



MINISTRY OF TOURISM, WILDLIFE & ANTIQUITIES



NRM MANIFESTO 2021-2023 ACHIEVEMENTS

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Tourism Development Programme

Goal: To increase Uganda's attractiveness as a preferred tourism destination.

Objectives:

- i. Promote domestic and inbound tourism
- ii. Develop a pool of skilled personnel along the tourism value chain and ensure decent working conditions
- iii. Develop, conserve and diversify tourism products
- iv. Increase the stock and quality of tourism infrastructure
- v. Enhance regulation, coordination and management of the tourism

Expected Programme results

- Increase annual tourism revenues from USD 1.45 billion to USD 1.862 billion;
- Maintain the contribution of tourism to total employment at 667,600 people;
- Increase inbound tourism revenues per visitor from USD1,052 to USD1,500;
- Maintain the average number of International Tourist arrivals from the U.S, Europe, Middle East, China and Japan at 225,300 tourists;
- Increase the proportion of leisure to total tourists from 20.1 percent to 30 percent;
- Increase the number of direct flight routes to Europe and Asia from 6 to 15.

Programme Goal



To increase Uganda's attractiveness as a preferred tourism destination





Why Tourism?



Tourism is making a significant contribution to Uganda's Vision 2040 of transforming Uganda into a middle-income country.

Unifying force, bringing together people of different nationalities, religions, regions and professions for tourism experience.

The rewards of tourism go far beyond revenue calculations

Economic benefits

- Employment: direct, indirect
- Foreign exchange earnings
- Govt revenues
- Infrastructure & communications
- Source of investment, opportunity & innovation
- Facilities for local population

Social benefits

- Gender equality & inclusiveness
- Control of urban drift
- Promotion of 'national values'
- Promotion of sustainability

KEY PERFORMANCE INDICATORS

| PROGRAMME outcome Indicators | Baseline 2019/20 | Data Series | |
|---|---------------------|-------------|---------|
| | | 2020/21 | 2021/22 |
| 1.1 Contribution of Tourism to GDP (%) | 5.6 | 2.5 | 6.7 |
| 1.2 Annual Foreign exchange earnings (USD - Bn) | 1.6 | 0.44 | 0.736 |
| 1.3 Average Inbound tourism revenues per leisure tourist (USD) | 1,052 | 1,052 | 1,371 |
| 1.4 Number of International Tourist arrivals from the U.S., Europe and China[1] | 212,603 | 34,489 | 51,285 |
| 1.5 Proportion of local tourists to total population (National parks, Museums, UWEC etc) | 28% | 34% | 84% |
| 1.6 Number of direct flight routes to Europe and Asia | 6 | 6 | 7 |
| 1.7 Average annual Hotel occupancy rate (room occupancy rate, %) | 51.9 | 20 | 33 |
| 1.8 Tourism arrivals | 1,542,620 | 478,085 | 814,508 |
| 1.9 Number of Ugandans visiting key tourist attractions[2] | 132,019 | 281,206 | 890,802 |
| 1.1 Length of stay/ overnights in all types of accommodation | 8.3 | 8.3 | 7.4 |
| 1.2 Proportion of leisure to total tourists (%) | 19.3 | 2.3 | 11.7 |
| 1.3 Accommodation Capacity (No. of rooms)[3] | 133,191 | 133,614 | 350,550 |

KEY PERFORMANCE INDICATORS CONT'D

| PROGRAMME outcome Indicators | Baseline 2019/20 | Data Series | |
|---|---------------------|-------------|-----------|
| | | 2020/21 | 2021/22 |
| 2.1 Contribution of tourism to total employment (%) | 5.8 | 2.4 | 14.7 |
| 2.2 Exports of tourism services[4] (USD Billion) | 1.6 | 0.44 | 0.736 |
| 2.3 Visitor satisfaction (%) | 70 | 75 | 79 |
| 2.4 Number of people directly employed along the tourism value chain | 200,000 | 122,000 | 1,559,147 |
| 2.5 Population of Elephants | 5,739 | 5,739 | 7,975 |
| 2.6 Population of Antelopes | 127,196 | 127,196 | 585,437 |
| 2.7 Population of Lions | 493 | 493 | 493 |
| 2.8 Population of Mountain Gorillas | 459 | 459 | 459 |
| 2.9 Incidences of human Wildlife Conflicts (number) | 3,436 | 4,580 | 7,795 |
| 2.10 Number of visitors to Museums and cultural sites | 55,426 | 3,910 | 67,366 |
| 2.11 Number of visitors to National Parks and UWEC | 707,259 | 169,120 | 854,182 |
| 2.12 Proportion of traded wildlife that was poached or illicitly trafficked | 0.33 | 0.35 | 0.4 |



Performance
against
Specific
Manifesto
Commitments

Performance against Specific Manifesto Commitments

| # | Commitment | Achievements | Rating |
|---|--|--|----------|
| 1 | Provide support to the sector to fast-track its recovery from the impacts of COVID-19 as well as adapt resilience measures for the sector's growth and sustainability. | <ol style="list-style-type: none"> 1. GOU provided funds towards wage related costs of UWA staff. 2. Undertook national-wide domestic tourism awareness drives to promote the country's tourism offering and encourage Ugandans to visit tourism sites | On-track |

| # | Commitment | Achievements | Rating |
|---|---|--|----------|
| 2 | Implement a national tourism marketing strategy- domestic and international- as well as building a positive and competitive image by rolling out the Pearl of Africa brand in Africa and 12 overseas markets. | <ol style="list-style-type: none"> 1. The Government has focused on domestic tourism promotion to ensure sustainability of tourism business amidst declines in international tourist arrivals. 2. Explore Uganda brand rolled out and promoted in the 6 regional and 5 international markets. As a result, Uganda gained international visibility e.g on CNN where Uganda was recognised as one of the top 23 destinations to visit in 2023 3. Uganda's Tourism products promoted in 9 domestic and tourism events and campaigns e.g the Elgon Campaign, Explore west campaign. | On-track |

Performance against Specific Manifesto Commitments

| # | Commitment | Achievements | Rating |
|---|---|---|----------|
| 3 | <p>Increase the stock and quality of tourism infrastructure by upgrading 1,000km of national tourism roads, development of Hoima International Airport and expansion of Entebbe International Airport as well as domestic airports such as Arua, Gulu and Kasese.</p> | <ul style="list-style-type: none"> ➤ Government has provided a conducive environment for tourism to flourish. ➤ Civil works are ongoing on 19 tourism roads (about 948kms) including Masindi-Para; Pakwach-Para; Hoima – Biiso Masindi -Wanseko; Buliisa-Para; Namugongo Ring Road; Jinja – Bujagali - Itanda falls; Kyenjojo – Kigarale – Kahunge –Rwamwanja – Kihura; Bisozi – Bihanga – Buremba – Kazo; Luku – Kalangala – Lutoboka; Access Road to Mweya and Katwe; Biiso-Masindi section; Masindi-Biiso-Butiaba Port; Rukungiri-Kihihi; Kihhihi – Kanyantorogo section lies along Kanungu – Kihhihi 9.2 kms and Kihhihi-Ishasha 11kms; Ishasha – Katunguru; Kanungu – Hamurwa; Soroti – Amuria – Obalanga – Achan Pii. ➤ Over the last 10 years, at least 18 tourism roads have been completed with total length of 1,507 kms. ➤ Hoima International Airport is about 90% complete and Entebbe International Airport expansion is at advanced stages. ➤ Uganda Airlines has been fully operationalised. | On-track |

Performance against Specific Manifesto Commitments

| # | Commitment | Achievements | Rating |
|---|---|--------------|-------------|
| 4 | Construct and rehabilitate of marine routes including 20 piers on Lake Victoria | | No progress |

Performance against Specific Manifesto Commitments

| # | Commitment | Achievements | Rating |
|---|--|--|----------|
| 5 | Enhance regulation, co-ordination and management of the tourism sector to facilitate the development of accommodation and conference facilities of all types and sizes as well as leisure attractions and facilities (including, restaurants, bars and cafes). | <ul style="list-style-type: none"> ➤ Issued concessions in protected areas and more areas identified and earmarked for the private sector investments in accommodation. ➤ Registered 157, inspected 165 and licensed 108 Tour and Travel Operators. ➤ Registered 39, assessed 236 tourist guides and licensed 65 Tour Guides. ➤ Registered 24, inspected 43 and licensed 47 Accommodation Facilities from Eastern and Western Uganda | On-track |

Performance against Specific Manifesto Commitments

| # | Commitment | Achievements | Rating |
|---|--|---|----------|
| 6 | Support the private sector to provide low-cost accommodation facilities in protected areas and tourism zones to increase the stock of tourist accommodation rooms by 15,000. | <ul style="list-style-type: none"> ➤ There are tax waivers in importation of selected hotel development inputs ➤ Through UDB, the tourism sector accesses credit for development. ➤ GOU offers land in Protected Areas to private sector investors. ➤ Maintenance of roads, tracks and other infrastructure in Protected Areas. | On-track |

| # | Commitment | Achievements | Rating |
|---|--|---|----------|
| 7 | Working with the private sector, support tourism enterprises to promote investment in the sector, inclusive community participation and attract five successful international brands in the tourism value chain. | Uganda's investment opportunities showcased in international markets including the Africa Hotel Investment Forum (AHIF) held in Morocco | On-track |

Performance against Specific Manifesto Commitments

| # | Commitment | Achievements | Rating |
|---|---|--|----------|
| 8 | Build a Mahatma Gandhi International Convention Centre in Entebbe to boost the capacity of the country to host larger international conferences and events. | Land has been secured in Entebbe and titled (9 acres) for the proposed Mahatma Gandhi International Convention Centre. | On-track |

Performance against Specific Manifesto Commitments

| # | Commitment | Achievements | Rating |
|---|--|---|--------|
| 9 | Promote conservation of natural and cultural heritage through upgrading key wildlife reserves like Katonga, Pian Upe and Semliki. Conserve natural central forest reserves like Echuya, Budongo, Bugoma, Kalinzu and Maramagambo and create new national parks and wildlife reserves for tourism | ➤ Consultations and district resolutions secured for the upgrade of | |

Performance against Specific Manifesto Commitments

| # | Commitment | Achievements | Rating |
|----|--|---|----------|
| 10 | Establish 10 valley dams in water stressed conservation areas; electric fencing 500km of the identified parts of protected area boundary to mitigate human wildlife conflicts; as well as sustainable management and maintenance of 22 wildlife protected areas. | <ul style="list-style-type: none"> ➤ We have continued to protect, manage and sustain 22 Protected Areas (10 National Parks and 12 Wildlife Reserves) across the country. These cover about 10% of Uganda's surface area. ➤ Electric fence constructed (106 kms) in identified parts of protected area boundary in Queen Elizabeth and Murchison falls National Parks | On-Track |

Performance against Specific Manifesto Commitments

| # | Commitment | Achievements | Rating |
|----|--|---|----------|
| 11 | Modernize UWEC to undertake conservation awareness and education around protected areas and increase UWEC visits to 460,000 in FY2024/25 from 365,715 visitors in FY2018/19. | <ul style="list-style-type: none"> ➤ UWEC modernized with establishment of; acquisition of 4 new animal species (Giant eagle owl, Debrazer monkey, Tigers and a reed buck); golf carts; upgrade and re-greening of 5 animal exhibits; acquisition of outreach truck; rehabilitation of the wildlife quarantine centre; establishment of a kids mini-zoo and play areas. ➤ UWEC hosted 486,313 visitors in 2022, much higher than 383,398 in 2019. | On-Track |
| | Regional UWEC satellite centre to be established in all major tourism development areas starting with Mbale. | Land secured (60 acres) from NFA in Mbale municipality for the establishment of the Regional UWEC satellite centre | |

| # | Commitment | Achievements | Rating |
|----|--|--|----------|
| 12 | Conserve and develop Uganda's cultural heritage through expansion and modernization of the National Museum. Establishment of two regional museums and maintaining the integrity of 100 cultural heritage sites through boundary protection and land titling as well as nomination of three sites to the UNESCO World Heritage List | <ul style="list-style-type: none"> ➤ Designs and BOQs developed for the expansion of Uganda Museum ➤ Three new exhibits established at Uganda Museum i.e Amin, Uganda Apes (Ndahura silverback) and National History Exhibition Uganda @60 ➤ Land secured and designs produced for the proposed Fort Portal Museum ➤ 20 cultural heritage sites titled. ➤ Uganda's Napak cultural heritage site successfully presented and listed as one of the 100 Geo Parks in the World. | On-Track |

Performance against Specific Manifesto Commitments

| # | Commitment | Achievements | Rating |
|----|---|---|-------------|
| 13 | Develop and enhance the capacity of labour force along the tourism value chain through undertaking on-job training for 20,000 workers as well as apprenticeship for 1,000 Ugandans. | Preparations are underway to undertake on-job training for 20,000 workers as well as apprenticeship for 1,000 Ugandans. | No progress |

Performance against Specific Manifesto Commitments

| # | Commitment | Achievements | Rating |
|----|--|--|----------|
| 14 | Upgrade and transform the Uganda Wildlife Research Training Institute (UWRTI) and Uganda Hotel and Tourism Training Institute (UHTTI) into centres of excellence for wildlife and tourism training and research. | <ol style="list-style-type: none"> 1. An 80-room 3-star training application hotel constructed at UHTTI in Jinja. 2. UHTTI and UWRTI have been restructured. | On-Track |

Performance against Specific Manifesto Commitments

| # | Commitment | Achievements | Rating |
|----|---|---|----------|
| 15 | <p>Promote, improve, develop and diversify tourist attractions sites and products including: Equator Point at Kayabwe; Education and health; Road along the Equator; Kagulu Hill and Bishop James Hannington sites in Busoga sub-region; Kitagata, Sempaya, Panyimur, Kibiro, Rwagimba, Amoropii, Ihimba and Amuru hot springs; Mt. Elgon tourism circuit; The Source of the Nile; Nyero rocks; Eclipse site; Fort Patiko; GKMA tourism circuit; Stopover recreation facilities every 100km; The Martyrs' trail; Profile Ugandan culinary tourism; Water-based (marine) tourism; Mountaineering - cable cars and hiking facilities; St. Gonzaga Gonza in Mbulamuti, Kamuli; St. Matia Mulumba Kyebando in Kamuli.</p> | <ul style="list-style-type: none"> ➤ Kagulu Hills tourism product modernized with concrete steps, rail guards and chains, starting platform, two viewpoints, a monument, and a shelter structure to increase tourist competitiveness, safety, capacity of the site and accessibility. ➤ Kitagata phase 1 constructed (landscaping, fencing) ➤ The proposed Mt. Elgon development project appraised and ready for implementation ➤ The Source of the Nile modern pier is under implementation and will have facilities including a dock for 19 boats, a viewing bridge, 2 water fountains and ancillary facilities. ➤ Rwenzori mountains hiking facilities established including 2 tourist camps, 3,200 meters of boardwalks, 650 metres of climbing ladders. | On-Track |

Challenges

- ❑ **Limited marketing and advertisement of the new brand** resulting into limited Brand visibility and negative perceptions of the brand with in the industry.
- ❑ **Natural Calamities and health issues such as Ebola, storms, Earth Quakes, floods.** *GOU has intensified domestic and international media relations to depict a positive destination image in regard to health, safety and security.*
- ❑ **Poor infrastructure, especially road network and water transport which makes accessibility poor.** Kabaale Airport is over 90% completion; *Civil works are ongoing on 19 tourism roads and other 14 are undergoing procurement.*



Challenges

- ❑ **Inadequate and unskilled manpower/personnel:** The quality of personnel available to work in the tourism sector is generally low resulting into poor service delivery. Upgrade of training institutions (UHTTI and UWRTI) is ongoing to offer internationally competitive training.
- ❑ **Persistent wildlife conservation challenges** such as poaching, Human wildlife conflict, Invasive species, climate change and scarcity of water especially in savannah areas.
- ❑ Poor or lack of Internet access especially in Protected Areas.
- ❑ Inadequate quality regulation in the sector.



Conclusion

- ☐ NRM has achieved monumental landmarks on its social contracts with the people as stated in the NRM Manifesto 2021-2026.
- ☐ Out of 16 commitments, 12 (75%) are on track and are likely to be fully achieved by the end of the term.
- ☐ Low progress has been realized on 4 (25%) of the commitments.

