget.</p> <p>The ministry lacks resources (about Ushs 40 billion) to construct Office building.</p>	<p>Continuous engagements with Parliament and MoFPED to secure funds to construct MTWA Office building.</p>

#	Details of the Project	Expected Outputs	Achievement and challenges	Remarks/way forward
7	<p><b>Project Name:</b> Redevelopment of Namugongo Martyrs Shrines</p> <p><b>Background:</b> Namugongo Matry's shrine is a faith based and Cultural tourism site located in Namugongo, Wakiso District. On 3<sup>rd</sup> June 1886, 25 young men (13 Anglicans and 12 Catholic), pages of the court of King Mwanga II of Buganda, were burned to death at Namugongo for their refusal to renounce Christianity. Over 100 Muslims were martyred between 1874-76 at Namugongo and many other different sites for undergoing circumcision without the King's permission. For the last 4 decades, Uganda Matry's Namugongo has been growing consistently as one the faith based and Cultural tourism sites. In June 2015, an estimated 2 million people attended the event and the number is increasing.</p> <p>Government of Uganda realized the significant tourism potential of Namugongo Matrys' site and on June 3<sup>rd</sup>, 2014 H.E the President pledged to support the construction and rehabilitation of infrastructure at the Namugongo Martyrs' Shrines. The programme aims at development of Namugongo Martyrs Shrines into a world class tourist site.</p> <p><b>Project life span:</b> Start Date-01/07/2015 and Completion Date-30/06/2020</p>		<p><b>Achievements:</b></p> <ul style="list-style-type: none"> <li>■ Police station, a command Centre, Resuscitation Center, washrooms, one lagoon constructed</li> <li>■ A water tank and 2 gate installed where one has an observational tower</li> <li>■ Baggage scanner procured</li> <li>■ Some works on Pavilions B and C with conference facilities, the washrooms, the parking yard and electrical works and pavilion seats</li> <li>■ Presbytery (37% complete)</li> <li>■ Grottos</li> <li>■ Construction of structure and walling done, steel reinforcement done to completion</li> <li>■ Reinforcement of concrete roof slab and beams done to completion with roof tilling</li> <li>■ 85% of the construction works for the public toilet carried out</li> <li>■ Doors and door frames purchased, frames fixed.</li> <li>■ Plumbing works ongoing, drainage system completed, Piping works done, awaiting finishing works to fit the cisterns (80% done)</li> <li>■ Electrical installation (50% done)</li> <li>■ Sanitary fixtures (40% done)</li> </ul> <p><b>Challenges</b> The works have been executed at slow pace due to delayed availability and release of funds as committed by Government.</p>	A supplementary funding has been requested to cater for the urgent works

## ANNEX 5: PROGRESS REPORTING ON THE IMPLEMENTATION OF THE SECOND NATIONAL DEVELOPMENT PLAN FOR FY2016/17

### A: Outcome level performance

OBJECTIVES	OUTCOME	OUTCOME INDICATORS	Baseline 2012/13	Target 2015/16	Actual 2015/16	Target 2016/17	Actual 2016/17	Explanation of the progress FY 2016/17
1. Increase Market share for tourism	Increased Tourism Earnings	Number of International Tourist arrivals	1,196,765	1,232,668	1,302,802	1,369,698	1,322,522	Inadequate Marketing efforts, Elections and Instabilities in the Rwenzori region contributed to the limitations.
		Number of foreigners (Non-residents) visiting National Parks	81,470	83,914	85,866	88,110	105,027	Good performance is focused on promotional efforts using the PR firms in the Key source markets of UKL, Germany and America
		Amount of foreign exchange earnings from Tourism(million USD)	971	1,020	1,350	1,071	1,371	Increased number of Leisure Visitors (Increased number of tourist arrivals)
2. Increase and diversify the stock of tourism products	Increased Diversity of Tourist Products	Tourist stay time (No of days)	6	6.2	7	6.4	7.2	Increased product range improving Visitor stay, Improved Products
		Accommodation capacity (No of beds)	70,310	73,826	77,517	74,592	85,463	Increased investment in Accommodation facilities
		Annual average % bedroom occupancy of accommodation	38.5%	48.1%	48.5%	50.1%	48.7%	Number of beds increased
3. Increase the stock of human capital along the tourism value chains and create new jobs	Enhanced human resource capacity for tourism development	Number of people directly employed by Tourism Industry	182,500	192,173	464,300	202,358	191,000	According to the WTTC (world Tourism Travel Council), the number has declined). Poor performance of the economy
4. Improve coordination, regulation and management of the tourism sector	Enhanced enforcement of tourism service standards	Level of visitor/tourist satisfaction (%)	65%(2014)	66.0%	72%	67%		No survey was conducted in FY2016/17
		Level of compliance to tourism service standards (% enterprises)	N/A	5.0%		10%	N/A	

OBJECTIVES	OUTCOME	OUTCOME INDICATORS	Baseline 2012/13	Target 2015/16	Actual 2015/16	Target 2016/17	Actual 2016/17	Explanation of the progress FY 2016/17
5. Increase conservation of natural and cultural heritage	Improved conservation of natural and cultural heritage	Population of Buffalo	21,565	21,781	36,953	21,998	36,953	Strong campaigns against Poaching
		Population of Burchell's Zebra	11,814	11,932	11,888	12,051	11,888	Effect of invasive species which have negatively affected the grazers
		Population of Elephant	4,393	4,437	5,346	4,481	5,739	Strong campaigns against Poaching
		Population of Rothschild's Giraffe	984	994	1,064	1,004	1,314	Strong campaigns against Poaching
		Population of Heart beast	4,099	4,140	9,667	4,181	9,667	Strong campaigns against Poaching
		Population of Hippo	6,580	6,646	5,838	6,712	5,838	Effect of invasive species which have negatively affected the grazers
		Population of Impala	33,565	33,901	33,565	34,240	33,565	Effect of invasive species which have negatively affected the grazers
		Population of Topi	845	853	2,222	862	2,222	Strong campaigns against Poaching
		Population of Uganda kob	54,861	55,410	77,759	55,964	77,579	Strong campaigns against Poaching
		Population of Waterbuck	12,925	13,054	12,222	13,185	12,222	Effect of invasive species which have negatively affected the grazers
		Population of Southern White Rhino	11	11	17	11	17	NDP II targets were understated
		Population of Lion	416	420	745	424	493	Strong campaigns against Poaching
		Population of Mt. Gorillas	400	404	400	408	400	Effect of invasive species which have negatively affected the grazers
		Population of Chimpanzee	1,501	1,516	5,050	1,531	4,950	NDP II targets were understated
		Incidences of human wildlife conflicts(number)	7,259	3,630	1,072	1,815	1,622	Increased efforts and increased involvement of communities in mitigating conflicts
		Number of Ugandans visiting Uganda Museum	4,367	4,498	12,034	4,678	9,242	Increased product range and Publicity/School outreaches.

## B: Output level performance

OBJECTIVES	INTERVENTION	OUTPUT	OUTPUT INDICATORS	Baseline 2012/13	Target 2015/16	Actual 2015/16	Target 2016/17	Actual 2016/17	Explanation of the progress FY 2016/17
1. Increase Market share for tourism	i. Aggressive marketing in source markets	Increased presence in the source market	Number of International tourism fairs/expos attended	4	3	4	4	5	5 major International tourism trade fairs in Berlin, South Africa, Kenya and London, China Guangzhou
			Number of source markets with constant marketing	0	3	3	3	3	Public relations (PR) firms were contracted to undertake constant marketing in UK, USA and Germany.
			Growth in arrivals of leisure and business tourists from the UK, Germany, USA, Canada and South Africa.	44,291	45,620	78,607	47,445	115,115	Only about 46.17 percent of the total arrivals in the country revealed their purpose of visit. Therefore the actual number is much higher than the figures reflected.
			Number of tourist arrivals from key source markets (North America, UK, & Germany)	139,599	143,787	110,392	149,538	119,502	The impact of the PR firms is yet to be felt
	ii. Promote domestic tourism through cultural and regional cluster initiatives, and national events.	Increased participation of Ugandans in tourism events	Number of events held to promote domestic tourism	3	6	6	6	5	Miss Tourism competitions 2015, Buganda Expo, Food festival, tourism fairs, World Tourism day celebrations
			Number of Ugandans visiting UWEC	239,122	246,296	285,432	256,147	290,162	Increased Publicity and School Outreaches

OBJECTIVES	INTERVENTION	OUTPUT	OUTPUT INDICATORS	Baseline 2012/13	Target 2015/16	Actual 2015/16	Target 2016/17	Actual 2016/17	Explanation of the progress FY 2016/17
			Number of Ugandans visiting Uganda Museum	4,367	4,498	12,034	4,678	9,242	Increased product range and Publicity/School outreaches.
			Number of Ugandans visiting National Parks	56,158	57,843	54,684	60,156	69,278	Increased marketing efforts like the Tulambule drive
	iii. Develop and upgrade tourism support infrastructure.	Improved tourism infrastructure	Percentage of tourism roads in good condition						No data
			Number of tourists sites supported with utilities and ICT related services from government related agencies	11	13	11	15	11	The Ministries of Water & Environment and that of ICT did not extend the services/facilities
			Accommodation capacity (No of beds)	70,310	73,826	77,517	74,592	85,463	Increased investment in Accommodation Facilities
			Length of tourism tracks/ trails maintained (km)	2,803	1,057		1,613	1,172	In adequate resources
	iv. Promote the utility of e-commerce tools such as credit cards, web based bookings and tracking facilities	Tourism sites supported with utilities an ICT related services	Number of PAS supported with utilities and ICT related services from government related agencies	11	13	11	15	2	The Ministries of Water & Environment and that of ICT did not extend the services/facilities

OBJECTIVES	INTERVENTION	OUTPUT	OUTPUT INDICATORS	Baseline 2012/13	Target 2015/16	Actual 2015/16	Target 2016/17	Actual 2016/17	Explanation of the progress FY 2016/17
2. Increase and diversify the stock of tourism products	i. Develop the tourism product range and appeal	Increased stock and diversity of tourism products	Number of tourism products Improved		2	2	4	4	Namugongo Martrys shrine rehabilitated; Work on development of Mt. Rwenzori are underway. bird watching, kampala city canival
	ii. Protect tourism resources and promote safety and security of tourists.	Increased safety and security of tourists	Incidences of insecurity and safety issues reported by tourists (number)	21	5	0	0	N/A	Uganda Police is still compiling the cases
	iii. Set up a specific fund to support women in tourism sector to grow out of the informal to the formal status with clear e-market linkages	A specific fund to support women in tourism sector in place	Number of women supported with resources from the set up fund			0	0	0	Ministry of Finance Planning and Economic Development has discouraged the setup of numerous funds
			Number of women that grew from informal to formal status						Not tracked. No resources to support the follow-up. There is not yet a database of these women.
3. Increase the stock of human capital along the tourism value chains and create new jobs	i. Develop tourism training institutions as Regional Centres of Excellence.	Increased skilled tourism personnel	Number of recognized tourism institutions as centres of excellence	0	0	0	0	0	Feasibility study was concluded; Designs and BOQs for the new infrastructure produced
		Institutions recognized as centres of excellence	Number of Students graduating in tourism and related programs	1,906	1,944		1,983	2,139	More Institutions have introduced Tourism related courses

OBJECTIVES	INTERVENTION	OUTPUT	OUTPUT INDICATORS	Baseline 2012/13	Target 2015/16	Actual 2015/16	Target 2016/17	Actual 2016/17	Explanation of the progress FY 2016/17
	ii. Promote private sector investment in tourism skills development with focus on hospitality and wildlife management.	Increased private sector investment in tourism skills development	No of private institutions offering training in tourism and related courses	14	15	81	16	81	Due to increased importance of the tourism sector as highlighted in the NDP
	iii. Provide support to communities around/along tourist sites to engage in income generation activities.	Increased participation of communities in tourism enterprises.	Number of local people engaged in tourism related enterprises.	2,901	3,017		3,138		Still awaiting data from UBOS on the population census data
			Number of tourism related enterprises engaged in by the local people	150	156		162		Surveys not conducted due to lack of resources
4. Improve coordination, regulation and management of the tourism sector	i. Develop and review the relevant policy and regulatory standards, in a manner that encourages meaningful participation of women, youth and other players in the sector.	Tourism institutional capacity strengthened	Level of staffing in sector MDAs (%)	53.0%	56.0%	58.7%	61.0%	62.4%	MTWA (57.8%), UTB (41.3%), UHTTI (69.3), UWA (68.6%), UWEC (55%)

OBJECTIVES	INTERVENTION	OUTPUT	OUTPUT INDICATORS	Baseline 2012/13	Target 2015/16	Actual 2015/16	Target 2016/17	Actual 2016/17	Explanation of the progress FY 2016/17
		Tourist standard development framework developed	Level of completion of the Tourism standards development framework	0.0%	50.0%	100%	100%	100%	The framework is operational
		Increased adherence to Tourism Regulations	Number of Tourism related Enterprises conforming to regulations	N/A	N/A	N/A	N/A	N/A	No data on compliance to the regulations
	ii. Establish mechanisms for enhancing inter and intra sectoral linkages	Efficient Coordination Framework developed	Level of completion of the Coordination Framework (%)	0.0%	50.0%		80%	80%	The Sector Coordination framework is operational through sector working groups and Top Management
	iii. Establish a gender responsive information management system for the sector	A Tourism Information Management System developed	Level of completion of the Tourism Information Management System (%)	0.0%	50.0%		80%	50%	Terms of Reference for the design of the TMIS were submitted to CEDP to procure the consultant.
5. Increase the conservation of natural and cultural heritage	i. Promote the protection of wildlife species	Improved integrity of wildlife resources	Area of encroachment (Hectares)	800	400	380	200	188.2	Communities around the Pas have been sensitized and also due to the benefits they receive from being around the parks
			Cases of poaching (number)	7,920	7,128	7,142	6,415	1,023	Strong campaigns against poaching
	ii. Control the spread of invasive species	Spread of evasive species controlled	Protected area (hectares) cleared of invasive species	N/A	100		100	168.74	

OBJECTIVES	INTERVENTION	OUTPUT	OUTPUT INDICATORS	Baseline 2012/13	Target 2015/16	Actual 2015/16	Target 2016/17	Actual 2016/17	Explanation of the progress FY 2016/17
	iii. Promote country wide protection of natural and cultural heritage taking into account resilience to climate change	Improved integrity of wildlife resources	% Area preserved and conserved for wildlife resources				11%	11%	Area of coverage of Protected area has remained at 11%
		Laws to regulate poaching enacted.	Number of Cases related to poaching			85	6,415	1,023	Strong campaigns against poaching
	iv. Develop and promote conservation curricula in schools	Wildlife conservation curricula promoted	No. of Wildlife Clubs of Uganda (WCU) revived in schools	25 (2014/15)	50	0	75	108	MTWA (8), UWEC (100)
	v. Develop capacity of LGs to protect, conserve and restore critical tourist products	Improved integrity of wildlife resources	Incidences of illegal activities related to wildlife (number)	N/A		275		1,023	Increased efforts and increased involvement of communities in mitigating conflicts
			Incidences of human wildlife conflicts(number)	7,259	3,630	1,072	1,815	1,622	Better than projected performance was a result of increased engagement of communities in mitigating Human wildlife conflicts
			Portion of protected area (hectares) cleared of invasive species	N/A	100		100	168.74	Communities around the Pas were involved to clear the invasive species in protected areas

OBJECTIVES	INTERVENTION	OUTPUT	OUTPUT INDICATORS	Baseline 2012/13	Target 2015/16	Actual 2015/16	Target 2016/17	Actual 2016/17	Explanation of the progress FY 2016/17
		Historical and cultural heritage resources in districts identified and protected	Percentage of districts with Historical and cultural heritage resources identification carried out	4.3%	6.9%	9%	N/A	16%	Kampala, Kumi, Soroti, Mbale, Namayingo, sembabule, Mbarara, Napak, Moroto, Gulu, Kabale, Kanungu, Ngora, Soroti, Lira, Apac, Ntoroko, Mubende, kakumiro, etc
			Number of Historical and cultural heritage resources identified	655	655	710	675	750	Most sites have been identified during predevelopment cultural assessments and by research collaborators
			Proportion of identified Historical and cultural heritage resources protected	3.1%	4.6%	6%	N/A	4.2%	30 cultural heritage resources have been protected/titled
		Enhanced capacity of Local Governments to protect and conserve historical and cultural heritage resources	Total Number of district local governments with enhanced capacity to protect and conserve historical and cultural heritage resources	7	10	20	N/A	21	More districts were engaged during the process of securing land titles for cultural sites in preparation for UNESCO nominations.
		Laws regulating protection of Cultural heritage resources	Cases of encroachment by quarrying and destroying historical sites of national significance	10			2	2	Sensitizations on the significance of sites and monuments towards sustainable development of different areas.

## ANNEX 6: Policies, legal framework and strategies for tourism sector in Uganda

	Document	Relevance
Policies	<b>The 1995 Constitution of the Republic of Uganda</b>	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
	<b>Wildlife Policy 2014</b>	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.
	<b>Museums and Monuments Policy(2015)</b>	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.
	<b>Uganda National Cultural Policy, 2006</b>	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	<b>Uganda Wildlife Act, Cap 200 of 2000</b>	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.
	<b>The National Environment Act, Cap 153 of 2000</b>	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.
	<b>Uganda Wildlife Education Centre Trust Deed, 1994</b>	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.
	<b>Uganda Wildlife Conservation Education Centre Act, 2015</b>	The Act establishes UWEC as a statutory body responsible for management of conservation education in Uganda

	Document	Relevance
Legal framework	<b>Universities and other Tertiary Institutions Act 2001</b>	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.
	<b>International law</b>	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
	<b>Uganda National Culture Policy of 2006</b>	Support the promotion of the Intangible heritage expressions within the communities living around the sites, museums and monuments. Support cultural and traditional institutions in conserving traditional practices. Creating awareness on the link of intangible cultural elements to the museums and monuments.
	<b>The Historical Monuments Act 1967 Cap 46</b>	Provides for preservation and protection of historical monuments and objects of archaeological, paleontological, ethnographical and traditional interest.
	<b>The Land Act of 1998</b>	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 management and conservation of heritage resources in a sustainable manner.
	<b>The Traditional Rulers Act 1993 Cap 247</b>	Provides for the restitution of assets and properties
	<b>The National Development Plan for Uganda 2015/16-2019/20</b>	Recognizes tourism as a key growth sector for the attainment of vision 20140

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 7: 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)

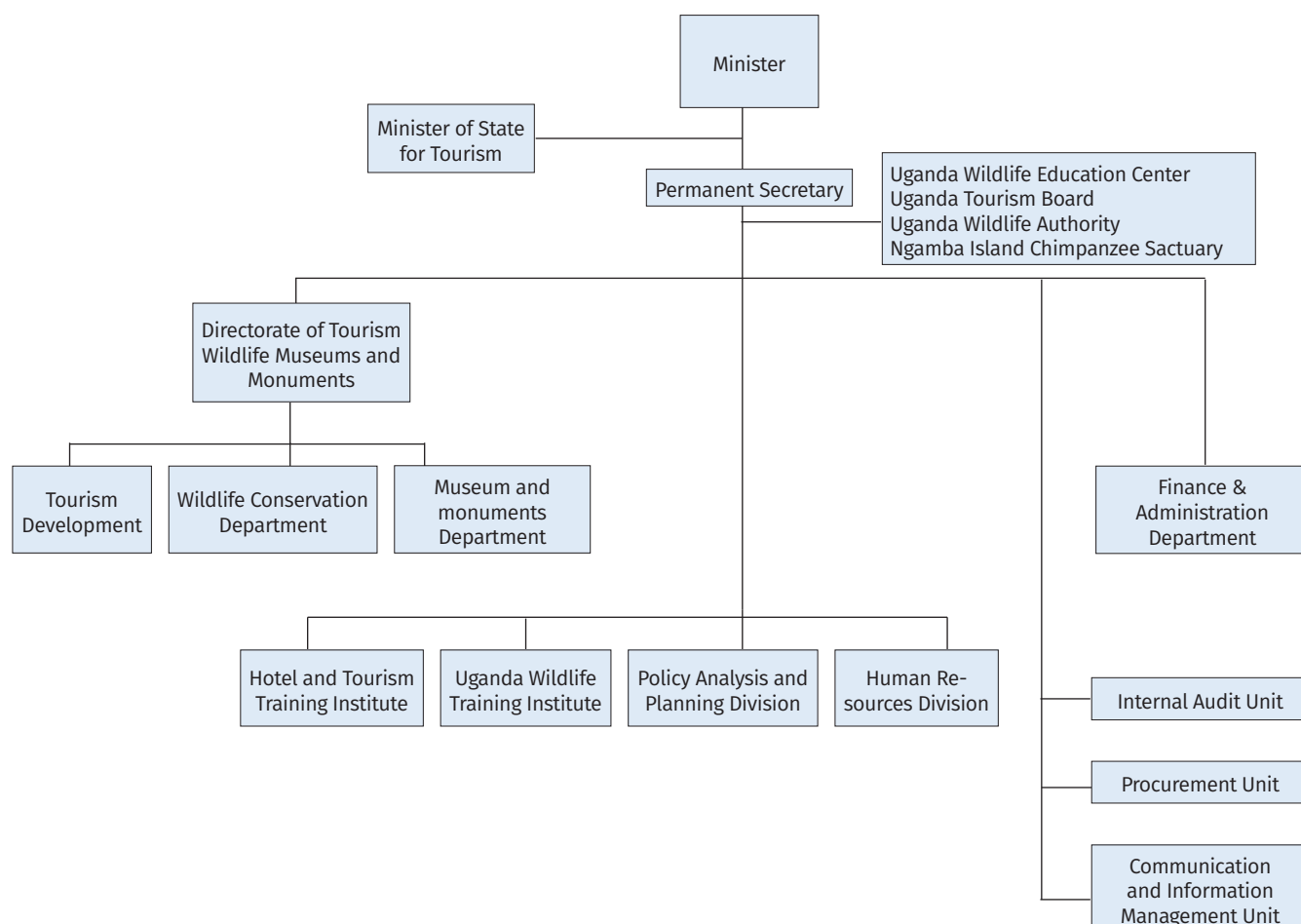
UWEC was established in May 1994, under the Trustees Incorporation Act Cap 147, to replace the former Entebbe Zoo. UWEC has now been transformed into a fully fledged statutory body under the Ministry of Tourism Wildlife and Antiquities by an Act of Parliament UWEC Act 2015.

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 Eco-tourism 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 8: 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.

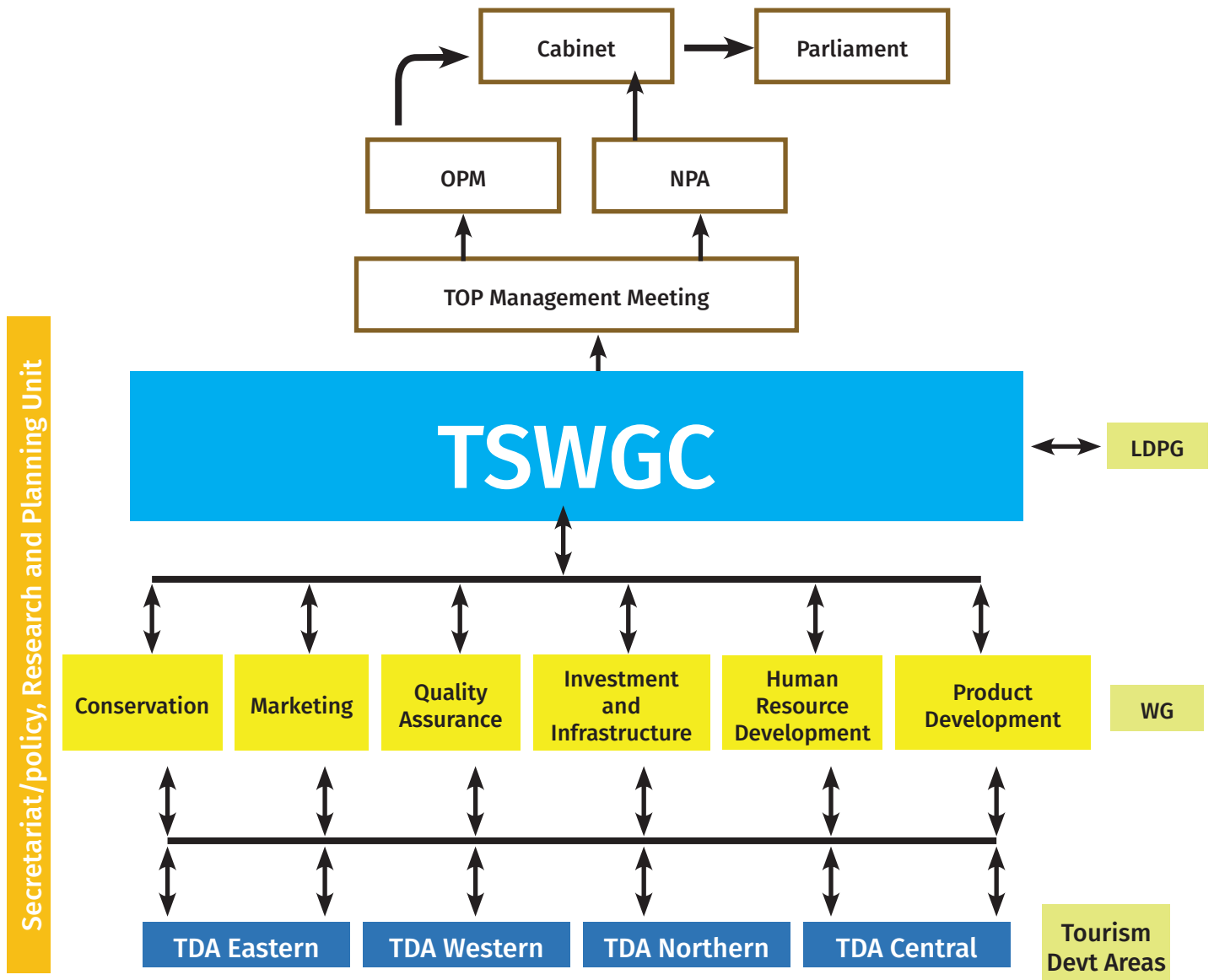
### Key planning outputs: Preparation of the Budget Framework Paper (BFP) and Ministerial Policy Statement (MPS) for FY 2016/17:

MTWA coordinated the process of preparation of the sector Budget Framework Paper and Ministerial policy Statement FY 2016/17, 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](http://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 9: 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

Manage the Ministry's public relations.









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