



MINISTRY OF TOURISM, WILDLIFE AND ANTIQUITIES

# TOURISM SECTOR ANNUAL PERFORMANCE REPORT

FY 2017/18

November 2018

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## MESSAGE FROM THE MINISTER

It gives me great pleasure to present the Tourism Sector Annual Performance report for the financial year 2017/18. The report gives a detailed account to the stakeholders and to the people of Uganda, our achievements and challenges relating to the goals of the Sector as set out in legal, policy and planning frameworks. The Annual Report presents an opportunity to Sector stakeholders to discuss performance and guide on the direction that should be taken to further harness opportunities for performance to accelerate the Sector's contribution to the growth of Ugandan's economy.

As one of the world's fastest growing economic sectors, the Tourism Sector outstandingly creates jobs, drives exports, and generates prosperity. Uganda has seen a steady growth in tourism in terms of tourist arrivals, foreign exchange earnings and tourism contribution to Gross Domestic Product. The sector accounted for 7.3 percent of GDP, foreign exchange earnings worth USD 1.45 billion and more than 600,000 jobs in 2017.

In recognition of the importance of coordination in a sector that relies on a wide range of role-players, the Ministry has established working relationships with various institutions and stakeholders to improve appreciation and positive contribution to sustainable development of the sector by all.

Government remains committed to wildlife and cultural heritage conservation as well as sustainable Tourism, contributing to the transformation of the Ugandan society from a peasant to a modern and prosperous country.

We will continue to promote an integrated approach to tourism development by implementing the various strategies highlighted in the Tourism Sector Development Plan and the NRM Manifesto 2016-2021.



Prof. Ephraim Kamuntu (MP)  
**MINISTER**

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## MESSAGE FROM THE PERMANENT SECRETARY

I am delighted to present to you this report that highlights the performance of the sector during the financial year 2017/18. The report highlights what has been delivered at output, outcome and impact levels in areas of tourism regulation and governance; tourism infrastructure, products and skills development; and wildlife and cultural heritage conservation.

Although a lot is still desired in terms of performance, we have registered continued improvement in terms of international tourist arrivals, volume of domestic tourism, employment and tourism business among others. The progress achieved is undoubtedly a result of the combined effort by various stakeholders including the sector Ministry and Agencies, the Private Sector, Civil Society Organizations, Development Partners, and the NRM Government that has provided a conducive political climate for the sector to flourish.

Other Government Institutions have continued to provide infrastructure and services in health, transport, ICT, etc. Ugandans especially the communities surrounding tourist sites cannot be thanked enough as they continue to support the protection of our heritage resources.

Our current initiatives in the year ahead are geared towards enhancing the policy environment and enabling conditions for further destination “Uganda” development, sustainability and inclusive tourism growth for socio-economic development. We shall also continue to pursue aggressive marketing of Uganda, diversifying tourism product range, improving tourism and hospitality skills along the tourism value chain and strengthening conservation of natural and cultural heritage.

With the creation of Tourism as a fully-fledged standalone sector, we hope to achieve enhanced coordination of sector efforts to inclusively conserve heritage and exploit Uganda’s tourism potential to contribute to the growth of our economy, create sustainable jobs and improve the livelihoods our people.



Doreen S. Katusiime (*Mrs*)  
**PERMANENT SECRETARY**

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## ABOUT UGANDA'S TOURISM SECTOR

Tourism is increasingly being recognized as an important sector of Uganda's economy to support its economic diversification. currently Uganda's leading foreign exchange earner with US\$1.45 billion in 2017, followed by remittances at about US\$1.2 billion, In addition to generating foreign exchange earnings and creating jobs, tourism promotes trade and investment and significantly contributes to the development of other sectors of the economy, such as construction, manufacturing, retail and financial services. In Uganda, the sector has been robust over the past years and has successfully grown in terms of visitor arrivals, conference business, and investments in the tourist accommodation facilities. It is increasingly becoming a key source of livelihood and pride, helping to support families, and to build communities throughout the Country.

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

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

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

Uganda's rich culture is also something to explore, from the captivating dances to exquisite cuisines in the different parts of the country, as well as the friendly and hospitable people. Additionally, Uganda's favourable climate is alluring to potential visitors. The plateau and elevation of the terrain results in a more moderate climate than otherwise would be expected by the country's equatorial location.

Uganda is also a fast rising destination for visitors for MICE (Meetings, Incentives, Conferences and Events). It is the focus of the sector to strengthen the East African Community tourism development partnership initiatives, and aggressively promote Uganda in the region as a viable destination for leisure and MICE visitors.

The sector is coordinated and superintended by the Ministry of Tourism Wildlife and Antiquities under the political leadership of the Minister of Tourism, Wildlife and Antiquities. Under the Ministry are implementing Agencies: Uganda Tourism Board (UTB) for tourism promotion and marketing, Uganda Wildlife Authority (UWA) for the management of wildlife and wildlife protected areas, Uganda Wildlife Conservation Education Centre (UWEC) for conservation

education and public awareness, Uganda Hotel and Tourism Training Institute (UHTTI) for tourism and hospitality training and Uganda Wildlife Research and Training Institute (UWRTI) for wildlife management training and research. The Ministry also oversees a number of program institutions including Chimpanzee Sanctuary and Wildlife Conservation Trust (CSWCT), Rhino Fund Uganda (RFU) and Bwindi-Mgahinga Conservation Trust (BMCT).

The Private Sector plays a significant role in the development and management of the tourism sector and thus participation of the private sector players in governance and regulation of the sector is paramount. The Ministry and Agencies coordinate with the private sector through Uganda Tourism Association (UTA) which is the Tourism private sector apex body with membership of Uganda Hotel Owners Association (UHOA), Hotel and Catering Association of Uganda (HCAU), Uganda Community Tourism Association (UCOTA), Uganda Safari Guides Association (USAGA), The Uganda Travel Agents Association (TUGATA), and the Association of Uganda Tour Operators (AUTO). The Ministry regards these associations as important entry points in fostering public private sector dialogue, advocacy and development initiatives for the sector.

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

The sector's overall aim is to progressively increase the contribution of tourism to GDP; creating employment for Ugandans and foreign exchange earnings for the country as well as upholding the principles of sustainability and inclusiveness. The overall aim will be achieved through

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

# ACRONYMS

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

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



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## KEY CONCEPTS AND DEFINITIONS

### **Tourism**

'Tourism' is a term that is understood in tourism economics to describe the movement and economic activity of people for every purpose other than their regular employment and normal day-to-day activity.

### **A Visitor**

A visitor is a traveler who takes a trip to a destination outside his/her usual environment for any main purpose (leisure, business or other personal reason), other than for his/her regular employment, and returns on the same day.

### **A Tourist**

A Tourist is any person travelling to and staying in a place outside their usual residence (environment) for a period of not more than twelve consecutive months for leisure, business and other purposes not related to the exercise of an activity remunerated from within the place visited.

### **Tourism attraction sites**

The protected/reserved area that offers tourist products and facilities

### **National parks**

An area of international and national importance because of its biological diversity, landscape or national heritage and in which the following activities may be permitted: (a) biodiversity conservation; (b) recreation; (c) scenic viewing; (d) scientific research; and (e) any other economic activity.

### **Game Reserves/ Game controlled areas**

An area of importance for wildlife conservation and management and in which the following activities are permitted; conservation of biological diversity, scenic viewing, recreation, scientific research and regulated extra activities of natural resource

### **Museum**

A museum is a nonprofit making, permanent institution, in the service of society and its development, and open to the public, which acquires, conserves researches, communicates and exhibits for the purposes of study, education and enjoyment of material evidence about man and his environment.

### **Wildlife Education Centers**

Is an institution which provides Wildlife Conservation Education and awareness and also serves as the CITES wild animals Rescue Centre

### **Direct contribution to GDP**

GDP generated by industries that deal directly with tourists, including hotels, travel agents, airlines and other passenger transport services, as well as the activities of restaurant and leisure industries that deal directly with tourists. It is equivalent to total internal Tourism spending within a country less the purchases made by those industries (including imports).



**Direct contribution to employment**

This refers to the number of direct jobs within Tourism.

**Total contribution to GDP**

GDP generated directly by the Tourism sector plus its indirect and induced impacts.

**Total contribution to employment**

The number of jobs generated directly in the Tourism sector plus the indirect and induced contributions.

**Visitors to National Parks and Game Reserves**

A non-resident or resident visitor who goes to the protected areas with a view of seeing wild animals and plants

**National residents**

Citizens of Uganda that have been in the country for more than 12 months before the time of the visit

**Foreign Non Resident**

These are non-residents who are not Ugandans

**Foreign Residents**

They are non-citizen residing in Uganda.

**Other EAC Residents**

They are residents of EAC members that are excluding Uganda.

**Visitors to Registered Museums**

These are people who visit heritage sites for research and tourism adventure.

**International visitor arrivals**

A non-resident visitor who comes to the country for a pleasure trip, holiday, business, family affairs, mission, meeting and religious purposes and stays for at least one night in a collective or private accommodation in the country. This excludes passengers in transit at the airports

**Visitor in Transit**

These are persons who remain for a short period in a designated area of the air terminal. This includes persons travelling the country for a short period.

**Visiting Friends and relatives**

These are visitors coming for the purpose of seeing their friends and relatives.

**Average Length of Stay**

This is the total number of nights divided by total number of visitors for a given period of time.

**Visitors by Mode of transport**

This refers to the main mode of transport used by the visitor on the trip.

**Accommodation establishments**

Any facility that regularly provides overnight accommodation for tourists. It is divided into collective tourist establishments and private tourist accommodation.

**Bed rooms occupancy rate**

Percentage of available bed rooms occupied for commercial accommodation.

**Bed nights available**

Total number of bed space available for commercial accommodation.

**Bed occupancy rate**

Percentage of available bed space occupied for commercial accommodation

**Inbound tourist expenditure**

Total consumption of a non-resident visitor within the economy of reference

**Government Total Expenditure on Tourism as % of total budget**

The amount of money given to the tourism sector as a percentage of Government total expenditure

**Tourism Satellite Account**

The Tourism Satellite Account (TSA) is a standard statistical framework and the main tool for the economic measurement of tourism

**Number of Registered Tourism training institutes**

These are training institutions with a mandate to teach tourism

# CONTENTS

<i>Message from the Permanent Secretary</i> .....	ii
<i>About Uganda's Tourism Sector</i> .....	iii
<i>Acronyms</i> .....	V
<i>Key Concepts and Definitions</i> .....	Vii
<i>Executive Summary</i> .....	1
<b>1.0 INTRODUCTION</b> .....	<b>8</b>
1.1 Rationale .....	8
1.2 Objectives and Scope .....	8
1.3 Authorship and structure of the report .....	9
<b>2.0 OVERVIEW OF PROGRESS OF THE TOURISM SECTOR</b> .....	<b>10</b>
2.1 Global Outlook of the Tourism Industry.....	10
2.2 Tourist arrivals and Tourism contribution to the Ugandan economy .....	10
2.2.1 Uganda's Tourist Arrivals from 2013 to 2017 .....	11
2.2.2 Top 10 Tourist Source Markets and Mode of Travel .....	12
2.2.3 Tourist Arrivals by Purpose .....	12
2.2.4 Tourism Contribution to Foreign Exchange Earnings .....	13
2.2.5 Contribution of Tourism to GDP .....	13
2.2.6 Tourism contribution to employment .....	14
2.3 Skills development and Training in Tourism related courses .....	14
2.4 State of Uganda's Wildlife .....	16
2.5 The state of cultural heritage sites in Uganda .....	16
2.6 Implementation of the Second National Development Plan is on course .....	18
2.7 Data on key performance indicators 2012-2017 .....	19
<b>3.0 FINANCIAL AND PHYSICAL PERFORMANCE OF THE SECTOR FY 2017/18</b> .....	<b>21</b>
3.1 Financial Performance of the Sector .....	21
3.1.1 Trends in resource allocations to the sector .....	21
3.1.2 Budget performance for the Financial Year 2017/18 .....	21
3.2 Physical performance as per the Key Results Areas .....	24
3.2.1 Policies, regulations and governance .....	24
3.2.2 Tourism Promotion and Marketing .....	25
3.2.3 Conservation and sustainable utilization of wildlife resources .....	27
3.2.4 Cultural heritage conservation .....	32
3.2.5 Capacity building, Accommodation and hospitality registration and Coordination..	33
3.2.6 Tourism support infrastructure and product development .....	34
3.2.7 Performance of the Competitiveness Enterprises Development Project (CEDP) .....	37
3.2.8 Weakness and Challenges in activity implementation .....	42
<b>4.0 PERFORMANCE OF THE PRIVATE SECTOR</b> .....	<b>43</b>
4.1 Introduction .....	43
4.2 Overview of the progress of the Tourism Private Sector .....	43
4.2.1 Uganda Safari Guides Association (USAGA) .....	43
4.2.2 Uganda Hotel Owners Association (UHOA) .....	44

4.2.3 Association of Uganda Tour Operators (AUTO) .....	45
4.2.4 The Uganda Association of Travel Agents (TUGATA) .....	46
4.2.5 National Arts and Cultural Crafts Association of Uganda (NACCAU) .....	46
<b>5.0 PERFORMANCE OF CIVIL SOCIETY ORGANISATIONS IN TOURISM DEVELOPMENT .....</b>	<b>48</b>
5.1 Introduction .....	48
5.2 Key Contributions in FY2017/18 .....	48
<b>6.0 PROGRESS ON RECOMMENDED ACTIONS FROM THE 8TH TOURISM SECTOR REVIEW CONFERENCE .....</b>	<b>51</b>
<b>7.0 PLANNED OUTCOME AND OUTPUT PERFORMANCE FY 2017/18 .....</b>	<b>57</b>
7.1 Projected performance for Key Outcome Indicators .....	57
7.2 Planned Outputs for sector MDAs FY 2018/19 .....	57
<b>ANNEXES .....</b>	<b>61</b>
ANNEX1: PHYSICAL PERFORMANCE OF TOURISM SECTOR MDAS .....	61
ANNEX 1a: UGANDA WILDLIFE CONSERVATION EDUCATION CENTRE .....	61
ANNEX 1b: UGANDA WILDLIFE AUTHORITY .....	67
ANNEX 2: TOURISM SECTOR GOU DEVELOPMENT PROJECTS .....	100
ANNEX 3: Policies, legal framework and strategies for tourism sector in Uganda .....	103

## LIST OF TABLES

Table 2.1: Enrollment of Students in Tourism related courses by education level .....	14
Table 2.2: Performance against NDP 11 2017/18 .....	19
Table 2.3: Data on Key Performance indicators, 2012-2017 .....	19
Table 3.1: Overall budget of the tourism sector FY 2012/13 - FY 2017/18 .....	21
Table 3.2: Budget performance FY 2017/18 .....	22
Table 3.3: Financial performance of Ministry of Tourism Wildlife and Antiquities FY 2017/18 .....	22
Table 3.4: Financial performance Uganda Tourism Board FY 2017/18 .....	22
Table 3.5: Source of Revenue for Uganda Wildlife Authority FY 2017/18 .....	23
Table 3.6: Source of Revenue for Uganda Wildlife Conservation Education Centre FY 2017/18 .....	23
Table 3.7: Source of Revenue for Uganda Hotel and Tourism Training Institute FY 2017/18 .....	23
Table 3.8: Source of Revenue for Uganda Wildlife Research and Training Institute FY 2017/18 .....	24
Table 3.9: NDP II Performance indicators 2012/13 - 2017/18 .....	25

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# EXECUTIVE SUMMARY

## Introduction

This volume of the Tourism Sector Annual Performance report FY2017/18 provides highlights of the performance of the entire sector including the financial and physical performance of the sector Ministry, Departments and Agencies (MDAs). The report focuses on an assessment of progress against the Sector's commitments made against the National Development Plan 2015/16 – 2019/20, the approved Ministerial Policy Statement for the financial year as well as the Budget Speech of 2017/18. It also tracks progress against actions agreed upon in the 8th Tourism Sector Review Conference held in November 2017. The report highlights what has been delivered at output, outcome and impact levels in areas of Tourism development and Wildlife and Cultural heritage conservation. It provides for accountability for the spending of the sector budget, and outlines key areas of performance and under-performance. Fundamentally, the report is designed and timed to guide decision makers on where emphasis and resources need to be placed in the coming financial year and the medium term.

## Global Outlook of the Tourism Industry

The Global Tourism industry has experienced steady growth over the recent years, international tourist arrivals continue to grow, as global per capita income increases and consumer sentiment improves. In the coming years, the industry is expected to continue growing, as the global economy continues to strengthen. Despite some distressed areas due to conflicts or regional economic problems, several factors, such as growing per capita disposable income and improving consumer sentiment, point towards stronger future tourism growth.

The year 2017 was one of the strongest years of global GDP growth in a decade and this growth transferred again into tourism with the sector growing at 4.6 percent- outpacing the global economy.

## Contribution of Tourism to Uganda's economy

Uganda's tourism sector is well poised to be the leading growth and development sector in the country. This is in part due to the expansive array of tourist attractions the country is blessed with a cocktail of fascinating wildlife species, various mountains, waterfalls and cultural sites.

Over the past 10 years, the tourist arrivals into Uganda have steadily increased from 850,000 in 2008 to over 1.4 million arrivals in 2017. Africa contributed the majority of tourists with Rwanda and Kenya sharing 31 percent and 24 percent of the total arrivals respectively. Most of the arrivals were male at 66 percent and the bulk of tourists fell within the 20 - 39 age demographic at 56 percent. Although the proportion of leisure visitors to total visitor arrivals is still relatively small, it increased from 18 percent in 2016 to 20.1 percent in 2017.

In 2017, Tourism continued to be the leading foreign exchange earner to the Ugandan economy by generating USD 1,453 million compared to USD 1,371 million in 2016. The direct contribution of Tourism to GDP in 2017 was UGX 2,699.1bn (2.9% of GDP) while the total contribution including wider effects from investment, the supply chain and induced income impacts, was UGX 6,888.5bn in 2017 (7.3% of GDP), up from UGX 6,171.5bn in 2016. In terms of contribution to

employment in the economy, Tourism generated 229,000 jobs directly in 2017 (2.4% of total employment). This includes employment by hotels, travel agents, airlines and other passenger transportation services (excluding commuter services). The total contribution of Tourism to employment (including wider effects from investment, the supply chain and induced income impacts) was 605,500 jobs in 2017 (6.3% of total employment).

## **Financial and Physical Performance of Sector MDAs FY 2017/18**

### ***Financial performance***

The Tourism Public Sector financing has increased from US\$ 55.6 billion in FY 2012/13 to US\$ 144 billion in FY 2017/18. Most of this funding is contributed by Sector Agencies in form of internally generated revenue (Appropriation in Aid) and the resources from the Consolidate Fund (GOU funding) have reduced from 30 percent in FY 2015/16 to 22 percent in FY 2017/18. The increase in resources has enabled enhanced measures towards sustainable utilization and conservation of wildlife heritage resources, amidst increasing pressures caused by expanding human populations, climate change, transnational wildlife crimes, invasive species, dependence on natural resources (animals and plants) and high poverty levels.

### ***Policies, regulations and governance***

The sector made strides in coordination and administration, the most remarkable being the creation of Tourism as a fully-fledged standalone sector. During the financial year, continuous efforts were made towards the enactment of the Uganda Wildlife Bill 2017 and it is currently awaiting enactment by Parliament. The Bill proposes higher penalties for wildlife crimes like poaching and illegal ivory trade, addresses human wildlife conflict issues, enhances community participation in conservation and harmonizes conservation with other sectors of the economy. The Bill once enacted will among others, ensure that Uganda is no longer used as a source or transit for illegal trade in wildlife species and specimens.

To strengthen promotion and sustainable utilization of cultural heritage resources, Principles of the Museums and Monuments Bill were approved by Cabinet and submitted to First Parliamentary Counsel for drafting. Once enacted, the new Bill will repeal the Historical Monuments Act 1967.

Studies such as the expenditure motivation survey were conducted to generate vital tourism information to inform public and private sector investments. In an effort to improve the Tourism Information Management System (TIMS) to ensure timely availability of immigration data, various steps have already been taken. This process is now in final stages to have tourist data captured at point of arrival such as Entebbe International Airport and Border posts. This decentralization of immigration data capture is expected to start by end of calendar year 2018. This has been a long awaited for achievement as the sector will be able to disseminate tourist arrivals data on a monthly basis and with improved levels of accuracy.

In an effort to minimize the negative impacts of petroleum, hydro power, minerals and other developments, an environmental sensitivity atlas to oil operations was developed and inspections were conducted on restoration of exploration oil wells and the production wells in Murchison Falls National Park (MFNP) and Kabwoya Wildlife Reserve.



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

Many initiatives have been carried out in regards to conservation and sustainable utilization of wildlife resources. These include protected area boundary management to mitigate human-wildlife conflict; wildlife diseases and prevalence management and control; ecological monitoring and research; community conservation education and awareness; regular patrols and intelligence surveillance. These efforts resulted in the denouncement of poaching by 304 poachers, arrest and prosecution of 1,611 suspects and confiscation of wildlife products including 1,333kgs of ivory, 88kgs of pangolin scales, 405kgs of hippo teeth, 75 ostrich egg shells and assorted wildlife skins and game meat. Various poaching tools were also recovered including 2,812 wire snares, 91 spears, 106 metal traps, 332 pangas, 20 bows, 34 arrows, 127 nylon snares, 146 hoes, 78 trapping nets, 26 dogs.

The populations of key species were monitored in all PAs. Ground surveys for medium to large wild mammals were conducted and the results for the Virunga Massif Gorilla Census conducted in 2016 show that the mountain gorilla population in the Virunga Massif increased from 480 in 2010 to 604 in 2016.

Besides the animal populations, the performance of revenue sharing funds nearly doubled during the seven year period of 2012-2018 compared to the seven year period of 2005-2011. A total of 7.5 billion was disbursed over the period 2005-2011 while a total of Ushs 14.3 billion was disbursed to communities during the period 2012-2018. Communities are therefore increasingly benefitting from tourism growth especially in regards to visitation to protected areas. For the last 14 years (2005 to date), a total of Ushs 21.8 billion has been shared with communities. This amount excludes the Gorilla Levy that benefits Bwindi Impenetrable National Park amounting to UShs 1.86 billion since its start in the FY 2011/12.

### ***Tourism Promotion and Marketing***

During the financial year, the Sector organized or participated in various domestic events and continued with domestic tourism promotion campaigns Tulambule (let's explore) with enhanced focus on popularising tourism sites and encouraging Ugandans to visit and experience the beauty of their own.

In an effort to concretized presence in the African market which supplies about 80 percent of the foreign tourist, efforts were made through participation and showcasing in events of Kwita Izina, Rwanda, Magical Kenya, Indaba SA and Nigeria Road shows. Held Business-to-Business (B2B) engagements and networked with regional and international hosted buyers and tour operators; distributed approximately 2,000 assorted tourism promotional materials and attended the Silver Chef Competition held in Rwanda, which showcased food from within the region.

Uganda's tourism offering was extended to participants of international conferences and meetings hosted in Uganda such as the World Customs Organization conference and the East and Southern African Association of Accountants-General conference where the sector had exhibition stalls and worked with organizers to have tours for 1,100 participants.

Tourism promotional efforts abroad included; FAM trips, exhibiting at international expos and events including the British Bird Watching Fair where over 14 trips were confirmed and over 500 birding booklets & maps showing birding spots in Uganda were distributed to visitors at Uganda's stand.

The above interventions in international markets coupled with appointment and deployment of Market Destination Representation (MDR) firms in United Kingdom, Ireland, Canada, United States, Switzerland, Austria and Germany in 2016, have yielded tangible results. For example the number of visitors from the American market increased by 17% in 2016 and 10.4% in 2017. Uganda has also registered tremendous increase in the number of foreign nonresidents visiting national parks with this category increasing by 24.4% in 2016 and 28.4% in 2017. The government and the private sector have greatly acknowledged the importance and good works of these MDR firms and as a result resources were provided for continued engagement in FY 2018/19 and deployment of another set of three (3) Market Development Representation (MDR) firms to market and promote Uganda in the source markets of China, Japan and the Gulf States.

### ***Cultural heritage conservation***

During the financial year, the regional museums and sites of Kabale, Moroto, Wedelai, Barlonyo Kumi, Patiko, Nyero rock site, Soroti, Uganda Museum were maintained and the artifacts conserved. A Master Plan for the Kasubi Tombs (2018- 2028) was completed and the documentation and packaging of cultural heritage sites in Eastern Uganda was done with 30% of the work completed during the financial year and land titles were secured for 3 Chwezi cultural trail of Bigo, Ntuusi, Mubende and Munsa. Government started on the renovation of Mugaba Place in Ankole, first with the fence and construction works started on Nyero Interpretation center in Eastern Uganda. The construction of the transport gallery at Uganda Museum was also completed and Barlonyo Memorial Site was renovated.

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

Tourism infrastructure and products are key in improving visitor experience and hence have huge influence on length of visitor stay and expenditure. During the financial year, a total of 1,536kms of trail network, 140kms of tourism track and 597kms of boardwalks were maintained in all PAs. Resting shelters were constructed along the tails of Mt Rwenzori at Nyamuleju, Omwihembe, Scot Eliot, Kicucu, and Fresh Field. Board walks established at; Bujuku, Rukenga, Rubango, John Mate, Butau, Mitinda and Bigata. In Bwindi Impenetrable National Park (BINP), 38 bridges, drainage channels were worked on, one resting hut repaired while 100 ground pegs were fixed in order to make the tourism activities enjoyable, memorable and safe.

The Education Centre at Paraa is in the final stages of construction while the education center hostel in QENP was furnished and is now operational. In MENP, construction of self-contained double bandas was completed while the construction of student's exhibition hall is ongoing yet to be roofed.

Three modern tourist launch boats were acquired and deployed in QENP, MFNP and Lake Mburo NP while the construction/extension of the jetty for boat landing at Lake Mburo National Park was concluded. Tour buses were also acquired through CEDP and are expected to improve visitation to Protected Areas by Ugandans.

In order to guide the redevelopment of the Source of the Nile into a world-class tourist destination, the development of a master plan was initiated and the plan is expected to be ready by December 2018.

### ***Development of tourism roads progressing, but at a slow pace***

In 2012, over sixty (60) roads were mapped out as Tourism roads. These are roads that lead to national parks and other tourist attractions. To date, progress has been made on a number of

the roads in the different tourism zones with six roads already paved with completed civil works while, twelve (12) roads have ongoing civil works. Civil works contracts have been signed for four (4) roads and construction is expected to commence by January 2019 while designs have been completed for 8 roads but funding for construction is yet to be secured. The rest of the roads are at initial stages with Feasibility Study and Detailed Engineering Design for thirteen (13) roads planned in the medium term subject to availability of funds.

### ***Registration and quality assurance of tourism services***

In line with classification of tourist facilities, the sector has achieved tangible results including;

- 1) 81 accommodation facilities have been classified as follows; Five star (5), Four star (13), Three star (27), Two star (36).
- 2) Over 2,400 hotel owners, managers and inspectors sensitized about the EAC and Sector quality assurance programs
- 3) 3,675 accommodation facilities and 36,419 restaurants registered
- 4) 251 Tour and Travel Companies registered
- 5) 2,090 accommodation facilities inspected

Government has embarked on the development of e-registration, e-licensing and e-classification tools and the review is ongoing for the grading system to make it more enabling. The major challenge remains inadequate human resource capacity where Uganda has only 14 approved East African trained and certified assessors. Some of the assessors are not government employees and sometimes fail to engage in activities when scheduled. However, 20 more assessors will be trained in FY 2018/19 to remedy this problem.

### ***Skills development and Training in Tourism and Wildlife management***

Human resources are a critical input for the successful delivery of tourism services thus a lot of emphasis must be on developing the student's communication skills, ability to work in teams and with people from different cultures. A total of 8,024 students in FY2017/18 were enrolled in Tourism related courses from the academic institutions in Uganda. Majority of the students who enrolled for Tourism related courses registered for certificate courses (67.3%). This was followed by those who enrolled for Diploma Programs and Degree programs at 19.9 percent and 12.5 percent respectively. A very small percent (0.2 percent) enrolled for Post Graduate programs. Enrollment in Tourism related courses continued to be predominantly female.

In an effort to improve the quality and competitiveness of labour force in Uganda's hospitality industry, Government reviewed and improved the national tourism and hospitality curriculum in consultation with the private sector. The curriculum is under implementation and international accreditation is being pursued and efforts are underway to partner with international tourism and hospitality institutions to achieve international recognition. Government has embarked on improving facilities of the Uganda Hotel and Tourism Training Institute to meet the required conditions for international accreditation. In line with this, training hotel at the Institute is under construction and its completion is expected by June 2019.

In the FY 2017/18, a total 249 students were enrolled at Uganda Hotel and Tourism Training Institute and 124 students enrolled at Uganda Wildlife Research and Training Institute. Also these institutions registered over 90% student completion rates.

## Growth of the Tourism Private Sector

The Tourism private sector in Uganda is organized along the Unique but interconnected tourism business lines that are coordinated under trade associations. Currently, there has been growth in the number of these association from 5 to 7 in 2017/2018. The associations include the Association of Uganda Tour Operators (AUTO), Uganda Safari Guides Association (USAGA), Uganda Hotel Owners' Association (UHOA), The Uganda Association of Travel Agents (TUGATA), Uganda Community Tourism Association (UCOTA), The Association of Ugandan Women in tourism Trade (AUWOTT) and National Arts and Cultural Crafts of Uganda (NACCUA). The seven (7) Associations form the Apex body, The Uganda Tourism Association (UTA), the singular umbrella body that brings together all private sector tourism players. UTA is mainly at the strategic level to coordinate the industry lobbying and advocacy agenda, Institutional capacity building of the members, product development, marketing, policy development and improved service delivery along the value chain of tourism to realize the economic and social transformation of the members and communities.

## Contribution of Civil Society Organizations in Tourism Development

Civil Society Organizations (CSOs) in Uganda have continued to work towards the development of the country's Tourism industry. Some of the CSOs undertaking Tourism development initiatives in partnership with the government include: Worldwide Fund for Nature (WWF Uganda), EcoTrust, Uganda Community Tourism Association (UCOTA), Community Based Tourism Initiative (COBATI), Nature Uganda (NU), Wildlife Clubs of Uganda (WCU), Uganda Wildlife Society (UWS), Wildlife Conservation Society (WCS), Uganda Conservation Foundation (UCF), Africa Wildlife Foundation, International Gorilla Conservation Program (IGCP), The Gorilla Organization (GO), Jane Goodall Institute (JGI), Ngamba Chimpanzee Sanctuary and Wildlife Conservation Trust (CSWCT), Africa Sustainable Tourism Care and Rhino Fund Uganda among others.

These organizations have continued to implement activities that have targeted conservation to livelihood improvement. These activities include mobilization of technical and financial resources to support government efforts, conservation of the resources upon which tourism is based, Influencing policy, marketing, sensitization and awareness about tourism potential and opportunities, research, and community capacity enhancement.

## Sector still facing numerous challenges

1. Inadequate marketing, promotion and publicity of the country due to inadequate budgets and now worsened by the blanket budget cuts made on consumptive items including advertising & public relations, travel inland, travel abroad, fuel, workshops, and printing among other items. It is important to note that the Tourism sector, by its very nature, involves travel inland, travel abroad, marketing, advertising & public relations. The sector continues to engage the relevant stakeholders to treat tourism MDAs as an exception to the general blanket rule of cutting budgets of what is termed as 'consumptive' items.
2. Low levels of product development to keep the tourists much longer and spend more as well as political instabilities within the neighboring countries of South Sudan and DRC continue to pose challenges to the sector.
3. Inadequate staffing and skills across the sector, a problem existing both in the tourism private and public sector as well as inadequacies in capacity for classification and grading of tourism facilities. More assessors are to be trained in FY2018/19 to remedy this problem.

4. Encroachment of the wildlife and cultural heritage sites; The people in some sites have settled on the cultural heritage areas while others keep on encroaching on the boundaries such as Nyero, Bweyorere Capital site, Soroti Museum, Ntusi and Kasonko.
5. Human Wildlife Conflicts, poaching, wildfires and Invasive Species: A number of areas are clogged with invasive species such as dichrostachys cineria that require conscious effort to manage. There is illegal wildlife trade and trafficking and the demand for ivory and other illicit wildlife products is still huge globally.
6. Measurement of the impact and level of domestic tourism in order to inform policy and planning has been a challenge over the years due, in part, to the limited resources to the sector. However, with the introduction of the Tourism Satellite Account, measurement of domestic tourism will soon be made possible and regularly estimated.

### **Planned performance FY 2018/19**

The entire Tourism sector will continue to implement the strategies to increase Market share for tourism; increase and diversify the stock of tourism products; increase the stock of human capital along the tourism value chains and create new jobs; improve coordination, regulation and management of the tourism sector; and increase conservation of natural and cultural heritage.



# 1.0 INTRODUCTION

## 1.1 Rationale

The Annual Tourism Sector Performance Report is prepared pursuant to the Public Finance Management Act 2015, Section 13 (c) and other government policies and guidelines such as the Government Annual Performance Report (GAPR). These instruments require the reporting to stakeholders, of sector performance against the targets set at the start of the financial year. The reporting of the Sector's performance necessarily includes the financial and physical performance both at output and outcome levels.

This Annual Tourism Sector Performance report 2017/18 is the 9<sup>th</sup> in the series of Annual Tourism Sector Performance Reports produced by Ministry of Tourism Wildlife and Antiquities, and it builds on the Annual Tourism Sector Performance Report for FY 2016/17 produced in November 2017, and discussed at the Tourism Sector Annual Review Conference of that month. The report is the main document that presents a synopsis of the overall performance of the Tourism Sector for the period under review. It tracks progress made and the challenges encountered by the sector in its efforts to achieve the broad and specific policy objectives.

This report provides timely and focused information to the decision makers and other stakeholders on the performance of the sector during the Financial Year 2017/18 and the previous years. The report highlights what has been delivered at output, outcome and impact levels in areas of Tourism development and Wildlife and Cultural heritage conservation. The report looks at what outcomes are being realized in terms of actual changes in the quality, access and utilization of tourism services, products and infrastructure. It provides for accountability for the spending of the sector budget, and outlines key areas of performance and under-performance. Fundamentally, the Report is designed and timed to guide decision makers on where emphasis and resources need to be placed in the coming Financial Year and the medium term.

The timing of this report, produced in advance of the preparation of the Budget Framework Paper FY 2019/20 (BFP), will enable the focus of the budget, and the decisions over allocations between sector priorities, to be informed by discussions on this performance report at various fora.

## 1.2 Objectives and Scope

The objective of the Annual Tourism Sector Performance Report is to provide timely, focused information to the decision-makers and other stakeholders on the performance of the sector during the previous Financial Year and the recent past. The report focuses on the performance of the Tourism Sector against the key objectives outlined in the Tourism Sector Development Plan (TSDP) 2015/16 – 2019/20, and of the medium term sector objectives and budget spending across the six sector MDAs who implement this plan, and in turn that constitute the annual planning and budgeting framework of the Sector MDAs.

The report presents the performance of the Ministry of Tourism Wildlife and Antiquities (MTWA), Uganda Tourism Board (UTB), Uganda Wildlife Authority (UWA), Uganda Wildlife Conservation Education Centre (UWEC), Uganda Hotel and Tourism Training Institute (UHTTI) and Uganda Wildlife Research and Training Institute (UWRTI) during Financial Year 2017/18. Civil society and private sector performance in tourism sector over the same period is

also highlighted. The progress towards the improvement of tourism support infrastructure is assessed with emphasis on tourism roads.

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

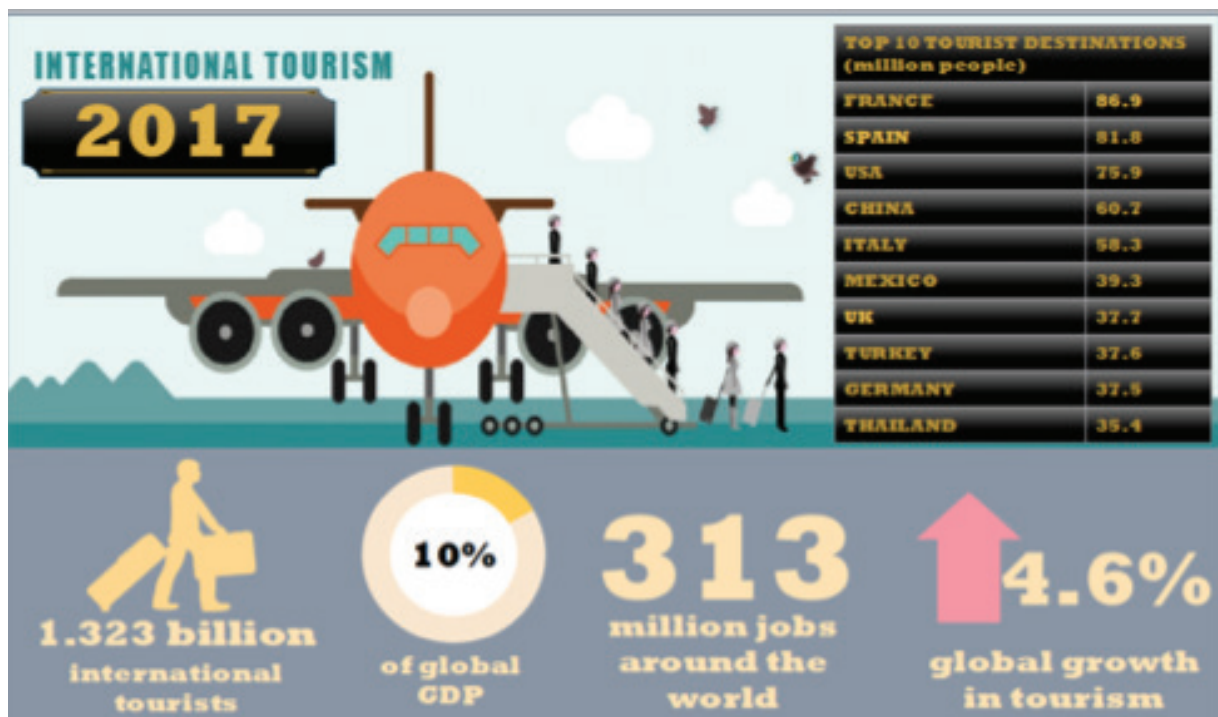
This performance report is a product of a combined effort by the Ministry of Tourism, Wildlife and Antiquities and affiliated Agencies, private sector and civil society. Although the majority of the analysis and writing has been led by the Ministry, the sector Agencies have made significant input and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

This Performance Report is, to the extent possible, a complete and accurate representation of the sector's performance relative to the goals and priorities set out in the Ministerial Policy Statement FY 2017/18 and the undertakings made during the 8th Annual Tourism Sector Review Conference.



## 2.0 OVERVIEW OF PROGRESS OF THE TOURISM SECTOR

### 2.1 Global Outlook of the Tourism Industry



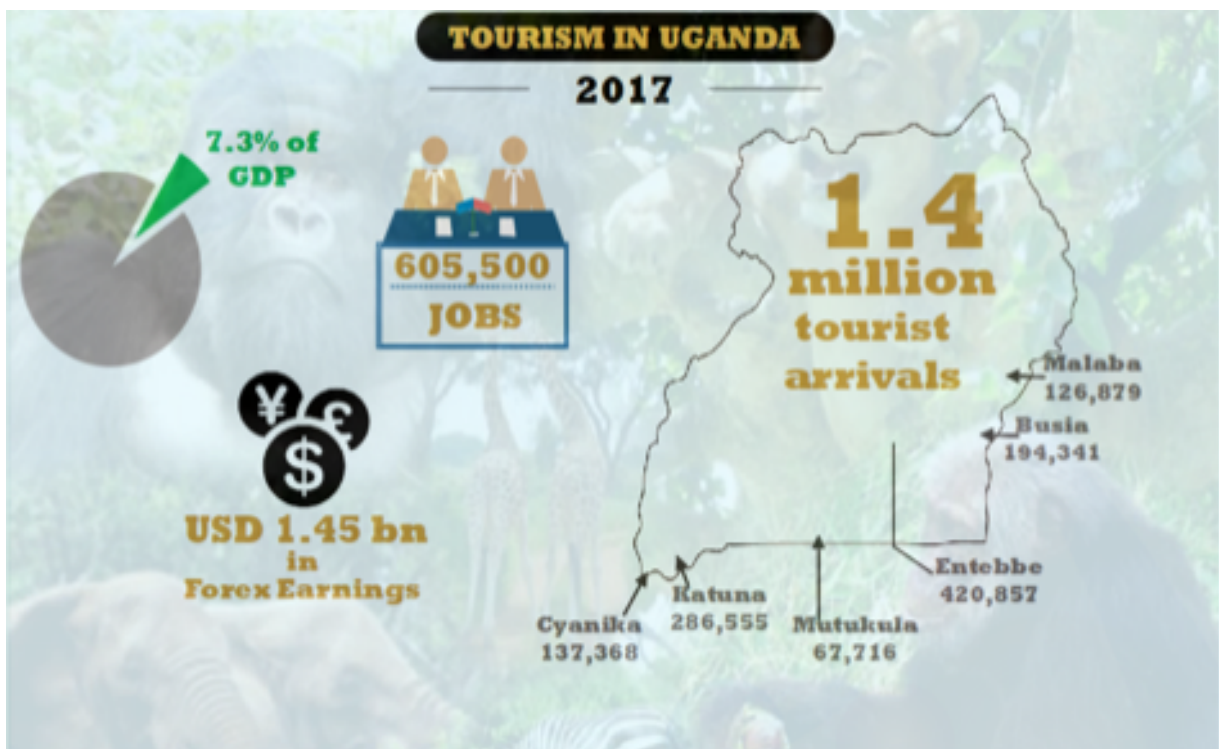
As one of the world's largest economic sectors, Tourism creates jobs, drives exports, and generates prosperity across the world. 2017 was one of the strongest years of GDP growth in a decade with robust consumer spending worldwide. This global growth transferred again into tourism with the sector's direct growth of 4.6% outpacing the global economy for the seventh successive year. As in recent years, performance was particularly strong across Asia, but proving the sector's resilience, 2017 also saw countries such as Tunisia, Turkey and Egypt that had previously been devastated by the impacts of terrorist activity, recover strongly.

Inclusive growth and ensuring a future with quality jobs are the concerns of governments everywhere. Tourism, which already supports one in every ten jobs on the planet, is a dynamic engine of employment opportunity. Over the past ten years, one in five of all jobs created across the world has been in the sector and, with the right regulatory conditions and government support, nearly 100 million new jobs could be created over the decade ahead.

### 2.2 Tourist arrivals and Tourism contribution to the Ugandan economy

With a plethora of natural attractions, Uganda's tourism sector is well poised to be the leading growth and development sector in the country. Tourists come from all over the world to visit the 10 national parks, mountains such as Mount Rwenzori and Mount Elgon, the exquisite waterfalls and the various cultural sites.

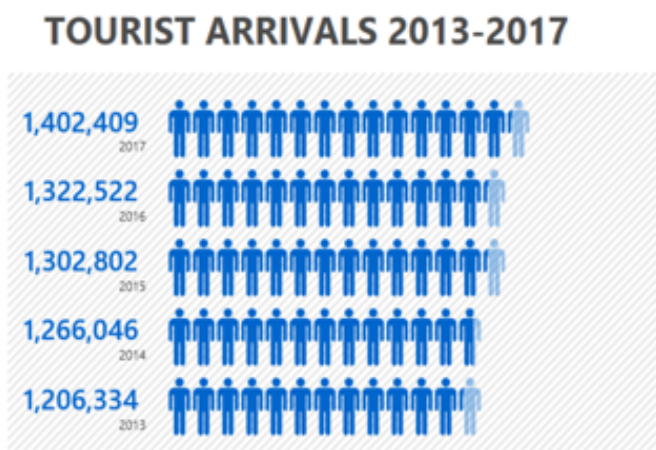
Over the past 10 years, the tourist arrivals into Uganda have steadily increased from 850,000 arrivals in 2008 to over 1.4 million arrivals in 2017. This represents an average annual growth



of 8.6 percent over this 10-year period. The vast majority of tourist arrivals into the country are from African countries, particularly Rwanda and Kenya, which make up 31 percent and 24 percent of the arrivals respectively. Beyond Africa, the Americas and Asia are also major sources of the tourist arrivals into Uganda. In 2017, male visitors constituted around 66 percent of the total arrivals while female visitors were approximately 34 percent. The bulk of tourist arrivals fell within the 20 to 39 age demographic with 790,000 visitors (approximately 56 percent of total arrivals).

The economic benefits of the Tourism Industry are stronger than might appear, given the employment opportunities generated, with cross-sectoral spillover effects and linkages dominating those of other traditional sectors of the economy. Apart from these obvious economic benefits, tourism can stimulate broader benefits to the economy: upgrades to infrastructure, conservation of natural habitats, and gender equity by providing decent jobs for women, making it an ideal vehicle for propelling growth and development.

### 2.2.1 Uganda's Tourist Arrivals from 2013 to 2017



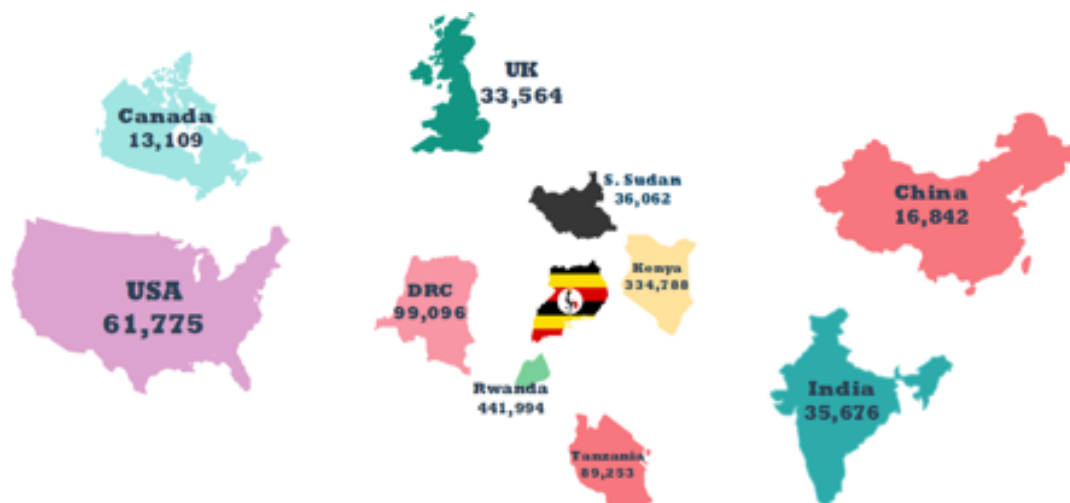
*Tourist arrivals into Uganda 2013-2017*

1,402,409 arrivals for the year while overseas visitors made up 20% or 273,731 of the arrivals.

The Year 2017 saw a record 1.4 million arrivals into Uganda. This was a 6 percent increase from the previous year. The number has grown steadily at an average increase of 49,000 visitors each year from 2013 to 2017. This year saw the largest increase with almost 80,000 more visitors than in 2016.

The vast majority of arrivals in Uganda are continental visitors from African countries. In 2017, these constituted 80% (1,127,946 visitors) of the total

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

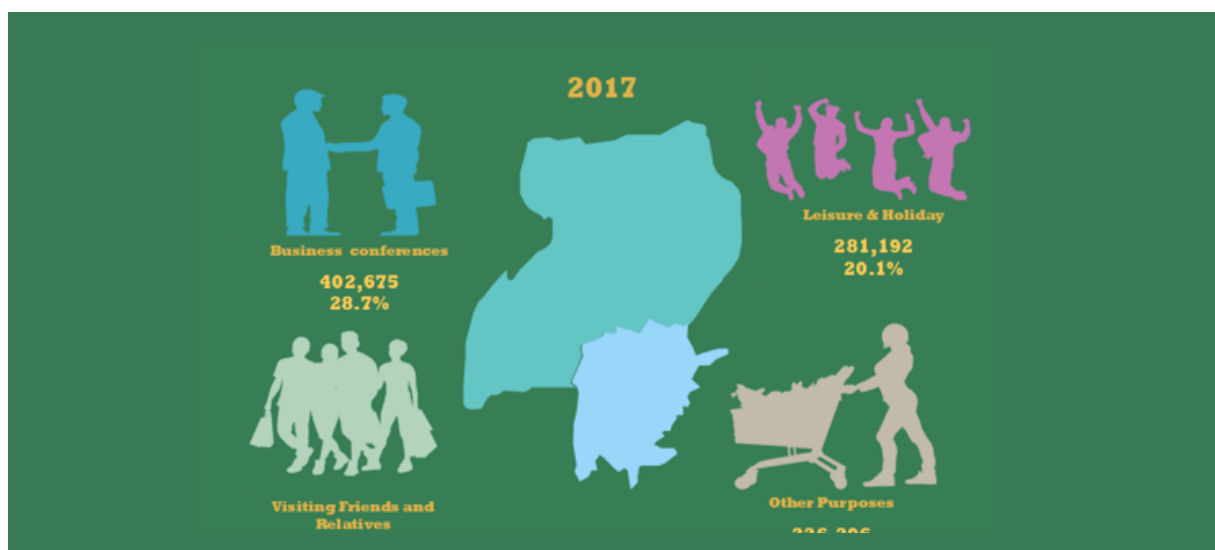


The top ten sources of tourist arrivals into Uganda made up about 82 per cent of the total arrivals. Rwanda and Kenya combined to provide 776,782 tourists (55 percent) in 2017. The other top ten markets were DRC, Tanzania, USA, South Sudan, India, UK, China and Canada. The biggest increase among the top ten source markets came from Canada, whose visitors increased by 33 percent from 2016 to 2017. This was followed by Rwanda, which increased visitors to Uganda by 22% in 2017. On the other hand, visitors from Kenya reduced by 18,000 which represents a 5 percent drop.

### 2.2.3 Tourist arrivals by entry point

In terms of mode of travel, the points of entry are classified into 22 border posts as follows; Entebbe International Airport, Katuna, Busia, Malaba, Cyanika, Mutukula and Other land border posts. In 2017, Entebbe Airport had the highest traffic, with 30 percent of the arrivals into the country coming through the International Airport. This was followed by Katuna (20 percent) and Busia (14 percent). This year, the visitors entering the country through Entebbe International Airport reduced by 2.6 percent

### 2.2.3 Tourist Arrivals by Purpose



*Major purposes of tourist arrivals into Uganda in 2017*

Tourists are classified into four main categories, namely Leisure & Holiday, Visiting friends and relatives, Business tourists and “other purpose tourists”. Among all tourists visiting Uganda, visiting friends and relatives were the largest number followed by Business visitors.

In 2017, the largest number of visitors into Uganda was visiting friends and relatives with 492,246 visitors. The purpose of Business and professional conferences registered 402,675 visitors, while leisure and holiday saw 281, 192 visitors. Those who were in Transit to other countries were 90,562 visitors.

#### **2.2.4 Tourism Contribution to Foreign Exchange Earnings**

In 2017, Tourism continued to be the leading foreign exchange earner to the Ugandan economy by generating USD 1,453 million from the 1.4 million visitors compared to USD 1,371 million in 2016. This represented about 17.9% of the total foreign exchange earnings for 2017. The category of visitors with the highest expenditure is leisure visitors, who made up 20.1% of the total visitors. The figure shows the foreign exchange earnings of tourism in million dollars over the past five years. As seen in the graph, the earnings have been increasing steadily from USD 979 million in 2013 to USD 1,453 million in 2017.

#### **2.2.5 Contribution of Tourism to GDP**

The direct contribution of Tourism to GDP reflects the internal spending on Tourism (total spending within Uganda on Tourism by residents and non-residents for business and leisure purposes) as well as government individual spending by government on Tourism services directly linked to visitors, such as cultural (e.g. museums) or recreational (e.g. national parks).

The total contribution of Tourism includes its wider impacts (i.e. the indirect and induced impacts) on the economy. The indirect contribution includes the GDP and jobs supported by Tourism investment spending, Government collective spending and Domestic purchases of goods and services by the sectors dealing directly with tourists.

The direct contribution of Tourism to GDP in 2017 was UGX 2,699.1bn (2.9% of GDP). This was up by 11 per cent from UGX 2,423bn in 2016. This contribution primarily reflects the economic activity generated by industries such as hotels, travel agents, airlines and other passenger transportation services (excluding commuter services). But it also includes, for example, the activities of the restaurant and leisure industries directly supported by tourists. The total contribution of Tourism to GDP, including wider effects from investment, the supply chain and induced income impacts, was UGX 6,888.5bn in 2017 (7.3% of GDP), up from UGX 6,171.5bn in 2016.



## 2.2.6 Tourism contribution to employment

Tourism generated 229,000 jobs directly in 2017 (2.4% of total employment) and this is forecast to grow by 4.2% in 2018 to 238,500 (2.4% of total employment). This includes employment by hotels, travel agents, airlines and other passenger transportation services (excluding commuter services). It also includes, for example, the activities of the restaurant and leisure industries directly supported by tourists. The total contribution of Travel & Tourism to employment (including wider effects from investment, the supply chain and induced income impacts, see page 2) was 605,500 jobs in 2017 (6.3% of total employment). This is forecast to rise by 3.8% in 2018 to 628,000 jobs (6.3% of total employment).

## 2.3 Skills development and Training in Tourism related courses

A total of 8,024 students in FY2017/18 were enrolled in Tourism related courses from the academic institutions in Uganda. This represents a percentage increase of 13.4 percent from 7,074 students in FY2015/16. Table 1 below also shows that enrollment under all the education levels rose in FY2017/18 with the number of students who enrolled for Post graduate degrees recording the highest growth followed by Degree and Certificate holders as shown below;

**Table 2.1: Enrollment of Students in Tourism related courses by education level**

Education Level	FY2015/16	FY2016/17	FY2017/18	%Age Share FY2017/18	%Age Change FY2017/18 - FY2016/17
Certificate	4,806	4,714	5,404	67.3%	14.6%
Diploma	1,548	1,474	1,598	19.9%	8.4%
Degree	1,406	879	1,007	12.5%	14.6%
Post Graduate	197	7	15	0.2%	114.3%
<b>TOTAL</b>	<b>7,957</b>	<b>7,074</b>	<b>8,024</b>	<b>100%</b>	<b>13.4%</b>

In FY2017/18, Majority of the students who enrolled for Tourism related courses registered for certificate courses (67.3%). This was followed by those who enrolled for Diploma Programs and Degree programs at 19.9 percent and 12.5 percent respectively. A very small percent (0.2 percent) enrolled for Post Graduate programs; however this represents a significant increase over the previous financial year. Enrollment in Tourism related courses continued to be predominantly female comprising of 60.6 percent in FY2017/18

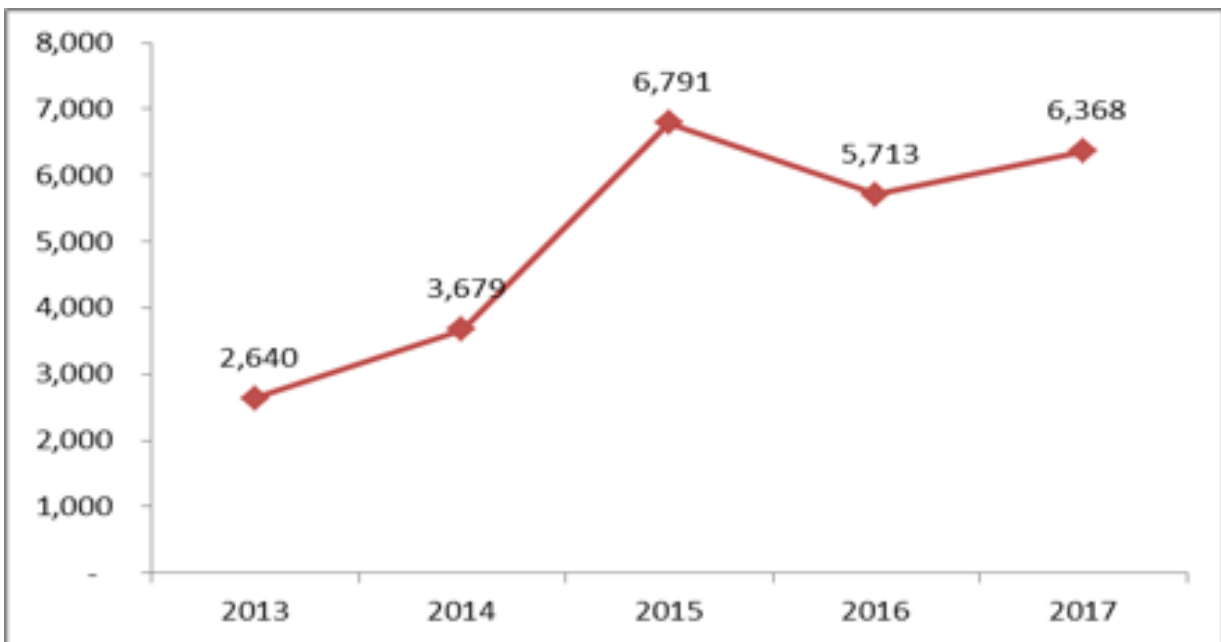


*Class in progress at UHTTI*

The number of students graduating from Tourism related courses from the academic institutions in Uganda grew from 5,713 students in 2016 to 6,368 students in 2017. This represents an 11.5% increase.

The figure below shows that over the years, the number of students graduating in Tourism related courses has been increasing since 2013.

***Graduation in tourism related courses 2013-2017***



*Graduation ceremony at UHTTI*

## 2.4 State of Uganda's Wildlife

Uganda's overall national wildlife endowment is characterized by uniquely diverse and rich wildlife resources, some of whose ecological "condition" is not found elsewhere in the world. The exceptional areas of wildlife resource endowment include;

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

A Nationwide scientific review (1996-99) of the wildlife conservation system established 10 National Parks (43.4%), 13 Wildlife Reserves (35.4%), 13 Wildlife Sanctuaries (2.75%) and 5 Community Wildlife Areas (18.43%), totaling up to 25,981.3Km<sup>2</sup>. This is now nationally set aside as a national network for Wildlife Conservation Areas (2003). Of these, two have been designated World Heritage Sites (Bwindi Impenetrable and Rwenzori National Parks), one Man and Biosphere Reserve (Queen Elizabeth National Park) and various Ramsar Sites. The 25,981.57km<sup>2</sup> of wildlife protected areas makes up about 11% of the country's 236,040km<sup>2</sup> land areas. However, it is also estimated that between 50% and 60% of Uganda's biodiversity still remain outside protected areas; and therefore neither protected nor well known if at all.

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

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

Comprehensive surveys to determine the status of wildlife (large mammals) in Uganda's protected areas were carried out under the Protected Area Assessment Programme (PAAP) in 1995 – 1996 and the results provide baseline information for most protected areas. Since that time wildlife populations are steadily increasing in National Parks and Wildlife reserves. The mammalian populations have increased from the 1970 levels when many of the species were killed due to lawlessness. The population estimates of medium to large mammals in Uganda are presented in annex 1 of this report.

## 2.5 The state of cultural heritage sites in Uganda

International Council of Monuments and Sites (ICOMOS) 2002 defines Cultural Heritage as an expression of the ways of living developed by a community and passed on from generation to generation, including customs, practices, places, objects, artistic expressions and values. Cultural Heritage is often expressed as either Intangible or Tangible Cultural Heritage. MTWA is mandated by the Historical Monuments Act of 1967 to ensure proper preservation and management of the tangible cultural heritage while Ministry of Gender, Labour and Social Development (MGLSD) is mandated to preserve intangible heritage (Music, languages, dance and drama).



A total of 750 cultural heritage sites with outstanding heritage values have been documented across the country. Only 14 sites are gazetted while the securing of land titles is being fast tracked by the Ministry. It is however complicated to secure land titles for sites on private land and so does development.

Currently there are 5 public museums (Uganda Museum, Kabale, Soroti, Karamoja and Fort Lugard Museums), about 16 private and numerous community museums in Uganda. The MTWA has plans to build a museum in Arua and fort as well as making an extension and renovations for the Uganda Museum.

Out of the 750 sites, one (1) is on the World Heritage List (Kasubi Royal Tombs) while four (4) sites (Nyero and other geometric sites of eastern Uganda, Kibiro salt village, Bigobya Mugenyi and Ntuusi mounds) are on the tentative list of UNESCO. Preparations to update the tentative list and nominate sites on the World Heritage List is underway. The Ministry submitted Nyero and other geometric rock art sites of eastern Uganda (Mukongoro, Kakoro, Kapir, Komuge and Dolwe) to UNESCO World Heritage Centre for World Heritage Listing but was deferred due to management and conservation issues including gazettement status. This particular file has been recommended for a transnational serial nomination by ICOMOS. Other sites such as Bigo bya Mugenyi and Nakayima tree in Mubende are also being prepared for nomination though still having challenges of land ownership.

Despite the challenging status of cultural heritage sites across the country, operationalization has not stopped. The sites still attract visitors both for research and tourism. Domestic tourism for instance is well demonstrated at cultural heritage sites because of the spiritual and educational values that people attach to the sites. The review of the Historical Monuments Act is underway to ensure issues of heritage conservation and promotion are captured in other relevant acts. Efforts are being intensified to ensure continued awareness and promotion of the cultural heritage sites across the country and link them with other touristic sites. Additionally, the Ministry is improving infrastructure at various sites with tourism potential to increase visitor experience.



These are archaeological, mysterious and spectacular rock hollows found at Dolwe Island representing the highest concentration in Africa and probably world over. These rock hollows have remained a mystery and objects of curiosity as to when, who made them and the positions in which they are situated consents against the theory of functionality.

**NB:** Identified during the survey and documentation exercise in Eastern Uganda, Namayingo district, 2017/2018 enormously distributed all over the Island of Dolwe.



*Kabale Museum after renovation*

## 2.6 Implementation of the Second National Development Plan is on course

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

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

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

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

Basing on the indicators and targets set out in the NDP II results framework, the Sector performed fairly with the FY 2017/18 targets achieved for the 62.1 percent of the indicators. On the other hand, the sector did not achieve the targets for 22.7 percent of the indicators and the other 15.2 percent had inadequate data to enable assessment. Table 3 below presents the level of performance for the various objectives.

**Table 2.2: Performance against NDP II 2017/18**

OBJECTIVE	Achieved	Not achieved	No assessment	Denominator
				/No. of indicators
Increase Market share for tourism	68.8%	25.0%	6.3%	16
Increase and diversify the stock of tourism products	57.1%	0.0%	42.9%	7
Increase the stock of human capital along the tourism value chains and create new jobs	66.7%	33.3%	0.0%	6
Improve coordination, regulation and management of the tourism sector	57.1%	14.3%	28.6%	7
Increase conservation of natural and cultural heritage	60.0%	26.7%	13.3%	30
<b>OVERALL</b>	<b>62.1%</b>	<b>22.7%</b>	<b>15.2%</b>	<b>66</b>

The detailed performance is presented in Annex 4.

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

## 2.7 Data on key performance indicators 2012-2017

The table below presents a summary of the key Tourism Performance indicators for a period of 6 years (2012-2017).

**Table 2.3: Data on Key Performance indicators, 2012-2017**

#	Indicator	Year						Source
		2012	2013	2014	2015	2016	2017	
1	No. of Tourist arrivals in the country	1,196,765	1,206,334	1,266,046	1,302,802	1,322,522	1,402,409	UBOS
2	Leisure Visitors	224,436	187,806	220,219	207,831	237,312	281,192	UBOS
3	Proportion of Leisure Visitors to total visitor Arrivals	18.8%	15.6%	17.4%	16.0%	18.0%	20.1%	UBOS
4	Visitor Export Earnings -US\$m	834	979	1,312	1,350	1,371	1,453	MTWA
5	% of Total Exports	21.50%	19.60%	26.00%	23.50%	15.70%	17.9%	WTTC
6	Total Contribution of tourism to GDP-US\$bn	5,177.00	5,495.00	6,395.50	7,270.50	6,171.50	6,888.5	WTTC
7	% to Total GDP	7.40%	7.90%	9.90%	9.00%	6.60%	7.3%	WTTC

#	Indicator	Year						Source
		2012	2013	2014	2015	2016	2017	
8	Total contribution to Employment (000)	922.2	1,184.20	880.3	1,172.80	504	605.5	WTTC
9	% of Total Employment	6.80%	8.40%	6.10%	7.80%	5.80%	6.3%	WTTC
10	Direct contribution to employment (0000)	347	469.3	322.5	464.3	191	229	WTTC
12	No. of Visitors entering the parks	182,149	213,950	202,885	215,558	245,725	285,671	MTWA
13	No. of Visitors entering Uganda Museum	98,435	112,684	112,177	102,890	96,865	99,771	MTWA
14	No. of Visitors at UWEC	253,908	255,548	277,307	303,847	307,241	331,625	MTWA
15	Average Length of stay for Visitors (days)	6	6	7	7	7.2	8	UBOS
16	No. of beds	70,310	73,826	103,261	106,359	109,550	112,836	MTWA
17	No. of rooms	61,398	64,468	97,511	100,436	103,449	106,553	MTWA
18	No. of Establishments	3,850	4,043	6,291	6,480	6,674	6,874	MTWA

#### Source of Data

The Policy Analysis and Planning Division of the Ministry of Tourism, Wildlife and Antiquities is responsible for the operation and Maintenance of the Tourism Information Management Database (TIMD). The same information is compiled in the Tourism Sector Statistical Abstract which provides the status of the tourism sector in Uganda. Some of the information is collected by the Policy Analysis and Planning Division through surveys. The other sources are administrative data collected by the following departments and agencies.

Department/ Agency	Data Collected
Directorate of Citizenship and Immigration Control-MoIA and Uganda Bureau of Statistics	Collect and compile data on migration across border points
Uganda Wildlife Authority	Arrivals in the National Park
Uganda Wildlife Education Centre	Collects data at the point of arrival/entry at UWEC
United Nations World Tourism Organisation (UNWTO) and the World Travel and Tourism Council (WTTC)	Contribution of Tourism to GDP, Investment and Employment
Policy and Planning Division/Uganda Bureau of Statistics	Tourism Exchange Earnings, Room and Bed Occupancy, Tourism labour surveys and other surveys
Museums and Monuments	Arrivals at the Uganda Museum and artifacts, other Museums across the country

## 3.0 FINANCIAL AND PHYSICAL PERFORMANCE OF THE SECTOR FY 2017/18

### 3.1 Financial Performance of the Sector

#### 3.1.1 Trends in resource allocations to the sector

The Tourism Public Sector financing has increased from Ushs 55 billion in FY 2012/13 to Ushs 143 billion in FY 2017/18. Most of this funding is contributed by Sector Agencies in form of internally generated revenue (Appropriation in Aid) and the resources from the Consolidate Fund (GOU funding) has reduced from 30 percent in FY 2015/16 to 22 percent in FY 2017/18. The increase in resources has enabled enhanced measures towards sustainable utilization and conservation of wildlife heritage resources, amidst increasing pressures caused by expanding human populations, climate change, transnational wildlife crimes, invasive species, dependence on natural resources (animals and plants) and high poverty levels.

**Table 3.1: Overall budget of the tourism sector FY 2012/13 - FY 2017/18**

Institutions	Actual					
	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18
MTWA	10.10	12.41	11.85	16.45	20.01	15.06
UTB	1.39	2.48	6.40	11.29	9.21	17.72
<b>Sub-total (GOU)</b>	<b>11.49</b>	<b>14.89</b>	<b>18.25</b>	<b>27.74</b>	<b>29.22</b>	<b>32.78</b>
UWA	40.45	41.82	42.66	57.92	67.65	104.75
UWEC	2.79	2.12	2.04	2.71	3.21	3.87
UHTTI	1.04	1.19	1.07	0.86	1.37	1.83
UWRTI	0.10	0.12	0.27	0.26	0.29	0.36
<b>Sub-total (NTR)</b>	<b>44.38</b>	<b>45.25</b>	<b>46.04</b>	<b>61.75</b>	<b>72.52</b>	<b>110.81</b>
<b>TOTAL</b>	<b>55.87</b>	<b>60.15</b>	<b>64.28</b>	<b>89.49</b>	<b>101.74</b>	<b>143.60</b>

**Source:** Vote 022 Ministerial Policy Statements 2012/13-2018/19 and Financial Performance Reports 2012/13-2017/18

**Note:** Subventions and funds for project interventions implemented by Agencies are reflected in MTWA's budget.

Increased visitation to National parks and UWEC has translated into improved revenue collections and this is very critical as these resources are committed to conservation of wildlife resources on which Uganda's tourism largely relies.

#### 3.1.2 Budget performance for the Financial Year 2017/18

In the FY 2017/18, the approved budget for MTWA was 16.1 billion and 94 percent of this was released by end of the financial year. Uganda Wildlife Authority, UWEC and UHTTI realized at least 100 percent of their approved budget largely due to higher performance of the revenue collections relative to the projected revenues.

**Table 3.2: Budget performance FY 2017/18**

Institution	Approved	Actual	%age Performance
MTWA	16.103	15.06	94%
UTB	11.21	17.73	158%
UWA	66.49	104.75	158%
UWEC	3.82	3.87	101%
UHTTI	1.648	1.83	111%
UWRTI	0.475	0.36	76%
<b>TOTAL</b>	<b>99.745</b>	<b>143.6</b>	<b>144%</b>

Source: MDA performance reports FY2017/18

During the financial year, Uganda Tourism Board received a supplementary budget of US\$ 6.8 billion for procurement of Market Destination Representation (MDR) firms to market and promote Uganda in the source markets of North America (USA and Canada), UK, Ireland, and Germany as well as market the country in the source markets of China, Japan and the Gulf states.

**Table 3.3: Financial performance of Ministry of Tourism Wildlife and Antiquities FY 2017/18**

	Approved budget (Bn US\$)	Supplementary	Released (Bn US\$)	Spent (Bn US\$)	Budget Released	Releases spent
Wage	1.952	0	1.952	1.800	100.0%	92.2%
Non-wage recurrent	7.822	0	7.292	7.286	93.2%	99.9%
Development	6.239	0	5.941	5.941	95.2%	100.0%
<b>Grand Total</b>	<b>15.981</b>	<b>0</b>	<b>15.185</b>	<b>15.027</b>	<b>94.2%</b>	<b>99.0%</b>

Source: Vote 022 Ministerial Policy Statements 2012/13-2018/19

Overall, the Ministry received 94 percent of its approved budget for the financial year. The Ministry's budget is already stretched by the policy of budget cuts on consumptive items and therefore the non-release of the 7 percent on non-wage recurrent budget significantly affected a number of activities given the minimal approved activity budget with a very limited or no room for flexibility.

**Table 3.4: Financial performance Uganda Tourism Board FY 2017/18**

	Approved budget (Bn US\$)	Released (Bn US\$)	Spent (Bn US\$)	Budget Released	Releases spent
Wage	1.855	1.392	1.36	75%	94.5%
Non-wage recurrent	8.772	15.605	7.00	177.9%	44.9%
Development	0.553	0.430	0.261	100.4%	60.7%
Appropriation in Aid (AIA)	0.300	0.301	0.143	25.0%	47.5%
<b>Grand Total</b>	<b>11.484</b>	<b>17.728</b>	<b>8.720</b>	<b>154.4%</b>	<b>49.2%</b>

Source: Vote 022 Ministerial Policy Statements 2012/13-2018/19



Although UTB received a supplementary budget for procurement and deployment of Market Destination Representation (MDR) firms in selected international tourist source markets, these additional funds were not spent due to long procurement procedure involved in international procurement. That aside, these firms could only be paid in installments based on deliverables and timelines agreed upon in the contract. Therefore the financial year ended before a significant amount of funds could be paid out.

**Table 3.5: Source of Revenue for Uganda Wildlife Authority FY 2017/18**

Description of revenue source	Approved Budget	Actual	Performance
PA Entry and Recreational Activities	54,147,677,008	93,628,231,456	172.9%
Government Subventions and Donors	3,214,848,525	1,049,098,000	32.6%
Concession and other internally generated income	6,767,103,339	11,120,620,806	164.3%
Income from retired fixed deposits	2,358,876,564	0	0%
<b>Grand Total</b>	<b>66,488,505,436</b>	<b>105,797,950,262</b>	<b>159.1%</b>

**Source:** Vote 022 Ministerial Policy Statements 2017/18

Uganda Wildlife Authority surpassed the projected revenue collections. The major contributor was collections from charges on Protected Area entry and recreation activities where UGX 93.6 billion was realized against the target of Ushs 54 billion. Protected Areas registered 304,882 visitors in FY 2017/18 which is a 14.4 percent increment from 266,510 visitors registered in FY2016/17.

**Table 3.6: Source of Revenue for Uganda Wildlife Conservation Education Centre FY 2017/18**

Description	Approved Budget	Actual	Performance
Gate charges	2,300,000,000	2,396,000,000	104%
GoU Subvention	650,000,000	650,000,000	100.0%
Donations & Sponsorships	150,000,000	158,007,000	105.3%
Other Revenues	630,000,000	645,000,000	102.5%
Balances brought forward	184,000,000	172,142,000	93.5%
<b>TOTAL</b>	<b>3,914,000,000</b>	<b>4,021,149,000</b>	<b>102.7%</b>

**Source:** Vote 022 Ministerial Policy Statements 2017/18

The Wildlife Conservation Education Centre was able to realize resources slightly above the approved budget due to better performance in visitation (visitors increased from 310,616 in FY 2016/17 to 338,826 in FY 2017/18) as well as innovative tourist products such as 'Behind the Scenes'.

**Table 3.7: Source of Revenue for Uganda Hotel and Tourism Training Institute FY 2017/18**

Description	Approved Budget	Actual	Performance
GoU grants- Recurrent	900,000,000	750,000,000	83.3%
Training services/fees	1,053,290,000	1,034,921,523	98.2%
Hotel Income	595,156,082	792,023,385	107.6%
<b>TOTAL</b>	<b>2,548,446,082</b>	<b>2,576,944,908</b>	<b>101.1%</b>

**Source:** Vote 022 Ministerial Policy Statements 2017/18



Despite of the budget cuts that affected the Ministry and subsequently the subvention to UHTTI, the Institution was able to realize 100 percent of its approved budget.

**Table 3.8: Source of Revenue for Uganda Wildlife Research and Training Institute FY 2017/18**

Description	Approved Budget	Actual	Performance
Student Fees/Tuition and Consultancy services	505,300,000	360,714,959	71.3%
GOU (Subvention)	637,000,000	418,500,000	65.7%
Donors	0	0	
<b>TOTAL</b>	<b>1,142,300,000</b>	<b>779,214,959</b>	<b>68%</b>

**Source:** Vote 022 Ministerial Policy Statements 2017/18

For Uganda Wildlife Research and Training Institute, only 68 percent of the approved budget was realized. The budget performance was largely affected by a decline in anticipated Student fees which fell short by UGX 144,585,041 and short falls in GOU releases.

## 3.2 Physical performance as per the Key Results Areas

### 3.2.1 Policies, regulations and governance

The sector made strides in coordination and administration the most remarkable being the creation of Tourism as a fully-fledged sector and standalone. As a result of this achievement, sector coordination has been enhanced among sector MDAs and the other stakeholders.

During the financial year, continuous efforts were made towards the enactment of the Uganda Wildlife Bill 2017 and is currently awaiting enacting by Parliament. The Bill proposes higher penalties for wildlife crimes like poaching and illegal ivory trade, addresses human wildlife conflict issues, enhances community participation in conservation and harmonizes conservation with other sectors of the economy. The Bill once enacted will among others, ensure that Uganda is no longer used as a source or transit for illegal trade in wildlife species and specimens.

To strengthen promotion and sustainable utilization of cultural heritage resources, Principles of the Museums and Monuments Bill were approved by Cabinet and submitted to First Parliamentary Counsel for drafting. Once enacted, the new Bill will repeal the Historical Monuments Act 1967.

Studies were conducted to generate vital tourism information to inform public and private sector investments. An expenditure motivation survey was conducted that revealed visitor partners in terms of expenditure, visitor length of stay, tourism sites visited, information flow and socio-economic characteristics of international visitors. In an effort to improve the Tourism Information Management System (TIMS) to ensure timely availability of immigration data, various steps have already been taken and now in final stages to have tourist data captured at point of arrival such as Entebbe International Airport and Border posts and this decentralization of immigration data capture is expected to start by end of calendar year 2018. This has been a long awaited for achievement as the sector will be able to disseminate tourist arrivals data on a monthly basis and with improved levels of accuracy.

Additionally, a MICE Bureau was established at the Ministry of Tourism, Wildlife and Antiquities to play the vital role of coordination of interventions to further develop and promote the MICE industry.

In an effort to minimize the negative impacts of petroleum, hydro power, minerals and other developments on wildlife protected areas, detailed environmental sensitivity atlases have been prepared for MFPA, QEPA and TSWR. Compliance inspections were conducted on restoration of exploration oil wells in Murchison Falls National Park (MFNP) and Kabwoya Wildlife Reserve. The proposed ten production wells in MFNP were assessed to document their baseline conditions before development phase commences. 12 exploration wells were well restored and handed over to the UWA and 25 wells are fully recovered/ restored awaiting hand over to the UWA by Total E&P. 7 wells were suspended for future use by Total E&P whereas 3 well still had erosion issues to be managed by Total E&P before they are totally recovered and restored. The ten proposed production well pads are located in ecologically sensitive areas hence the oil company has been advised to follow the mitigation hierarchy. Other developments continuously inspected include Karuma hydropower located in Karuma Wildlife Reserve and Siti hydropower located in Mount Elgon National Park

### 3.2.2 Tourism Promotion and Marketing

During the financial year, the Sector continued with domestic tourism promotion campaigns *Tulambule* (let's explore) with enhanced focus on popularising tourism sites and encouraging Ugandans to visit and experience the beauty of their own. The campaign was extended to the wild in all regions of the country with emphasis on the protected areas. Other domestic tourism promotion interventions conducted including the development and launch of the Rwenzori Mountains Marketing Strategy, greening the Equator, familiarization trips for New Vision Twins Festival, and Rotary winners in an effort to further popularize Uganda's tourism among Ugandans.

The tourism sector organized or participated in various domestic events including the Mbale Open Golf Tournament where over 20 golfers were attracted from Kenya, World Tourism Day celebrations in Ssesse Island where the tourism clusters participated and attracted over 200 exhibitors and the event highlighted the tourism potential of Kalangala district, Miss Tourism Uganda competitions 2017, Buganda Tourism Expo 2017, Empango, Toro festival, Acholi expo. In order to ensure sustainability, the events endeavor to reach out to students for awareness and inspiration on the relevancy of tourism and wildlife conservation to households and the entire Ugandan economy. The sector also held the Big Birding day, a signature birding promotion activity focused on promoting Uganda as the ultimate birding destination with great potential that boasts of 1,063 species which constitute 11% of the global population of bird species.

The Pearl of Africa Tourism Expo (POATE) was organized and held and attracted 89 Exhibitors and 17 Hosted buyers. It included a FAM trip for hosted buyers, exhibition, B2B meetings, and an Award night. Organized the Uganda Martyrs Day celebrations that attracted many local, regional and international pilgrims.

**Table 3.9 NDP II Performance indicators 2012/13 - 2017/18**

#	PERFORMANCE INDICATOR	Actual 2012/13	Actual 2015/16	NDP2 Target 2017/18	Actual 2017/18
1	Number of Ugandans visiting UWEC	239,122	285,432	271,516	317,695
2	Number of Ugandans visiting Uganda Museum	4,367	12,034	4,959	31,534
3	Number of Ugandans visiting National Parks	56,158	54,684	63,766	91,290
4	Annual average % bedroom occupancy of accommodation	38.5%	48.5%	52.1%	53.2%

In an effort to concretized presence in the African market which supplies about 80 percent of the foreign tourist, efforts were made through participation and showcasing in events of Kwita Izina, Rwanda, Magical Kenya, Indaba SA and Nigeria Road shows. Held B2B engagements and networked with regional and international hosted buyers and tour operators based in Rwanda; engaged the Uganda High Commission staff in Rwanda through Destination Uganda marketing training; distributed approximately 2,000 assorted tourism promotional materials and attended the Silver Chef Competition held in Rwanda, which showcased food from within the region.

Supported the organization of the Pro Tennis Circuit tournament that attracted 130 players from all over the world and branded the Ruby 7's jersey with [www.visituganda.com](http://www.visituganda.com) for Uganda's promotion while at matches.

## **Tourism promotion and marketing overseas**

Uganda's tourism offering was extended to participants of international conferences and meetings hosted in Uganda such as the World Customs Organisation conference and the East and Southern African Association of Accountants-General conference where UTB had exhibition stalls and worked with organizers to have tours for 1,100 participants.

Tourism promotional efforts abroad included;

- Conducted FAM trips for Regional Manager Brussels Airlines in North America & his team and the Japanese Ambassador in an effort to enhance cooperation between Uganda and these two countries. In return, an offer was given to freely feature Uganda's promotional videos aboard Brussels airlines. More FAM trips were organized for the Media such as Bradt Guides travel writers competition winners and CNN Africa coverage as follow up on Rough Guides ranking of best Africa destination; Zondag journalist Peter Soete of Belgium to Murchison Falls NP. Also, Uganda hosted, Malaysian adventure brand Ambassador Mr. Ravichandran Tharumalingam a Mountain Climber in an effort to promote mountaineering.
- For the first time, Uganda participated as an exhibitor at the Diplomatic Garden Party in 2017, which was hosted by La Lettre Diplomatique in celebration of the existence of La Lettre Diplomatique and the French Bastille Day. The event brought together over 1200 guests from the diplomatic community in France, in the categories of Ambassadors, Delegates to international bodies like UNESCO, OECD, business representatives from BMW Paris, Vivendi, and International Commission on Large Dams (ICOLD), Air France, and the International Organisation of La Francophonie.
- Uganda participated in international expos and events including (British Bird Watching Fair, where over 500 birding booklets & maps showing birding spots in Uganda were designed & distributed to visitors at Uganda's stand during Bird Fair). It's estimated that over 14 trips were confirmed during the expo, WTM London and China meetings/ expo.

	PERFORMANCE INDICATOR	Actual 2012/13	Actual 2015/16	NDP2 Target 2017/18	Actual 2017/18
1	Number of International Tourist arrivals	1,196,765	1,302,802	1,384,902	1,402,409
2	Number of foreigners (Non-residents) visiting National Parks	81,470	85,866	94,277	136,920
3	Amount of foreign exchange earnings from Tourism(million USD)	971	1,350	1,124	1,453
4	Annual average % bedroom occupancy of accommodation	38.5%	48.5%	52.1%	53.2%
5	Number of people directly employed by Tourism Industry	182,500	464,300	213,083	229,000
6	Arrivals of leisure and business tourists from the UK, Germany, USA, Canada and South Africa.	44,291	78,607	50,291	101,772
7	Number of tourist arrivals from key source markets (North America, UK,& Germany)	139,599	110,392	158,511	116,721

- Produced and distributed approximately 8,000 tourism marketing materials and souvenirs for distribution at International fairs and meetings. Distributed promotional materials to 37 missions directly and through the Ministry of Foreign Affairs. Participated in 7 international Tourism and Travel fairs where Uganda was showcased through distribution of promotional materials, business to business (B2B) meetings, presentations on Uganda and Destination Marketing in various events including The Vakantiebeurs, Utrecht-Belgium, Netherlands and Luxembourg-Fitur (Nordic Travel Fair), In Madrid, Spain. Matka Travel Fair, Helsinki, Finland, International Mediterranean Tourism Market (IMTM)-Tel Aviv, Israel; ITB in Berlin- Germany; British Bird Watching; World Travel Market.

The above interventions in international markets coupled with appointment and deployment of Market Destination Representation (MDR) firms in United Kingdom, Ireland, Canada, United States, Switzerland, Austria and Germany in 2016, have yielded tangible results. For example the number of visitors from the American market increased by 17% in 2016 and 10.4% in 2017. Uganda has also registered tremendous increase in the number of foreign nonresidents visiting national parks with this category increasing by 24.4% in 2016 and 28.4% in 2017. The government and the private sector have greatly acknowledged the importance and good works of these MDR firms and as a result resources were provided for continued engagement in FY 2018/19 and deployment of another set of three (3) Market Development Representation (MDR) firms to market and promote Uganda in the source markets of China, Japan and the Gulf States.

The sector held engagements under the Tourism Communication Working Group to address gaps in Tourism awareness and publicity, continued engagement with media to promote tourism and a media monitoring firm was engaged and produces weekly reports on tourism media in various forms of media.

### 3.2.3 Conservation and sustainable utilization of wildlife resources

Many initiatives have been carried out in regard to conservation and sustainable utilization of wildlife resources. These included boundary maintenance of national parks to mitigate human-

wildlife conflict, institutionalization of the canine unit established to combat poaching and illegal wildlife trade, continued community engagement through provision of technical, financial and scholarly support to communities around the national parks, as well as fighting invasive species protected areas.

### **Patrols and Intelligence Operations**

A total of 16713 land patrols and 580 Marine patrols were conducted in QENP, MFNP and LMNP. These efforts resulted in the arrest and prosecution of 1611 suspects and wildlife products including; 1333.37kgs of ivory, 88.2kgs of pangolin scales, 405.24 kgs of hippo teeth, 75 Ostrich egg shells and assorted wildlife skins and game meat were recovered. Various poaching tools were also recovered including; 2812 wire snares, 91 Spears, 106 Metal traps, 332 pangas, 20 bows, 34 arrows, 127 nylon snares, 146 hoes, 78 trapping nets, 26 dogs. Through strengthening patrol and community awareness, 304 poachers denounced the vice in RMNP (302) and MGNP (02). In MENP reduction in illegal activities especially encroachment and pit sawing in was observed

There was regular intelligence surveillance and closer monitoring of potential targets. A list of high profile targets was generated and key individuals in the wildlife trafficking networks were successfully monitored which resulted into one arrest.

### **Intelligence operations at Entebbe Airport and other international border point**

Eight (08) Inspections at the International border points and Daily deployments at Entebbe international Airport were conducted and led to arrest of 57 suspects with wildlife products.

The deployment of both Intelligence and Canine teams at the Airport has seen a decrease in using Entebbe International Airport as a trafficking hub. Intelligence sharing with other relevant parties has also helped much in studying the mode of operation of the traffickers and profiles the individuals in the network.

The Canine facility at Entebbe was officially handed over to UWA by AWF. The team continues to access all security areas including VIP section at the Airport. AWF has still reinforced the Canine section with a Van to help ease transportation of the dogs and handlers to other areas outside Entebbe for further operations. Access permits to vital areas within the Airport by the team were accordingly renewed.

### **PA boundary management**

A total of 1192.5kms of protected area boundary line were maintained in BINP, KNP, KVNP, MGNP, MENP, SNP, TSWR, Katonga WR and Ajai WR. 7 fallen boundary pillars were replanted in LMNP to reduce boundary conflicts. Over 7,800 seedlings were planted in a stretch of over 8.2km in Katonga WR. In MFNP 20 new concrete pillars were constructed and 75 old and dilapidated pillars renovated. In TSWR, 37Kms of the Boundary was opened and maintained while 6.5km were planted with live markers at the escarpment to stop encroachment in the reserve.

In QENP and East Madi WR, encroachment was noted with great concern and mechanisms to control the encroachment were initiated. While Encroachment in Nyaburogo -TSWR was observed to have reduced after opening the boundary area.

### **Boundary re-opening and maintenance in MECA**

Boundary marking in Mt. Elgon National Park (MENP) continued with 656 pillars covering a distance of 116 kms constructed in five districts bordering the PA as follows; Bududa 247 pillars, Bukwo 120, Bulambuli 40, Kapchorwa 165 and Kween 84 pillars. However, there are some challenges in Kween district around Benet area where communities have resisted boundary marking as a result of their demand for land added to them by the government in 1993. They



want their land to be increased from 6,000 ha to 8,250 ha as per the court ruling in mid of 2,000. The process of marking over 200kms of the boundary line in Pian-Upe wildlife area commenced with awareness campaigns around the 8 districts bordering the reserve (Katakwi, Napak, Nakapiripirit, Amudat, Kween, Bulambuli, Bukedea and Kumi). The meetings were attended by MPs, LCV Chair persons and councilors, Security personnel, UPDF and Police, DISOs, technical staff among others, at sub county and districts levels.

### **Wildlife diseases and prevalence management and control**

The main component of the laboratory in QENP is being re-modeled to upgrade to a Bio-security and Bio-safety level 2 laboratories. Our partner, Diseases Threat Reduction Agency (DTRA) has engaged a construction firm to do the improvements to the Bio-security and Bio-safety level 2 Laboratory in Queen Elizabeth National Park. The conference hall component and the perimeter fence component of the laboratory have been completed. A consulting team from Sandia National Laboratories in New Mexico visited the country to assess the bio risk management plan for the lab and support UWA develop her bio risk management plan.

Three (3) staff were recruited to work in the laboratory and these are undergoing a thorough six months training at the Uganda Virus Research Institute in Entebbe funded by DTRA through CDC.

With support from Giraffe Conservation Foundation, essential wildlife veterinary capture drugs worth \$13,000 were procured and available for use in wildlife interventions.

During translocation exercises disease surveillance was conducted in MFNP. Samples were collected from giraffes, topis, zebras and impalas as part of the routine disease surveillance program. A total of 338 samples (whole blood, sera and tissues/biopsies) were collected in addition to ticks. Analysis is on ongoing at National Animal Disease Diagnostic and Epidemiology Centre (NADDEC) and UVRI.

In QENP, a marine surveillance for hippo mortalities was conducted and no incidences of outbreak found. In KVNPN, 06 disease surveillance programs were conducted. Reports were shared and Vets were called to investigate the lion and giraffe injuries. In MFNP, three disease incidences were investigated. Two Protective Antigen rapid tests for anthrax done, 24 samples were collected and archived from giraffe disease surveillance at MFPA and a total of 23 carcasses of different species were disposed off.

### **Gorilla monitoring in BMCA**

Monitoring of habituated Gorilla groups in BINP was done closely and there were no serious disease outbreaks save for bruises and minor injuries arising from inter group fights that were found.

On a sad note though, Kanyonyi, the lead silver back of Mubale gorilla group which was ranging in Buhoma, died after a fight with a solitary male. The group since disintegrated, leaving Buhoma with only two habituated Gorilla groups for tourism. However, another group was identified and under habituation, this is expected to be ready and launched for tracking soon.

### **Ecological Monitoring and Research**

The populations of key species were monitored using RBDC through patrolling; MIST and SMART databases were updated. Animal distribution pattern & home ranges were defined and populations determined in all PAs. Ground surveys for medium to large wild mammals was conducted. Monitoring of habituated gorilla groups was done and no serious disease outbreaks save for bruises and minor injuries arising from inter group fights were found. Monitoring of

translocated animals, Zebras, Impalas and Topis in Katonga Wildlife Reserve and Kobs in KVNP was done. Generally, all translocated animals are doing well and getting used to the environment. All animals were seen active with high hope of increasing their population. The first sweep of the BINP Gorilla Census was concluded. The results for the Virunga Massif Gorilla Census conducted in 2016 show that the mountain gorilla population in the Virunga Massif has increased from 480 in 2010 to 604 in 2016.

**Table 3.10: Population estimates of Medium to large mammals in Uganda**

Species	Years							
	1960s	1982-1983	1995-1996	1999-2003	2004-2006	2007-2010	2011-2014	2015-2017
Buffalo	60,000	25,000	18,000	17,800	30,308	21,565	36,953	37,054
Burchell's Zebra	10,000	5,500	3,200	2,800	6,062	11,814	11,888	11,897
Elephant	30,000	2,000	1,900	2,400	4,322	4,393	5,739	5,808
Rothschild's Giraffe	2,500	350	250	240	259	984	880	
Hartebeest	25,000	18,000	2,600	3,400	4,439	4,099	9,667	9,841
Hippopotamus	26,000	13,000	4,500	5,300	7,542	6,580	5,838	
Impala	12,000	19,000	6,000	3,000	4,705	33,565	33,565	
Topi	15,000	6,000	600	450	1,669	845	2,222	
Ugandan Kob	70,000	40,000	30,000	44,000	34,461	54,861	77,759	74,702
Waterbuck	10,000	8,000	3,500	6,000	6,493	12,925	12,222	12,809
Common Eland	4,500	1,500	500	450	309	1,409	1,351	1,742
Grant's Gazelle	1,800	1,400	100	50	0	0	57	
Roan Antelope -Sub-species-langheldi	700	300	15	7	0	5	118	
Beisa Oryx (Sub-species-beisa)	2,000	200	0	0	0	0	0	0
Black Rhino	400	150	0	0	0	0	0	0
Lord Derby's Eland	300	0	0	0	0	0	0	0
Northern White Rhino	300	20	0	0	0	0	0	0
Eastern Black Rhino	400	150	0	0	0	0	0	0
Southern White Rhino					8	11	17	22
Lion						408	493	
Gorilla				320	302		400	
Chimpanzee				4,950				

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

### Human wildlife conflicts

The Human-Wildlife Conflict Management strategy was developed and a final draft in place and due for final approvals.

There were 3046 reported cases in PAs and other areas out of which 2120 were responded to. Efforts to sensitize community members on appropriate problem animal interventions were made in all PAs. Most of the problems were from elephants, buffalos, hippos and crocodile which damaged crops planted next to the PA boundaries and made serious damages to people. Cases of human injury were rampant especially in QENP, KVNP and MFNP. Outside PAs, 27 problem animal cases were reported and responded to.



146.5kms of problem animal control trenches were maintained in QENP, KNP and MFNP. 19.8kms of new trenches were also excavated in KNP. In MFNP 0.06 Km were fenced using cement pillars and barbed wire where it was not possible to excavate a trench due to wetlands conditions. 8 major elephant crossing points were repaired and sealed with a barbed wire fence in KNP. A new elephant deterrent boardwalk of about 0.15 Km length was constructed in Ntandi area -SNP to control elephant crop raiding.

In BINP 377km Mauritius thorn hedge were maintained and 29.6km planted along the park boundary to control problem animals. 44kms of Mauritius thorn planted in RMNP while 16km of Mauritius thorn hedge in SNP were maintained.



*Direct Capture and translocation of crocodiles*



*Elephant trenches in Queen Elizabeth National Park*



*Rangers undergoing training at Paraa training camp*

### Community Conservation education and awareness

The formulation and review of the Wildlife Conservation Education and Awareness Strategy is still ongoing with data collection and analysis. A total of 1585 conservation education and awareness meetings including 797 outreach programs were conducted by UWA. 126 schools and community groups participated in various conservation programs. 13 radio talk shows were conducted in PAs of MFNP, BINP, RMNP, MECA and KVNP.

UWEC conducted 35 school presentation on conservation education and a total of 86,344 students and 579 teachers were reached.

The number of people reached in community outreaches increased from 120,000 to 245,000 people in the districts of Mityana, Jinja, Rukunguri, Masaka, Kampala, Masindi, Fortportal, Kalangala, Soroti and Tororo.

### Revenue sharing, resource off take and support to communities

The process to review of Revenue Sharing Guidelines was initiated. Consultations were done at conservation area level to identify areas that need review. Integration of the views into the draft guidelines is ongoing. During the FY2017/18, three PAs (QEPA, KCA and MENP) disbursed revenue sharing funds worth 1,658,837,714/= to the surrounding communities for livelihood projects.

The table below highlights the performance of the revenue sharing program in terms of total payables to the protected areas. The performance of revenue sharing funds nearly doubled during the seven year period of 2012-2018 compared to the seven year period of 2005-2011. A total of 7.5 billion was disbursed over the period 2005-2011 while a total of Ushs 14.3 billion was disbursed to communities during the period 2012-2018. Communities are therefore increasingly benefitting from tourism growth especially in regards to visitation to protected areas. For the last 14 years (2005 to date), a total of Ushs 21.8 billion has been shared with communities.

**Table 3.11: 20% revenue share payable to the PAs**

Protected Area	2005-2011 (seven years)	2012-2018 (seven years)	Total
BINP	811,061,850	2,056,913,826	2,867,975,676
KNP	260,280,756	589,114,515	849,395,271
KVNP	6,868,000	206,713,000	213,581,000
LMCA	619,940,116	2,013,773,505	2,633,713,621
MENP	66,480,500	120,382,565	186,863,065
MFNP	1,868,791,500	8,421,310,000	10,290,101,500
QENP	903,890,026	2,768,961,054	3,672,851,080
TSWR	13,989,000	-	13,989,000
SNP	1,500,000	-	1,500,000
RMNP	52,834,800	310,521,350	363,356,150
MGNP	47,404,775	268,331,195	315,735,970
<b>Total</b>	<b>7,499,959,694</b>	<b>14,280,270,046</b>	<b>21,780,229,740</b>

### 3.2.4 Cultural heritage conservation

During the financial year, the regional museums and sites of Kabale, Moroto, Wedelai, Barlonyo Kumi, Patiko, Nyero rock site, Soroti, Uganda Museum were maintained and the artifacts conserved. A Master Plan for the Kasubi Tombs (2018- 2028) was completed and efforts were made towards the nomination of Rock Art sites but advice was given to undertake a transnational

serial nomination with Tanzania and Kenya. The documentation and packaging of cultural heritage sites in Eastern Uganda was done with 30% of the work completed during the financial year and land titles were secured for 3 Chwezi cultural trail of Bigo, Ntuusi, Mubende and Munsa.

Government started on the renovation of Mugaba Place in Ankole, first with the fence and construction works started on Nyero Interpretation center in Eastern Uganda. The construction of the transport gallery at Uganda Museum was also completed and Barlonyo Memorial Site renovated.

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

**Training in Hospitality, Tourism and Wildlife management:** In an effort to improve the quality and competitiveness of labour force in Uganda's hospitality industry, Government reviewed and improved the national tourism and hospitality curriculum in consultation with the private sector. The curriculum is under implementation and international accreditation is being pursued and efforts are underway to partner with international tourism and hospitality institutions to achieve international recognition. Government has embarked on improving facilities of the Uganda Hotel and Tourism Training Institute to meet the required conditions for international accreditation. In line with this, training hotel at the the Institute is under construction and its completion is expected by June 2019.

In the FY 2017/18, a total 249 students were enrolled at Uganda Hotel and Tourism Training Institute and 124 students enrolled at Uganda Wildlife Research and Training Institute. Also these institutions registered over 90% student completion rates.

#### **Registration and quality assurance of tourism services:**

In line with classification of tourist facilities, the sector has achieved tangible results including;

- 6) 81 accommodation facilities have been classified as follows; Five star (5), Four star (13), Three star (27), Two star (36).
- 7) Over 2,400 hotel owners, managers and inspectors sensitized about the EAC and Sector quality assurance programs
- 8) 3,675 accommodation facilities and 36,419 restaurants registered
- 9) 251 Tour and Travel Companies registered
- 10) 2,090 accommodation facilities inspected

	PERFORMANCE INDICATOR	Baseline 2012/13	Actual 2015/16	Target 2017/18	Actual 2017/18
1	Number of tourists sites supported with utilities and ICT related services from government related agencies	11	11	17	14
2	Level of visitor/tourist satisfaction (%)	65%(2014)	72%	68.0%	69.2%

Government has embarked on the development of e-registration, e-licensing and e-classification tools and the review is ongoing for the grading system to make it more enabling. The major challenge remains inadequate human resource capacity where Uganda has only 14 approved East African trained and certified assessors. Some of the assessors are not government employees and sometimes fail to engage in activities when scheduled. However, 20 more assessors will be trained in FY 2018/19 to remedy this problem.



### 3.2.6 Tourism support infrastructure and product development

#### 1) Progress in improving tourism roads

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

##### a) Already paved and Completed Civil Works

No	District	Road Link	Kms
1	Kyegegwa, Kamwenge & Fort Portal	Kamwenge – Fort Portal	65
2	Fort Portal & Bundibugyo	Fort Portal - Bundibugyo - DRC Border (Lamia)	90
3	Nakapiririt and Moroto	Nakapiririt - Moroto	95
4	Gulu, Kitgum and Pader	Gulu – Kitgum – Palongo – Lututur( Gulu - Acholibur Section)	170
5	Nebbi and Arua	Nebbi – Ajai (Gulu - Arua highway)	50
6	Kapchorwa and Nakapiririt	Kapchorwa – Okolim – Nakapiririt (Kapchorwa to Muyembe section)	80

##### b) Civil works are already ongoing

No	District	Road Link	Kms
1	Kyenjojo, Kibaale & Hoima	Kyenjojo - Kabwoya	144
2	Hoima	Kabwoya – Bulima/Hoima	66
3	Masindi & Nebbi	Masindi - Paara	92
4	Masindi & Nebbi	Paraa - Pakwach	54
5	Hoima and Masindi	Hoima - Masindi	52
6	Hoima and Buliisa	Hoima – Biiso - Buliisa– Wanseko	108
7	Buliisa	Buliisa - Paraa	30
8	Masindi and Buliisa	Masindi – Biiso – Butiaba Port	68
9	Soroti, Amuria, Katakwi, Napak and Moroto	Soroti - Moroto	170
10	Mbale, Manafwa and Buduuda	Mbale – Buduuda – Elgon park Boundary – Lwakhakha (Bumbobi – Lwakhakha Section)	60
11	Palisa and Kumi	Palisa – Mukongoro Rock Paintings	30
12	Kapchorwa, Bukwo and Kwen	Kapchorwa - Suam	73

##### c) Civil works contract for upgrading the road from gravel to paved standard was signed and the works are expected to commence soon

No	District	Road Link	Kms
1	Kisoro, Kanungu & Kabale	Rukungiri - Kihikihi	48.3
2	Kisoro, Kanungu & Kabale	Kihikihi – Kanyantorogo section lies along Kanungu - Kihikihi	9.2
3	Kanungu and Rubirizi	Kihikihi-Ishasha	11
4	Masaka	Masaka - Bukakata	45

d) Designs were completed but awaiting funds for Civil works

No	District	Road Link	Kms
1	Kitgum, Lamwo and Kaabong	Kitgum-Orom-Karenga	116
2	Kitgum, Lamwo and Kaabong	Karenga- Apoka /Sudan Border	40
3	Kotido and Moroto	Kotido-Moroto	120
4	Kotido, Kaabong	Kotido - Kaabong	68
5	Jinja and Kayunga	Jinja – Kayunga along River Nile	45
6	Wakiso and Luwero	Gayaza (Zirobwe) – Wobulenzi unpaved section	24
7	Mpigi and Mityana	Buwaya – Kasanje - Mpigi	52
8	Mpigi and Wakiso	Kasanje – Sisa - Kisubi	23

e) Feasibility study and detailed engineering design is on going

No	District	Road Link	Kms
1	Kisoro, Kanungu & Kabale	Kihihi - Butogota – Buhoma (Kanyantorogo – Butogota (16.5km) and Butogota – Buhoma (15km) sections are part of Buleme – Buhoma – Butogota - Hamayanja – Ifasha – Ikumba road)	31.5
2	Kabale	Kabale – Lake Bunyonyi	12
3	Kisoro	Kisoro - Mgahinga National Park Headquarters	18.3
4	Kisoro	Kisoro – Nkuringo – Rubuguri – Muko (Rubanda) Road	65
5	Kabale & Kanungu	Kabale - Ruhija - Buhoma	79
6	Rubirizi, Rukungiri & Kanungu	Ishasha - Katunguru	88
7	Kanungu	Kanungu - Hamurwa	60
8	Kalangala	Lutoboka along the shores (Luku – Kalangala – Lutoboka)	36
9	Wakiso	Namugongo Ring Road	1.8
10	Kalangala	Luku - Kalangala	66

f) Procurement of Design Consultant is ongoing

No	District	Road Link	Kms
1	Kyegegwa, Kamwenge and Fort Portal	Kyegegwa - Katonga	74
2	Ntoroko	Karugutu - Ntoroko	49
3	Kamwenge	Kyenjojo – Kigarale – Kahunge –Rwamwanja - Kihura	68
4	Kamwenge	Bisozi – Bihanga – Buremba - Kazo	82
5	Kaabong	Karenga-Kapedo-Kaabong-	70
6	Lira. Alebtong, Otuke, Kotido and Abim	Lira – Abim - Kotido	180
7	Mbale, Manafwa and Buduuda	Mbale – Buduuda – Elgon park Boundary - Lwakhakha	60
8	Tororo, Manafwa and Buduuda	Tororo – Buduuda – Elgon park boundary	50
9	Kumi	Kumi – Nyero Rock Paintings	8

g) Procurement of Civil works contract is ongoing

No	District	Road Link	Kms
1	Kapchorwa and Nakapiripirit	Kapchorwa – Okolim – Nakapiripirit (Muyembe – Nakapiripirit section)	80

h) Feasibility Study and Detailed Engineering Design is planned in the medium term subject to availability of funds

No	District	Road Link	Kms
1	Kasese	Kasese – Nyakalengija	18
2	Rukungiri	Rukungiri – Kigezi WR – L. Edward Fishing Village	51
3	Kasese	Access to the fishing villages: Kasenyi (12km), Hamukungu(17km) Kahendero(20km)	49
4	Kasese	Access Road to Mweya and Katwe	55
5	Kamwenge	Kamwenge – Dura - Hima	60
6	Nebbi	Pakwach – Wankadu – Panyimur	34
No	District	Road Link	Kms
7	Nebbi and Arua	Pakwach – Ajai- Ocoko	94
8	Nebbi and Arua	Nebbi – Ajai (Okollo – Inde road (29km).	50
9	Arua, Yumbe and Moyo	Arua – Yumbe – Moyo - Dufile	170
10	Soroti, Amuria, Katakwi, Napak and Moroto	Soroti – Amuria – Obalanga – Achan Pii	92
11	Sironko	Sironko – Budadiri - Bunasifa	16
12	Jinja	Jinja – Bujagali -Itanda falls	
13	Mpigi and Mityana	Mpigi – Kibibi - Mityana	60.4

## 2) Visitor Information Centers

The site at Sheraton Kampala Hotel for the Kampala Visitor Information Centre was successfully handed over to UWA by the KCCA Authority while the construction of the visitor information center at Buhoma in BINP was completed and visitors are benefiting from the quality services being offered at the center.



*A front view of Buhoma Visitor information center*

**3) Student Education Centers**

The Education Centre at Paraa in MFNP is in the final stages of construction while the education centre in QENP was furnished and is operational. In MENP, construction of self-contained double bandas was completed while the construction of student's exhibition hall is ongoing yet to be roofed.

**4) Tourism Trails, tracks and boardwalks**

A total of 1,536kms of trail network and 140kms of tourism track were maintained in all PAs. 597kms of boardwalks in SNP, KNP, RMNP and TSWR were maintained. In BINP, 38 bridges, drainage channels were worked on, one resting hut was repaired while 100 ground pegs were fixed in order to make the tourism activities enjoyable, memorable and safe. There is progressive work on boardwalks and trails to improve infrastructure conditions in all PAs however, this requires more funding for use of durable materials to withstand weather vagaries.

With support from AWF, the Bukurungu trail in RMNP was surveyed, slashed, leveled and drainage created.

Resting shelters were constructed along the tails of Mt Rwenzori at Nyamuleju, Omwihembe, Scot Eliot, Kicucu, and Fresh Field. Board walks established at; Bujuku, Rukenga, Rubango, John Mate, Butau, Mitinda and Bigata.

**5) Tourist transport infrastructure in PAs and the modern gates**

Three modern tourist launch boats were acquired deployed in QENP, MFNP and L.Mburo NP. The construction/extension of the jetty for boat landing at Lake Mburo National Park was concluded. Tour buses were also acquired through CEDP and are expected to improve visitation to Protected Areas by Ugandans.

**3.2.7 Performance of the Competitiveness Enterprises Development Project (CEDP)**

**Background**

The Competitiveness Enterprise Development Project (CEDP) is a US \$100 million, four year Government of Uganda (GoU) Project financed under IDA credit and Government of Uganda contribution of US\$2.5million. The project builds upon Private Sector Competitiveness Project (PSCP II), which seeks to improve the business environment in the country by addressing policy constraints, strengthening institutions, and enhancing the public-private sector dialogue and providing support to firms. The Project Development Objective (PDO) is to improve the competitiveness of enterprises in Uganda by providing support for reforms in priority productive and service sectors geared towards a better investment climate with particular focus on SMEs. The FY 2014/15 marked the first year of project Implementation.

The 4 year project comprises of four major components:

- i. Land Administration Reform Component –US\$54m.
- ii. Business Registration and Business Licensing Reforms-US\$ 10m.
- iii. Tourism Competitiveness Development (US\$25m.)
- iv. Matching Grant Facility-(US\$ 8m).



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

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

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

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

## Achievements

SN	Planned output/activity	Status	Remarks
1.	Five (5) Fifty Two Seater Domestic Tour Buses.	Five-52 Seater executive tour buses were procured and launched in January 2018. Very high calibre Sales Executive and Senior Drivers have been hired.	These buses are meant to solve the major challenge of transport, which is a barrier to domestic tourism. The buses are also meant to spur the domestic tourism niche that has not been fully exploited.
2.	Three (3) Forty Five Seater Motorised Boats (Launches).	Three Motorised Boats were procured and deployed to Murchison Falls, Lake Mburo and Queen Elizabeth National Parks.	Since their launch, revenues realize from launch fees have increased by over 10 percent in these three sites.
SN	Planned output/activity	Status	Remarks
3.	Fleet Management System.	Fleet Management System (FMS) was procured and installed on UWA's 172 vehicles, equipment and plants.	The system has enabled UWA to optimise operational efficiency and attain greater performance management of drivers. Therefore, automation of UWA's transport system has generated long term and cross-cutting impact.
4.	Printing UWA Publications.	24,000 publications were produced distributed to both local and international tourism source market events.	Uganda's National Parks At A Glance = 14,000 copies  Uganda National Parks = 10,000 copies.
5.	Five (5) Game Drive Trucks	The procurement process is at the Evaluation Stage.	The trucks are directly linked to Domestic Tour Buses.
6.	Integrated Financial Management Information System (IFMIS). Revenue Collection System (Smart Card).	The processes are still ongoing to procure a very effective and efficient electronic revenue collection system for all national parks in Uganda including the realization of cashless operation.	

SN	Planned output/activity	Status	Remarks
7.	HTTI - Hotel building - one administrative block, two demonstration and training kitchens & one restaurant and 8 class rooms and two student hostels ➤ Carry out feasibility study and develop business plan ➤ Engage consultant to design and supervise UHTTI construction	➤ Feasibility study conducted and develop business plan developed. ➤ Designs and Environment Impact Assessment (EIA) done. ➤ Opened boundaries to establish the correct Boundaries of UHTTI land. ➤ Construction of the Hotel is ongoing (1st phase to be completed by May 2019). ➤ Perimeter wall is under construction. ➤ Specifications for Tools, equipment, Furniture and linen have been submitted to Project Coordination Unit (PCU).	
8.	Procure Technical Advisor (TA) for UHTTI	Technical Advisor was engaged	The TA's first report was presented to top Management of the Ministry and UHTTI Board of Directors in August 2018.
9.	Curriculum review of UHTTI	The Curriculum was reviewed and approved by National Council for Higher Education (NCHE).	NCHE are putting together the team to accredit the Institute to offer the curriculum
10.	Supply of various items to UHTTI	10 GPS Handsets, 20 Binoculars, 3 photo-printers and 2 projectors, 200 Text books, 30 camping tents delivered.	
11	Marketing Uganda as a tourist destination. ➤ Procurement of 2 FAM Trip Vehicles for UTB ➤ Tourism Expos	➤ Two (2) FAM trip vehicles for UTB were delivered ➤ Sector supported to participated in International Expos ➤ Supported in domestic marketing and promotion activities including; The Pearl of Africa Tourism Expos; The Uganda Martyrs day celebrations; African Birding Expos. ➤ UTB was supported in Media and tour operators to FAM trips. ➤ UTB was supported in production of 122,535 assorted promotional materials.	Sector marketing efforts have been intensified.

SN	Planned output/activity	Status	Remarks
12.	Positive Image created in targeted Markets: Engage 3 firms to market Uganda in USA, UK and Germany	Uganda engaged three Public Relations Firms to undertake marketing of Uganda for one year in three source markets namely Britain and Ireland, German speaking countries (Germany, Austria and Switzerland) and North America.	The firms are: PHG Consulting, Kamageo and KPRN targeting source markets of USA and Canada (PHG Consulting), UK and Northern Ireland (Kamageo) and German speaking Europe (Germany, Switzerland and Austria).
13	Meetings, Incentives, Conventions and Events (MICE).	<p>Uganda Convention Bureau (UCB) is now in place with five seconded staff from MTWA, UTB and UWA.</p> <p>A Consultant was hired to help set up the bureau, train staff and the private sector and to put in place the framework, systems and tools to operationalize the activities. Since June 1st a business plan was put in place and is the compass on which all the activities are guided.</p>	<p>Procurement process has been initiated for Uganda MICE Brand and design &amp; production of collateral materials. These are critical tools for the Trade Fairs to be attended.</p> <p>Development of Destination Marketing and Uganda Professional Conference Organizers Associations Charters is ongoing. Consultations and sensitization already done.</p> <p>Capacity Building Plan developed and is now being implemented.</p>
14	Tourism Information Management System (TIMS)	<p>Assessment and development of a framework for design and installation of TMIS concluded.</p> <p>All consultations and assessments done to decentralize immigration data capture.</p> <p>Procurement ongoing for equipment for the decentralized system of immigration data capture (Computers &amp; accessories, Furniture).</p>	Electronic data capture at the airport and border posts will commence by end of year 2018. This will ensure timely compilation, processing and dissemination of information on tourist arrivals.
15	Human Resource Capacity Assessment Needs to guide capacity building activities of the Ministry, UTB, UHTTI and UWA.	This activity is not yet done due to delays in the release of funds by Government (Government counterpart funding).	A mini needs assessment study was conducted by MTWA and a concept note sent to CEDP for actualization.
16	Undertake professional development of Instructors and Institute administrators	Undertake professional development of Instructors and Institute administrators	Training not done due to inadequate resources.



*One of the motorized boats*



*Domestic tourism buses.*

The implementation of CEDP tourism sector outputs has encountered challenges including procurement delays and financing restructuring which has led to reduced funds. During the World Bank's midterm review of the project, funding for the tourism sector was drastically reduced due to fluctuation in Exchange rates/Special Drawing Rights fluctuation and redistribution of the funds.

### 3.2.8 Weakness and Challenges in activity implementation

The sector encountered the following challenges during the FY 2017/18

- 1) Inadequate marketing, promotion and publicity of the country due to inadequate budgets and low staffing capacity. This has been worsened by the blanket budget cuts made on consumptive items including Advertising & Public Relations, Travel inland, Travel abroad, fuel, workshops, and printing among other items. It is important to note that the Tourism by its very nature involves travel inland, travel abroad, marketing, advertising & public relations. The sector continues to engage the relevant stakeholders to treat tourism MDAs as an exception to the general blanket rule of cutting budgets of what is termed as 'consumptive' items.
- 2) Low levels of product development to keep the tourists much longer and spend more.
- 3) Political instabilities within the neighboring countries of South Sudan and DRC
- 4) Inadequate staffing and skills across the sector. This problem exists both in the private and public sector
- 5) Inadequacies in capacity for classification and grading of tourism facilities. More assessors are to be trained in FY2018/19 to remedy this problem.
- 6) Encroachment of the cultural heritage sites. The people in some sites have settled on the cultural heritage areas while others keep on encroaching on the boundaries such as Nyero, Bweyore Capital site, Soroti Museum, Mugaba palace, Ntusi and Kasonko.
- 7) Human Wildlife Conflicts, poaching, wildfires and Invasive Species: A number of areas are clogged with invasive species such as *dichrostachys cineria* that require conscious effort to manage.
- 8) Weak linkages with the lower local governments in management and utilization of wildlife resources.
- 9) Escalation of illegal wildlife trade and trafficking: The demand for ivory and other illicit wildlife products is still huge globally.



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## 4.0 PERFORMANCE OF THE PRIVATE SECTOR

### 4.1 Introduction

The Tourism private sector in Uganda is organized along the Unique but interconnected tourism business lines that are coordinated under trade associations. Currently, there has been growth in the number of these association from 5 to 7 in 2017/2018. The associations include the Association of Uganda Tour Operators (AUTO), Uganda Safari Guides Association (USAGA), Uganda Hotel Owners' Association (UHOA), The Uganda Association of Travel Agents (TUGATA), Uganda Community Tourism Association (UCOTA), The Association of Ugandan Women in tourism Trade (AUWOTT) and National Arts and Cultural Crafts of Uganda (NACCUA). The seven (7) Associations form the Apex body, The Uganda Tourism Association (UTA), the singular umbrella body that brings together all private sector tourism players. UTA is mainly at the strategic level to coordinate the industry lobbying and advocacy agenda, Institutional capacity building of the members, product development, marketing, policy development and improved service delivery along the value chain of tourism to realize the economic and social transformation of the members and communities.

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

Uganda tourism Association elected a new executive on the 8th February, 2018, the current leadership is headed by Mrs. Pearl Hoareau Kakooza, (TUGATA), deputized by Mr. Hebert Byaruhanga (USAGA). Other members of the executive are Ms. Civy Tumusiime (General Secretary) and Mr. Dennis Ntege (Deputy Secretary) all members of AUTO.

During the FY2017/2018 UTA followed a call for proposals made by Switch Africa Green (SEGA), an Agency funded by European Union. SEGA invited organizations, both government and private sector, to submit proposals that will address challenges faced in the key sectors with a focus on the inclusive green economy. UTA, in partnership with Uganda Community Tourism Association (UCOTA) and GAIKER Foundation of Spain submitted a joint proposal "Greening the Tourism Sector in Uganda." The overall objective of this proposal is to boost the transformation of Uganda towards a green economy by enhancing the sustainability and competitiveness of the tourism sector.

In order to have a comprehensive picture of the private sector performance and activities, a focus on each association is vital to give the specific outputs. Below is review of each association;

#### 4.2.1 Uganda Safari Guides Association (USAGA)

The Uganda Safari Guides Association (USAGA) was formed in 2000 by tour guides and specialists of tourism sub-activities such as birding, butterflies, reptiles, and cultural tourism, to provide a platform to increase their visibility and recognition as key actors in the tourism industry. USAGA was formally registered as a company limited by guarantee on 14th May 2004, and has since grown in membership and is recognized as the umbrella association of all tour guides and associated clubs in Uganda. USAGA's organizational structure is governed by the General Assembly whose authority is delegated to the Executive Committee and operationalized through a secretariat based in Kampala. USAGA membership includes ordinary, corporate and associate members, and with 777 individuals currently registered as ordinary members.

USAGA, through its secretariat offers a range of services to its members including; training for tour guides, classification and grading system for guides, networking, exposure and learning



activities, dissemination of information and knowledge on developments in the tourism industry, lobby and advocacy to improve the image of guiding services, and job recommendations to members, among other services. Over the past 10 years, USAGA has actively lobbied Government for policy recognition and the results are evident in the inclusion of guides' fraternity in the Tourism Master Plan. USAGA works closely with Uganda Wildlife Authority and Uganda Tourism Board, and has also gained industry recognition as demonstrated with the Uganda Hotel Owners' Association (UHOA) members offering special rates to tour guides visiting their hotels. USAGA holds membership to the Uganda Tourism Association and the Federation of East Africa Tour Guides Association

USAGA has had a stable growth over the years. It has seen a successful transition in leadership. Most of the membership has undergone through training and new members join through a pre-entry exam which assesses their abilities and weaknesses for easy training needs.

### **Key Activities**

USAGA has actively been involved in several activities that include;

- i) Training of Guides
- ii) Guides Grading and Peeping
- iii) Training of Tour Managers
- iv) Establishment of Regional Guides committees
- v) Tourism Expos such as the Pearl of Africa Tourism Expo
- vi) World Tourism day



*Women's Birders Club*

#### **4.2.2 Uganda Hotel Owners Association (UHOA)**

The Uganda Hotel Owners Association (UHOA) was formally registered in May 2000 as the private sector umbrella body for all hotels in Uganda. Founders of the association realized the need to bring together hotel owners in the country to have common thread in fostering services offered from accommodation establishments. The main duty of UHOA is lobby and advocacy of

issues affecting the hotels in Uganda. However, UHOA also offers other services to its members such as training, marketing, and recruitment of staff as well as creating linkages between members and other partners and stakeholders.

### **Key Activities**

- i) Participated in the Pearl of Africa Tourism Expo
- ii) Successfully hosted the 2018 Annual Hotel Expo at Hotel Africana.
- iii) Led a delegation of 20 hotel owners to Chicago for the Motel/ Hotel expo. Hoteliers were able to meet service providers, interacted with fellow hoteliers as well as had a benchmarking tour of hotels in Chicago.
- iv) Organized training programs for UHOA members. These programs included online marketing, life guard training and customer care training.
- v) Participated in the World Tourism Day celebrations.
- vi) Attended the annual Africa Hotel Investment Forum where business deals between UHOA and numerous hotel operators were signed.

### **4.2.3 Association of Uganda Tour Operators (AUTO)**

The Association of Uganda Tour Operators (AUTO) is Uganda's leading and only tourism trade association representing the interests of the country's leading and most trusted tour companies. Founded in 1995 and currently boasting of a membership of over 250 legally registered and certified tour companies, AUTO works through its membership to attract tourists to the beautiful, scenic, and exciting Uganda, recommend standards for professional planning and execution of trips, as well as firming confidence in tourists and international travel agents that there are reputable tour companies in Uganda.

### **Achievements in 2017/18**

- i) In this previous year we have seen an immense growth of investments in the tour operator business, and many more tour companies registering for membership. AUTO membership has grown by approximately 67% from the number of members in the previous year.
- ii) The Association has also attracted five corporate members, namely; SATIB Insurance (Liaison Group), MTN Uganda, Flutterwave, Nyumbani Hotel, Bon Bin Residence and Wakanow Inc.
- iii) In line with its 5-year Strategic Plan, AUTO has organized a series of successful workshops including a first aid training, a sensitization workshop with the Ministry of Works and Transport, a business orientation clinic for the new members in the association, cell group meetings, among several other business development enhancement events.
- iv) AUTO has continued to enjoy various recognitions throughout the year including, 2nd Runner-up Leading Business Network / Association at the prestigious Private Sector Development Awards organized by Private Sector Foundation Uganda (PSFU); a certificate of recognition as a One Health Champion awarded to AUTO by USAID, and a certificate of recognition for its support to the Ngamba Island Chimpanzee Sanctuary, among others.
- v) In line with Uganda's commitment to offer a clean tourism product in line with the UN Sustainable Development Goals, AUTO worked diligently to have its members certified for green tourism and also signed the UN Gender Equality Seal to affirm its commitment towards the effort for equal opportunities at the workplace across gender lines.
- vi) AUTO members represented Uganda in South Africa at the WTM Africa Travel Show,

WTM London, in Japan at the JATA Tourism Expo 2018, Matka Travel Show in Finland, Indaba Africa in South Africa, Magical Kenya Tourism Expo, and the Karibu – Kili Fair in Tanzania.

#### **4.2.4 The Uganda Association of Travel Agents (TUGATA)**

The Uganda Association of Travel Agents (TUGATA) is an umbrella Association of all professional travel agents in Uganda whose core business is the sale of airline tickets to destinations all over the world. TUGATA membership consists of both IATA Accredited Travel Agents and Non-IATA Travel Agents who are bound by the TUGATA code of conduct that requires them to act with integrity and fairness in the best interest of the travel industry.

##### **Key Achievements**

- i) A major achievement for TUGATA has been drafting and implementation of the framework and strategic objectives as well as a roadmap which will help align the TUGATA stakeholder and partner involvement.
- ii) The members of TUGATA have undergone several capacity building trainings and this has skilled them in the new visions of the booking systems. This has led to membership growth of 11%. Sanlam General Insurance and Britam Insurance joined TUGATA as corporate members.
- iii) TUGATA has been successful in creating partnerships and affiliating with some airlines that have come in to help fund activities of the association. Sponsorship agreements have been signed with Dubai Tourism, insurance companies and affiliations have also been sought with KACITA, UFTAA, etc.
- iv) The Universal Federation of Travel Agents Association (UFTAA) Forum was held in Tel Aviv, Israel this year. For the first time, TUGATA was represented by its Honorary Secretary at this forum in February 2018.

#### **4.2.5 National Arts and Cultural Crafts Association of Uganda (NACCAU)**

The National Arts and Cultural Crafts Association of Uganda (NACCAU) was registered in 2003 and its membership is composed of practitioners and entrepreneurs in both visual arts and crafts taking cultural heritage as its foundation and inspiration. NACCAU is charged with promotion, preservation, documentation, marketing and transforming Uganda's visual arts and crafts into a vibrant sector, fundable as an alternative education, a source of employment and a means of poverty eradication among stakeholders.

NACCAU runs the oldest cultural craft village in Kampala. The village has over 40 stalls operated by individual members who get supplies from crafts producers all over the country.

##### **Key Achievements**

The association's greatest achievement this year has been acquiring membership with Uganda Tourism Association. The membership opened doors to a greater network with other member organizations within the tourism Industry. With UTA, NACCAU was able to;

- i) Send a delegation to attend the Global Peace Conference at Munyonyo Commonwealth resort hotel
- ii) Exhibit during Private Sector Foundation Uganda annual event at Lugogo UMA Mulwana hall
- iii) Participate in the tourism sports gala that took place at MUBS sports ground
- iv) Participate in the Tourism Dinner Dance Gala that took place at Sheraton hotel Kampala.



- v) Found the monthly Cultural Craft Day with a vision of sharing cultures with people from various ethnic groups across the nation and the world.

The involvement in these events has created more awareness about the activities of the NACCAU amongst the public.



*Some of the basketry item displayed during the cultural craft day*



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## 5.0 PERFORMANCE OF CIVIL SOCIETY ORGANISATIONS IN TOURISM DEVELOPMENT

### 5.1 Introduction

Civil Society Organizations (CSOs) in Uganda have continued to work towards the development of the country's Tourism industry. Some of the CSOs undertaking Tourism development initiatives in partnership with the government include: Worldwide Fund for Nature (WWF Uganda), EcoTrust, Uganda Community Tourism Association (UCOTA), Community Based Tourism Initiative (COBATI), Nature Uganda (NU), Wildlife Clubs of Uganda (WCU), Uganda Wildlife Society (UWS), Wildlife Conservation Society (WCS), Uganda Conservation Foundation (UCF), Africa Wildlife Foundation, International Gorilla Conservation Program (IGCP), The Gorilla Organization (GO), Jane Goodall Institute (JGI), Ngamba Chimpanzee Sanctuary and Wildlife Conservation Trust (CSWCT), Africa Sustainable Tourism Care and Rhino Fund Uganda among others.

These organizations have continued to implement activities that have targeted conservation to livelihood improvement. These activities include mobilization of technical and financial resources to support government efforts, conservation of the resources upon which tourism is based, Influencing policy, marketing, sensitization and awareness about tourism potential and opportunities, research, and community capacity enhancement.

WWF Uganda particularly set out to increase the Tourism financial benefits accruing to local communities from nature-based enterprises in the last financial year. Together with other CSOs, WWF devoted resources to the development and promotion of Tourism in the Rwenzori landscape with an aim of increasing revenue for the Rwenzori Mountains National Park (RMNP) and buffer communities.

### 5.2 Key Contributions in FY2017/18

#### A) Development of Four Touristic Products

WWF and other likeminded CSOs in partnership with Uganda Tourism Board (UTB), Uganda Wildlife Authority (UWA) and the Community-Based Tourism (CBT) groups developed new touristic products in and around RMNP and are currently marketing them to increase tourist numbers and revenue.

Studies and consultations on the viable touristic products zeroed down to four potential products for development. These include:

- i) Supporting UWA to develop tourism infrastructure along Bukurungu trail (that includes campsites, ladders, bridges and boardwalk),
- ii) Supporting Busongora Joint Farmers Association (BJFA) to develop 'Rwenzori Coffee Tourism Experience',
- iii) Supporting Kinyampanika Chimpanzee Conservation and Development Association (KICHIDA) to develop the Chimpanzee Cultural trail and initiate the process for chimpanzee habituation,
- iv) Supporting Kyanjuki Handcraft Women Association (KHCWA) to improve their craft industry.



WWF together with other stakeholders have concluded the development of the Bukurungu Trail and will be commissioned by the Minister of Tourism by December 2018.

The Busongora Joint farmers association is now running a coffee house and this is granting guests a coffee Tourism Experience while the Kyanjuki Handcraft Women Association has also been supported to improve their craft industry. However, to ensure quality of the developed tourist products, WWF together with UWA and UTB facilitated the training of the RMNP and community CSO staff to run the new products.

## **B) Garlic production as a buffer crop to Mitigate Human-Wildlife Conflict**

WWF and other CSOs have also supported the communities to implement nature-based initiatives which are linked to tourism products. These include artefacts, guiding, and food supply among others.

A total of 14 Community Based organisations' group members were trained in garlic growing. The members were trained in garlic economic value chain, proper garden management to improve yield, post-harvest handling, garlic seed multiplication, market approach and linkages.

Following the training, the communities were also supported with 70 Kgs of garlic seeds. The two groups are growing the seeds on demonstration plots to multiply and be able to sustainably supply their association members involved in garlic growing. WWF is currently working with the Ministry of Agriculture, Animal industry and Fisheries to ensure that the farmers not only have initial input of good quality seeds but also be able to multiply their own seed for increased productivity in future.

## **C) Apiculture to augment the coffee experience for Tourists**

The CSOs also conducted a training in apiculture to diversify the income base and business perspective of the communities around Rwenzori Mountains National Park. The objective of the training was to improve technical skills and productivity capacity in apiculture so as to diversify the economic scope of the communities and particularly the tourism product thus improve the livelihoods of the members.

Members who participated in this training have so far trained 58 other members in making hives using local materials. This will help the association to increase its honey production capacity at a relatively cheaper cost by involving more members in the trade to produce and acquire locally made beehives.

Following the training, Busongora Joint Framers' Associations received assorted equipment to enhance their honey productivity and harvesting and processing. The equipment includes; 70 KBT beehives, 1 settling tank, 7 bee harvesting suits and 7 Pairs of harvesting gloves.

## **D) The Rwenzori Coffee Tourism Experience**

CSOs have continued to support efforts to develop the '*Rwenzori Coffee Tourism Experience*'. A total of 50,000 coffee seedlings and 5,000 agroforestry and coffee shade trees (*cariandra*, *sesbania* and *cordia*) were produced and planted by farmers. The communities were linked to on-going government programmes under Uganda Coffee Development Authority (UCDA) and Operation Creation (OWC) for technical support and market access. As a result, all 50,000 coffee seedlings from nursery were purchased by Operation Wealth Creation and distributed to farmers for planting.

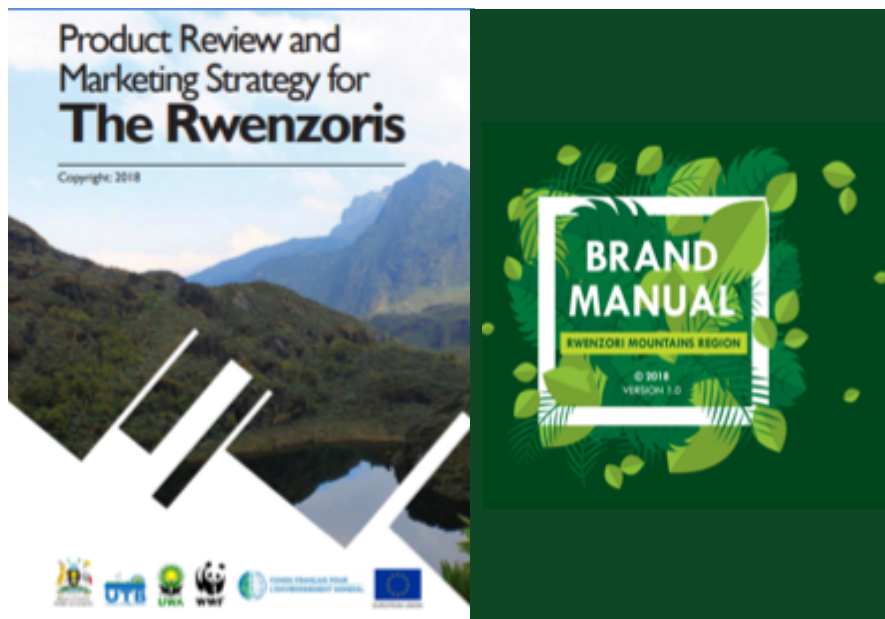


From this sell, the community earned UGX 15,000,000. (Approx. 4,000 Euros). This income has ensured the sustainability of the nursery project and is being used to support other undertakings by the association. The communities have been linked to the Uganda Coffee Development Authority. The Agency is currently rendering technical support and training to coffee farmers in quality assurance and markets. The group have acquired an additional piece of land and with funding from WWF constructed a state of art coffee house. The house is strategically located, along the main route to RMNP and is targeting tourists who will get to enjoy the *‘from the garden to the Cup coffee experience’*.

### E) Development of a Marketing Strategy for the Rwenzori

WWF facilitated Uganda Tourism Board to develop a marketing strategy and brand manual for Rwenzori landscape.

*RMNP Marketing Strategy and Brand Manual*



Wildlife Civil society Organizations raised awareness on wildlife issues to various target audiences. The Wildlife Clubs of Uganda trained teachers in gorilla conservation in the Bwindi National Park conservation area in setting tree and vegetable nursery beds, tree planting and vegetable growing, rabbit rearing and setting up live fences around their schools.

Awareness among school going youth in about 1,000 (one thousand) schools was conducted through mobile Education visits, film shows, wildlife quiz competitions, wildlife fine art competitions and different wildlife conservation publications.

Through Advocacy, the CSOs raised the red flag on the human-wildlife conflict that saw the poisoning and death of several Lions in Queen Elizabeth National park.

The International Gorilla Conservation Program together with the Uganda Wild life Authority have continued to support the Gorilla census aimed at tracking the increase/decrease of the Gorilla population to guide the Gorilla conservation initiatives.

The Conservation and Development Association (KICHIDA) has also continued to support the monitoring of chimpanzees. The CSO successfully retrieved several traps from the park that community members continue to set for the primates.

## 6.0 PROGRESS ON RECOMMENDED ACTIONS FROM THE 8TH TOURISM SECTOR REVIEW CONFERENCE

During the 8th Tourism Sector Review Conference that was held in November 2016, a number of recommendations were made in the Key Result Areas of; Tourism Marketing and Promotion, Natural and Cultural Heritage Conservation and Tourism Management and Regulation. The sector MDAs incorporated these recommendations in their operational plans for the FY 2017/18. The progress and remarks on the implementation of the difference actions are reflected below:

Issue	Recommendation	Progress	Resp.	Remarks
<b>TOURISM MARKETING AND PROMOTION</b>				
Over 79% of tourist arrivals come from Africa and these are largely low spenders compared to those from outside Africa. There is also low growth of tourist arrivals at only 1.5% in 2016.	Attach realistic targets on tourist arrivals from outside Africa and apply innovative marketing concepts and strategies to attract them.	MDR have been deployed in the source markets of UK, Austria, Germany, Ireland, USA and Canada and the procurement process is ongoing to hire another set of three (3) Market Development Representation (MDR) firms to market and promote Uganda in the source markets of China, Japan and the Gulf States. The firms hired are given realistic targets In terms of Tourist arrivals	UTB	
	Establish partnerships with private sector institutions such as commercial banks, beverage companies for strategic tourism marketing and promotion.	Event specific Partnerships have been used to deliver successful domestic tourism promotion events such as the Rolex Festival, Tulambule Campaigns, sports gala etc	UTB, UTA	
	Utilize the local capacity and related government and private apparatus to increase tourism marketing and promotion efforts.	Tourism clusters have been emphasized and used to deliver tourism promotional campaigns in the various regions of the country. Events such as Miss tourism have been decentralized and spearheaded by the private sector been decentralized and spearheaded by the private sector	UTB	

Issue	Recommendation	Progress	Resp.	Remarks
Limited information among tour operators on animal distributions within protected areas	Disseminate information to tour operators.	UWA continues to guide the Tour Operators on animal locations and distributions within parks Experiential Tourism has been piloted in QENP	UTB	
Uganda's brand has not been operationalised since its launch	Finalize/revive Uganda's Brand and market the brand aggressively using innovative marketing concepts e.g. Partnership marketing	UTB has budgeted for the operationalization of Uganda's brand in FY 2018/19	UTB	
<b>WILDLIFE HERITAGE CONSERVATION</b>				
Increasing coverage of invasive species in protected areas due to changes in climate change. Invasive species have an effect on animal distribution and thus affecting tourist experience in National Parks,	Increase efforts to reduce coverage of invasive species	Total area of 168 acres has been cleared in QENP and 118 acres in LMNP. Cultural reseedling and inter-seeding of the cleared areas in QENP was done.  De barked 5,121 trees of Senna spectabilis in Kyabandara as part of eradication of exotic invasives  UWA has partnered with researchers such as NARO to undertake studies on the control of invasive species.	UWA	
Poaching is still a huge threat to Uganda's wildlife	Intensify public sensitization on issues of poaching	An intelligence unit had been established by UWA to control Poaching. A canine unit based at Entebbe Airport and operated country wide has been created. Customs officials have been trained on control of illegal wildlife trade.  There has been sensitization for magistrates to provide deserving sentences for poachers  A special department for community conservation has been created and will soon have increased number of staff to conduct community education	UWA, MTWA	

Issue	Recommendation	Progress	Resp.	Remarks
		<p>Community Conservation education and awareness:</p> <p>456 conservation education and awareness meetings including 234 outreach programs aimed at creating awareness about the importance of the PAs to the neighboring communities were conducted. In BINP through the outreach program, 9257 of pupils benefited from community conservation education. The Pas hosted fourteen schools with a total of 1507 students and teachers.</p>		
Population pressures that threaten the integrity of conservation areas	Conducting research that generates the science to accelerate conservation success on the ground	EIA studies were conducted in both LMNP and QENP to survey and document the existing flora and fauna species in the target project areas in both parks.	UWA, UWRTI	
	Protect and monitor the habitats and iconic species	<p>A total of 14,895 land and 1187 marine patrols conducted in the Pas.</p> <p>UWA has purchased land in the frontline communities to increase wildlife habitat and create a buffer for the protected area</p>	UWA	
	Increase public awareness on wildlife conservation.	In efforts to empower the local community to implement community based mitigation measures, 275 community wildlife scouts of Oyam and Karungu in Kiryandongo, and Agago districts were trained in Problem Animal Control (PAC). Community Conservation education and awareness:	UWA, UWEC	

Issue	Recommendation	Progress	Resp.	Remarks
		456 conservation education and awareness meetings including 234 outreach programs aimed at creating awareness about the importance of the PAs to the neighboring communities were conducted.		
		In BINP through the outreach program, 9257 of pupils benefited from community conservation education. The PAs hosted fourteen schools with a total of 1507 students and teachers.		
	Engage the youth and communities in wildlife conservation	There was increased community outreaches from 120,000 to 245,000 in Community conservations within the districts of (Mityana, Jinja, Rukunguri, Masaka, Kampala, Masindi, Fortportal, Kalangala, Soroti and Tororo).	UWA, UWEC	
<b>CULTURAL HERITAGE CONSERVATION</b>				
Poor state of Uganda Museum characterized by dilapidated facilities and poor services.	Improve infrastructure and services at Uganda Museum. Expand the Uganda Museum to match with carrying capacity	Exhibits upgraded at the National Museum and Soroti Museum.  Construction of transport gallery at Uganda Museum completed.  Under CEDP II, Upgrade of the National Museum has been proposed for consideration	DMM	
	Mobilize Ugandans to visit the Uganda Museum and other regional and community Museums	The Ministry has embarked on renovation of the National Museum and plans are underway to undertake its upgrade before 2020.  Domestic tourism has been emphasized by encouraging Ugandans to visit and experience the beauty of their own country through a campaign dubbed Tulambule (let's explore).	DMM, UTB	



Issue	Recommendation	Progress	Resp.	Remarks
	Come up with master plan and marketing strategy	The Master Plan and marketing Strategy are yet to be done however a contractor has been procured to undertake phase one of the renovation to cover sanitary facilities, the cultural huts, the floor and the drainage systems	DMM, MTWA	
The Tourism sector has put emphasis on tangible cultural heritage at the expense of intangible heritage.	Need to promote both intangible and the tangible heritage. Tourism sector should work with Ministry of Gender, Labor and Social Development to promote and increase the contribution of culture to Uganda's development.	There is continued engagement of the relevant stakeholders; 2 meetings held with sector stakeholders  (Gender and education sectors) as part of the program to mainstream tourism in key government MDAs	DMM, UTB	
<b>REGULATION AND QUALITY ASSURANCE OF TOURISM SERVICES</b>				
Limited data/information and measurement on Uganda's tourism service quality (services such as transport, Accommodation, Tour services, etc.)	Undertake adequate surveys/studies to measure and monitor tourist satisfaction	Accommodation data collected and statistics compiled.  Survey conducted on Tourism Training  Institutions and graduates in Tourism Related Courses.	UTB/ MTWA	
Uganda is still a high tax destination in Africa characterized with Double taxation, etc.	Continue to advocate for a more tax friendly environment	A review of the tax and incentives structure in the sector with a view of harmonizing tax regime to favor tourism growth was proposed.  Tax Incentive and licensing framework multi stakeholder workshop held in Kalangala.	MTWA	

Issue	Recommendation	Progress	Resp.	Remarks
<b>CAPACITY BUILDING AND SKILLS DEVELOPMENT</b>				
Although UHTTI received CEDP funding for infrastructure development, the available funding is inadequate to complete the planned center of excellence is hospitality and tourism training.	Need to provide additional funding to complete the construction and equipping of the institute.	Ground breaking was done in May 2018, and construction of Phase 1 is ongoing and is expected to be completed by May 2019.	UHTTI	
There is a wide gap between graduates from Tourism and Hospitality training institutions and the market requirements. This is worsened by the lack of coordination between Tourism industry and training institutions.	Need for stronger institutional capacity across value chains Public Private Partnership or other forms of corporation with stakeholders	Stakeholder consultations conducted on Tourism development and Quality Assurance. Stakeholders consulted include tourism and hospitality training institutions, Assessment bodies, UBTEB, UTB, MOES to address differing frameworks of operations of Private Tourism Training Institutions among which included Assessment, Harmonization of cross cutting issues, Human Resource and Curriculum harmonization; and Tourism licensing and incentives structure	UHTTI, UTB	
<b>TOURISM INFRASTRUCTURE AND PRODUCT DEVELOPMENT</b>				
The Paraa ferry is increasingly becoming unreliable as it breaks down several times a year.	Improve on the reliability of Paara ferry services	There future plans to construct a bridge at Paraa	UWA	

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

### 7.1 Projected performance for Key Outcome Indicators

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

#	Performance Indicators	Actual 2016/17	Target 2017/18	Actual 2017/18	Projection FY2018/19	Projection FY2019/20
1	Tourism contribution to GDP(UGX Trillion)	6.17	8.02	6.88	8.42	8.84
2	Number of Tourism arrivals	1,322,522	1,436,339	1,402,409	1,508,156	1,583,564
3	Number of Visitors to heritage(natural and cultural) sites	649,831	686,080	717,067	720,384	756,403

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

#	Performance Indicators	Actual 2016/17	Target 2017/18	Actual 2017/18	Projection FY2018/19	Projection FY2019/20
1	Average tourist expenditure (USD)	1,036	1,087	1,453	1,142	1,199
2	Incidence of human-wildlife conflict (Number)	4,017	908	3,046	900	845
3	Number of Visitors to museums and monuments sites	102,890	124,496	99,771	136,946	150,641

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

#	Performance Indicators	Actual 2016/17	Target 2017/18	Actual 2017/18	Projection FY2018/19	Projection FY2019/20
1	Proportion of Tourism sector development Plan implemented	60%	60%	75%	80%	100%
2	Tourism data user satisfaction (%)	61%	62%	68%	65%	68%

### 7.2 Planned Outputs for the Sector, FY 2018/19

#### Marketing and Promotions

In the FY 2018/19, the sector plans to promote Uganda's tourist attractions and reach out to more domestic tourists and 50 million potential international tourists through;

- Appoint and deploy three additional Market Destination Representation/Public Relation Firms in China, Japan and the Gulf states.
- Participation in 6 international tourism marketing exhibitions and 4 regional marketing events to consolidate the gains realized by Public Relation Firms/Market Destination Representation firms.

- c) Promote domestic tourism through events such as Pearl of Africa Tourism Expo. World Tourism day celebrations, Miss Tourism 2018 Competitions and Namugongo Martyrs day celebrations and also promote regional tourism cluster development.
- d) Domestic tourism awareness drives (Tulambule).
- e) Conducting awareness on Uganda's products to 100 outbound tour operators: -FAM trips (40 international media, 20 local media and 45 stakeholders) organized for leading media houses, journalists, social media influencers and tour operators from source markets.
- f) Rebranding Embassies in two EA partner states of Kenya & Tanzania.
- g) Empowering 10 Foreign Missions to further position Destination Uganda: Organize Uganda Nights / Produce and distribute promotional materials.
- h) Linking 100 Ugandan Tourism stakeholders to outbound tour operators (Tour operators, Uganda Hotel Owners Association (UHOA), Uganda Community Tourism Association (UCOTA), Uganda Safari Guides Association (USAGA), and The Association of Travel Agents (TUGATA).

## **Natural and Cultural Resource Conservation**

In the next FY 2018/19, major activities will include;

- a) Routine patrols by rangers
- b) Reducing on human wildlife conflicts through maintenance of existing 210 kms and excavation of 100km elephant trenches in Queen Elizabeth National Park (QENP), Murchison Falls National Park (MFNP), and Kibaale National Park (KNP) and marking sensitive boundaries.
- c) Construction of bee hives as an intervention to scare away elephants in Swampy areas, Rocky and areas prone to elephant raids in Queen Elizabeth National Park, Kidepo Valley Conservation Area (KVCA), Bwindi Impenetrable National Park (BINP)
- d) Acquisition of equipment e.g. drones, marine boats, motor vehicles, and communication equipment
- e) Strengthening the community outreach program through; Sensitization of communities and participation of the communities in conservation activities. The sector shall continue to engage the populations on heritage resources conservation and their sustainable utilization.
- f) Recovery of 200ha in Queen Elizabeth, 200ha in Lake Mburo and 200ha in Murchison Falls National Parks and 100ha in Toro Semuliki Wildlife Reserve (TSWR) from Invasive species.
- g) Recruitment of approximately 300 rangers to enhance the integrity of conservation areas.
- h) Construction of 5 crocodile cages in Crocodile prone areas to mitigate crocodile attacks.
- i) Electronic fencing of at least 25kms of hot spot areas of Lake Mburo National Park; Survey and construct pillars in Katonga Wildlife Reserve Block 105 to delineate land comprising of Izina land title
- j) The sector will continue to undertake animal rescues and conduct outreach and onsite conservation Education Programs for schools and communities.
- k) The sector plans to undertake feasibility studies for the expansion of Uganda Wildlife Research Training Institute (UWRTI) to undertake high quality research to better inform wildlife conservation and policy formulation.

## **Tourism Infrastructure and Product Development**

In the next FY 2018/19, focus will be on the following outputs:

- a) Renovation of National Museum focusing on repair of National Museum Floor, 3 huts, paving of museum parking yard, front yard, sanitary facilities, painting and roof gutters, and installation of digital signage display at Uganda Museums; and construction of fence at Mugaba Palace.
- b) Construction of four walking boards in muddy areas along Kilembe trail on Mt. Rwenzori at Mutinda 2 (200 metres), Mukongotsa (212 metres), Kachope (70 metres) and Butau 2 (163 metres). Construction of a monument at Margareta peak on Mt. Rwenzori.
- c) Construction of 40 beds tourist accommodation facility in Murchison Falls, 40 beds tourist accommodation facility in Lake Mburo, and another 40 beds tourist accommodation facility in Kidepo Valley National Parks.
- d) Construction of the Buraiga trails and Board walks in Kibale National Park, Construction of 2 modern Gorilla briefing facilities in Rushaga and Ruhija (Two modern briefing facilities) Construction of a modern briefing facility in Sempaya.
- e) Procure 2 game viewing trucks to handle the increasing visitor groups in Queen Elizabeth and Murchison Falls National Parks (Two game viewing trucks).
- f) Completion of development of a Master plan (including BOQs and architectural designs for public infrastructure) and a strategic environment and social impact analysis (SEA) for the Source of the Nile and review of physical plans for a modern stop-over facility at Muko on Kabale-Kisoro road.
- g) Designing and erecting of new enclosures (Elephant and Tiger Exhibit and holding), installation of water Reservoir Tank (about 260,000 litre capacity), furnishing and operationalization of the floating Restaurant at UWEC

## **Capacity Building, Accommodation and Hospitality Registration and Coordination:**

In FY 2018/19, the new training hotel will be constructed at Uganda Hotel & Tourism Training Institute (UHTTI) to enhance practical skill training to students. A total of new 200 and 140 students will be enrolled at UHTTI and UWRTI (Uganda Wildlife Research and Training Institute) respectively.

Deliverables for Tourist service standards and Quality Assurance will include;

- a) Registration of 6,000 Tourism enterprises and 500 Tour guides.
- b) Inspection of 20,000 Tourism enterprises
- c) Assessment of 300 Tour Guides
- d) Sensitize 6,000 enterprises and 1,000 people on internationally acceptable standards in tourist facilities hotels.
- e) Classification of 100 Hotels
- f) Train 20 Hotel assessors, 300 Tour guides and 400 Hotel staff
- g) License 300 Tour guides and Tour and travel firms



## **Policies, strategies and monitoring services**

In the FY 2018/19;

- a) The Ministry plans to have the Museums and Monuments Bill approved by the Sector's Top Management.
- b) UWA will develop a national management plan for wildlife outside Protected Areas, and develop general management plans for Mt. Elgon National park, Pian – Upe, Ajai and Katonga Wildlife Reserves, and complete the strategic plan for UWA.
- c) Enhance the operationalization of the Tourism Information Management System (TIMS).
- d) Undertake quarterly inspections of protected areas for compliance purposes.
- e) Continue strengthening the management of affiliated institutions and increased oversight role for the entire tourism sector.

# ANNEXES

## ANNEX1: PHYSICAL PERFORMANCE OF TOURISM SECTOR MDAS

### ANNEX 1a: UGANDA WILDLIFE CONSERVATION EDUCATION CENTRE

#### Establishment and Mandate

The Uganda Wildlife Conservation Education Centre (UWEC Act, 2015 mandates the centre to;

- a) Conduct and manage conservation education in Uganda
- b) Establish and maintain conservation education facilities and programmes on site and through extension services
- c) Showcase Uganda's unique wildlife heritage and ecosystems
- d) Establish and manage wildlife bio data bank
- e) Conduct rescue, rehabilitation and release of wildlife species
- f) Carry out stocking and restocking of indigenous and exotic wildlife
- g) Promote wildlife breeding for conservation and commercial purposes
- h) Collaborate with other institutions in execution of the mandate of the centre

#### Physical Performance FY 2017/2018

	Output Indicator	Target 2017/18	Progress	Comment
1	Establishment of Regional Satellite Wildlife Conservation Education Centre	To construct one site (Mbale)	<ul style="list-style-type: none"> <li>1 Feasibility study for Fort Portal site on going.</li> <li>2 Feasibility study reports for Mbarara and Mbale already undertaken by Strategic Friends International Ltd and reports endorsed by UWEC top management and Ministry of Tourism, Wildlife Official at Fairway Hotel.</li> </ul>	No funds secured yet towards construction of the satellite centres
2	Promotion of Ecotourism and Biodiversity conservation in Makanaga and Lutembe Ramsar sites.	To officially open the two sites to tourists	<ul style="list-style-type: none"> <li>4 meetings were held with community members</li> <li>Regular intervention in bird welfare and 1 successful rescue and release of shoebill undertaken.</li> <li>2 Guides training undertaken with 12 beneficiaries.</li> <li>Community mobilized in shoebill and wetland management.</li> </ul>	2 Sites (Mamaba and Makanaga) continue to be operational and attract tourists, contributing to community livelihood, through revenue from tourist.
3	Research and Project development	To constitute a functional research committee Develop 10 grant proposals	<ul style="list-style-type: none"> <li>Research committee deliberation in 5 meetings recorded.</li> <li>3 grants secured from WAZA and 1 from Care for Karamoja</li> <li>Research policy presented to management</li> <li>3 proposals on numidity breeding and antelopes and nontechnology reviewed.</li> </ul>	The committee is fully functioning and targets are being attained.

	Output Indicator	Target 2017/18	Progress	Comment
4	School Conservation Education Program for Kidepo Valley National Park	To start a conservation education program in Kidepo engaging primary and secondary learners and teachers	<ul style="list-style-type: none"> <li>The teachers' residential workshop of 110 teachers was held successfully.</li> <li>The learners' training workshops for primary and secondary schools with 180 learners was successful.</li> </ul>	The targets were realized with the funding from Care for Karamoja
5	Deliver Conservation Education Programs to all visitors Onsite	<p>11% increase in the number of beneficiaries for themed Onsite programs</p> <p>Design and install 70 signage</p>	<ul style="list-style-type: none"> <li>72, 818 East African Adults (67,552 FY 2016/17)</li> <li>36,917 East African Children (28,653 FY 2016/17)</li> <li>213,666 School groups (179,900 FY 2016/17)</li> <li>6, 930 Non Residents (5754 FY 2016/17)</li> <li>361 Non Resident Children (410 in FY 2016/17)</li> <li>6,691 Resident/ Expatriates (5968 FY 2016/17)</li> <li>1,443 Resident/ Expatriate Children (1811 FY 2016/17)</li> <li>35 signage developed and installed</li> </ul>	35 signage will be completed in the next FY due to financial constraints.
6	WAZA Nature Connect Project	<p>To engage cultural and faith-based leaders neighboring Lutembe and Makanaga wetlands in conservation issues</p> <p>To establish a petting Zoo at UWEC</p>	<ul style="list-style-type: none"> <li>So far, the workshop was organized for 20 Faith based and Cultural leaders.</li> <li>A Petting animal zoo established</li> <li>5 Educators trained to manage the facility</li> <li>300 members of Nature Clubs formed</li> <li>2780 kgs of single use polythene removed from the environment</li> <li>2 single use plastic campaigns conducted among communities neighboring the centre</li> </ul>	Target achieved with funding from WAZA Nature connect project
7	Support the teaching of primary and secondary school program in Uganda	To produce draft conservation education materials	<ul style="list-style-type: none"> <li>2 draft Conservation Education (CE) materials to support the primary and secondary school curriculum developed.</li> <li>3 meetings with senior teachers organized.</li> <li>1 Workshop on development of sustainability curriculum attended.</li> </ul>	The process has been slow due to inadequate funding.
8	Community Conservation Education program	To cover the whole country	<ul style="list-style-type: none"> <li>35 school presentation made and total of 86,344 students covered, 579 teachers.</li> <li>Increased in number of people reached in reached from 120,000 to 245,000 people reached in Community conservation Outreaches in the districts of (Mityana, Jinja, Rukunguri, Masaka, Kampala, Masindi, Fortportal, Kalangala, Soroti and Tororo)</li> </ul>	Transport and cost of outreach is still prohibitive in traversing the whole country. However, this has been made possible through PPP arrangement

	Output Indicator	Target 2017/18	Progress	Comment
9	Capacity building and training	To train 60 staff, Volunteers and internship students to improve efficiency and effectiveness.	<ul style="list-style-type: none"> <li>40 internship students from 13 Higher Institutions of learning received.</li> <li>4 on job refresher trainings conducted for staff members.</li> <li>3 medical camps for staff conducted</li> <li>1 proposal writing workshop conducted for staff and board members.</li> <li>24 Educators trained to handle Environmental education and Biology field studies (16 Geographers, 6 Biology and 6 field work) onsite.</li> <li>5 International volunteers received and trained</li> </ul>	<p>Overwhelming applications received (140) for internship, but due to quality aspects, the number was scaled down to 40 students.</p> <p>Continuous drive for improvement in our service delivery. Need to tailor make our onsite programs to the school curricular</p>
10	Marketing and Publicity	<p>10% in Media campaign</p> <p>Undertake 120 Tour operator familiarization trips</p> <p>36 participate in Events and Exhibitions</p> <p>Entertain 35 Special Guests</p> <p>21 International media crews attracted</p> <p>Benefit 3, 500 people through our Corporate Social Responsibility Campaigns</p>	<ul style="list-style-type: none"> <li>Facebook from 7,864 to 11,704</li> <li>Twitter 1,056 to 1,649 followers</li> <li>Blogger 31 to 71 attracted. 30 minutes response time to complaints, emails, and inquiries achieved.</li> <li>Radio campaign increased from 24% to 34% radio.</li> <li>Television from 52% to 56%.</li> <li>Print from 15% to 28% (News dailies, Local Magazines)</li> <li>3 Magazine, targeting Scandinavian Countries and 4 local magazines appearances</li> <li>Tour Operators and agents for Firm Trip increased from 83 to 158. They helped to increase showcasing UWEC products as a window on Uganda and demand for tailor made tourist products.</li> <li>in 36 local publicity events/ exhibitions/ Conferences/ Fairs Participated in</li> </ul> <p>VVIPS received rose from 18 to 124 guests that visited UWEC.</p> <ul style="list-style-type: none"> <li>Host 18 foreign (58 personnel) media crews compared to 6 last year. These included (2 Japan, 6 China, 3 United Kingdom, 1 Holland, 1 USA, 2 Germany, 1 Korea, 1 Kenya, 1 Tanzania)</li> <li>5 schools (569 learners) for People with Disability Supported through entrance waiver to the centre.</li> <li>2,500 compared to 2,800 learners supported through conducting outdoor sessions, last FY 2016/7</li> </ul>	<p>The drive was aimed at increasing visibility, visitor arrivals and revenue by 10%</p> <p>Target exceeded through entrance waiver/ in kind support in lieu of physical cash support.</p>

	Output Indicator	Target 2017/18	Progress	Comment
			<ul style="list-style-type: none"> <li>278 scouts and guides supported in their drive to help the elderly, communities in Entebbe.</li> <li>168 Elderly persons given free access to the centre for meetings, health camp, social networking youths and women continue to operate at UWEC premises through operating kiosks and mobile money business. These have increased from 15 to 35 individuals now employed</li> </ul>	
11	Animal Health Management Improved	100% response to cases and health monitoring	<ul style="list-style-type: none"> <li>Routine vaccinations conducted on 42 individual animals, compared to 32 last year.</li> <li>Health checks conducted for Staff and volunteers. (25 compared to 22 in FY 2016/17) – (17 staff and 8 volunteers)</li> <li>87 preventive medical cases handled, compared to 79 last year.</li> <li>45 clinical medical cases handled compared 37 last year.</li> <li>Blood parasite monitoring conducted on 42 individual animals compared to 29</li> <li>Fecal parasite monitoring conducted on 51 individual animals compared to 45</li> </ul>	We aspire for continuous improvement and ability to save life of the animals we care for.
12	Animal Acquisition	Diversify Animal collection by acquisition by 6 species	<ul style="list-style-type: none"> <li>1 female cheetah acquired from South Africa for captive management</li> <li>2 infant chimps rescued</li> <li>2 duikers rescued</li> <li>1 Oribi rescued</li> <li>1 Black and white colobus monkey acquired</li> <li>1 Black Jackal, acquired</li> </ul> <p>Progress registered in the children zoo/ animal touch collection;  <i>(2 strains of Turkeys, 2 strains of goats, 3 strains of rabbits, 1 strain of Guinea fowl , Laboratory rats 30 individuals, Embden Geese 4 individuals, 1 house snake)</i></p>	<p>8 new individual animals added  Number of wildlife species maintained at 57 species</p> <p>The children zoo has a total of 82 individual animals.</p>
13	Animal collection sustained and diversified for conservation and education programs	<ul style="list-style-type: none"> <li>284 individuals maintained in good health</li> </ul>	Animal collection increased from 284 to 287 individuals, despite losing 5 individuals (1 chimpanzee, 1 Giraffe, 2 antelopes, 1 shoebill Stork- released back)	Increment recorded in terms of Animal collection to 287 individuals largely due to increased number of rescues of animals in distress, but mostly reptiles that were maintained at the centre.



	Output Indicator	Target 2017/18	Progress	Comment
14	Conservation Innovations and Technology Established	<ul style="list-style-type: none"> <li>4 conservation technology site and use them to train students.</li> <li>Train 320 pupils and 87 teachers</li> </ul>	<ul style="list-style-type: none"> <li>1 Draft Environment Management Policy developed</li> <li>450 learners and 130 teachers trained in in waste management.</li> <li>2 tons of silage produced compared to 0 last year.</li> <li>06 compared to 4 workshops on waste management practices conducted.</li> </ul>	Need to embrace environmentally sustainable practices and cut our operation costs.
		<ul style="list-style-type: none"> <li>Establish 1 miniature apiary for conservation</li> <li>To promote best management practices to visitors and key audiences of UWEC</li> <li>Harvest animal waste and utilize bio degradable waste.</li> </ul>		
15	Wildlife Bred, including threatened species	To breed more species	<ul style="list-style-type: none"> <li>1 impala</li> </ul>	1 successful wildlife species breeding recorded
16	Community and Animal Recovery Enhanced	Respond to all calls on animal rescue around Entebbe, Mityana, Jinja, Soroti and Kampala by 100% Educate and create awareness on problem animal response	<p>Status of animal rescues is given below;</p> <ul style="list-style-type: none"> <li>From 22 Birds to 33 (11 individuals, released)</li> <li>From 11 Reptiles to 28 (17 snakes, released)</li> <li>From 25 Mammal to 31 (6 individuals; 2 chimpanzees, 2 duikers, 1 jackal, 1 hornbill)</li> <li>2 awareness campaigns were conducted on community problem animals.</li> </ul>	Reptiles continue to be the most reported animals that require our intervention. We managed to 100% respond and house all animals in distress and need either brought or rescued by our team.
17	Recruitment	10 positions filled in the organogram	<ul style="list-style-type: none"> <li>6 positions filled; ( 2 Outreach Officers, 1 Assistant Programs and Public relations, 1 Onsite Assistant, 1 Administrative Assistant and 1 Veterinary Assistant)</li> </ul>	Female male ration of the recruitment was 3:3
18	Staff performance	Asses 61 permanent staff performance in line with the set work plans	55 staff annual Performance appraisal undertaken	On course

	Output Indicator	Target 2017/18	Progress	Comment
19	Standard Operating Procedures/ Manuals Developed	8 manuals to guide staff approved by the Board	<ul style="list-style-type: none"> <li>• 1 Draft Board Manual Developed</li> <li>• 1 Human Resources Manual Reviewed</li> <li>• 2 SOPs reviewed for animal and horticulture</li> <li>• 1 SOP for children/ petting area management developed</li> <li>• 1 SOP on animal food inspection developed</li> <li>• 1 draft SOP for embarking on EMS developed.</li> </ul>	The documents will guide the new Board and address the emerging issues in Human Resource and Personnel Development
20	Management and Support Services Enhanced	Staff Structure reviewed to increase efficiency and effectiveness in services delivery	<ul style="list-style-type: none"> <li>• 1 Human Resources Manual undertaken</li> <li>• 2 meetings organized with Public Service Commission on structure review</li> <li>• Salary structure awaiting final structure approval</li> <li>• Training and Career Development Plan in place for both old and new staff members</li> </ul>	On going
21	Infrastructure and Other facilities Developed	6 Infrastructure, 15 facilities developed and maintained	<ul style="list-style-type: none"> <li>• 1st Floor of restaurant 85% completed</li> <li>• 1 water tank not repaired due to financial constraints</li> <li>• 2 holdings repaired (Shoebill stork, Monkey)</li> <li>• 2 viewing platform constructed (elephant and cheetah)</li> <li>• 15 animal feeding and drinking troughs erected</li> </ul>	

## GENERAL CHALLENGES EXPERIENCED BY UWEC IN FY 2017/18

The centre continues to grapple with the following challenges;

- Old animal holding facilities. Most of the current animal exhibits, holding facilities were constructed under the Protected Areas Management and Sustainable Use (PAMSU) World Bank project in early 2000. These have become old and hence considerable resources were spent on their repairs.
- Dilapidated vehicles, tractor that make UWEC Operations extremely difficult.
- Increase in the number of rescued animals, specifically baby elephant, infant chimpanzees. These took a considerable budget resources for feeding and medical care hence increasing our budget expenditure beyond the planned
- Delayed release of GOU subversion funds to the Centre release. This hugely affected the Centre's operation specifically delays in paying service providers as Government did not honor her fund proposals/ pledge during the reporting on time. UWEC accumulated interests and acted contrary to the PPDA in paying service providers..

## ANNEX 1b: UGANDA WILDLIFE AUTHORITY

Output indicator	Annual Target FY2017/18	Achievements	Comments
<b>SP objective 3.3.1: To have in place adequate, skilled and motivated staff</b>			
<b>Staff recruited</b>	Recruit staff for all vacant positions	<p>521 new staff were recruited to the organization. These included; Executive Director, Director Finance and Administration, Director Tourism, Deputy Director conservation, Sales Manager, Communications Manager, Manager Wildlife Crime and Investigations, Manager Wildlife Crime Intelligence, Warden ICT(Software), Warden planning, Warden Central Registry, Warden Environmental Impact Assessment, Lab Technicians(3), Administrative assistants(2), 5 Bus Drivers and 490 Rangers.</p> <p>20 internal staff recruited to join the Wildlife Crime Investigations Unit. These are undergoing training at the Police training Institute in Kabalya Masindi.</p> <p>Short listing for the positions of Accounts Clerk (13) and Drivers (5) were concluded and the first interviews will be conducted in the first quarter of FY2018/19.</p> <p>Internal Adverts to fill the positions of chief Warden and Assistant Warden Internal Audit are running</p> <p>External Adverts for the positions of Manager Engineering Services and Business Development Manager were placed in the print media and on our website.</p>	This was to fill staffing gaps in the organization that rose in the course of the year as a result of terminations, abscondment, retirement, resignations.
<b>Staff trained</b>	Compile and implement Annual training plan	The organizational training needs assessment and analysis was conducted and thereafter a training Plan for FY 2017/18 was developed.	The plan guided the trainings that were conducted during the financial year.
	Sensitize rangers on human rights:	70 staff (majority rangers) from MECA received training in Human Rights	
	Carryout Intermediate level training of all UWA prosecutors in criminal prosecution and procedure: 15 prosecutors from the CAs and HQ	15 Prosecutors went through an intermediate training in criminal prosecution procedures by Office of the Directorate of Public Prosecutions.	

Output indicator	Annual Target FY2017/18	Achievements	Comments
	Train 120 staff at the Wildlife Training Institute in a Post Graduate Diploma and Certificate in Wildlife Management	13 staff recruited and undertaking a two year Diploma course in Wildlife Management at Katwe Wildlife Training Institute.	
	Follow up the 8 staff on training in Mweka.	The 8 staff completed their Post Graduate Diploma in wildlife Management at Mweka and graduated in November 2017.	
	Carry out training for staff in various areas	<p>346 staff trained in different fields; 30 MFNP staff in leadership and command course by Defense Section of the British High Commission, KVCA(15) on Wildlife Crime Scene Investigations, 14 staff with delegated Human Resource activities in PAs trained in the Human Resource issues, 8 LE staff trained in Container Control skills, 06 RMNP staff trained in field craft by the British army in Mweya, 3 staff trained in advanced intelligence gathering and analysis skills in Naivasha Kenya, 12 Armory Clerks from all CAs trained in arms and ammunition management, 16 rangers from MFNP and TSWR were trained on how to manage impacts of oil and gas, 2 MFNP and KVNP staff trained in detection of illegal species and combating wildlife trafficking. 30 staff trained in Community Conservation Skills, 25 Directors and senior managers in identifying corruption indicators and causes of corruption in UWA and 30 staff trained in stress management and family-work balance.</p> <p>2 staff trained in International adaptive Leadership and other conservation skills in the USA. 1 staff attended training on Cites in China to enhance his capacity in identifying wildlife products.</p> <p>97 staff from MENP, KWR and MFNP trained on SMART phone use and data collection, 28 staff from SNP and RMNP were trained and equipped with M&amp;E knowledge and skills.</p> <p>150 Community wildlife scouts and Wildlife Association members were trained on information gathering on illegal activities by Kidepo critical landscape (KCL) project.</p> <p>LEU staff from Bwindi and Elgon trained in Armory management and procedures.</p>	

Output indicator	Annual Target FY2017/18	Achievements	Comments
		<p>20 selected staff undergoing a 3 months induction course on investigations at the Police training Institute in Kabalya – Masindi.</p> <p>490 newly recruited rangers are undergoing training at Paraa Training camp in MFNP</p> <p>12 LMNP staff drawn from CC, LE, Tourism, Accounts and Ecological monitoring carried out a study tour to MFCA and KVCA.</p> <p>15 staff from MENP had a study tour to KCA and QECA to benchmark on record keeping, customer care, SMART card operations and many more others.</p> <p>Legal unit staff attended the East Africa Community Affairs sub sectoral committee on Tourism and Wildlife in Arusha, Tanzania, and 2 staff attended a workshop on handling of canine evidence organized by AWF.</p>	
<b>Improved Staff Welfare</b>	Identifying and Training Peer Educators: 150 Peer Educators across UWA(UWA headquarters and CAs)	<p>KVNP, LMNP, BMCA and KCA staff sensitized on HIV and Aids.</p> <p>HRU together with Uganda Aids Commission together and other MDAs worked on guidelines for the implementation of the National HIV/AIDS policy.</p>	
	Provide medical insurance to staff: Acquire medical insurance for staff	A new medical service provider AAR to provide medical services to all UWA staff and their dependents was acquired.	A contract is already in place with issuance of cards to staff ongoing.
<b>SP objective: To have in place adequate, appropriate, and functional infrastructure including equipment, vehicles, plants and machinery</b>			
<b>Staff Accommodation constructed and maintained</b>	Construct accommodation in 4 CAs: KVNP, MECA, LMCA & KCA	<p>Lake Mburo CA office block at Minekye was completed and commissioned.</p> <p>Redesigning of the Nkuringo former office block into staff accommodation was completed and the premises occupied by staff.</p> <p>Construction of HQ Office block for MBWR and Staff accommodation at Terriate in MECA is progressing with both structures at roofing level.</p>	This is one of the modern field offices within UWA estates with a tiled floor.



Output indicator	Annual Target FY2017/18	Achievements	Comments
<b>SP Objective 3.6.5: To enhance partnership with relevant stakeholders and institutions</b>			
<b>Coordination and collaboration with stakeholders and partner institutions Strengthened</b>	Collaborate with stakeholders        Build strategic partnerships in PAs.	MENP held meetings with leaders in 3 parishes of Bulambuli district  A familiarization tour for Judicial officers, the Resident State Attorney and the Court Clerk from the Utilities, Standards and Wildlife Court was conducted in MFNP.  A meeting with the executive of Uganda Tourism Association at UTB was held to discuss various areas of collaboration.  <b>MFNP</b> organized a study tour for the media practitioners from Kiryandongo, and Hoima Districts. This was in line with appreciation of conservation strategies employed in managing PAs and wildlife, promotion of tourism and challenges encountered.  In <b>Pian-Upe</b> one study tour for local leaders around the PA was conducted. These visited LMCA to share and learn about community involvement and participation in conservation.	This was to sensitize communities on UWA policies to minimize conflicts and analyze the cause of the attack and severe injuries on UWA staff.  The Magistrates were exposed to and sensitized about the challenges and efforts of conservation that UWA engages in.
	Participate in all relevant international and national conventions: UWA involvement in CITES (attend all meetings). United Convention on Biodiversity (CBD)	UWA was represented at the Convention on International Trade in Endangered Species of Wild Fauna and Flora (CITES), 69th meeting of the Standing Committee (SC69) in Geneva Switzerland.  As a focal point for CITES and National Ivory Action Plan (NIAP), the DDFO prepared the progress report on the implementation of Uganda's NIAP that is to be submitted to CITES Secretariat by 30th June 2018.  Attended international meetings including; UNESCO in Zimbabwe, IUCN in Kenya, Lusaka Agreement Task Force (LATF) in Kenya, CITES in Spain, International Association for Impact Assessment (IAIA) in South Africa, East African Community (EAC) in Arusha, African Elephant Coalition in Addis Ababa, Horn of Africa Enforcement Network (HAWEN) in Addis Ababa, Ethiopia and the College of Wildlife Management Governing Council at Mweka, Tanzania.  UWA Facilitated the mission from the Elephant Protection Initiative (EPI) to Uganda where the representative of EPI met and held separate meetings with UWA management and the Minister.	The primary purpose was to take stock of the outcomes of the CITES CoP-17 Summit which took place in South Africa and plan for the upcoming CITES CoP-18 in Sri-Lanka in 2019; with specific emphasis on the protection of elephants.  The report will determine whether Uganda remains in the NIAP process as a country of primary concern in the illegal ivory trade chain or gets out.

Output indicator	Annual Target FY2017/18	Achievements	Comments
			Support from EPI is to be provided to review Uganda's National Elephant Action Plan (NEAP) and development of fundable projects from the NEAP for presentation at the donor meeting that will be held on the sidelines of the Illegal Wildlife Trade Conference in London in October 2018.
	Monitor all projects implemented by partners	<p>In collaboration with KVCA and Kidepo Landscape Projects, the business and financial plan for the landscape was developed and signed by Executive Directors of NEMA, NFA and UWA.</p> <p><b>Support from partners for climate change projects in PAs.</b> The restoration activities funded by the Ministry of Water through Forest Sector Support Development (FSSD) in Mount Elgon National Park commenced.</p> <p>For BINP, QENP, MGNP and RMNP PAs, the Green Climate Fund (GCF) project concept was developed with support from Food and Agriculture Organization (FAO) Uganda.</p> <p><b>GEF support in KVNP</b> GEF project technical steering committee monitored UWA activities funded by the project including the community wildlife scouts and chilli farms.</p> <p><b>Care for Karamoja</b> Care for Karamoja represented by deputy director donated 35 rain suits and 35 torches (5 solar rechargeable batteries/charger power adapters to KVCA.</p> <p><b>Africa Wildlife Foundation (AWF) Support in KVNP</b> AWF commenced the construction of Kidepo and Sarachom model primary schools in Karenga and Lobalangit sub counties under the AWF classroom Africa program.</p>	<p>One field visit was made and a supervisory meeting held together with Ministry of Water and Environment project focal officer in Mbale.</p> <p>This was submitted to FAO for onward submission to GCF after the Ministry of finance issued a no objection letter for the project.</p>

Output indicator	Annual Target FY2017/18	Achievements	Comments
		<p><b>Contributions and donations from Partners</b></p> <p>In BINP, 22,110,000/= was raised from International Gorilla Conservation Program (IGCP 17,110,000/-) and Bwindi Mgahinga Conservation Trust (BMCT 5,000,000/-) respectively to finance the regional annual stakeholder's meeting.</p> <p>20,000,000/= was raised from BMCT to support Human Wildlife Conflict (HWC) interventions in MGNP.</p> <p>With support from Wildlife Conservation Society (WSC), the intelligence unit organized an Inter-Ministerial Meeting on Combating Wildlife Crime in Uganda.</p> <p>A conservation partner, Afrikros donated a wind mill to KVNP and this was installed in upper Narus valley near Logiriangledam to pump water for animals in the dry season.</p> <p>Nile Breweries Ltd donated two dart guns worth USD 5,990 to UWA as part of the invitational annual fishing competition in MFNP.</p>	<p>This is a very important meeting for all the stakeholders including the sponsoring Conservation NGOs where they also give to the general stakeholders' account of their activities within the region.</p> <p>This is to be used for mortar application on the stone wall and purchase of bee-hives for the Communities in the Kashsha elephant prone areas in Rubanda district.</p> <p>The unit received 05 covert cameras for Intelligence, 03 motorcycles and 25 voice recorders from Wildlife Conservation Society..</p>
<b>Credible Proposals for external funding developed</b>	Develop three Credible Proposals for external funding	<p>Proposal for "Community-based Response to Illegal Wildlife Trade (IWT) in Karenga Community Wildlife Area" was submitted to UK government. This is collaboration between UWA, Advance Afrika and CARITAS Switzerland.</p> <p><b>Climate change</b></p> <p>A project proposal for Green Climate Change funding was finalized with support from FAO.</p> <p><b>Restoration of parts of Mount Elgon National park</b></p> <p>A request for funding the restoration of parts of Mount Elgon National park was sent to the Ministry of Water and Environment. The funds were released to UWA.</p>	The proposal seeks to unlock entrepreneurship at the community level in the critical Karenga ecosystem.

Output indicator	Annual Target FY2017/18	Achievements	Comments
<b>SP Objective 3.6.4: To have effective wildlife policies, plans, laws and regulations</b>			
<b>Operational plans developed and implemented</b>	Develop PA General Management Plans: Develop 1 GMP for MENP, TSWR, SNP and Katonga WR	<p><b>Semuliki National Park GMP:</b> The GMP completed, printed and distributed for implementation by the various stakeholders especially the field staff.</p> <p><b>Toro Semliki Wildlife Reserve GMP:</b> Editing of the draft GMP is still ongoing.</p> <p><b>Mount Elgon National Park GMP</b> The process to develop a new GMP is in progress, field reconnaissance to obtain data from inside the PA was done, data analyzed and compiled to be used during the development of the new GMP.</p> <p><b>Katonga WR GMP preparation process</b> The preparation of the GMP for Katonga WR was initiated. UWA received the draft GMP from the management partner (Game Trails (U) Ltd for our input before presentation to TMM and BoT.</p>	Due to lack of budget estimate for this activity in FY 2017/18AOP the process was halted until the FY 2018/19
	Develop the Protected Area System Plan for Uganda	The process to review the protected Area System Plan for Uganda was initiated and a draft report is in place.	Recommendations from the final plan may be adopted and lead to gazetting of more wildlife protected areas and in some cases, increase the status of those with low protection status.
	Review GMPs and other Plans: End of term evaluation for MECA, Midterm evaluation for MFNP and Kabwoya WR, KVNP, Pian Upe and Fire management plan for KVNP	End of term evaluation for MENP and midterm for MFNP, Kabwoya WR, Pian-Upe WR and KVNP were carried out.	The findings and recommendations shall be used to inform the future implementation processes for the remaining period.
	Review UWA Planning Manual	The manual with procedures which guide institutional planning was reviewed.	The manual is yet to be reviewed by the TMM
	Develop and fire management plans for PAs: SNP & KTWR; MENP & PUWR	Four draft fire management plans (SNP, PUWR, MENP & KTWR) were completed and awaits further edits and submission to the ED for approval on behalf of TMM.	During plan drafting, training on fire management was done.

Output indicator	Annual Target FY2017/18	Achievements	Comments
	Complete the development of SOP	The draft SOPs were presented to BoT for input and approval. The BoT requested for more time to be able to read the document and provide useful comments	Once approved, the SOP will streamline and facilitate consistency while undertaking recurring work processes in the organisation.
<b>Regulations developed and implemented</b>	Review 3 and developed 6 Regulations	The six draft regulations were presented before the first Parliamentary Counsel and discussed.	These will assist in ensuring compliance and sustainable management of the wildlife resources.
<b>SP Objective 3.6.1: To improve program implementation and decision making within the organization.</b>			
<b>Coordination and information sharing improved</b>	Set up LAN in Pian-Upe Wildlife Reserve	Installed Internet for Karuma and Pian Upe.	
	Conduct Management Meetings	<p>Held a budget conference at UWA Headquarters to review PAs, Units and departments AOPs' for their consistence planning documents.</p> <p>3 BoT and 4Top Management meetings were held to discuss management issues.</p> <p>Quarterly performance reports (both for the BoT and the full organizational report) were compiled and submitted.</p> <p>Held an annual performance review meeting to review the Organization performance for 2016/17 and quarter one FY 2017/18 performance. Each CA and HQ Units presented their performance with thorough reflection on achievements as per the AOP, challenges and proposed recommendations on the way forward</p>	<p>The BoT report was about the Trustee performance against the tasks accorded to them in the Charter.</p> <p>The organizational performance entailed all accomplishments during the specific quarters in relation to the AOP.</p>
<b>SP Objective 2.6.2: To improve the organizational public image</b>			
	Enhance UWA visibility through sports: Carry out inter CA competition and participate in Inter-forces games	<p>Held UWA inter-CA games in KVNP.</p> <p>UWA elite five athletes joined Team Uganda to participate in the Common Wealth Games in Australia in April 2018.</p> <p>Organized and held the annual wildlife marathon, a unique sports event that brings partners, friends and conservation enthusiasts together.</p>	The inter CA competition is to promote the sporting and exercise culture amongst UWA staff, identify hidden sports talent that could be exposed for identification.



Output indicator	Annual Target FY2017/18	Achievements	Comments
Organizational corporate image improved		UWA has continued to increase its visibility to the public by participating in the corporate league together with over 50 corporate companies and institutions.	<p>The wildlife marathon was initiated as part of the numerous efforts to convey messages on wildlife conservation.</p> <p>Qualification from Uganda has been rare in the history of Uganda's athletics as majority qualify from international competitions thus the participation increased UWA's visibility in the media and public.</p>
	Participate in District and National public functions: 56th Independence day Celebrations , Tarehe-sita and NRM day	UWA participated in 6 public functions including World Wildlife Day, World Tourism day, World Environment Day, Independence, NRM Day and TareheSita.	

## Resource Conservation and Management Program

Output indicator	Annual Target FY2017/18	Achievements	Comments
<b>Objective 3.1.4: To contain illegal activities in all wildlife areas</b>			
Illegal activities contained in all PAs	Carry out patrols 25234 Land and Marine patrols	16713 land patrols and 580 Marine patrols in QENP, MFNP and LMNP. Wildlife products including; 1333.37kgs of ivory, 88.2kgs of pangolin scales, 405.24kgs of hippo teeth, 75 Ostrich egg shells and assorted wildlife skins and game were recovered. Various poaching tools recovered included; 2812 wire snares, 91 Spears, 106 Metal traps, 332 pangas, 20 bows, 34 arrows, 127nylon snares, 146 hoes, 78trapping nets, 26dogs.In East Madi, 489 illegal huts were destructed and over 150 bags of charcoal impounded and destroyed.	1611 suspects arrested and successfully prosecuted under the law. 304 poachers in denounced the vice in RMNP (302) and MGNP (02). In MENP reduction in illegal activities especially encroachment and pit sawing in was observed

Output indicator	Annual Target FY2017/18	Achievements	Comments
		<p>Aerial surveillance was conducted in E. Madi WR, QEPA, TSWR and KAWR to map the extent of encroachment in the East-Madi, observe existence of livestock in TSWR and KAWR, identify and map out hot spots for wildlife mortality especially elephants, illegal activities, invasive occupancy in QEPA. Some illegal grazing in areas of Makando and Kacwakumu and boundary encroachment in areas of Masongora, Mucikara and Kabende areas in TSWR were observed as well as massive swamp drainage in KAWR threatening its integrity vital services and functioning to support livelihoods of communities.</p>	<p>In KNP, a gun man was arrested with a rifle (Magnum-Winchester type) while in Pian-Upe, six LDUs and two UPDFs were arrested with 60kgs of game meat.</p> <p>In QEPA Illegal grazing was observed in the areas of Craters, Nyamugasani, Kanyampara, Kahendero. Illegal Fishing and landing observed along the Kazinga channel and illegal charcoal burn and pit sawing, was observed in the kalinzu management. In East Madi there were observation of charhal burning and human settlement in the Reserve.</p>
<b>Illegal Wildlife trade combated</b>	Combat poaching and illegal wildlife trade and trafficking: Conduct intelligence operations	<p>26 undercover joint operations conducted with UWA, Police and NRCN. 47 suspects were arrested with various species of wildlife products and poaching tools including; 03 AK 47 guns with rounds of ammunition, 452 Kilograms of Raw ivory, 08 Live pangolins, 83 pieces of assorted worked ivory weighing 780.14 grams, 06 ostrich egg shells, 03 pieces of pangolin scales, a pair of Sitatunga horns, 01 python skin, 2600.4kgs of hippo teeth, 02 pangolin skins, Skins of different animal species and over 500kgs of game meat.</p> <p>Eight (08) Inspections at the International border points and Daily deployments at Entebbe international Airport were conducted and led to arrest of 57 suspects with wildlife products including; 28hand bangles of polished Ivory, 4 pieces of raw Ivory, 3.9Kg of Ivory beads, 0.120gm of pangolin scales, 05 Ostrich Egg shells, 04 pieces of pangolin scales, 01 bag made of crocodile skin, 10 belts made of crocodile skin.</p>	<p>As a result of deployment of both Intelligence and Canine teams at the Airport there is a decrease in using Entebbe International Airport as a trafficking hub. Intelligence sharing with other relevant parties has also helped much in studying the mode of operation of the traffickers and profiles the individuals in the network.</p>

Output indicator	Annual Target FY2017/18	Achievements	Comments
		<p>13 spot checks were conducted in Mityana, Masaka, Mukono, Entebbe, Nakaseke, Nakasongola, Kyankwanzi, Kalangala, Rakai, Kiryandongo, Mukono and other towns and this resulted into arrest of 07 suspects in connection to illegal wildlife activities.</p> <p>01 intelligence operation was conducted in the areas of Kamugei within the Pian Upe WR. 300kgs of reedduck meat was confiscated and 06 suspects arrested.</p> <p>A list of high profile targets was generated and key individuals in the wildlife trafficking networks were successfully monitored</p>	<p>Special surveillance patrols to detect and deter wildlife trafficking and related crimes within and outside Kampala areas were intensified by deploying 2 Law Enforcement Rangers in URA Nakawa for Joint Port Control Unit (JPCU).</p> <p>Key individuals in wildlife trafficking networks were monitored and this led to a recovery of 09 pieces of ivory weighing 12 Kgs in Kyebando and 02 Traffickers at Quality Cuts Hotel-Nsambya with 03 Tortoises.</p>
	<p>Combat poaching and illegal wildlife trade and trafficking by using modern technology including acquisition and deployment of tracker dogs in PAs to hunt down poachers: Acquire and deploy 12 tracker dogs in 4 CAs including (QECA, MFCA, KVCA, KCA) to hunt down poachers.</p>	<p>Developed and submitted a proposal to WCS and AWF for support in acquiring the tracker dogs awaiting feedback.</p> <p>The Canine facility constructed at UWEC in Entebbe with support from Wildlife Conservation Society was handed over to UWA. Africa Wildlife Foundation reinforced the Canine section with a Van to help ease transportation of the dogs and handlers to other areas outside Entebbe for further operations.</p> <p>UWA participated in the Africa-Asia Pacific Symposium on strengthening legal frameworks to combat wildlife crime held in Bangkok Thailand.</p>	<p>Operations by the Canine recorded arrest of 24 suspects arrested in illegal possession of wildlife specimens at the Airport. 5 were cautioned by Police and released, while 19 suspects were produced before the Chief Magistrate Court at Entebbe where they pleaded guilty, convicted and sentenced to fines ranging from 20 million to 1m UGX.</p>
	<p>Procure and deploy 5 patrol vehicles to combat illegal activities and rapid response in PAs.</p>	<p>The procurement process for 4 land cruisers and 1 crane was concluded.</p>	<p>The contractors received their contract and will deliver the vehicle any time.</p>

Output indicator	Annual Target FY2017/18	Achievements	Comments
	Strengthen Inter-Agency cooperation and collaboration (with police, judiciary, prosecution, and customs) to combat wildlife crime: Develop an inter-agency MoU to ensure the cooperation is operational	Sign MoU between UWA, Uganda police, URA and UNODC to manage illegal wildlife trade in the country and this is under implementation.	
<b>PAs boundary Maintained</b>	Maintain 729.6kms of boundary in PAs	<p>1192.5kms maintained in BINP, KNP, KVNP, MGNP, MENP, SNP, TSWR, Katonga WR and Ajai WR. 7 fallen boundary pillars were replanted along Ishura and Kanyinanshara section in LMNP to reduce boundary conflicts along that section. Over 7,800 seedlings were planted through beating up a stretch of over 4.1km at Rushayumbe (2.5km) and Kirinda 1.6 km in Katonga WR.</p> <p>In TSWR, 37Kms of the Boundary was opened and maintained in Nyaburogo, Bugando and Makondo areas and 6.5km planted with live markers at the escarpment and Nyakatehe-Kabendeto stop encroachment in the reserve. Community members who had attempted to encroach were sensitized and clearly shown the marked boundary.</p> <p>In BINP 60 boundary monitoring field visits were conducted to ascertain the condition of 137.3km of planted boundary markers in the 22 Parishes under the collaborative boundary management. The trees are growing well and more 2.5 km along Mukono parish were newly planted/marked.</p> <p>In RMNP, 31 boundary Management committees were supported with polythene bags and 16000 seedlings potted, hoes, slashers and pangas to help the during boundary maintenance.</p> <p>In MFNP 20 new concrete pillars were constructed in Nyakarongo and Kichumbanyobo areas and 75 old and dilapidated pillars renovated.</p> <p>In East Madi WR, encroachment in Zoka and Apaa areas was noted with great concern.</p>	<p>Encroachment in Nyaburogo -TSWR was observed to have reduced after the opening the area. There is however inadequate funds to maintain and plant all the stretch of 60km of the boundary at once.</p> <p>The security meeting in East Madi WR (Adjuman district) resolved that all government agencies in the district and region work together to prepare the communities in the encroached areas to voluntarily leave the PA.</p>

Output indicator	Annual Target FY2017/18	Achievements	Comments
	Construct boundary pillars: 500 pillars planted in MENP.	656 pillars were erected in five districts bordering the PA as follows; Bududa 247 pillars, Bukwo 120, Bulambuli 40, Kapchorwa 165 and Kween 84 pillars.	There are some challenges in Kween district around Benet area where communities have resisted boundary marking as a result of their demand for land added to them by the government in 1993. They want their land to be increased from 6,000 ha to 8,250 ha. as per the court ruling in mid of 2,000.
	Boundary marking in Pian Upe WR : Mark 100kms	Commenced the boundary marking exercise with awareness meetings for boundary re-opening around the 8 districts bordering in PUWR. (Katakwi, Napak, Nakapiripirit, Amudat, Kween, Bulambuli, Bukedea and Kumi. Meetings were attended by MPs, LCV Chair persons and councilors, Security personnel, UPDF and Police, DSOs, technical staff among others	The boundary marking exercise is underway
	Settle land claims in Karuma: one land claim to be settled with about 400,000,000 million Ug. shillings	Completed payment of compensation in Asimwe Perezi (administrators in Stanley Boonanibo) Vs UWA.	Plaintiffs vacated the area.
	Settle land claims in Ajai: Compensate the settlers and ensure they vacate from the PA	Compensated the Giriga family that had settled on part of the land comprising Ajai Wildlife Reserve. These were paid a total of Shs 38, 738,700/=.	After payment, the family vacated from the land, their premises were razed down.
<b>Boundary conflicts resolved and UWA properties outside PAs surveyed and land titles attained.</b>	Surveying of un-surveyed land and acquire titles, opening boundaries: Ten (10) properties surveyed and Certificates of Titles secured	3 certificates of Tittles for UWA plots outside the PAs were secured; <ul style="list-style-type: none"> <li>• LRV MBR421 Folio 3, Plot 49A, Mbarara Municipality Block Bulemba Road (Formerly Game Department Block)</li> <li>• LRV MBR421 Folio 2, Plot 2 and 4, Mbarara Municipality Block Masaka Road</li> <li>• LRV KCCA318 Folio 22, Plot 107, Nakawa Division Block Sixth Street, Kampala</li> </ul>	



Output indicator	Annual Target FY2017/18	Achievements	Comments
<b>SP Objective 3.2.3: To minimize the negative impacts of petroleum, hydro power, minerals and other developments.</b>			
<b>Negative impacts of oil and other developments identified and minimized</b>	Monitor, supervise and sign off restoration sites and EIAs' approved standards: Sign off 4 restoration sites in MFNP.	<p>Conducted inspections on restoration progress of exploration oil wells in MFNP and the production wells in MFNP and Kabwoya WR</p> <p>The proposed ten production wells in MFNP were assessed to document their baseline conditions. The inspection team took into account the vegetation types at the sites which is to be compared with restoration efforts after oil production is complete.</p> <p>Together with other environmental institutions, UWA carried out field visits to the Albertine Graben to assess the critical oil roads in MFNP and TSWR and also verify information in the EIA reports submitted to NEMA. The team reviewed all the EIA reports and made comments to be used by NEMA to approve these road projects.</p>	<p>12 wells were well restored and handed over to the PA, 25 wells are fully recovered/ restored and awaiting hand over to the PA management by Tallow oil. 7 wells were suspended for future use by Tallow whereas 3 well still has erosion issues to be managed by Tallow before it is totally recovered and restored.</p>
		<p>Other developments monitored include; Karuma Hydropower project, Siti hydropower in MENP, proposed site for a viewing platform at Chobe, waste management at Mweya and Lakeside wildlife camp under construction in LMNP.</p> <p>A water quality assessment was conducted for the Karuma Hydropower. The results show that there is some contamination of water from the tunnels. This was reported to the developer for consideration.</p> <p>16 field rangers in MFNP and Kabwoya Wildlife Reserve were trained on the basic environmental impacts management for the Oil and Gas.</p>	<p>Two out of the ten proposed production well pads are located in ecologically sensitive areas hence advised TOTAL EP Uganda the oil exploration company is operating in MFNP to follow mitigation hierarchy.</p> <p>In Karuma, restoration of one of the muck disposal sites (adit 10) was observed to have started while in Siti, the hydropower was commissioned and restoration of the degraded areas is on ongoing.</p> <p>In Chobe and Mweya waste management is still a challenge which requires constant monitoring by the staff on ground</p>

Output indicator	Annual Target FY2017/18	Achievements	Comments
In LMNP at the campsite, the non-compliances were pointed out to the developer who promised to address them.			
	Review all EIAs: All submitted EIAs, Project briefs and Audit report	<p>Reviewed the EIA for proposed conservation breeding and tourism centre in Ngogwe village, Kabasanda Parish, Butambala district.</p> <p>The Tilenga and EACOP Environmental and Social Impact Assessment (ESIA) Scoping Report and Terms of Reference were reviewed. Comments on the proposed studies to be undertaken during the Environment assessment. The ToR was approved by NEMA for the developer to start on the ESIA.</p> <p>The ESIA report for Kyambura Hydropower Project was reviewed and comments on mitigation measures relating to impacts of the project on wildlife were sent to NEMA for consideration.</p>	These early works of Tilenga project include expansion of the Bugungu Airstrip by 300m long and 30m wide to sufficiently enable a 30 seater aircraft to land. Other activities of the early works include widening and tarmacking of roads in Buliisa, clearing and compaction of the Central Processing Facility (CPF) and camp area.
		<p>The project brief for the early works of Tilenga project was reviewed. Also a number of consultative meetings with TOTAL EP Uganda were conducted on the various facilities to be constructed in the park e.g. well pads, Nile crossing points, barge, access roads etc. UWA gave views on the proposed sites of these facilities which TOTAL is considering.</p> <p>Reviewed the project brief for geotechnical survey of enabling infrastructure for oil and gas in MFNP.</p> <p>Reviewed the EIAs for Critical Oil roads that are to be developed by UNRA in the Albertine Graben and these included roads in Murchison Falls NP and in Toro Semuliki WR</p> <p>2 project briefs for management of invasive species in QENP and LMNP were prepared and submitted to NEMA.</p>	Recommendations from all reviews were given to the implementers for consideration.

Output indicator	Annual Target FY2017/18	Achievements	Comments
		<p>1 project brief for rehabilitation of Kyenjo-Fort Portal Road, 1 Environmental Impact Assessment report for a proposed irrigation scheme in Kasese District and the EIA for proposed conservation breeding and tourism centre in Ngogwe village, Kabasanda Parish, Butambala district were reviewed.</p> <p>The concept on the economic study for the 60m ROW for the Karuma-Olwiyo transmission line was presented by MEMD and it is ongoing.</p>	Comments on mitigation measures relating to impacts of the project on wildlife were submitted to NEMA for consideration
	Develop environmental sensitivity atlas: Finalize the environmental sensitivity atlas to oil operations in TSWR	The sensitivity atlas was finalized approved by BoT and is ready for printing and dissemination to implementers.	
<b>Biodiversity offsets payment guidelines developed</b>	Hold retreat to finalize the guidelines	The draft were finalized ready for presentation to management for their input and forward to the BoT for approval.	A training with WSC on biodiversity offsets which will further improve the understanding of offsets and drafting was done.
<b>Healthy ecosystem restored and maintained in all PAs</b>	Carry out restoration of degraded areas: Restore 100 ha of degraded area restored in MENP and other PAs	<p>In MENP, 107.4 ha were planted with 86,000 assorted indigenous seedlings in Bumwalukani, 141.82ha maintained in areas of Kikuyu, Kapkwata and Suam. 8 collaborative restoration meetings held in the areas of Bubita, Bushiyu, Bumwalukani, Nakatsi, Bududa MENP.</p> <p>In KNP, 730.7ha of planted areas under UWA-FACE were maintained to reduce weed competition and suppression. One community group was engaged to raise a nursery bed for the next planting season. More focus was on spot weeding and 40,000 saplings were weeded in 25 ha.</p> <p>2km2 of degraded areas were mapped in RMNP. The area was degraded by fires that burnt the vegetation and left the land bare. The degraded area is recovering slowly especially the grassland. Trees are not doing well hence call for restoration in future.</p> <p>In KVNP, 1.2ha of <i>Harrsonia abyssinica</i> were uprooted and restored in Narus Valley with the help of the local community contractor</p>	

Output indicator	Annual Target FY2017/18	Achievements	Comments
	<p>Manage the spread of invasive species in <b>QENP</b>, LMNP and KCA: QENP; 33 ha of Lantana camara, 10sqkm of Parthenium-hysterophorus, Undertake a study on effective method of management of Dichrostachyscineria and Spear grass. <b>LMCA</b>; 1000of Acacia. <b>KNP</b>;20,000 Sennaspectabilis exotic trees.</p> <p><b>KWR</b>;1000 ha of Lantana camara, <b>TSW</b>; 500 hectares of the weed.</p>	<p>Baseline and Environmental Impact Assessment studies were conducted in both LMNP and QENP by a team from Makerere University to survey and document the existing flora and fauna species in the target project areas in both parks while UWA staff carried out EIA studies.</p> <p>168 acres has been cleared in QENP and 248.3 acres in LMNP.</p> <p>De barked 5121 trees of Senna spectabilis in Kyabandara in TSWR as part of eradication of exotic invasive. 4.3ha of Dichrostychscinerea was cut down and the dry wood was shared by the community members around the PA.</p> <p>In KNP, 233.08ha were eradicated from invasive species by debarking 46881 exotic trees</p> <p>In SNP, 380 exotic trees debarked and harvested</p> <p>In BINP, 11970 stamps were uprooted clearing 1.3 hectares exotic trees, 1.5 hectare of exotics stamps debarked and 1ha seedlings of alnus were uprooted.</p> <p>Katonga.12ha of Lantana camara and other shrubs near Kikorogoto Administrative Office were uprooted. MGNP. 1 hectare of exotics stamps were debarked.</p>	<p>Identification and selection of appropriate bio-control agents targeting Parthenium-hysterophorus in QENP was done by NARO and the selected bio-control agents is being tested for host specificity at the National Invasive Species Coordination Unit (NIS-CU) bio-control research facilities at Namulonge.</p> <p>Cultural re-seeding and inter-seeding of the cleared areas in QENP was done.</p> <p>A total of 423.7 ha cleared in all PAs during the year.</p>
<b>Prevent and suppress wildfires in PAs</b>	<p>All fire lines regularly maintained in all PAs.</p>	<p>Early burning, scrapping and maintenance of fire lines was done in all PAs. 367.1km of fire lines were maintained in MFNP MENP, MGNP, KVNP, KNP, LMNP, QENP, SNP, RMNP TSWR, Ajai and Kabwoya WR. 122.9km opened in MFNP, MENP, QENP, RMNP, KNP, MGNP and Katonga WR to assist in wildlife management.</p> <p>QENP, BINP, LMNP and Kabwoya WR had episodes of fire outbreak. In QENP 41.33 sq km was burnt. All fires were successfully managed and fire lines opened to prevent reoccurrence</p>	<p>Generally fires were not rampant during the year for it was a raining almost in all areas hence all measures put in place are for preparation for the dry season that is yet to start.</p> <p>A fire management plan for Semuliki National Park was drafted during the period hence the draft is due for review by management and approval</p>

Output indicator	Annual Target FY2017/18	Achievements	Comments
<b>SP Objective 3.1.1: To reduce wildlife disease prevalence and contain epidemics in all Pas</b>			
<b>Wildlife diseases and prevalence managed and controlled</b>	Complete the construction and equipping of forensic diagnostic labs in QENP and MFCA: Complete and equip the two labs	<p>The main component of the laboratory in QENP is being re-modeled to upgrade to a Bio-security and Bio-safety level 2 laboratories. Our partner Diseases Threat Reduction Agency (DTRA) has engaged a construction firm to do the improvements to the Bio-security and Bio-safety level 2. The conference hall component and the perimeter fence component of the laboratory have been completed</p> <p>Hosted the US Ambassador to Uganda and the DTRA-CBEP, CDC, UVRI and Embassy officials at the project site in Mweya.</p>	UWA is yet to develop the bio risk management plan.
	Conduct active disease surveillance in 3 PAs: KVNP, LMNP & TWSR	<p>During translocation exercises disease surveillance was conducted in MFNP. Samples were collected from giraffes, topis, zebras and impalas as part of the routine disease surveillance program.</p> <p>338 samples (whole blood, sera and tissues/biopsies) were collected in addition to ticks. Analysis is ongoing at NADDEC and UVRI. The samples from Giraffe were used to investigate the skin lesions in the giraffe populations in MFNP and appropriately intervene based on diagnostic findings, in addition to limiting the disease from establishing itself in the south bank population.</p> <p>In QENP, a marine surveillance for hippo mortalities was conducted and no incidences of outbreak were found.</p> <p>In KVNP, 06 disease surveillance programs were conducted in the park and KCWA. Reports were shared and Vets were called to investigate the lion and giraffe injuries.</p>	<p>Analysis for submitted samples is ongoing at NADDEC and UVRI. Priority diseases being analyzed for are Rift Valley Fever, CCHF, Brucellosis, FMD and tick borne diseases.</p>



Output indicator	Annual Target FY2017/18	Achievements	Comments
		<p>In MFNP, 3 disease incidences were investigated. 2 Protective Antigen rapid tests for anthrax done, 24 samples were collected and archived from giraffe disease surveillance at MFPA and a total of 23 carcasses of different species were disposed of.</p> <p>In KNP, chimpanzee health monitoring was undertaken in collaboration with BCFS and 3 reports produced. No disease incidences were recorded.</p> <p>In BINP daily routine surveillance of individual gorilla' health in all habituated groups was done. 380 gorilla fecal samples were collected and submitted to CTPH for pathogen analysis. The gorillas were generally healthy despite interventions in Rushegura group for de-worming and multi-vitamins plus injury treatment for ADF Buzinza who had a broken forelimb.</p> <p>A respiratory disease outbreak was reported in a tourism chimpanzee group in KNP. 3 individuals died in the course of the outbreak. Post-mortem was done and the samples collected were submitted and analyzed by Uganda Virus Research Institute (UVRI) for analysis. From the diagnosis the chimpanzees were affected by Streptococcus pneumoniae. Further laboratory investigation is ongoing with culture expected to give more insight into other co-infections.</p> <p>With support from Giraffe Conservation Foundation, essential wildlife veterinary capture drugs worth \$13,000 were procured and available for use in wildlife interventions.</p>	<p>Investigated and contained disease outbreak of RVF and Anthrax with One Health</p> <p>Two disease outbreaks Rift Valley Fever in Kiruhura and Anthrax in Arua were managed under the One Health arrangement with other stakeholders. These two outbreaks occurred outside national parks and reserves and did not involve wildlife.</p>
	<p>Establish and maintain water dams in 2 PAs LMNP and KVNP to provide water for wildlife during extreme dry/drought conditions: 2 in each</p>	<p>Two Dams were constructed in the areas of Kyakategyere and Kabusharara to provide water to wildlife in dry seasons</p>	

Output indicator	Annual Target FY2017/18	Achievements	Comments
<b>Objective 3.1.6: To restore and manage viable populations of at least two extinct and/ endangered wildlife species within the PAs</b>			
<b>Re-introduce and manage extinct and threatened wildlife species</b>	Translocate wildlife to Katonga and Pian Upe Wildlife Reserve.	Conducted two successful wildlife translocations i.e 31 topis and 46 zebras from LMNP to Katonga WR and 92 impalas to Pian Upe WR	Translocation of animals from LMNP was to address the human-wildlife conflict around the PA, expand range, diversify and boost tourism in Katonga.
			In Pian Upe the plan is to restock the reserve and expand impala range, ensure ecosystem balance, diversify the species range in the reserve and boost tourism.
	<p>Prepare for the Translocation of giraffes from MFNP to KNP</p> <p>Veterinary interventions in the translocated wildlife and endangered species</p> <p>Conduct research into the management giraffes</p>	<p>A funding proposal for translocation of giraffes to KVNP worth \$ 37,770 was developed and submitted to Giraffe Conservation Foundation (GCF).</p> <p>Two rhinos in Zziwa Rhino Sanctuary were treated of fight wounds following territorial fights between the two males. The injuries have since healed. One giraffe calf in LMNP that was attacked by a leopard was also treated and recovered.</p> <p>In collaboration with the Giraffe Conservation Fund, (GCF) a study on the home ranges of the giraffe in MFNP and KVNP was conducted. Five (5) giraffes were collared in KVNP and 20 giraffes in MFNP. The satellites are for use in monitoring the movement of giraffes to establish the home ranges of giraffes in Uganda.</p>	<p>Once funded, the money will be used in the translocation process of 10-15 giraffes from MFNP to KVNP.</p> <p>One rhino birth took place at the sanctuary. Uhuru, the adult female gave birth to a male calf on 19 June 2018 bringing the number of rhinos on the sanctuary to 23.</p> <p>Data analysis and report will be done in collaboration with GCF during the monitoring period.</p>

## Research and Ecological Monitoring

Output indicator	Annual Target FY2017/18	Achievements	Comments
<b>To generate scientific and management oriented information for wildlife management</b>			
<b>Animal populations monitored</b>	Conduct Aerial surveys and monitor population distribution of key wildlife spp in PAs: MFCA, QECA.	<p>The populations of key species were monitored using RBDC through patrolling; MIST and SMART databases were updated. Animal distribution pattern &amp; home ranges were defined and populations determined in all PAs.</p> <p>An aerial survey was conducted in Pian-Upe and KVNP. In KVNP, sightings of approximately 286 elephants, 59 ostriches, 23 elands and 16 giraffe were reported inside the park while 165 Elephants and 01 Lesser Kudu were among other species sighted outside the park.</p> <p>Marine surveillance for hippo mortalities was conducted in QENP and no incidences of disease outbreak were found.</p>	
		<p>In BINP, monitoring of habituated Gorilla groups was done and there was no serious disease outbreaks save for bruises and minor injuries arising from inter group fights. 1 gorilla birth and 1 death of a wild gorilla were registered.</p> <p>Chimpanzee habituation/ monitoring in Mugiriin TSWR went on though the sightings remained low at 12.5% due to scarcity of food. They ranged far in the escarpment and were quiet most of the time.</p> <p>Monitoring of translocated animals, Zebras, Impalas and Topis in Katonga Wildlife Reserve and Kobs in KVNP was done. On two occasions Zebras moved outside the PA, to Hunter's Farm where they stayed for 6 days before they were pushed back. In KVNP, the translocated Uganda kobs have established their leks in the southern part of the park marking their mating season.</p> <p>Elephants were tracked over a hundred Km south-eastwards towards Kenya boarder while other species congregated in the Karenga Community Wildlife Area in KVNP. Some Lion prides were sighted with cubs in different places and the recently translocated kobs have established their leks in the southern part of the park.</p>	<p>Photos of individual habituated gorillas were taken and sorted in order to capture new identities and periodic morphological changes. Three (03) new births were recorded (to Adult females 'Mubwindi', and two not yet named females of Mukiza, Bushaho and Mishayagrorilla groups respectively). Oruzogo gorilla group had a temporary split and later re-united.</p> <p>Generally, all translocated animals are doing well and getting used to the environment. All animals were seen active with high hope of increasing their population.</p>

Output indicator	Annual Target FY2017/18	Achievements	Comments
	Conduct gorilla census in BINP	The first sweep of the BINP Gorilla Census was concluded. The second sweep is planned for September 2018. Meanwhile the results for the Virunga Massif Gorilla Census conducted in 2016 were eventually released by GVTC and the three protected area authorities of Uganda, Rwanda and DRC.	The results show that the mountain gorilla population in the Virunga Massif has increased from 480 in 2010 to 604 in 2016. These figures were confirmed using the DNA genotype analysis. The Virunga Massif is comprised of Mgahinga Gorilla NP (Uganda), Volcanoes NP (Rwanda) and Virunga NP (DRC).
	Undertake Ground Counts in KNP, AWR and Crocodile/Hippo counts in MFPA	Carried out a ground survey of medium to large wild mammals in Pian-Upe and Ajai wildlife reserve.  In MFNP, wildlife population surveys for Hippopotamus on both land and marines was done. 1443 hippopotamus were counted and 120 hippo schools were encountered along R. Nile from the bottom of falls to Tangi Bridge.	The collected data for both aerial and ground survey was analyzed and report writing in progress
	Conduct ground surveys in concession areas: Nakaseke and Kyankwazi Concessions	Amammal ground survey was conducted in Nakaseke and Kyakwanzi. The survey report was presented to management for decision making.	
	Undertake wildlife (land) surveys for large carnivores (lions, & hyenas) with WCS, giraffe in MFNP.	Animal Transect count was done in MFNP along Nanda, Wangkwar, Albert, Rabongo, Chobe and Nile transects. The report was presented to management.	
<b>Researched information for management decisions provided</b>	Identify areas for research and monitor activity of researchers: Monitor all research activities	BINP ecological monitoring staff worked with researchers on the gorilla skeletal project to exhume six (06) previous buried gorillas in Buhoma sector. The remains were cleaned and preserved at a micro-lab/ museum at ITFC for studies.  Lion, Mongoose research projects in Mweya areas and anthrax research studies in QENP were monitored. In Mongoose project, the animals were monitored on territorial, breeding, feeding patterns, collection of parasitological samples from mongoose.	This will enhance Skeletal based research on ecology of mountain gorillas.

Output indicator	Annual Target FY2017/18	Achievements	Comments
		NaFFIRI researchers are collecting water samples from L.Edward, R.Ishasha, R.Ntungwe, R.Nyamugasani and R.Nyamweru to determine water temperatures, conductivity. PH, Chlorophyl A-concentration, dissolved oxygen, turbidity, methane, carbon dioxide, organic compounds, total nitrogen and nitrates. Staff participated in data collection for this project as a means for staff capacity building as was agreed with the researchers at the onset of the project.	The Lion project research is helpful assisting the PA to conduct experiential lion tourism.

## Community Conservation Program

Output indicator	Annual Target FY2017/18	Achievements	Comments
<b>SP Objective 3.4.1: To enhance benefits and opportunities arising from wildlife conservation.</b>			
<b>Community institutional framework developed</b>	Review 1 CMA: Ajai CM Agreement and monitor the effectiveness of other CMAs	<p><b>Collaborative management for LMCA</b> LMCA management together with Game Trails (U) Ltd formed a management board for the Nshara Hunting Block. The Chief Administrative Officer Kiruhura District was elected the Chairman of the Board.</p> <p><b>Collaborative management for Kabwoya-Kaiso-tonya Hunting Block</b> MFCA management and Lake Albert Safaris in collaboration with Hoima District Local Government launched the management board for Kabwoya-Kaiso-tonya Hunting Block.</p> <p>The review of collaborative managements for Karenga, Nakasongola and Kalangala Hunting Blocks was done. The proprietor of Ateker Safaris relinquished his interest to manage MBWR and remained with Karenga Corridor.</p> <p><b>Ajai CM</b> Made consultations with Arua District technical and political staff on the review of Ajai WR collaborative wildlife management agreement. The issues discussed were incorporated in the main agreement and will be presented to the management board of the area for further Discussion.</p>	<p>The board updated members on the progress with regard to revenue sharing and implementation of projects by the community association using funds from sport hunting programme. Proposals for new projects lined up for implementation in the next financial year were approved and these were dominated by construction of schools and churches.</p> <p>Game Trails Uganda Ltd reported the distribution of UGX 15.8m to Kiruhura District, UGX 147m to the Wildlife Association and UGX130m to land owners for the FY2017/18 revenue from sport hunting.</p>

Output indicator	Annual Target FY2017/18	Achievements	Comments
		<b>Pian-Upe WR and Amudat CWA</b> Consultations were made with the Districts of Amudat and Nakapiripirit, the Community Wildlife Association and the management partner on the review of the management agreement. The issues discussed were incorporated in the main agreement and will be presented to the management board of the area	<p>The Kalangala review considered issues about wildlife outside PAs, consensus on enhancing benefits to the communities, awareness and sensitization plus coming up with mechanisms to facilitate the survival of Sitatunga on the islands.</p> <p>Some of the issues in Ajai include the concern that the Rhinos have not been translocated to the reserve; communities are losing hope.</p> <p>The need for strengthening the performance for CM was emphasized.</p>
	Operationalize one Community Wildlife Association in a CM Area	Conducted awareness and capacity building meeting for members of Katonga Community Wildlife association. Community projects were monitored and guidance given to the association on how to improve on project identification, development and implementation.	The Association constitution had gaps thus a need for review. The term of office for the executive members; plans for re-election are underway.
	Conduct inspections to ensure compliance of sport hunting	<p>3 sport hunting blocks of Pian-Upe and Amudat, Matheniko Bokora and Karenga Community Wildlife Area were inspected. The companies are complaint to the standards and conditions of the agreement, however the following were observed;</p> <p>Sport hunting basically taking place in the PA (Pian-Upe WR) and hardly any activity of sport hunting going on in Amudat community wildlife area. Overlapping of hunting safari from late December 2017 to early January 2018, before the 2018 quota had been approved.</p> <p>In Karenga WCA, Sport hunting is virtually taking place within 5km - 10km of radius from KVNP boundary; there is hardly any activity of sport hunting beyond those kilometers.</p>	<p>This was to strengthen, streamline and effectively monitor the implementation of WUR class A to ensure compliance.</p> <p>The management partners complained about delayed and inconsistent quotas which is purported to undermine the efforts of the management partner in conserving the areas.</p>



Output indicator	Annual Target FY2017/18	Achievements	Comments
		Monitoring and audit of Wildlife Use Right Class B (Breeding) licensees was conducted. This covered Al-marat Investments Africa in Mpigi District and Ferpharm Group Uganda Ltd in Wakiso District. Wildlife Use Right (WUR) Class 'A' licensee consultative meeting was held to review the proposed WUR tariff. The process will inform the review of the Blue Print Concession Agreement.	There is a need to conduct staff training on matters critical to utilization and effective implementation of WUR Class
	Monitor selected licensee's (Class B, C, D and E) holding ground and capture areas.	<p>An inspection of WUR licensee facilities of OLSEN and CTC was carried out. Subsequently, in collaboration with Law Enforcement Unit pangolins that were being held illegally at the facility were rescued and released to the wild.</p> <p>Studies by competent and eminent scholars on breeding of pangolin in captivity established that it is technically difficult to breed a viable number of pangolins in captivity for commercial purposes. Pangolins at Olsen facility in Kawempe were therefore rescued and closed all pangolin related operations at the breeding ground. Bugolobi pangolin Research centre was also closed after discovering that it was illegally established.</p> <p>Management authorized Zziwa Ranch to rescue and rehabilitate confiscated pangolins.</p>	<p>Considering the fact that all species of pangolins were uplifted to CITES Appendix1, it is believed that Zziwa Ranch may not have adequate capacity to run a rescue and rehabilitation center of a very sensitive/fragile species</p> <p>One community conservation wildlife Enterprises officer was trained in the Pangolin rescue, rehabilitation and release to the wild. At the end of the training UWA was given Pangolin rescue and first aid kit.</p>
	Manage wildlife outside PAs.	<p>A new Wildlife Centre was established in Nakaseke to work with Uganda Wildlife Safaris to control the illegal poaching within and outside authorized hunting blocks. 3 law enforcement rangers who are well skilled and equipped were deployed in the centre.</p> <p>A reconnaissance for establishment of a wildlife centre around the Karenga Community wildlife area was done. Areas visited included Agago, Kaabong, Kitgum and Abim Districts.</p> <p>UWA in collaboration with Uganda Wildlife Safaris supported 22 members of wildlife associations of Kyakwanzi, Nakaseke, Luwero and Nakasongola Districts to undertake a study tour in Lake Mburo (Nshara Hunting Block).</p> <p>Kyankwanzi, Rakai and Nakaseke Wildlife Centers were regularly supervised throughout the year to ensure effective operations.</p>	<p>Joint operations with Uganda wildlife Safaris and Police at Ngomawere conducted which resulted into arrest of 6 suspects.</p> <p>The reconnaissance established a need to have at least 6 wildlife centres to operate in the over 900 km. It is however recommended to start with one Wildlife Centre in Agago district and expand later. Agago district officials agreed to provide office space.</p>

Output indicator	Annual Target FY2017/18	Achievements	Comments
<b>Strengthen and implement sustainable wildlife utilization program as provided under the wildlife use rights</b>	Streamline Wildlife Use rights (WUR) Enterprise: Set quota for all WUR classes for 2018	10 applications for wildlife use rights were received, reviewed and six that were within the requirement approved. Based on the request of licensees and animal surveys provided by Ecological monitoring Unit, a draft quota was prepared for management consideration.	This will be presented to UWA Top Management, BoT and final approval by the Ministry before the end of the year 2018.
<b>Improved livelihoods and attitudes of neighboring communities to minimize pressure on PA resources</b>	Review Revenue sharing guidelines: Present the reviewed guidelines to the BoT for approval: Implement RS fund	Consultations were done with community conservation wardens at CA level about sections that need to be reviewed. Integration of the views from wardens into the draft guidelines is ongoing.	
	Monitor implementation of RS guidelines	3 PAs (QEPA, KNP and MENP) disbursed revenue sharing funds worth 1,658,837,714/=(One billion six hundred and fifty eight millions eight hundred and thirty seven thousand seven hundred and fourteen Uganda shillings to the neighboring communities. As below;  <ul style="list-style-type: none"> <li>• KNP 657, 567,526/= to 08 districts surrounding KNP, SNP as well as TSWR.</li> <li>• QEPA 929,269,487/=to support community projects in parishes neighboring QENP in the seven districts of Kasese, Rubirizi, Mitooma, Kanungu, Rukungiri, Kamwenge and Ibanda surrounding the park.</li> </ul>	All projects supported with revenue funds are geared towards management of human wildlife conflicts, livelihood improvement and Common good in the PA front line parishes. Follow-up was done to ensure effective implementation of the projects among the beneficiary parishes.
		<ul style="list-style-type: none"> <li>• MENP 72,000,701/= to 8 districts (Bukwo 8336530=, Kween 8605691; Kapchorwa 5846786; Bulambuli 7835590; Sironko 6564550; Mbale 7101873; Bududa 16994558 and Manafwa/ Namisidwa 10714123=).</li> </ul>	

Output indicator	Annual Target FY2017/18	Achievements	Comments
	Provide alternative resources outside the PAs to 60 community groups.	<p>116 community based group initiatives were supported in MFNP, RMNP, QENP, MENP and KNP in tree planting, chill growing, bee keeping, and water projects among others. The support ranged from Trainings to financial support.</p> <p>In QENP, GVTC Supported Kitaturwa, Turibamwe, Kyambura and Rushoroza Beekeepers with 60 modern beehives, bee suits with gloves, honey harvesting buckets and bee smokers. These will be used for PAC and livelihoods improvement.</p> <p>LMNP worked with AWF to provide a water dam for Kakunyu and rehabilitated the access road in Kanyaryeru Sub county with the view of improving community tourism.</p> <p>In MENP, 11 households were supported in making improved cooking stoves and 9 groups trained in bee keeping, honey harvesting and processing. The trained groups were supported with 6 smokers to be shared in a pool.</p> <p>7 groups were supported with 50kgs of potting materials and 2,000 assorted tree seedlings for planting on their farms to address soil erosion, act as wind breakers and for future provision of fuel wood. 2 groups were guided and supported to establish contours and terraces on their landscape.</p> <p>MFNP in partnership with PUM Netherlands trained over 160 bee keepers of Kichwabugingo parish. The training included; bee keeping systems, Bee biology, control of pest and diseases, and apiary management.</p> <p>55 community members of Diima beekeeping group received 274 KTB beehives from Gulu Natural Honey Project on loan scheme basis and 45 beehives were procured and distributed to the farmers of Arinyapi Sub County to improve their livelihood and also the bees help control elephant attacking and destroying gardens.</p>	This was aimed at improved land use management leading to controlled soil degradation
	Monitor resources during resource collection	Resources valued at 574,733,650/= (Five hundred seventy four millions seven hundred thirty three thousand six hundred fifty Forty Uganda shillings) were extracted from QENP, BINP, MFNP, KNP, RMNP, MGNP, SNP, LMNP, MENP and Karuma WR and shared with communities.	The shared resources include; fish, honey, bamboo, fuel woods, herbs, and smilax among others for their survival and improved livelihood.

Output indicator	Annual Target FY2017/18	Achievements	Comments
	Sign MoU with all resource users	<p>Eighty seven (87) MoUs were reviewed and signed for resource access in MFNP, QENP, KNP, MENP, LMNP, Katonga WR, RMNP and Ajai WR. In LMNP one 1 MoU for Acacia removal with Lake Mburo Community</p> <p>In KNP 04 draft MOU's are pending signing i.e. Kibale Forest schools program, KAFRED, New Nature Foundation alias Kibale Science Centre and UNITE for Environment for conducting conservation education and awareness in schools within the 5Km distance next to the Park. These were drafted and are due for review and further action.</p> <p>MENP negotiated 31 MoUs (Bufupa BKA, Elgon SACCO, Yamamo BKA, Lunyo BKA and Weuka BKA in Sironko and Nawolela BKA, Nakibanje BKG, Matunda BKA, and Ginganda BKA in Bulambuli).</p> <p>In LMNP one 1 MoU for Acacia removal with Lake Mburo Community Tourism Association (LMCATA) was signed.</p>	It is worth noting that such initiatives play a big role in improving the living conditions of communities neighbouring PAs thus strengthening the PA conservation community relations and enhancing people's conservation ownership and appreciation
<b>SP Objective 3.4.2: To minimize Human wildlife conflicts</b>			
<b>Human wildlife conflicts in all PAs minimized</b>	Develop human-wildlife conflict management strategy: Complete and present it to the BoT for approval	A draft version of the Human-Wildlife Conflict Management strategy was presented to UWA Senior Management for review and input. Comments were provided and these were subsequently incorporated in the draft document.	The draft will be presented to TM and later subjected to country-wide stakeholder review before it is presented to the BoT Planning Committee for further review and input and subsequent final approval by the Board by December 2018.

Output indicator	Annual Target FY2017/18	Achievements	Comments
	Respond to all reported Problem Animal cases	<p>3046 reported cases in PAs and other areas out of which 2120 were responded to.</p> <p>Community members around PAs were sensitized on appropriate problem animal interventions. Most of the problems were from elephants, buffalos, hippos and crocodile which damaged crops planted next to the PA boundaries and serious injuries to people. Cases of human injury were rampant especially in QENP, KVNP and MFNP. The injuries of crocodile and buffalo attacks while in QENP by Hippos.</p> <p>In KVCA, two new outposts with staff were opened in Lokial, Loyoro and Sidok sub counties following the outcry by community members about massive crop raiding by elephants.</p>	<p>Control methods ranging from routine guarding, scare shooting, fire setting and gun bombs were employed to manage the animals. UWA has also requested UPDF for assistance with pistol bombs that make loud noise when fired so that they can help in scaring elephants whenever they get out of the PAs for crop raiding. Community members however, were very bitter with UWA for animal killings and injuries with no compensation.</p>
		21 meetings on PAC were held with communities in problem animal hotspots to plan for the responses, zone the areas for easy monitoring, allocate equipment for use and select PAC committees to work with.	<p>In QENP, elephants have got used to the sound of bullets thus it no longer scares them. There is need for more Pistol bombs for problem elephant control</p>
	Train and equip staff from the CAs in problem animal management (capture and translocation): 25 staff from MENP, MFNP, LMNP, QENP and UWA headquarter	Not done	

Output indicator	Annual Target FY2017/18	Achievements	Comments
	<p>Implement Community based mitigation measures : 12 community groups in KVNP and MFNP.</p> <p>Empower local community to implement community based mitigation measures (Train community ( groups and equip)</p>	<p>MFNP with WCS built capacity and supported 50 CWS of Kichwabugingo and Kyankende parishes. In a related development, an NGO called Village Enterprises is offering business support to the same group of scouts and includes some village community members as beneficiaries,</p> <p>60 community wildlife scouts in Langelles Parish were trained in PAC. 1174 CWS in Oyam and Kiryandongo district were trained by AWF on how to combat problem elephants. These were also provided with equipment that included; gum boots, whistles, rain jackets, water bottles, buckets, bells t- shirts, Oxploughs, spades and pick axes.</p> <p>In KNP, 54 problem animal scouts were trained on Elephant behavior and use of preventive approaches to mitigate Elephant crop raids in Busiriba and Kamwenge and Bugaki Kyenjojo districts Busoro Kabarole district.</p> <p>QEPA trained 60 community members from Rubirizi District on human-wildlife conflict management. Still with financial support from UCF 25 wildlife scouts from villages of Katara, Rugarama, Rumuri, Kafuro and Rukoma were trained and partially equipped to manage HWC in their respective areas</p> <p>In LMNP 14 vermin guards were trained from 5 Sub Counties in basic vermin and problem animal management.</p> <p>In KVNP, 24 CWS from Akurumo and Tikao that emerged as the best scout of the year were rewarded with a tour inside the park for one night to appreciate wildlife conservation and tourism development. 100 CWS received refresher training by AWF on how to respond to problem elephants, 25 new CWS were trained in Agago district on basic skills in HWC mitigation.</p>	<p>Trainings aimed at strengthening community skills to address problem animal challenges. The Scouts were equipped with gum boots, whistles, rain jackets, water bottles, buckets, bells, t-shirts, ox ploughs, spades and pick axes supplied by AWF.</p>



Output indicator	Annual Target FY2017/18	Achievements	Comments
		<p>11 acres of chili was transplanted and farmers trained on chili management.</p> <p>In RMNP 9 parishes around the PA were supplied with 120kgs of Garlic seedling which were distributed to farmers in 10 villages as unpalatable buffer and high value crops to areas prone to Problem Animals.</p> <p>In KNP, 1.2kms of beehive fence was established with over 900 bee hives.</p> <p>A hippo fence was constructed at lake Kijjanebarora in Dwaniro Sub county, Rakai District a demonstration to the communities on how to mitigate the human-hippo conflict in the area.</p>	<p>Communities have reduced interest in chili farming due to drop in market price. Efforts are made to encourage and advise them not to give up but wait for price rise and also appreciate the role of chili in problem animal management.</p> <p>Generally, there is more engagement and involvement of communities in problem animal interventions which has resulted in reduction of human - wildlife conflicts.</p>
	Maintain PAC trenches in MFCA, QECA and KCA: Maintain 200km and excavate 20km in selected hotspot areas	<p>146.5kms of problem animal control trenches were maintained in QENP, KNP and MFNP. 19.8kms of new trenches were also excavated in areas of KNP</p> <p>In MFNP 0.06 Km was fenced using cement pillars and barbed wire where it was not possible to excavate a trench due to wetlands conditions.</p> <p>8 major elephant crossing points were repaired and sealed with a barbed wire fence in KNP.</p> <p>New elephant deterrent boardwalk of about 0.15 Km length was constructed in Ntandi area - SNP to control elephant crop raiding.</p>	
	Construct crocodile cages to prevent human-crocodile attacks: 10 cages in the districts of Apac, Kasese, Mayuge, Namayingo, Rubirizi, Buliisa and Oyam	<p>Cages were not constructed. However, one crocodile protection fence was constructed at Kayela in Kafu area in MFNP. 9 Crocodiles were captured from Kafu, and Bulago, Bugalama, Kaikanga, Kafu centre villages and successfully trans-located to the Nile and Karuma. One problem crocodile measuring 4.9m was captured at Rwenjuba-Lake Kawe town council on lake Edward and translocated to Lake Kibwera in Kyambura wildlife reserve in QENP</p> <p>One problem male crocodile, estimated to weigh 100 kg was captured from Mayuge by the use of local snoring method and later translocated to R. Nile.</p>	

Output indicator	Annual Target FY2017/18	Achievements	Comments
		<p>The human-wildlife conflict situation in Apac and Nakasongola districts was assessed with emphasis on crocodile attacks. The inspection involved presentations aimed at raising awareness about management of HWC and investment in wildlife enterprises. 2crocodiles were captured from Buvuma Island and transferred to MFNP. In collaboration with Uganda Crocs Ltd and problem Animal Capture team, 20 juvenile crocodiles were translocated to Murchison Falls National Park in accordance with CITES Regulations on crocodile farming.</p> <p>Assessment of problem crocodiles was done at Katwe, Kishenyi and Kahendero in QENP. Two old and problem crocodiles that require translocation were identified at Katwe and Kahendero. Plans to capture and translocate them are underway.</p>	
	Maintain 40kms Mauritius thorn maintained in BINP and SNP	<p>Mauritius Thorn hedge</p> <p>In BINP 377km Mauritius thorn hedge were maintained and 29.6km planted along the park boundary to control problem animals. 44kms of Mauritius thorn planted in RMNP while 16km of Mauritius thorn hedge in SNP were maintained.</p> <p>The maintenance of the buffer zone (tea gardens) in BINP by Kigezi Highlands Ltd continued with the entire buffer zone tea almost finished. Two (02) km of Mauritius thorn hedge along the buffer zone was also maintained to supplement the role of the tea gardens in blocking wild animals from accessing the gardens of the neighboring community.</p> <p>The tea gardens that were planted for problem animal control in villages bordering BINP in Kanungu district were monitored and are doing well.</p>	
	Maintain the problem animal stone wall in MGNP.	544 meters of the stone wall were maintained to control wildlife from accessing communities' gardens. Some destruction cases by Elephants were recorded due to the insurgent activities in DRC.	
<b>SP Objective 3.4.3: To enhance the understanding and appreciation of wildlife conservation in Uganda</b>			
<b>Understanding and appreciation of wildlife Conservation in Uganda enhanced</b>	Develop awareness and Education strategy	A draft Wildlife Conservation Education and Awareness Strategy was formulated and circulated within the Community Conservation Sub-directorate for comments and input before it is shared with senior management.	The draft is ready for presentation to Top Management.

Output indicator	Annual Target FY2017/18	Achievements	Comments
	Review community conservation policy	A draft Community Conservation (CC) Policy was presented to Top Management. Comments and recommendations on content and layout were generated and addressed. Consultations with stakeholders for input are on-going before the final policy is submitted to the Board for approval.	The revised CC policy seeks to address various challenges including strengthening institutional capacity, enhancing education and awareness and addressing human-wildlife conflicts.
	Conduct 1126 conservation education and awareness meetings	<p>1585 conservation education and awareness meetings including 797 outreach programs aimed at creating awareness about the importance of the PAs to the neighboring communities were conducted. 126 schools and community groups participated in various conservation programs. 13 radio talk shows were conducted in PAs of MFNP, BINP, RMNP, MECA and KVNP.</p> <p>In BINP through the outreach program, 9257 of pupils benefited from community conservation education. In MFNP, 10407 people benefited from awareness meetings while Katonga WR had 998.</p> <p>To increase visibility and promote domestic tourism, the PAs hosted fourteen schools with a total of 1507 students and teachers including 03 international schools in KNP.</p> <p>Broadcasted a Conservation challenge for six University /Tertiary institutions on UBC TV as part of WWD celebrations.</p> <p>In RMNP, 16 wildlife clubs were formed; 13 new and 3 wildlife club revived and strengthened, 89 community conservation education and awareness meetings were done.</p> <p>A Wildlife Run organized by Federation of Uganda Tourism Initiatives in collaboration with KNP and KAFRED was conducted at Kanyanchu in KNP. This attracted over 500 community members. The best runners walked away with prizes ranging from jerry cans, basins and other goodies.</p>	<p>Communities were encouraged to actively participate in and support conservation programs since they benefit of entire mankind. A number of unclear issues were clarified to the community thus harmonious co-existence with the PAs.</p> <p>Message with focus on conservation values and challenges of the National parks was delivered. Schools were encouraged to form wildlife clubs for children and teachers involvement.</p> <p>There is increased reporting of illegal activities and problem animals from the community in all PAs. The communities have developed positive attitude towards wildlife conservation and there is an increase in local schools' request to visit the national parks.</p> <p>This aimed at raising awareness about wildlife conservation in Kabarole and other neighboring districts</p>

## Tourism Development and Financial Sustainability program

Output indicator	Annual Target FY2017/18	Achievements	Comments
<b>Objective 3.5.1: To develop and maintain tourism infrastructure and facilities</b>			
<b>Tourism infrastructure in and around the PA increased and improved</b>	Trails established and maintained in all PAs: 1057kms	<p>1536kms of trail network and 140kms of tourism track maintained in all PAs. 597kms of boardwalks in SNP, KNP, RMNP and TSWR were maintained. In BINP, 38 bridges, drainage channels were worked on, one resting hut was repaired while 100 ground pegs were fixed in order to make the tourism activities enjoyable, memorable and safe.</p> <p>With support from AWF, the Bukurungu trail in RMNP, was surveyed, slashed, leveled and drainage created.</p>	There is progressive work on boardwalks and trails to improve infrastructure conditions in PAs however, this require more funding for use of durable materials to withstand weather vagaries.
	Complete the construction and equip the Student and Visitor Centers in 3 PAs: MFNP, BINP and QENP	<p>Construction of the Visitor Information Centre (VIC) at Buhoma was completed and the building was handed over to BMCA management.. When operational, it will enable BMCA provide high quality services to the visitors.</p> <p>The Education Centre at Paraa is in the final stages of construction.</p> <p>In MENP, construction of self-contained double bandas was completed while the construction of student's exhibition hall is ongoing yet to be roofed.</p> <p>The site at Sheraton Kampala Hotel for the Kampala Visitor Information Centre was successfully handed over to UWA by the KCCA.</p>	
	Complete tourism gates	The modern Gate at Kabatoro was finalized and handed over to UWA while works on the road diversion at Kichumbanyobo Gate in MFNP are ongoing before the new Gate can be handed over.	
	Extension of the jetty for boat landing at LMNP	The construction/extension of the jetty for boat landing at Lake Mburo National Park was concluded and the jetty handed over to the Chief Warden LMCA.	The Executive Director graced the launch of the new Impala boat on the waters of Lake Mburo where the new boat is the most sought after activity in the park.
	Modern tourist launch boats	The ED led the UWA Board of Trustees to test one of the three (3) newly acquired Motorized Boats on the Kazinga Channel in QENP. The so called "Lake Parks" "Pelican" is the authentic name of the Motorized Boat in Queen Elizabeth National Park. Pelican was delivered in mid-April 2017.	

Output indicator	Annual Target FY2017/18	Achievements	Comments
<b>New and improved existing products developed</b>	Construct Wildlife Sculptures around Kampala City: 2 Wildlife Sculptures (1 for 5 Impalas at IPS Building/Jubilee House and a Gorilla at Collin House)	The development works commenced though the negotiations for scope of works to fit in available budget is still ongoing and the handover of site is not yet done.	Budget for the development is below the scope of works
<b>SP Objective 3.5.3: To promote PA as tourism destinations at National and international levels</b>			
<b>Visitors numbers improved</b>	Increase on tourism numbers	PA visitation increased was recorded at 304,882 leading to an increment of 14.4% as compared to 266,510 visitations in FY2016/17.	
	Monitor the Gorilla permit sales	There was an increase in Gorilla sales in FY 2017/18 by 16% from 52.3% for financial year 2016/17 to 67.9% for financial year 2017/18.	The lowest sales are in the months of April and May which are low season.
	Finalize the development of UWA's Marketing plan and strategy: Present the draft plan to SMM	The draft plan was presented to TMM comments were made and these are being incorporated.	To be presented to the BoT planning committee for further review.
	Develop MoUs with Wildlife Clubs of Uganda, and other private sector players to promote the marketing of UWA products	The process of negotiating a Memorandum of Understanding (MoU) with Wildlife Clubs of Uganda and Promote Uganda was commenced. The MoUs were agreed on in principal, drafted and just awaiting final signatures	The two clubs will work together with UWA to market the available products.
	Re-launch Friend a Gorilla: Present the proposal to BoT	The plan to re-launch the Friend a Gorilla campaign commenced. A proposal was written, presented to and approved by the BoT with a few pending edits that will be finalized soon.	This is an activity we planned for FY2018/2019 and the ministry is also aware of this and has it in their calendar.

Output indicator	Annual Target FY2017/18	Achievements	Comments
	Participate in 5 International, 10 National, 3 Regional and tourism Expos	<p>Participated in 1 international, 1 regional and 4 domestic exhibition including; ITB Berlin, UNAA Convention and Trade Expo at the InterContinental Miami in Miami, United States Of America Rimini, Kwitalzina Conservation and Tourism Exhibition, Jinja Trade Show, 2nd International Cultural Tourism Expo, the Buganda Tourism Expo, the World Tourism Day celebrations, the 21st Tooro Coronation Empango exhibition, Bunyoro-Tooro cultural expo, KCCA Carnival Makerere dinner and the 12th URA Tax Payers appreciation Week, , Tulambule, St. Patrick day-Greening of the equator, Easter campaign and Sport fishing in MFNP.</p> <p>Carried out Tulambule Campaign in Eastern region in conjunction with MTWA combined with Open Park Days. The campaign included visits to Mt. Elgon National Park and Pian Upe Wildlife Reserve. Other places visited and activities carried out included climbing the Tororo Rock, engaging in the bull fighting in Bududa, meeting of community leaders in the respective districts to discuss tourism and conservation. This campaign was also combined with the Open Park day event</p> <p>MFNP hosted the annual sport fishing event that attracted over 60 Foreign Residents for the event as angular and well wishers</p> <p>A low Market season promotion (experience adventure in the Wild Christmas Campaign) was conducted to increase awareness of park activities and tariff among Ugandans. During the campaign people were encouraged to visit the parks during the Christmas season.</p>	



## ANNEX 3: POLICIES, LEGAL FRAMEWORK AND STRATEGIES FOR TOURISM SECTOR IN UGANDA

	Document	Relevance
Policies	<b><i>The 1995 Constitution of the Republic of Uganda</i></b>	The overall government policy on natural resource conservation is enshrined in the 1995 Constitution of the Republic of Uganda, which provides for state protection of important natural resources such as land, water, wetlands, minerals, fauna and flora on behalf of the people of Uganda. This is enshrined in National Objectives and Directive Principles of State Policy under Objective XIII. The constitution also provides for creation and development of Parks, Reserves, recreation areas and conservation of natural resources by central and or Local Governments under Objective XXVII. The same objective further obligates the state to promote the rational use of natural resources so as to safeguard and protect the biodiversity of Uganda
	Wildlife Policy 2014	To conserve wildlife resources of Uganda in a manner that contributes to the sustainable development of the nation and the well-being of its people.
	Museums and Monuments Policy(2015)	The main aim of the policy is to “create a frame work for preservation and sustainable development of Uganda’s Museums and Monuments for the benefit of the people of Uganda and posterity” The policy further provides guidance on collection, research and museum services.
	Uganda National Cultural Policy, 2006	The cultural policy addresses the need for the preservation of archaeological, paleontological, Ethnographical and other artifacts of cultural importance to Ugandans. According to this policy, the Department of Antiquities and Museums is to “collect and showcase, research and document, conserve and store objects as well as conducting outreach programs” to communities.
Legal framework	<b><i>Uganda Wildlife Act, Cap 200 of 2000</i></b>	This Act vests ownership of wildlife into the State and provides for management of Wildlife in and outside of wildlife protected areas in Uganda. It establishes Uganda Wildlife Authority and its functions. The legislation provides for creation and management of wildlife protected areas, sanctuaries and wildlife management areas. The Act establishes wildlife use rights regime that promotes sustainable utilization of wildlife resources. Other laws relevant for the sector include the National Environment Act Cap 153, Forestry and Tree Planting Act, 2003; Land Act 1998 among others.
	<b><i>The National Environment Act, Cap 153 of 2000</i></b>	The Act provides for wildlife protection and contains provisions which can be applied to the protection and sustainable use of wildlife. It includes provisions for the conservation of biological resources in situ, and the selection and management of protected and buffer areas. The act also provides a basis for environmental impact assessment.
	<b><i>Uganda Wildlife Education Centre Trust Deed, 1994</i></b>	This Deed provides for establishment and management of the former Entebbe zoo as Uganda Wildlife education Centre. It lays down the objects and management of the Centre. This law is however, weak and not enabling the Centre to access public funds.
	<b><i>Uganda Wildlife Conservation Education Centre Act, 2015</i></b>	The Act establishes UWEC as a statutory body responsible for management of conservation education in Uganda
	<b><i>Universities and other Tertiary Institutions Act 2001</i></b>	This provides a basis for formation of specialized sectoral training institutions and human resource capacity development in general. The Uganda Wildlife Institute currently derives its legal existence from this law. The Act repealed Uganda Wildlife Training Institute Act and placed all training institutions under one umbrella. Government has however reversed this decision by Policy and this institute will soon be re-established with its own Act of Parliament.

	Document	Relevance
	<b><i>International law</i></b>	Uganda is a signatory to a number of international conventions, treaties and Agreements relating to wildlife. This is in line with Uganda's foreign policy obligates the state to conserve wildlife and wildlife protected areas and promote sustainable development of wildlife resources. International laws most direct and of immediate importance for the conservation of wildlife to which Uganda is a member through the Wildlife Conservation Department includes:- Convention on International Trade in Endangered Species of wild fauna and flora (CITES), Convention on Migratory Species of Wildlife (CMS), Lusaka Agreement on Cooperative Enforcement to Combat illegal trade in wildlife and Afro-Eurasian Water Bird Agreement (AEWA). Other conventions relevant to wildlife conservation where Uganda is a party through other MDAs include Convention on Biological Diversity
	Uganda National Culture Policy of 2006	Support the promotion of the Intangible heritage expressions within the communities living around the sites, museums and monuments. Support cultural and traditional institutions in conserving traditional practices. Creating awareness on the link of intangible cultural elements to the museums and monuments.
	The <i>Historical Monuments Act</i> 1967 Cap 46	Provides for preservation and protection of historical monuments and objects of archaeological, paleontological, ethnographical and traditional interest.
	The Land Act of 1998	The Land act of 1998 provides for the tenure, ownership and management of land in Uganda. The act enables government to acquire land for the purpose of heritage conservation. It also provides for the management and conservation of heritage resources in a sustainable manner.
	The Traditional Rulers Act 1993 Cap 247	Provides for the restitution of assets and properties
	The National Development Plan for Uganda 2015/16-2019/20	Recognizes tourism as a key growth sector for the attainment of vision 20140

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