

Ministry of Tourism,
Wildlife and Antiquities

EXPLORE
UGANDA
THE PEARL OF AFRICA

UGANDA NATIONAL TOURISM POLICY 2025

UGANDA NATIONAL TOURISM POLICY 2025

Rights and Permissions

The material in this work is subject to copyright. The text and data in this publication may be reproduced, in whole or in part, for non-commercial purposes if full attribution to this work is given. Reproduction for commercial purposes is forbidden.

Attribution-Please cite the work as Follows:

“UGANDA NATIONAL TOURISM POLICY 2025.”

Published in November 2025.

©All photos used in this report are from the Ministry of Tourism, Wildlife and Antiquities, Government of Uganda.



Ministry of Tourism, Wildlife and Antiquities

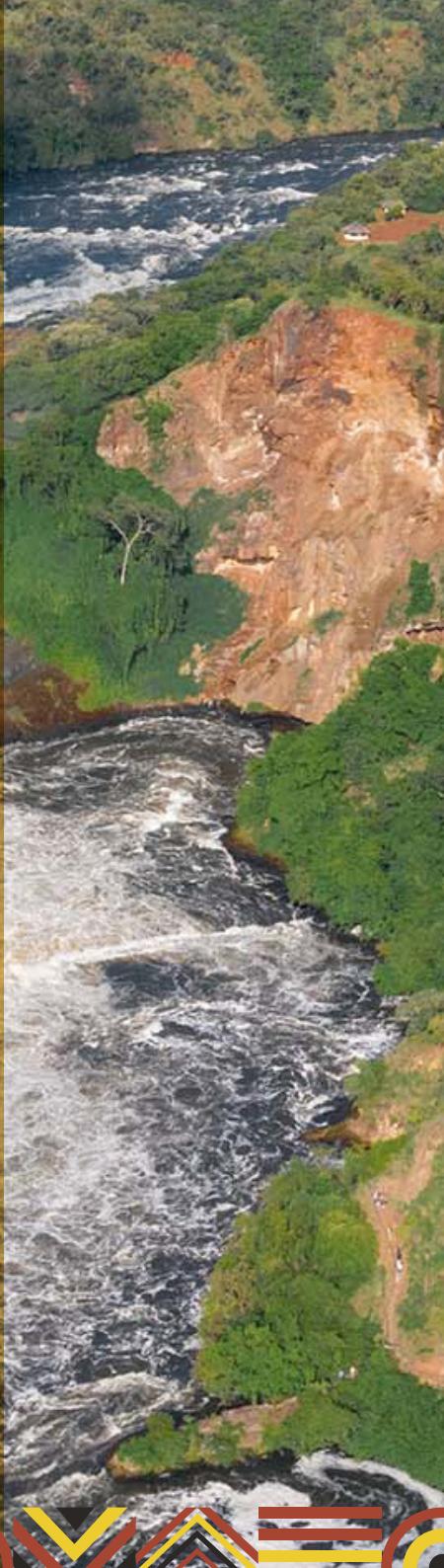
Plot 6, Nakasero Road

P.O. Box 4241, Kampala - Uganda

Tel: +256 200 780 400 / 409

Email: info@tourism.go.ug

Website: www.tourism.go.ug





Ministry of Tourism,
Wildlife and Antiquities

UGANDA NATIONAL TOURISM POLICY 2025

TABLE OF CONTENTS

ACRONYMS AND ABBREVIATIONS	IV
FOREWORD	VI
PREAMBLE	VIII
EXECUTIVE SUMMARY.	XI
1. INTRODUCTION	1
2. BACKGROUND	3
2.1. Policy context (International, Regional, National)	3
2.2. Problem Statement	7
3. THE UGANDA TOURISM POLICY	9
3.1. Vision.	9
3.2. Mission.	9
3.3. Goal	9
3.4. Strategic Objectives of the Policy	9
3.5. Guiding Principles.	9
3.6. Justification/Rationale	10
3.7. Outcomes	11
4. POLICY ACTIONS ALIGNED TO STRATEGIC OBJECTIVES	13
4.1. Strategic Objective1: To improve visitor experience	13
4.2. Strategic Objective 2: To improve regulation of all tourism business players along the entire tourism value chain	13
4.3. Strategic Objective 3: To align the Tourism Act to existing plans and policies	14
4.4. Strategic Objective 4: To increase investment in the tourism sector	14
4.5. Strategic Objective 5: To improve marketing for tourism both locally and internationally.	14
4.6. Strategic Objective 6: Product Development and Diversification	15

4.7. Strategic Objective 7: Promote MICE tourism	15
4.8. Strategic Objective 8: Strengthen and Reinforce Tourist safety and security	16
5. CROSS CUTTING ISSUES	17
5.1. Citizen ownership and empowerment	17
5.2. Gender and Youth Empowerment	18
5.3. Universal access	18
5.4. Climate change	19
5.5. International and regional tourism relations	19
6. IMPLEMENTATION FRAMEWORK	21
6.1. Government leadership	21
6.2. Governance principles	21
6.3. Policy coordination	22
6.4. Funding and Resource mobilization	23
6.5. Policy Risks and Mitigation	24
6.6. Monitoring and Evaluation Framework	26
6.6.1. Purpose and Rationale	26
6.6.2. Institutional Framework	26
6.6.3. Monitoring and Evaluation Approach	26
6.6.4. Key Performance Indicators (KPIs)	27
6.6.5. Policy Review and Audit	28
6.6.6. Communication, Education, and Feedback Mechanisms	28
6.6.7. Capacity Building for M&E	29
6.6.8. Conclusion	29
6.7. Roles and Responsibilities of Stakeholders	29
7. CONCLUSION	40

ACRONYMS AND ABREVIATIONS

AfCFTA	Africa Continental Free Trade Area
AU	African Union
AUTO	Association of Uganda Tour Operators
UCAA	Uganda Civil Aviation Authority
CBO	Community Based Organisation
CBT	Community based tourism
CEDP	Competitiveness and Enterprise Development Project
CFR	Central Forest Reserve
COVID	Corona Virus Disease
UTA	Uganda Tourism Association
DCIC	Directorate of Citizenship and Immigration Control
EAC	East African Community
EIF	Enhanced Integrated Framework
GDP	Gross Domestic Product
HOGMAU	Hotel General Managers Association of Uganda
ICCA	International Congress and Convention Association
ICT	Information Communication Technology
KCCA	Kampala Capital City Authority
MDA	Ministries, Departments and Agencies
MEACA	Ministry of East African Community Affairs
MIA	Ministry of Internal Affairs
MICE	Meetings, Incentives, Conventions, Exhibitions
MoES	Ministry of Education & Sports
MoFA	Ministry of Foreign Affairs
MoFPED	Ministry of Finance, Planning and Economic Development
MoJCA	Ministry of Justice and Constitutional Affairs
MoLG	Ministry of Local Government
MoLHUD	Ministry of Lands, Housing & Urban Development
MoTIC	Ministry of Trade, Industry and Cooperatives
MoTWA	Ministry of Tourism, Wildlife and Antiquities
MoWE	Ministry of Water & Environment
MoWT	Ministry of Works & Transport
UCB	Uganda Convention Bureau
NCDC	National Curriculum Development Centre
NCHE	National Council for Higher Education
NDP	National Development Plan
NEMA	National Environment Management Authority
NFA	National Forest Authority
NGO	Non-Governmental Organization



NPA	National Planning Authority
OP	Office of the President
OPM	Office of the Prime Minister
POATE	Pearl of Africa Tourism Exhibition
PPP	Public Private Partnership
SMME	Small, Medium and Micro Enterprise
SOP	Standard Operation Procedures
TDA	Tourism Development Area
TDZ	Tourism Development Zone
TIMS	Tourism Information Management System
TSA	Tourism Satellite Account
TUGATA	The Ugandan Association of Travel Agents
UBOS	Uganda Bureau of Statistics
UNBS	Uganda National Bureau of Standards
UBTEB	Uganda Business and Technical Examinations Board
UCOTA	Uganda Community Tourism Association
UDC	Uganda Development Corporation
UGX	Ugandan Shillings
UHOA	Uganda Hotel Owners Association
UHTTC	Uganda Hotel and Tourism Training College
UIA	Uganda Investment Authority
UNCC	Uganda National Cultural Centre
UNCST	Uganda National Council for Science and Technology
UNESCO	United Nations Educational, Scientific and Cultural Organization
UPDF	Uganda Peoples' Defense Forces
UPF	Uganda Police Force
URA	Uganda Revenue Authority
URC	Uganda Railways Corporation
USAGA	Uganda Safari Guides Association
UTB	Uganda Tourism Board
UWA	Uganda Wildlife Authority
UWRTI	Uganda Wildlife Research and Training College
VFR	Visiting Friends and Relatives
WEF	World Economic Forum
WTTC	World Travel & Tourism Council
WWF	World Wide Fund

FOREWORD



Tourism stands as one of Uganda's most vital sectors - a cornerstone of our economic development and a bridge connecting our nation to the world. As we unveil this Uganda Tourism Policy (2025), we reaffirm our commitment to transforming Uganda into Africa's premier destination for sustainable, diverse and unforgettable tourism experiences.

Uganda's blessings are abundant. From the rare mountain gorillas of

Bwindi to the thundering Murchison Falls, from our vibrant cultural heritage to our warm, welcoming people, we possess all the ingredients to become a tourism powerhouse. Yet we recognize that realizing this potential requires deliberate action, innovative thinking and collective effort.

This Policy comes at a pivotal moment. As we implement Vision 2040 and the National Development Plan IV, tourism has been identified as one of the key sectors to drive Uganda's socio-economic transformation. The policy before you provides the strategic framework to harness this potential - addressing critical challenges in infrastructure, service quality, marketing, investment and regulation while embracing sustainability and inclusivity as our guiding principles.

What makes this policy particularly significant is its emphasis on:

- **Quality and competitiveness** to enhance Uganda's global appeal
- **Community empowerment** to ensure tourism benefits reach all Ugandans
- **Public-private partnerships** to drive investment and innovation
- **Conservation and sustainability** to protect our natural and cultural heritage
- **Technology and digital transformation** to future-proof our sector

I commend the extensive consultations with stakeholders across government, private sector, local communities and development partners that

have shaped this policy. Its success now depends on our collective implementation.

To our tourism investors and operators, I say: Uganda is open for business. To our international partners, I extend an invitation to join us in this transformative journey. To all Ugandans, I emphasize that tourism is our shared responsibility and opportunity.

As the Minister responsible for Tourism, I pledge my full commitment to seeing this policy implemented effectively. With the support of all stakeholders, I am confident we can achieve our vision of making Uganda one of Africa's top five tourist destinations, creating jobs, generating wealth and showcasing the very best of our nation to the world.



Tom R. Butime (MP)

Hon. Minister

Ministry of Tourism, Wildlife and Antiquities

PREAMBLE



Recognizing that tourism is a powerful engine for economic growth, sustainable development, and national transformation;

Acknowledging Uganda's unparalleled natural endowments, including its majestic wildlife, lush landscapes, the mighty River Nile, rich cultural heritage, and warm hospitality that position it as a premier tourism destination in Africa;

Mindful of the critical role tourism plays in job creation, foreign exchange earnings, and community empowerment, contributing significantly to Uganda's GDP and the realization of Vision 2040 and the National Development Plan (NDP IV);

Concerned by persistent challenges in the sector, including inadequate infrastructure, weak regulatory frameworks, limited investment, safety concerns, and underdeveloped tourism products, which hinder Uganda from realizing its full tourism potential;

Committed to addressing these challenges through strategic interventions that enhance visitor experiences, strengthen governance, promote sustainable practices, and foster inclusive growth;

Guided by the principles of sustainability, inclusivity, innovation, and competitiveness, in alignment with regional and international frameworks such as the East African Community (EAC) Tourism Protocol, Africa Agenda 2063, and the United Nations Sustainable Development Goals (SDGs);

Determined to position Uganda among Africa's top five tourist destinations by leveraging its unique attractions, improving service standards, and enhancing marketing and investment strategies;

Cognizant of the need for strong partnerships between government, the private sector, local communities, and development partners to drive tourism growth and ensure equitable benefits for all Ugandans;

Now, Therefore, the Government of Uganda adopts this **Uganda Tourism Policy (2025)** as the definitive framework for transforming the sector into a vibrant, sustainable, and globally competitive pillar of national development. This Policy shall serve as a blueprint for action, fostering a thriving tourism industry that preserves Uganda's natural and cultural heritage while delivering prosperity for present and future generations.



Doreen S. Katusiime (Mrs.)

Permanent Secretary
Ministry of Tourism Wildlife and antiquities



X

EXECUTIVE SUMMARY

UGANDA TOURISM POLICY (2025)

1. OVERVIEW

The **Uganda Tourism Policy (2025)** provides a strategic roadmap to position Uganda as a leading tourism destination in Africa, driving sustainable economic growth, job creation, and inclusive development. Building on previous policies (2003 and 2015), this Policy addresses emerging challenges while leveraging Uganda's rich biodiversity, cultural heritage, and untapped tourism potential.

Aligned with Vision 2040, NDP IV, and regional/international frameworks (EAC, Africa Agenda 2063, UN SDGs), the Policy aims to:

- i. Enhance visitor experiences through improved infrastructure, service standards, and safety.
- ii. Strengthen regulation and investment to foster a competitive tourism sector.
- iii. Boost domestic and international marketing to elevate Uganda's global tourism brand.
- iv. Promote sustainable and inclusive tourism that benefits local communities, women, and youth.

2. KEY CHALLENGES

Despite Uganda's abundant natural and cultural attractions, the sector faces:

- i. Low tourist numbers due to poor infrastructure, service quality, marketing and susceptibility to pandemics like Ebola and COVID '19
- ii. Weak regulation of tourism businesses, leading to fraud and inconsistent standards.
- iii. Inadequate investment from high taxes, limited incentives, and poor Public-Private Partnership frameworks.
- iv. Safety and security gaps affecting visitor confidence.
- v. Underdeveloped MICE (Meetings, Incentives, Conferences, Exhibitions) tourism, limiting high-value business travel.

These challenges have contributed to a decline in tourism revenue and reduced employment opportunities.

3. VISION & STRATEGIC OBJECTIVES

Vision:

"Uganda as a leading tourism destination for diverse, high-quality, and sustainable tourism experiences in Africa."

Mission:

To enhance sustainable tourism growth by addressing gaps, improving competitiveness, and ensuring equitable benefits for all stakeholders in line with the Ministry's mission to develop and promote tourism, wildlife, and cultural heritage resources to enhance Uganda as a preferred tourist destination and contribute to the national economy.

STRATEGIC OBJECTIVES:

1. Improve visitor experience (attraction enhancement, customer service, infrastructure and connectivity).
2. Strengthen regulation of tourism businesses (standards, licensing, fraud prevention).
3. Align the Tourism Act with national and sectoral plans for better coordination.
4. Increase investment through Public-Private Partnership, tax incentives, and reduced business costs.
5. Enhance marketing of leisure and MICE tourism (digital campaigns, tourism information centres, destination branding conference facilities, events strategy).
6. Product Development And Diversification to meet evolving visitor preferences and strengthen sector competitiveness
7. Build capacity (skills development, research, product diversification).

4. EXPECTED OUTCOMES

Achievement of the targeted results in the Tourism Development Programme over the next five years (FY 2025/26 to FY 2029/30) include:

- i. Increasing Tourism Foreign exchange earnings to USD 4 billion from USD 1.025 billion;
- ii. Increasing the average tourist's Length of stay to 10 nights from 7.6 nights

- iii. Increasing the average inbound expenditure per leisure tourist to USD 2,500 from USD 1,550
- iv. Increasing tourism direct contribution to Total Tax Revenue to 4.2% from 2.1%
- v. Increasing domestic tourism expenditure to Shs. 5,350 billion from Shs. 3,675 billion.

5. CROSS-CUTTING PRIORITIES

- i. **Gender & Youth Empowerment** – Promote equal opportunities in tourism employment and entrepreneurship.
- ii. **Universal Accessibility** – Ensure tourism facilities cater to persons with disabilities.
- iii. **Climate Resilience** – Adopt eco-friendly practices and disaster risk management.
- iv. **Community Participation** – Engage locals in tourism benefits and decision-making.

6. IMPLEMENTATION & PARTNERSHIPS

Success requires **strong collaboration** among:

- i. Government (policy enforcement, infrastructure development).
- ii. Private Sector (investment, service quality, innovation).
- iii. Local Communities (ownership, cultural preservation).
- iv. Development Partners (funding, technical support).

7. CONCLUSION

The Uganda Tourism Policy (2025) sets a bold agenda to transform the sector into a key driver of national prosperity. By addressing systemic challenges, fostering innovation, and promoting sustainability, Uganda aims to rank among Africa's top five tourist destinations, delivering lasting economic and social benefits for generations to come.

Together, we can unlock Uganda's tourism potential for a thriving future.



1. INTRODUCTION

Tourism is a vital driver of economic growth, job creation, and sustainable development, offering Uganda a unique opportunity to showcase its rich natural beauty, diverse wildlife, and vibrant cultural heritage to the world. Recognized as one of the country's leading foreign exchange earners and a key pillar of Uganda's socio-economic transformation, the tourism sector has the potential to significantly contribute to the realization of Vision 2040 and the National Development Plan (NDP IV).

The Uganda Tourism Policy (2025) builds upon the achievements and lessons learned from previous policies (2003 and 2015) while addressing emerging challenges and opportunities in a rapidly evolving global tourism landscape. This Policy provides a strategic framework to enhance Uganda's competitiveness as a premier tourist destination, ensuring that the sector grows sustainably, inclusively, and profitably for all stakeholders.

Uganda boasts unparalleled tourism assets, including dense rainforests, majestic mountain gorillas, the mighty Nile River, vast savannahs teeming with wildlife, and a rich cultural tapestry. However, unlocking the sector's full potential requires addressing critical gaps such as infrastructure development, service quality, investment attraction, marketing effectiveness, and regulatory efficiency.

This Policy aligns with regional and international tourism frameworks, including the East African Community (EAC) Tourism Protocol, Africa Agenda 2063, and the United Nations Sustainable Development Goals (SDGs). It emphasizes public-private-community partnerships, gender and youth empowerment, climate resilience, and universal accessibility to ensure that tourism benefits are widely shared while preserving Uganda's natural and cultural heritage.

Through targeted interventions such as improving visitor experiences, strengthening safety and security, promoting Meetings, Incentives, Conferences, and Exhibitions (MICE) tourism, and fostering innovation this Policy seeks to position Uganda among Africa's top five tourist destinations.

The successful implementation of this Policy will require strong collaboration among government agencies, the private sector, local communities, and development partners. Together, we can transform Uganda into a globally competitive, sustainable, and inclusive tourism programme, driving prosperity for generations to come.



2. BACKGROUND

This Uganda Tourism Policy (referred to as “the Policy” in the rest of this document) builds on and advances the policy objectives and actions contained in the tourism policies of 2003 and 2015. It recognizes the need for the tourism sector to constantly adapt to a fast-changing and evolving tourism environment. The Policy forms the bedrock of the Government’s legal instruments, strategies and plans for developing the tourism sector.

A dynamic tourism policy should guide the Government and tourism stakeholders in adapting to changing trends such as; shifts in consumer patterns and preferences, changes in the regulatory environment, increasing importance of personal safety, the effects of climate change, market requirements for sustainable travel, rapid advancement of technologies, changes in air access, and other factors.

The Policy should also be in step with the national development vision and planning, including the National Development Plan and initiatives that underpin it.

The review of the Policy entailed a thorough analytical and consultative process. It included a review of available legislations, policies, strategies, plans and studies and consulting with more than 300 stakeholders at national and regional levels. These represent the Ministry of Tourism, Wildlife and Antiquities (MoTWA) and its agencies, Ministries, Departments and Agencies (MDAs) that play a role in executing the policy actions, tourism private sector associations, non-governmental organizations and academia and individuals with experience in tourism.

2.1. POLICY CONTEXT (INTERNATIONAL, REGIONAL, NATIONAL)

International Context

Uganda is a Member of UN Tourism, the leading international organization in the field of tourism. The organization provides guidelines, planning frameworks and technical assistance programmes to raise awareness of tourism’s role in poverty reduction and economic development, promote sustainable tourism development, foster tourism knowledge, improve tourism competitiveness and build partnerships towards building a more sustainable, responsible and competitive tourism sector¹.

¹ <https://www.unwto.org/about-us>

Regional Context

The Policy supports various regional agendas, including Africa Agenda 2063 (the continent's strategic framework that aims to deliver on its goal for inclusive and sustainable development), EAC Vision 2050 (which follows closely on the development of the African Union Agenda 2063 and commits to addressing the dreams and aspirations of the East African people) and other development frameworks such as the Africa Continental Free Trade Area (AfCFTA), which is likely to spur increased interest for Foreign Direct Investment and open new markets for Ugandan products.

The EAC Tourism and Wildlife Management Sector programme strives to collectively promote and market the Community as a single tourist destination while conserving and ensuring sustainable utilization of wildlife and other tourist sites². Based on the Protocol on Tourism and Wildlife Management, Member States undertake to co-ordinate policies in the tourism industry, establish a common code of conduct and standards for tour and travel operators, standardize hotel classifications, and develop a regional strategy for tourism promotion whereby individual efforts are reinforced by regional action.

National Context

The policy is underpinned by a range of national policy, planning and legal instruments, the most relevant of which are articulated hereunder:

In support of Vision 2040, the Government develops five-year National Development Plans (NDPs). NDP IV aims to transform Uganda into a middle-income country by 2040, with the tourism sector playing a key role. The plan focuses on enhancing Uganda's attractiveness as a preferred tourist destination, increasing tourism revenues, and promoting sustainable tourism practices. Key objectives include increasing tourism revenues, maintaining employment levels, improving infrastructure, diversifying tourism products, and developing skilled personnel.

Overall, NDP IV recognizes tourism as a vital sector for Uganda's economic growth and aims to unlock its full potential through strategic investments and focused development initiatives.

² <https://www.eac.int/tourism>

Uganda's Ten-Fold growth strategy

The tenfold growth Strategy is expected to double Uganda's Gross Domestic Product in the next five years towards the attainment of the 10-fold growth in the next 15 years. This corresponds to an equivalent GDP of USD 158 Billion in FY 2029/30 from USD 53.2 Billion in FY 2023/24 and improvement in the income per capita to USD 2,008 from USD 1,146 within the same period.

The Sectors of Agro-Industrialization, Tourism, Minerals (including Oil) and Science (ATMS) have been identified and the growth drivers for the 10-fold growth strategy and are earmarked for key investments under the NDPIV and beyond.

Uganda Tourism Act

The Tourism Act of 2008 was promulgated to reform, consolidate and streamline the law relating to tourism; to provide for licensing, regulating and controlling of the tourism sector; to give effect to the implementation of the tourism policy of Government; to reconstitute the UTB to make it private sector driven; to establish a tourism development levy; to provide for the establishment and management of a tourism development fund; and to provide for related matters.

The Act does not refer to important functions for sustainable tourism development such as attractions development; facilitation of visitor safety; crisis and emergency management; community-based tourism support and social empowerment; promotion of air and road access; tourist guiding and management of the proposed tourism fund.

Tourism Master Plan

The Tourism Master plan provides a medium-term development strategy and action plan for implementing the intentions stated in the tourism policy. The 10-year Master Plan (2014-2024) was due for an update at the time of formulating the Policy.

The Master Plan (2014-2024) sets the following Vision: "To transform Uganda into a premier tourist destination with a vibrant and sustainable tourism sector" and proposes a range of strategies and actions for capitalizing on opportunities and addressing constraints in pursuit of the vision, few of which have been implemented since. These include:

Establishment and development of Tourism Development Areas (TDAs), including development of regional tourism hubs and improving access to TDAs; developing tourism routes and flagship circuits; capacity building and training for community members to participate in tourism; target marketing strategies in key international markets; investment in modern tourism MICE facilities; improvement of the business environment to attract investment; establishing public-private partnerships (PPPs) for tourism infrastructure development; establishing training institutions and programs for tourism professionals and enhancing public sector capacity for tourism development; encouraging investment in the tourism sector; strengthening regulatory bodies; enhancing coordination among different government agencies involved in tourism; upgrading transportation and accommodation facilities in tourist areas; enhancing safety measures at tourist destinations, including coordinating with security agencies and developing emergency response mechanisms and safety guidelines for tourism operators; and implementing a tourism levy to fund sector development.

Various other acts with direct tourism mandates include the following:

Wildlife Act (Act 17 of 2019): The Act provides for the conservation and sustainable management of wildlife; strengthening of wildlife conservation and management; continuing the existence of the Uganda Wildlife Authority; streamlining the roles and responsibilities of institutions involved in wildlife conservation and management; and continuing the existence of the Wildlife Fund. The Act makes various references to tourism development, including the establishment of wildlife use rights and the promotion of tourism; assigning the control, development or licensing of tourist facilities in wildlife protected areas to UWA; and defining Class H wildlife use right which permits use of wildlife for tourism and recreation. The Act also provides for inclusion of one board member with experience in activities related to tourism concessions in conservation areas on the UWA Board of Directors.

Museums and Monuments Act (2023): The Act aims to consolidate and reform the law relating to cultural and natural heritage; to strengthen the administrative structures for the effective management of cultural and natural heritage; to provide for the classification of museums; to provide for the development, management and maintenance of museums and monuments; to provide for the formalizing, control and protection of tangible and associated intangible cultural heritage and works of art collection and for related matters. The Act makes reference to tourism in relation to regional, district and city museums, where it states that the Minister may declare a regional, district or city museum to be, in whole or in part “a recreational museum for purposes of tourism”.

Uganda Hotel and Tourism Training Institute Act (2015): The Act provides for the establishment, constitution, administration and functions of the UHTTI. The entire Act is aimed at skills and knowledge development in hospitality and tourism through training provision, granting of qualifications, conducting in-service training, conducting internships, promoting entrepreneurship, organizing tailor-made industry courses and organizing conferences, seminars and workshops.

2.2. PROBLEM STATEMENT

Tourism is a social, cultural and economic activity of persons travelling to and staying in places outside their usual environment for not more than one year but including overnight stay for leisure, business and other personal purposes not related to their regular employment. The issues affecting tourism in Uganda are: Low numbers of tourists and; limited and under-developed tourism destinations, products and activities.

These issues are caused by;

- i. Unmatched visitor expectations due to customer service inadequacies, limited infrastructure to tourism sites, and varying standards for hotels in line with international best practices.
- ii. Inadequate regulation of all tourism business players along the entire tourism value chain as a result of limited standards, manpower to regulate tourism actors, low dissemination and non-deterrent laws.

- iii. The limited tourism product enhancement and diversification. The destination product offer is highly skewed to the nature-based attractions despite its rich diversity and potential in water based, cultural heritage, entertainment and sports and the potential for MICE tourism.
- iv. Tourism public management is highly centralized despite the localized nature of the attractions. The local governments and traditional institutions need to be empowered to develop attractions and services within their localities.
- v. Tourism attractions are transboundary in nature and require a coordinated development approach at regional and international levels. Notable examples include the Lake Victoria, River Nile, the Virunga, Elgon massive and Rwenzori ranges that are shared between districts and international boundaries.
- vi. Inadequate investment in the tourism sector as a result of high costs of establishing and doing business, limited investment incentives and high taxation across the tourism sector.
- vii. Poor destination visibility due to inadequate promotion in the domestic and international markets, limited tourist information, low marketing budgets, negative media and narrow tourism product range.
- viii. The skill gaps manifested in the hospitality and tourism services due to the mismatch in supply by training institutions and industry demand. This is occasioned by the high cost and limited range of practical training facilities, the non-standardized curriculum and the mindset challenges regarding vocational training.
- ix. Tourism is a private sector driven economy that requires a coordinated and empowered private sector. There is a limited framework enjoining and supporting the private sector to grow.

3. THE UGANDA TOURISM POLICY

3.1. VISION

Uganda as a leading tourism destination for diverse, high-quality and sustainable tourism experiences in Africa.

3.2. MISSION

To enhance sustainable tourism growth by building on the country's tourism strengths and past achievements, while addressing shortcomings and gaps that prevent Uganda from achieving her true potential.

3.3. GOAL

To position tourism as a major contributor to national socio-economic development by sustainably unlocking Uganda's tourism potential, increasing competitiveness, creating employment, generating foreign exchange, and enhancing the country's image as a preferred tourist destination.

3.4. STRATEGIC OBJECTIVES OF THE POLICY

The Strategic Objectives of the policy are:

- i. To improve visitor experience
- ii. To improve regulation of all tourism business players along the entire tourism value chain
- iii. To align the Tourism Act to existing plans and policies of the sector
- iv. To increase investment in the tourism sector
- v. To improve marketing for tourism both locally and internationally
- vi. To build capacity to develop tourism products and activities.
- vii. Promote MICE tourism
- viii. Expand and re-in force Tourist safety and Security

3.5. GUIDING PRINCIPLES

The following principles underpin the Policy:

- i. Increasing Uganda's tourism competitiveness by building a strong tourism brand that is anchored in quality products and services, cultural authenticity, visitor safety, international and regional collaboration and excellent value for money.
- ii. Promoting sustainable tourism and following a responsible and regenerative development approach that is aligned with the UN's

Sustainable Development Goals (SDGs), mitigates the effects of disruptive events and empowers women, the physically challenged and youth with tourism employment, business opportunities and capacity-building.

- iii. Facilitating a strong public-private-community tourism partnership, that is: government led - i.e. the government coordinating its efforts to provide and enforce a sustainable and conducive environment for tourism growth; private sector driven - i.e. the private sector investing in and managing profitable and sustainable tourism ventures; and
- iv. community-inclusive – i.e. local communities taking ownership of local tourism resources, actively engaging in delivery and decision-making, and benefitting equitably from the tourism proceeds derived.
- v. Empowering Ugandans to fully participate in and benefit from tourism opportunities.
- vi. Decentralizing tourism, to improve government capacity at District level and allow for greater participation and partnerships at local levels.

3.6. JUSTIFICATION/RATIONALE

Tourism remains one of the best prospects for achieving the goals set by Vision 2040. Among others it is:

An important contributor to GDP: In 2024 the Direct Contribution of Tourism to GDP was 5.7 percent and tourism rated among the top economic contributors. Domestic Tourism expenditure was at UGX 5.09 billion contributing 3.3% to household consumption, with transport and food services as the leading spending category.

Highly employment intensive: Tourism remains an important source of employment in Uganda, directly supporting 803,691 jobs, equivalent to 7.2 percent of total employment. This represents a 31.6 percent increase from 610,806 jobs in 2022, and a higher share than the 6.6 percent recorded in 2019, underscoring the sector's strong recovery and growth.

A major foreign exchange earner: In 2024, Tourism contributed 16 percent of Uganda's total exports, with accommodation and food and beverage facilities accounting for 54 percent of the receipts, and together with transport and travel agencies making up nearly 80 percent of inbound spending.

Uganda is blessed with a rich biodiversity and natural resources, including national parks and wildlife reserves and also cultural diversity and heritage sites, such as the Kasubi Tombs.

A growing economy and increasing political stability, providing a positive business environment in which tourism can easily thrive.

The country has favorable climate, with pleasant temperatures year-round, which attracts visitors seeking outdoor adventures and activities.

Uganda's fiscal incentive package for both domestic and foreign investors provide generous capital recovery terms.

The country has huge tourism and growth potential if its underlying natural resource attractions are sustainably maintained and standards and infrastructure are improved.

A sector with much latent potential: The World Economic Forum's Tourism (WEF) Competitiveness Index for 2019 ranked Uganda 112th out of 140 countries. Importantly, the country scored above average in tourism natural and cultural resources, which is indicative of high tourism potential, but below average in the supportive services such as air and land access and personal health and safety standards, aspects that could be remedied through effective tourism management.

3.7. OUTCOMES

The key expected outcomes of the Policy over the next five years (FY 2025/26 to FY 2029/30) are:

- i. Increasing Tourism Foreign exchange earnings to USD 4 billion from USD 1.025 billion;
- ii. Increasing the average tourist's Length of stay to 10 nights from 7.6 nights
- iii. Increasing the average inbound expenditure per leisure tourist to USD 2,500 from USD 1,550
- iv. Increasing tourism direct contribution to Total Tax Revenue to 4.2% from 2.1%
- v. Increasing domestic tourism expenditure to Shs. 5,350 billion from Shs. 3,675 billion.



4. POLICY ACTIONS ALIGNED TO STRATEGIC OBJECTIVES

4.1. STRATEGIC OBJECTIVE1: TO IMPROVE VISITOR EXPERIENCE

Strategic Actions

- i. Develop green, sustainable and smart destination facilities and enterprises
- ii. Provide adequate standards for tourism and hospitality services in line with international best practices
- iii. Increase quality and range of accommodation services
- iv. Improve quality and accessibility of all modes of visitor transportation
- v. Improve travel facilitation including visa and immigration controls
- vi. Promote regional and domestic air and water transportation.
- vii. Increase the quality and quantity of tourism training institutions
- viii. Increase the number of skilled personnel in the tourism sector
- ix. Improve infrastructure to tourism sites

4.2. STRATEGIC OBJECTIVE 2: TO IMPROVE REGULATION OF ALL TOURISM BUSINESS PLAYERS ALONG THE ENTIRE TOURISM VALUE CHAIN

Strategic Actions

- i. Establish and disseminate regulations and guidelines for the tourism value chain
- ii. Formulate deterrent laws (strong sanctions against fraudsters in the Tourism Act)
- iii. Strengthen the capacity for monitoring and evaluation tourism service delivery
- iv. Promote private sector associations and develop codes of ethics and standards to enhance private sector self-regulation
- v. Improve inspection of tourism standards and guidelines

4.3. STRATEGIC OBJECTIVE 3: TO ALIGN THE TOURISM ACT TO EXISTING PLANS AND POLICIES

Strategic Actions

- i. Revise the Tourism act to align with the current policies and planning frameworks
- ii. Decentralize tourism promotion and empower regional and district tourism development areas
- iii. Develop coordination and support frameworks to improve synergy between tourism private and public sector.
- iv. Improve the tourism information management system and support the collection of data to guide planning and development.

4.4. STRATEGIC OBJECTIVE 4: TO INCREASE INVESTMENT IN THE TOURISM SECTOR

Strategic Actions

- i. Adapt the Public-Private Partnership framework in the tourism sector
- ii. Develop an agreeable tourism levy framework
- iii. Reduce the cost of doing business
- iv. Broaden investment incentives in the tourism sector
- v. Improve the financial capacity and facilitation of local tourism investors.
- vi. Reduce multiple taxation within the tourism business.
- vii. Support the creative and innovation sector within the tourism programme

4.5. STRATEGIC OBJECTIVE 5: TO IMPROVE MARKETING FOR TOURISM BOTH LOCALLY AND INTERNATIONALLY

Strategic Actions

- i. Establish more tourism information centers in the country
- ii. Expand in foreign tourism source markets
- iii. Increase access to tourist information both locally and internationally
- iv. Promote domestic and community tourism
- v. Increase marketing budgets

- vi. Promote a positive image and engage foreign missions on negative travel advisories
- vii. Promote a strong tourism brand for Uganda
- viii. Improve Uganda's competitiveness in the tourism sector
- ix. Manage communication in the event of epidemic and conflicts outbreaks
- x. Positive media both local and international

4.6. STRATEGIC OBJECTIVE 6: PRODUCT DEVELOPMENT AND DIVERSIFICATION

Strategic Actions

- i. Broaden and diversify the tourism product range
- ii. Improve skills and develop tourism places and activities
- iii. Mainstream tourism promotion and development in all the Government MDAs
- iv. Increase funding and develop new tourism products
- v. Increase tourism Research and Development
- vi. Acquire land and create partnerships for priority tourist sites development
- vii. Improve conservation of cultural heritage and tourism sites
- viii. Promote a positive mindset and Increase public knowledge about tourism

4.7. STRATEGIC OBJECTIVE 7: PROMOTE MICE TOURISM

Strategic Actions

- i. Prioritize the development of MICE industry and formulate an encompassing legal framework and implementable strategy for the development of MICE (including events) tourism.
- ii. Provide a supportive and enabling environment for investment in MICE and related services, including the reliable provision of basic utilities such as energy, water and ICT facilities in areas that are suitable for MICE tourism development.
- iii. Integrate the development of MICE facilities in national and local development and land-use plans and regulations.
- iv. Position the greater Kampala area (Kampala-Entebbe) with its variety and quality of hotel rooms, meeting venues, restaurants and entertainment centers as a MICE hub of Uganda and East Africa.

- v. Develop and promote the establishment of regional MICE tourism hubs in various key urban centres.
- vi. Develop an events strategy and support the development and staging of international, regional and domestic sport and cultural events.
- vii. Plan and facilitate development of regional modern and international-standard conference and exhibition facilities in the country.
- viii. Promote specialized skills and knowledge development to ensure quality service delivery in the MICE industry.
- ix. Engage, support and acknowledge Uganda MICE trade associations as vehicles for a strong public-private partnership in MICE tourism.
- x. Foster partnerships between the Uganda Convention Bureau, MDAs and academic institutions in identifying and bidding for MICE events in priority industry sectors.

4.8. STRATEGIC OBJECTIVE 8: STRENGTHEN AND REINFORCE TOURIST SAFETY AND SECURITY

Strategic Actions

- i. Develop a safety and security strategy and risk management plan for the tourism industry.
- ii. Bolster the capacity, resources and equipment of the Tourism Police Unit and train up members of the unit in customer care and international communication protocols to increase visibility, mobility and intelligence capacity in key tourism areas.
- iii. the Uganda Police and security agencies to coordinate and ensure swift and coordinated action in event of tourism safety incidents and other emergencies.
- iv. Provide mechanisms to ensure quick legal redress in instances of tourism criminality e.g. by empowering the wildlife crime court to also address tourism crime
- v. Establish a tourism safety and emergency response mechanism to coordinate tourist safety and security communications, intelligence, emergencies and crime prevention operations and include all relevant MDAs engaged in tourism security and crisis management in such a mechanism.
- vi. Formulate and implement Standard Operating Procedures (SOPs) to ensure coordination of rescue and response procedures and efforts among all MDAs and private sector operators in dealing with tourism health, security, accident and other emergencies.

5. CROSS CUTTING ISSUES

5.1. CITIZEN OWNERSHIP AND EMPOWERMENT

While foreign investment in tourism ventures is encouraged, increased ownership of tourism products by Ugandan citizens is crucial for embedding Uganda's tourism potential within the local economy, stimulating local entrepreneurship and demonstrating local confidence in the industry.

The Government shall:

- i. Give preference to locally owned enterprises and investors when allocating tourism investment opportunities on public land, procuring goods and services for tourism purposes, awarding grants and incentives for tourism development and in other areas of tourism business, provided that such preferential treatment does not detract from Uganda's commitment to high quality, sustainable and value-for money tourism development.
- ii. Encourage and require of foreign investors to engage and build capacity of Ugandan business partners and personnel towards owning and managing tourism enterprises.
- iii. Ensure that tourism businesses comply with both international and national labour laws, standards and occupational health and safety requirements.
- iv. Launch dedicated programmes and communication campaigns to raise awareness and pride among the general public regarding the potential and responsibilities associated with tourism development, the need to preserve natural and cultural tourism resources and the importance and principles of extending a warm welcome and hospitality to visitors.

5.2. GENDER AND YOUTH EMPOWERMENT

By actively promoting equal opportunities for men, women, youth and persons with special needs/abilities within the tourism industry, communities can harness diverse talents and perspectives. This will lead to more innovative and sustainable practices in tourism, ensure that the benefits of tourism are shared more widely and improve the overall resilience and vibrancy of local economies.

The Government shall:

- i. Require employers to provide decent work conditions and payment for all personnel and with specific attention to women and young people, to respect human rights and to ensure the health, safety and well-being of employees.
- ii. Plan and implement tourism business development, supply chain and marketing practices that empower women and the youth.
- iii. Mainstream gender and youth empowerment in the tourism industry.

5.3. UNIVERSAL ACCESS

Universal access in tourism is crucial for inclusivity, ensuring that all individuals, regardless of physical ability, can enjoy travel experiences. It broadens the market, promotes equality and enhances the overall quality of the tourism offer.

The Government shall:

- i. Enact, enforce and promote adherence to regulations, standards and guidelines that require tourism facilities and services to be accessible to people with disabilities.
- ii. Include universal access requirements in quality assurance and licensing systems.
- iii. Organize training programs for tourism operators and staff to educate them on the importance of accessibility and how to provide services that cater to travelers with various needs.
- iv. Implement and encourage the use of innovative technologies that enhance accessibility, such as audio guides, tactile models, and virtual reality tours that can accommodate diverse tourist needs.
- v. Collaborate with disability advocates, NGOs, and the private sector to leverage the expertise of various stakeholders to improve universal access in tourism.

- vi. Actively market and promote universally accessible tourism destinations and services to raise awareness among potential travelers about available options.

5.4. CLIMATE CHANGE

Increased temperatures and unpredictable weather patterns due to climate change can lead to the degradation of natural attractions and habitats such as National Parks and Wildlife Reserves and can lead to floods and droughts.

The Government shall:

- i. Develop and implement effective disaster risk management and emergency response strategies and invest in resilient tourism infrastructure, to withstand extreme weather conditions, such as respecting extreme flood levels and rising water levels, constructing flood defenses, using heat-resistant materials, and enhancing water conservation systems.
- ii. Improve knowledge and awareness of the revenue potential and procedures of carbon sequestration programmes, implement such programmes and re-invest potential revenues in ecotourism development projects.

5.5. INTERNATIONAL AND REGIONAL TOURISM RELATIONS

Collaboration in tourism with other countries at global and regional level and membership of international and regional tourism organizations do not only enhance Uganda's reputation as a cooperative and constructive international player, but also provide opportunities for capacity building, regional improvement of visitor access and quality, joint regional marketing and learning from and exchanging best practices in tourism management.

The Government shall:

- i. Retain and strengthen its membership of UN Tourism (UNWTO) and the East African Community (EAC).
- ii. Sign and participate in relevant international, regional and bilateral conventions, treaties and agreements to strengthen collaboration in all fields of tourism.



6. IMPLEMENTATION FRAMEWORK

6.1. GOVERNMENT LEADERSHIP

Given the multi-faceted nature of the tourism value chain effective leadership and a strong and well-coordinated institutional system is required for achieving Uganda's tourism vision and sustainable growth targets.

The Government shall:

- i. Formulate a 10-year Tourism master plan and 5-year strategy and implementation plans with a clear strategic vision, growth targets, goals and a practical, implementable and budgeted action plan and monitoring framework, to guide sustainable tourism development.
- ii. Align the Tourism Act with the Policy to empower MDAs with suitable legislation for implementing the Policy.
- iii. Strengthen professional public sector institutions with clear roles and responsibilities for executing the Policy at national and local levels.
- iv. Mandate and require of all MDAs involved in executing the Policy to allocate the necessary resources for affecting their tourism responsibilities.
- v. Set up and maintain suitable structures to coordinate the execution of the Policy and plans.
- vi. Encourage and promote local level tourism and promote the establishment of local tourism organizations and sustainable destination management initiatives in TDAs and TDZs.
- vii. Initiate and build strong partnerships with private sector and community tourism organizations in executing the Policy and related plans.

6.2. GOVERNANCE PRINCIPLES

Effective and efficient tourism governance is essential for aligning diverse stakeholder interests, ensuring sustainable development, and optimizing resource allocation.

The Government shall establish a tourism governance system that adheres to the following best-practice principles:

- i. **Transparency:** Ensuring that decision-making processes and financial dealings are open and accessible to stakeholders and the public to foster trust and accountability.

- ii. **Accountability:** Holding individuals and organizations responsible for their actions and decisions, which is crucial for maintaining standards and improving performance.
- iii. **Inclusivity:** Including a wide range of stakeholders in the decision-making process to ensure that diverse perspectives are considered, thereby enhancing policy relevance and acceptance.
- iv. **Rule of Law:** Implementing and adhering to clear, fair legal frameworks that govern operations and interactions within the sector and ensure justice and equal treatment.
- v. **Responsiveness:** Being able to react quickly to industry changes, challenges, and stakeholders' needs and adapt policies and practices accordingly.
- vi. **Efficiency:** Maximizing resource utilization with minimal waste, ensuring that operations are conducted in a cost-effective manner without compromising quality.
- vii. **Ethical Standards:** Upholding high ethical standards to prevent corruption and promote a culture of integrity within the organization and across the industry.

6.3. POLICY COORDINATION

Coordinating the efforts Ministries, Departments, and Agencies (MDAs) and engaging in a coordinated public-private partnership are crucial for ensuring a unified and effective approach in executing the Policy. The aim is to foster policy coherence, optimize resource use, and enhance service delivery across sectors, leading to more comprehensive and successful tourism development and management outcomes.

The Government shall:

- i. Establish a Tourism Coordination Committees (TCC) comprised of relevant technical officials of key supportive Ministries chaired by the Permanent Secretary of the Ministry responsible for Tourism. The main functions of the TCC will be to:
 - ii. Bring together all MDAs involved in implementing the Policy in one coordinated forum, at a senior executive level.
 - iii. Identify key aspects of the Policy that require action and instruct MDAs to implement these.
 - iv. Identify and unblock obstacles that inhibit implementation of the Policy and tourism growth.
 - v. Make recommendations on Policy matters and help to prioritize tourism and infrastructure improvements on an annual basis, as input to the budget cycle.

- vi. Monitor performance and progress with implementing the Policy.
- vii. Establish suitable inter-MDA working groups on key aspects of the Policy. Suggested working groups could be:
 - 1. Planning, marketing, monitoring and competitiveness.
 - 2. Access, infrastructure and immigration.
 - 3. Quality, sustainability and human resources development.
 - 4. Product Development.
- viii. Establish a Tourism Liaison Committee (TLC) as tourism public-private-community-partnership mechanism, through formalized agreements (MOUs) with private sector and civil society organizations. The TLC will be chaired by the Permanent Secretary (PS) of the Ministry responsible for Tourism. It will be comprised of technical representatives of the Ministry, UTB, and a representative of each sub-sector tourism association for accommodation, MICE, catering, tour operators, travel agents, car rental, airlines, tour guides, community-based tourism and other relevant trade bodies and associations. The committee's key roles will be to:
 - ix. Solicit the views and participation of private tourism operators and civil society organizations regarding tourism planning and policy matters.
 - x. Form public-private partnerships and engage the private sector in executing tourism policies and programmes and in improving quality and standards in the sector
 - xi. Inform the tourism private sector of progress made with implementing policies and projects that could affect their businesses.

6.4. FUNDING AND RESOURCE MOBILIZATION

Effective tourism management and execution of the policy statements and directives contained in the Policy requires substantial increase in public sector tourism expenditure.

The Government shall:

- i. Prioritize the tourism industry in its expenditure frameworks and in the national budget and consistently increase funding allocations for tourism.
- ii. Implement the Tourism Development Levy as established by the Tourism Act (2008).
- iii. Collaborate closely with international development partners to



- attract donor funding for tourism development and ensure that such funding is optimally applied towards the execution of the Policy.
- iv. Investigate and institute other fair and viable measures of public sector tourism revenue generation, including:
 1. Public-private-partnership agreement in the TDAs, including lease and rental fees, concession fees, service charges and other mechanisms.
 2. Tourism usage and entrance charges for public (nature, culture and man-made) facilities and spaces under the jurisdiction of the Ministry.
 3. Service charges for development assessments and approvals.
 4. streamlining and enforcing of licensing fees.
 5. Streamlining and enforcing of lease and rental fees of properties owned by the Ministry.
 6. Co-marketing charges to private entrepreneurs for participating in travel trade workshops, exhibitions, digital and print marketing exposure, MICE and leisure tourism membership charges, etc.

6.5. POLICY RISKS AND MITIGATION

The Policy sets an ambitious vision and prescribes best practice policy directives for optimizing Uganda's tourism potential. The limited progress achieved in implementing previous policy directives indicates the risks faced with implementing the policy and all efforts will be made to avoid and mitigate such risks.

The Government shall:

Make every effort to ensure tourism resilience and mitigate potential risks in implementing the Policy, along the following lines:

Risk	Prevention and mitigation measures
Health pandemics and epidemics, climate disasters, conflicts and other external events that affect tourism demand negatively.	Put in place tourism crisis management strategies and structures to forecast and prevent occurrence, react to and mitigate the impacts of such incidents.
Economic downturns or crises that slow tourism demand and divert focus and funds away from tourism to more immediate concerns.	Establish sustainable and consistent tourism resource mobilization mechanisms that can withstand national economic fluctuations.
Insufficient funding that hinder the effective implementation of planned initiatives, impacting marketing, infrastructure development, and sustainability projects.	Guarantee a medium-term tourism subvention to allow for effective and consistent planning and execution. Implement a tourism levy that complements the government subvention with revenue levels based on tourism performance.
Tourism safety and security incidents that impact negatively on Uganda's tourism image and slow down demand.	Place a premium on tourism safety and security by allocating the necessary resources to tourist policing, coordinating the actions of all role-players and setting up effective tourism crisis communication mechanisms.
Insufficient knowledge, skills and professionalism at tourism leadership and technical levels.	Invest in capacity building of tourism decision makers and public sector tourism professionals. Employ best practice, transparent recruitment processes that ensure appointment of most suitable qualified candidates.
Limited Coordination: between various stakeholders, including government agencies, local communities, and private sectors, that lead to fragmented efforts and inefficient use of resources.	Set up, manage and monitor representative tourism coordinating mechanisms at national and local levels.
Resistance from local communities that delay or prevent certain projects or initiatives.	Set up local destination management structures, involve local communities in decision-making and ensure that the benefits of tourism are equitably distributed.
Environmental degradation and rapid climate change due to sustainable practices being overlooked in favour of more rapid economic gains.	Prioritize, regulate, promote and enforce sustainable resource management and preservation across MDAs.
Technological lags that can render certain aspects of a tourism policy outdated if not regularly revised and adapted.	Establish specialized technology enhancement and capacity building programmes for tourism. Increase access to and speed of internet connections across the country.

6.6. MONITORING AND EVALUATION FRAMEWORK

6.6.1. Purpose and Rationale

Monitoring and Evaluation (M&E) is essential to ensure the effective and efficient implementation of the Uganda Tourism Policy. It provides a mechanism for tracking progress, measuring performance, informing decision-making, and ensuring accountability in delivering the policy's vision:

"Uganda as a leading tourism destination for diverse, high-quality and sustainable tourism experiences in Africa."

The M&E framework will be aligned with the policy mission, goal, and strategic objectives, and will ensure that policy directives translate into measurable impacts across the economic, social, environmental, and governance dimensions of tourism.

6.6.2. Institutional Framework

The Government of Uganda shall:

- i. Mandate the Ministry responsible for Tourism, in collaboration with the Tourism Coordination Committees (TCC) to lead the Monitoring and Evaluation function.
- ii. Establish a dedicated Tourism Policy Implementation and M&E Unit within the Ministry.
- iii. Require all relevant agencies, departments, and local governments to report data regularly and contribute to the tourism M&E process.
- iv. Coordinate M&E efforts with stakeholders including private sector actors, civil society, and development partners.

6.6.3. Monitoring and Evaluation Approach

The M&E framework will adopt a Results-Based Management (RBM) approach to:

- i. Monitor inputs, outputs, outcomes, and impacts.
- ii. Measure performance using Key Performance Indicators (KPIs) aligned to the policy objectives.
- iii. Conduct annual reviews, mid-term evaluations, and a comprehensive policy audit every five years.

6.6.4. Key Performance Indicators (KPIs)

KPIs will be categorized into five result areas aligned to the policy's strategic objectives:

Economic Indicators

- i. Number of international and domestic tourist arrivals (by purpose of visit).
- ii. Tourist expenditure and foreign exchange earnings (by purpose of visit).
- iii. Average tourist expenditure per day and length of stay.
- iv. Employment in the tourism sector, by sub-sector (formal/informal, gender disaggregated).
- v. Total value of investments in tourism infrastructure and facilities.
- vi. Number, size, and classification status of accommodation facilities per district.

Social Indicators

- i. Number of community-based tourism projects and participants.
- ii. Quality of tourism employment (average wages, conditions).
- iii. Number of certified tourism professionals by sub-sector.
- iv. Number and employability of graduates from tourism training institutions.
- v. Number of training, skilling, and capacity-building programs conducted.
- vi. Participation of youth, women, and persons with disabilities in tourism employment and enterprise.

Environmental and Cultural Indicators

- i. Biodiversity status and species count in Protected Areas.
- ii. Number of environmental impact assessments (EIAs) for tourism projects.
- iii. Number and severity of human-wildlife conflicts reported.
- iv. Encroachment levels in conservation areas.
- v. Number and preservation status of cultural and heritage sites.
- vi. Water, air, and waste pollution levels in tourism zones.
- vii. Number of businesses adopting sustainable tourism certifications and practices.

Governance and institutional indicators

- i. Government budget allocation and expenditure on tourism at central and local levels.
- ii. Number and value of licenses, permits, taxes, and levies collected from tourism businesses.
- iii. Staffing levels and qualifications of tourism personnel at national and district levels.
- iv. Instances of duplication and inefficiency among public tourism agencies.
- v. Timeliness, quality, and implementation rate of tourism plans and programs.
- vi. Accuracy, availability, and timeliness of tourism data and statistics.

6.6.5. Policy Review and Audit

- i. A mid-term review of the policy shall be conducted every 2.5 years to assess progress, identify emerging challenges, and recommend adjustments.
- ii. A comprehensive policy evaluation and audit shall be carried out every 5 years to determine impact, efficiency, and relevance.
- iii. The audit will be conducted by an independent body and presented to Parliament and key stakeholders.

6.6.6. Communication, Education, and Feedback Mechanisms

To ensure transparency and stakeholder engagement, the Ministry shall:

- i. Develop and implement a Tourism Information, Education, and Communication (IEC) Strategy.
- ii. Establish a digital Tourism M&E Dashboard for real-time performance updates.
- iii. Conduct annual performance dissemination events, stakeholder forums, and press briefings.
- iv. Publish periodic Tourism Sector Performance Reports, accessible to the public.
- v. Create feedback loops for communities, private sector actors, and tourists to contribute insights for improvement.

6.6.7. Capacity Building for M&E

The Ministry shall ensure:

- vi. Continuous training of tourism sector personnel in data collection, analysis, and reporting.
- vii. Strengthening of M&E systems at district level through digitalization and staff deployment.
- viii. Integration of M&E practices into all tourism development programs and projects.

6.6.8. Conclusion

This M&E framework ensures that the Uganda Tourism Policy is not only implemented effectively but is also continuously adapted to changing realities. It reinforces accountability, guides investment decisions, and ensures that the tourism sector delivers on its promise to drive Uganda's sustainable socio-economic transformation.

6.7. ROLES AND RESPONSIBILITIES OF STAKEHOLDERS

Ensuring clarity of roles and responsibilities in tourism governance is crucial for effective management and decision-making. Clear delineation of roles prevents overlaps and conflicts, optimizes resource use, fosters accountability and efficiency and enhances coordination among various stakeholders. The following roles and responsibilities are allocated to the key institutions and partners engaged in executing the Policy.

National Tourism Authorities

The primary public sector managers and implementers of the Policy are the a) the line function Department of Tourism in the Ministry responsible for Tourism and b) the Uganda Tourism Board. It is essential that the financial and human resources of these two entities are optimally utilized by ensuring that their roles and responsibilities are complementary.

The Government shall structure and manage the tourism functions of the Ministry responsible for tourism and the Uganda Tourism Board in the most productive, transparent and effective manner, in accordance with the following role mandates.





ONLINE

Ministry responsible for Tourism

- i. Lead the formulation, review, and implementation of tourism policies and strategic plans.
- ii. Monitor sector performance, collect and analyze tourism statistics, and provide evidence-based insights for decision-making.
- iii. Facilitate cooperation and coordination among international, regional, and national tourism stakeholders.
- iv. Oversee tourist safety, security, and crisis management initiatives to protect visitors and the industry.
- v. Regulate the tourism industry, ensuring compliance with legal frameworks and standards.
- vi. Promote training and capacity building across the tourism sector to enhance skills and professionalism.
- vii. Support the development and sustainable management of nature-based and cultural tourism resources and products.
- viii. Promote investment opportunities and facilitate private sector engagement in tourism development.
- ix. Uphold tourism standards and conduct market intelligence to inform strategic sector growth.

Uganda Tourism Board (UTB)

To lead on promotion and marketing including;

- i. The promotion and marketing of Uganda as a tourism destination, both domestically and internationally.
- ii. Manage and safeguard the national destination brand to ensure a consistent and attractive image of Uganda.
- iii. Design and implement targeted marketing campaigns for leisure tourism, as well as Meetings, Incentives, Conferences, and Exhibitions (MICE) tourism.
- iv. Promote tourism awareness among the public and key stakeholders to foster a culture of tourism engagement.
- v. Provide accurate, accessible, and timely visitor information to enhance travel planning and the overall visitor experience.
- vi. Collaborate with private sector and regional tourism actors to ensure marketing efforts align with market trends and visitor expectations.

Other tourism-mandated MDAs

Various other institutions have tourism implementation functions embedded in their mandates and it is of utmost importance that their tourism roles and responsibilities are clear and are performed in a focused and coordinated manner.

The Government shall:

- i. Require of institutions with tourism mandates to be guided by and to collaborate closely with the Ministry responsible for Tourism and UTB in implementing their tourism functions.
- ii. Ensure optimal and transparent implementation of the Policy by all institutions with tourism mandates, strictly in accordance with the following tourism role definitions:

Uganda Hotel and Tourism Training College (UHTTC)

- i. Provide, on behalf of the government, high quality and international recognized training courses and qualifications in the fields of hospitality and tourism.
- ii. Inform and contribute to the national hospitality and tourism curricula and certification systems.
- iii. Develop and organize tailor-made short courses and seminars to enhance and refresh the business and operational skills of owners and workers in hospitality and tourism industries.
- iv. Engage private sector tourism operators to ensure that training contents and quality meet industry employment and skills demands and to tailor programmes accordingly.
- v. Arrange for internships and practical exposure for students in hospitality and tourism studies.
- vi. Conduct research and publish knowledge in the fields of tourism and hospitality.

Uganda Wildlife Research and Training College (UWRTC)

- i. Provide, on behalf of the government, specialized training and research in wildlife conservation, eco-tourism, and sustainable tourism management.
- ii. Inform and contribute to the national curricula and certification systems for wildlife conservation and tourism education.
- iii. Develop and organize tailor-made short courses and seminars to enhance the skills of professionals, including rangers, conservationists, and eco-tourism operators.

- iv. Engage private and public sector stakeholders to ensure that training content meets industry and conservation needs, tailoring programs accordingly.
- v. Facilitate internships and hands-on training for students through partnerships with protected areas, national parks, and conservation projects.
- vi. Conduct research and publish findings on wildlife conservation, eco-tourism, and sustainable tourism practices to inform policy and industry developments.

Uganda Wildlife Authority (UWA)

- i. Protect and enhance tourism resources and attractions in Protected Areas to ensure that quality, diversity and tourism attractiveness of these areas remain on par with those of competitors.
- ii. Develop and provide visitor infrastructure, facilities and information of suitable quality in Protected Areas that have been earmarked for tourism development, in accordance with the national tourism strategy.
- iii. Devise Protected Area management plans that place a high premium on and optimize sustainable tourism development.
- iv. Actively promote, advertise and allocate concessions, leases and other public-private-partnership investments in Protected Areas, in accordance with the Protected Areas management plans and the national tourism strategy.
- v. In collaboration with the tourism authorities collect visitor information and statistics and conduct visitor research in Protected Areas, to inform tourism development and marketing strategies.
- vi. Market Protected Areas to the tourism trade and consumers, in accordance with the national tourism marketing strategy and in close collaboration with UTB.

Museums, Sites and Monuments

- i. Protect and enhance tourism resources and attractions at museums and monuments to ensure that quality, diversity and tourism attractiveness of cultural sites and objects remain on par with those of competitors.
- ii. Develop and provide visitor infrastructure, facilities and information of suitable quality and in accordance with the national tourism strategy, at museums and monuments that have been earmarked for tourism development.

- iii. Devise management plans for museums and monuments that place a high premium on and optimize sustainable tourism development.
- iv. Actively pursue public-private-partnership investments at museums and monument sites, in accordance with their management plans and the national tourism strategy.
- v. Collect visitor information and statistics and conduct visitor research at museums and monuments to inform tourism development and marketing strategies, in collaboration with the tourism authorities.
- vi. Market museums and monuments to the tourism trade and consumers, in accordance with the national tourism marketing strategy and in close collaboration with UTB.
- vii. Review and where necessary revise the laws that govern the functions of departments and agencies in charge of natural and cultural heritage preservation to include dedicated and clearly defined tourism mandates and functions and avoid fragmentation and duplication.

Tourism-supportive MDAs

In addition to the Ministry responsible for Tourism and its agencies, a wide spectrum of MDAs has crucial roles to play in implementing the Policy and in ensuring sustainable tourism development, although tourism may not be their core mandates.

The Government shall:

- i. Require of institutions with tourism mandates to be guided by and to collaborate closely with the Ministry responsible for Tourism and Uganda Tourism Board in implementing their tourism functions.
- ii. Ensure optimal and transparent implementation of the Policy by all tourism-supportive institutions, in accordance with the following tourism role indications:

Tourism Policy Functions	Key tourism supportive MDAs
Macro planning, coordination, financing and monitoring	Office of the President (OP) Office of the Prime Minister (OPM) Ministry of Finance, Planning & Economic Development (MoPED) National Planning Authority (NPA) Uganda Revenue Authority (URA)
Natural resource conservation, development, sustainability and management	Ministry of Water & Environment (MoWE) National Environment Management Authority (NEMA) Ministry of Local Government (MoLG)
Cultural resources conservation, development, sustainability and management	Ministry of Gender, Labour and Social Development (MoGLSD) Uganda National Cultural Centre (UNCC) Ministry of Local Government (MoLG)
Destination marketing	Office of the President (OP) Office of the Prime Minister (OPM) Min of Foreign Affairs (MoF) Ministry of East Africa Community Affairs (MEACA) Ministry of Information and Communications Technology and National Guidance (ICT & NG) Uganda Media Centre Uganda Investment Authority (UIA) Uganda Revenue Authority (URA)
International multilateral and bilateral relations and promotion	Ministry of Foreign Affairs (MoFA) Ministry of East Africa Community Affairs (MEACA) Uganda Media Centre
Air, road, water and rail transport planning, provision and maintenance	Ministry of Works & Transport (MoWT) Uganda Civil Aviation Authority Uganda Railways Corporation (URC)
Regulation, law enforcement, safety, disaster management and justice	Uganda Peoples Defence Force (UPDF) Uganda Police Force (UPF) Ministry of Relief, Disaster Preparedness and Refugees Department of Disaster Preparedness and Management Ministry of Justice and Constitutional Affairs (MoJCA) Ministry of Local Government (MoLG) Uganda National Bureau of Standards (UNBS)
Land planning, zoning, administration and governance	Ministry of Lands, Housing & Urban Development (MoLHUD) Kampala Capital City Authority (KCCA) Ministry of Local Government (MoLG)
Business and investment promotion, development and facilitation	Ministry of Finance, Planning and Economic Development (MoFPED) Ministry of Trade, Industry and Cooperatives (MTIC) Uganda Investment Authority (UIA) Uganda Revenue Authority (URA) Uganda Bureau of Statistics (UBOS) Uganda Free Zones and Export Promotions Authority (UFZEP) Uganda Development Corporation (UDC)

Tourism Policy Functions	Key tourism supportive MDAs
Human resources development	Office of The President OPM Ministry of Education & Sports National Curriculum Development Centre (NCDC) Uganda National Council for Science and Technology (UNCST) Uganda Business and Technical Examinations Board (UBTEB) Directorate of Industrial Training National Council for Higher Education (NCHE) Districts and Lower Local Governments Ministry of Local Government Ministry of Public service Civil Service college Uganda Academic Institutions
Community, gender, youth and labour empowerment	Ministry of Gender, Labour and Social Development National Bureau of Non-Governmental Organisations Ministry of Water & Environment (MoWE) District and Lower Local Governments
Immigration facilitation	Ministry of Internal Affairs (MIA) – Directorate of Citizenship and Immigration Control (DCIC) Uganda Civil Aviation Authority (UCAA)
Information management, statistics, research and technology	Minister of Information, Communications Technology and National Guidance NITA Uganda Uganda Bureau of Statistics (UBOS) Bank of Uganda

Local Governments

Effective tourism governance at the local level is essential for tailoring development to specific community needs and attractions and for implementing regulations pertaining to the sector. Local level tourism governance also empowers local stakeholders, ensures community participation and buy-in and leverages local knowledge, which leads to more sustainable and equitable tourism development.

The Government shall:

- i. Encourage the formulation of local tourism destination management plans, initiatives and organizations, to be implemented through local public-private-community partnerships, in close collaboration with the national tourism authorities.
- ii. Mandate the Ministry responsible for local government to establish local tourism offices in tourism districts, with priority given to TDAs.
- iii. Include in such offices staff responsible for Tourism, depending on tasks to be fulfilled.

- iv. Provide such offices with qualified staff, equipment and resources to lead the implementation of local destination management plans.
- v. Equip and empower local tourism offices to issue tourism licenses and approvals and collect revenues payable for issuing such tourism licenses and approvals.
- vi. Ensure close collaboration and coordination between the Ministry responsible for Tourism and other MDAs at local level.

Private sector institutions

Strong private sector institutions in tourism are vital for fostering a vibrant public-private tourism partnership since they act as channels and co-ordinating mechanisms for embedding sustainable tourism policies in the industry, as mouthpieces of tourism industry views and concerns and as collaboration mechanisms for quality enhancement and self-regulation.

The Government shall:

- i. Consult with representative private sector organizations in formulating and executing tourism policies and plans.
- ii. Include adequate private sector representation in government tourism forums and management boards.
- iii. Acknowledge and support the establishment of a single, overarching private sector body with representation of all sub-sectoral private sector organizations, to engage in a public-private partnership with the government regarding matters and programmes that affect the broader tourism sector.
- iv. Formulate criteria for accreditation of sub-sectoral private sector associations operating in a particular sub-sector of tourism and support the establishment of such associations, to advance sustainability, safety and quality standards in their sectors, provide their members with coordinated capacity building and marketing opportunities and engage with the government on policy and regulatory aspects that are relevant to their sector and other relevant matters.
- v. Engage private sector institutions in initiatives to regulate and advance tourism service quality and standards.

Non-government organizations

Non-governmental Organizations (NGOs) and Community-Based Organizations (CBOs) play a pivotal role in tourism by raising awareness of and advocating for sustainable practices, protection of natural and cultural heritage, and support for grassroots initiatives.

The Government shall:

- i. Consult with representative NGOs and CBOs in formulating and executing tourism polices and plans.
- ii. Include community-based specialists in government tourism forums and management boards.
- iii. Support suitable tourism programmes and projects of NGOs and CBOs.
- iv. Monitor NGO and CBO programmes and projects to ensure their transparency and equitability.

Academic institutions

Universities and research institutions contribute to tourism growth through educating and training of future tourism professionals, enhancing industry standards and fostering sustainable practices that are critical for long-term destination success.

The Government shall:

- i. Consult with professionals from representative academic tourism institutions in formulating and executing tourism polices and plans.
- ii. Include leading tourism academics in government tourism forums and management boards.

International Development Organizations

Donor agencies play a vital role in Uganda's tourism development by providing financial and technical support for tourism management, infrastructure development, conservation, and community-based initiatives.

The Government shall:

- i. Encourage international development agencies to set up a coordinating forum for synergizing their tourism support initiatives and programmes.
- ii. Engage with international development agencies on a regular basis to exchange view of tourism priorities and convey to the Government priorities and funding needs.

7. CONCLUSION

The **Uganda Tourism Policy (2025)** represents a comprehensive and forward-looking framework designed to unlock the full potential of Uganda's tourism sector. Building on the foundations of previous policies while addressing emerging challenges, this Policy provides a clear roadmap for sustainable, inclusive, and competitive tourism development.

Uganda's rich natural and cultural heritage, strategic location, and growing economic stability position it as a high-potential tourism destination in Africa. However, realizing this potential requires coordinated efforts across government, private sector, communities, and international partners. The Policy's strategic objectives ranging from improving visitor experience and strengthening regulation to boosting investment, marketing, and capacity development are critical steps toward transforming Uganda into a premier tourism hub.

Key to the Policy's success will be its emphasis on sustainability, inclusivity, and innovation. By prioritizing gender and youth empowerment, universal accessibility, climate resilience, and public-private-community partnerships, Uganda ensures that tourism growth benefits all stakeholders while safeguarding its natural and cultural assets for future generations.

The implementation of this Policy will require strong institutional coordination, adequate funding, and continuous monitoring to track progress. Aligning with national development frameworks such as Vision 2040, NDP IV, and the Ten-Fold Growth Strategy, tourism is positioned as a key driver of economic transformation, job creation, and foreign exchange earnings.

As Uganda moves forward, the success of this Policy will depend on collective commitment from policymakers enforcing regulations, investors developing world-class infrastructure, communities embracing tourism opportunities, and every Ugandan taking pride in showcasing the country's unique offerings to the world.

With sustained effort and collaboration, Uganda is poised to become one of Africa's leading tourism destinations, delivering lasting socio-economic benefits while preserving its unparalleled biodiversity and cultural richness. The journey begins now, and the opportunities are boundless.

MANDATE

The mandate of the Ministry of Tourism, Wildlife and Heritage (MTWH) is derived from Article 189 and Sixth Schedule the Constitution of the Republic of Uganda (1995), Uganda Wildlife Act Cap 200, Uganda Tourism Act, 2008, Historical Monuments Act 1967, Universities and Other Tertiary Institutions Act, 2006.

OUR MANDATE IS:

“To formulate and implement policies, strategies, plans and programs that promotes tourism, wildlife and cultural heritage conservation for socio-economic development and transformation of the country”.

OUR VISION IS:

“Sustainable tourism, wildlife and cultural heritage contributing to the transformation of the Ugandan society from a peasant to a modern and prosperous one”.

OUR MISSION IS:

“To develop and promote tourism, wildlife and cultural heritage resources for enhancement of Uganda as a preferred tourist destination, with accelerated sector contribution to the national economy”.



**MINISTRY OF TOURISM,
WILDLIFE AND ANTIQUITIES**

Plot 6, Nakasero Road
P.O. Box 4241, Kampala - Uganda
Tel: +256 200 780 400 / 409
Email: info@tourism.go.ug
Website: www.tourism.go.ug