



Tourism Sector Annual Performance Report

Covering the period 1st July 2013- 31st June 2014

**Ministry of Tourism Wildlife and Antiquities, Rwenzori Towers, P.O Box 4142, Nakasero
Road, KAMPALA**

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FOREWORD.

The mandate of the Ministry of Tourism, Wildlife and Antiquities is spelt out in the Mission which is, “To develop and promote the tourism, wildlife and Heritage resources for enhancement of Uganda as a competitive and preferred tourist destination, with accelerated sector contribution to the national economy”.

This Annual Performance Report marks three years of our existence as an independent Ministry of Tourism, Wildlife and Antiquities and gives general performance of the tourism sector and challenges towards fulfillment of the mandate for the period July 2013 to June 2014.

During the Financial Year, the Ministry was able to register many achievements in pursuant of its goal of developing sustainable quality Tourism that is culturally and socially acceptable, ecologically friendly, environmentally sustainable and economically viable.

In implementing its mandate, the Ministry received support from the other key stakeholders. We acknowledge and thank them for their support and cooperation.

Special thanks go to the Management and staff of the Ministry and its affiliated institutions who made invaluable contributions in formulating and implementing the Ministry’s policies and programmes.

Finally, I hope this report will enable our esteemed readers to understand and appreciate better the role of the Ministry of Tourism, Wildlife & Antiquities in ensuring that Uganda’s Tourism develops to sustain economic growth and social transformation.

Hon Dr. Maria Mutagamba
MINISTER OF TOURISM WILDLIFE AND ANTIQUITIES

LIST OF ABBREVIATIONS

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
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
CSR	Corporate Social Responsibility
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
FY	Financial Year
GDP	Gross Domestic Product
GEF	Global Environmental Facility
GoU	Government of Uganda
HTTI	Hotel and Tourism Training Institute
ICT	Information and Communication Technology
ITB	International Tourism Bourse
JTMC	Joint Tourism Marketing Committee
KCCA	Kampala City Council Authority
KVNP	Kidepo Valley National Park
LDPG	Local Development Partners Group
LMNP	Lake Mbuoro National Park
MDA	Ministries Departments and Agencies
MFNP	Murchison Falls National Park
MGNP	Mgahinga Gorilla National Park
MOES	Ministry of Education and Sports
MoFPED	Ministry of Finance Planning and Economic Development
MoPS	Ministry of Public Service
MOU	Memorandum Of Understanding
MPS	Ministerial Policy Statement
MTEF	Medium Term Expenditure Framework
MTTI	Ministry of Tourism Trade and Industry
MTWA	Ministry of Tourism Wildlife and Antiquities

NCHE	National Council of Higher Education
NPA	National Planning Authority
NTP	The National Tourism Portal
NTV	Nation Television Network
OPM	Office of the Prime Minister
PAAZAB	Pan African Association of Zoos and Aquaria
PES	Payment for Ecosystem Services
PIRT	Presidential Investors Round Table
PPDA	Public Procurement and Disposal Authority
PR	Public Relations
QENP	Queen Elizabeth National Park
SMS	Short Message Services
TDA	Tourism Development Areas
TSAPR	The Tourism Sector Annual Performance Report
TSWG	Tourism Sector Working Groups
TUGATA	The Uganda Association Of Travel Agents
UBC	Uganda Broadcasting Corporation
UHOA	Uganda Hotel Operators Association
UIA	Uganda Investment Authority
UK	United Kingdom
UNDP	United Nations Development Program
UNEP	United Nations Environmental Program
UNESCO	United Nations Educational Scientific and Cultural Organisation
UNWTO	United Nations World Tourism Organisation
USAGA	Uganda Safari Guide Associations
UTA	Uganda Tourism Association
UTB	Uganda Tourism Board
UWA	Uganda Wildlife Authority
UWEC	Uganda Wildlife Education Center
UWRTI	Uganda Wildlife Research and Training Institute
WGs	Working Groups
WTM	World Travel Market
WWF	World Wildlife Fund

EXECUTIVE SUMMARY

This is the fifth Tourism Sector Performance Report. It provides a concise and transparent overview of investments, targets, achievements, outputs and challenges for the sector. The report includes data and analysis with respect to total contribution of Travel & Tourism to GDP in Uganda (bn), direct contribution of Travel and Tourism to GDP in Uganda, Tourism foreign exchange earnings USD(million), number of overnight visitors, number of holiday and leisure visitors, % age of the labour force employed in the tourism sector (Direct employment, direct number of employees in the tourism sector, annual average % bedroom occupancy of accommodation, average length of stay, Government total expenditure on tourism as % of total budget, Government expenditure per tourist, Government expenditure per leisure tourist

Sector Planning and Finance

The sector recently launched the sector-wide approach to foster holistic and forward-looking policy development, planning and management as well as enhanced participation by stakeholders.

In the FY 2013/14, the overall approved sector budget was UGX 64.7 billion comprising UGX 14.817 billion (23%) for on-budget and UGX 50.2billion (77%) off-budget. Compared to FY 2012/13, the overall sector budget increased by 7% (from UGX 60.498 bn). On-budget increased by 13% while off-budget increased by 5%.

Progress on undertakings of 2012/13

A total of 14 undertakings were adopted at the 4th joint Sector Review. To implement the undertakings, thematic groups and subgroups were formed and achievements made against the undertaking are detailed in chapter 4.

Sector performance for FY 2013/14

The performance of the tourism sector is grouped in four thematic areas of Tourism development, Wildlife conservation, Museums and monuments.

The tourism thematic area gives the performance of the tourism department at the Ministry of Tourism Wildlife and Antiquities, Uganda Tourism Department, Hotel Tourism Training Institute and off budget performance (achievements made with assistance of development partners, private sector and civil society organizations).

The Wildlife conservation thematic area gives the performance of the Department of Wildlife conservation at the Ministry of Tourism Wildlife and Antiquities, Uganda Wildlife

Authority (UWA), Uganda Wildlife Education Centre (UWEC), Uganda Wildlife Training Institute (UWTI) and off budget performance.

The Museums and Monument thematic area gives the performance of the Department of Museums and Monuments and off budget performance.

Under the tourism development thematic area the major achievements were:

- The total contribution of Travel & Tourism to GDP in Uganda was UGX 5,495bn (7.9% of GDP) in 2013 up from UGX4, 993.6bn (8.8% of GDP and 11% of the Services sector) in 2012, and is forecast to rise by 6.4% in 2014. Visitor exports generated UGX 2,767bn equivalent to \$1,085million¹ (19.6% of the total exports) in 2013 increasing from \$1,003m in 2012. This is forecast to grow by 5.8% from 2014-2024.
- Uganda received 1,206,334 visitor arrivals in the year 2013 up from 1,196,000 in the year 2012 representing an increase of 1%. Of the total visitors, 16% came for leisure and holiday; second to those visiting friends and relatives at 44%.
- With financial support of UNDP and technical expertise of UNWTO, the sector developed the Tourism Policy 2014 and Tourism Master Plan 2014-2024
- Uganda's tourism featured in various media platforms showcasing and discussing about Tourism and Investment opportunities in the Country. Discussions have been held radio interviews including BBC and numerous quotations and story updates, TV appearances (NTV, UBC); numerous newspaper story appearances and pictorial in most of Uganda's major newspaper platforms. This has raised awareness about the importance of tourism in Uganda.
- For the first time Uganda exhibited at Indaba Tourism expo in South Africa
- UTA as an apex body was revamped and with united membership of USAGA, AUTO, TUGATA, UCOTA and UHOA. UTA is now a member of East African Tourism Platform where Uganda holds the vice chair. 63 accommodation establishments were graded and classified, Six (6) regional tourism clusters supported to identify, develop and market tourism their products
- Skills enhancement programs conducted for Private sector. AUTO, UHOA, USAGA, TUGATA and airport Drivers trained in various disciplines.
- Uganda secured a loan from World Bank of USD 25bn to support the tourism sector in three areas of skills capacity building, tourism infrastructure at HTTI and product development, packaging and promotion.

Under the wildlife conservation thematic area the major achievements were:

¹ World Travel and Tourism Council, Travel & Tourism Economic impact 2014, Uganda

- The number of visitors to national parks made a remarkable rebound from 182,000 in 2012 to 213,949 in 2013 compared to decrease of 12.5% made between 2011 (208,000 visitors) and 2012.
- Visitation at Uganda Wildlife Education centre increased from 256,042 visitors for the 2012/2013 Financial Year to 269,321 visitors in the 2013/2014 Financial Year.
- The wildlife policy was reviewed and approved by Cabinet in March 2014 . The policy is expected to align wildlife conservation and management with other government policies, laws and including international treaties and protocols
- 170 Vermin Scouts selected from human wildlife conflict hotspots around, Bwindi - Mgahinga, Murchison Falls and Queen Elizabeth Conservation Areas were trained in human wildlife control skills
- New trenches were constructed and old one maintained and this has reduced cases of human wildlife conflicts from 8 cases per month to 2 cases or none per month.
- There was a remarkable reduction in elephant poaching within protected areas from 14 cases during the same period in 2012 to only 6 cases
- 105 ha of formerly degraded/encroached area in Mount Elgon National Park were planted with indigenous trees
- The increase in revenue at Uganda Wildlife Authority has led to increased funds for revenue sharing scheme. The funds increased from Shs. 1.899bn to Shs 2.454bn and were disbursed to support community livelihoods in districts Kiryandongo, Oyam, Masindi, Nwoya, Nebbi, Buliisa, Kabong, Kiruhura and Isingiro
- 6 problem crocodiles were captured from Mayuge, Sese Islands and Lake Katwe and translocated to Karuma wildlife reserve
- 250 schools benefited from our Conservation Education outreach program, in which we conducted interpretation talks, screen wildlife videos and documentaries and inspire the participants to adopt positive environmental actions such as tree planting, proper waste management, reporting wildlife offenders among others.
- There was an improvement in the number of graduates at Uganda Wildlife Training Institute in 2013/14 of 51 students compared to 38 students that graduated in 2012/13.

Under the Museums and monument thematic area the major achievements were:

- A nomination dossier/file of Nyero and other hunter gatherer sites was completed and submitted to UNESCO. This dossier is a serial nomination that comprises 6 Rock Art sites namely; Nyero, Dolwe, Mukongoro, Kakoro, Komuge and Kapir.
- **Hosted the 3rd World Heritage Nomination Training Course:** Participants were drawn from 8 countries: South Africa, Eritrea, Zimbabwe, Lesotho, Ghana, Sierra Leone, Uganda and Kenya. 34 participants attended (20 males and 14

females). Uganda benefited by directly having 4 participants trained and they are currently working on the nomination dossier of Bigo Byamugenyi.

- The sector developed the first Museums and Monuments Policy (2014) that was submitted to Cabinet for Approval. This policy will address the identified challenges and gaps facing the sub sector.

Challenges for the FY 2013/14

During the course of the financial year 2013/14 a number of challenges were encountered;

- Due to proximity of human settlements and developments to protected areas besides the wide range of some wildlife species, human wildlife conflicts have persisted resulting in crop destruction, livestock predation, injuries and even deaths. The killing by elephants of three people in Loro, Oyam district which is far from Murchison Falls National Park boundary is a clear example of the shrinking habitats for such wide ranging beasts which occasionally re-trace their historical migratory routes. With the return of peace and stability in northern Uganda, areas around Murchison Falls National Park have become heavily inhabited with settlements and agricultural activities pressing closer to park edge thus aggravating human wildlife conflicts.
- Inadequate data on wildlife conservation that is crucial in informing development of policies on the management of wildlife species, habitats and ecosystem remains a challenge
- Inadequate logistical and technical capacity to effectively track the impacts of oil and gas related developments in protected areas remains a critical challenge for the subsector.
- Delayed passing of the bill re-establishing HTTI under the Ministry of Tourism Wildlife and antiquities has affected the Institute in the delivery its mandate
- Inadequate budget to marketing the country, developing the tourism products

1.0 INTRODUCTION

1.1 Background

The Tourism Sector Annual Performance Report (TSAPR), is a document required to be produced annually by the Tourism Sector. It is the main document that presents a synopsis of the overall performance of the Tourism Sector for the FY 2013/4. It tracks progress made and the challenges encountered by the sector, in its efforts to achieve the broad and specific policy objectives.

The overall purpose of 2013/14 TSAPR is to provide a feedback to stakeholders on the performance of the sector for the period under review. It will inform the 5th Tourism Sector Review scheduled for September 2014.

The report documents progress made in the tourism sector during Financial Year 2013/14. It as well focuses its attention on the progress of the implementation of the annual work plan as well as overall sector performance against the targets set for the FY 2013/14.

1.2 Participants

Participants for the Review will be drawn from MTWA headquarters, Affiliate Institutions under MTWA, Line Ministries, representatives from Development Partners, Local Governments, Private Sectors, and Non-Governmental Organizations (See Annex 1).All in all a total of 200 participants will be invited to the 5thTourism Sector Review.

1.3 Objectives of the review

The specific objectives of the review are:

- 1) Review progress in the implementation of the Tourism Sector interventions including undertakings agreed on in the 4rd Review;
- 2) Share experiences of the Tourism Sector and its potential contribution to Uganda's socio-economic transformation.
- 3) Identify and generate consensus on Sector Strategies and the way forward.
- 4) Identify and agree on undertakings for the medium term;

1.4 Expected Outputs for the Review

The main outputs of the 5th Tourism Annual Sector Review process will include:-

- (i) Tourism Sector Annual Performance Report (TSAPR);
- (iii) Agreed Future Undertakings for October 2014;

1.5 Mandate of the Ministry

The Mandate of the Ministry is *“To formulate and implement policies, strategies, plans and programs which promote tourism, wildlife and cultural heritage conservation for socio-economic development and transformation of the country”*

1.6 Strategic objectives

In order to achieve the above mandate the following objectives are pursued;

- i. To enhance regulation, coordination and management of the tourism sector To develop and diversify the tourism products and services
- ii. To develop tourism infrastructure and facilities
- iii. To promote and market the destination in national, regional and international markets
- iv. To develop human resource and institutional capacity for the tourism sector
- v. To promote community involvement and enterprise development in the tourism economy
- vi. Promote Sustainable Development of Uganda’s Wildlife resources and Cultural Heritage
- vii. Promote safety and security of tourists and tourism assets
- viii. Promote local, regional and global partnerships for tourism development

1.7 Key performance indicators for the tourism sector

This subsection summarizes progress with respect to eleven key indicators used for sector performance measurement for the tourism sector.

Table 1: Key performance indicators of the sector

Indicator	2009	2010	2011	2012	2013
1. Total contribution of Travel & Tourism to GDP in Uganda (bn)	2,796.9	3,233.6	4,387.4	5,176.5	5,495 (7.9%)
2. Direct contribution of Travel and Tourism to GDP in Uganda	1,157.3	1,365.4	1,876.3	2,187.5	2299-(3.3%)
3. Tourism foreign exchange earnings USD(million)	594	662	805	1,003	1,085
4. Number of overnight visitors	806,658	945,899	1,151,356	1,196,144	1,206,334
5. Number of holiday and leisure visitors	126,421	149,249	75,558	224,436	
6. % age of the labour force employed in the tourism sector (Direct employment)			3.4	3.3	2.8

7. Direct number of employees in the tourism sector	173,100	189,700	202,400	186,200	182,500
8. Annual average % bedroom occupancy of accommodation				38.5	51
9. Average length of stay				6	6
10. Government total expenditure on tourism as % of total budget	0.11 FY 2009/10	0.12 FY 2010/11	0.14 FY 2011/12	0.12 FY 2012/13	0.12 FY 2013/14
11. Government expenditure per tourist	10,431	10,745	11,651	11,275	12,032
12. Government expenditure per leisure tourist	66,555	66,555	66,555	66,555	

1.7.1 Sources of information

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

Department/Agency	Data collected
Department of migration-MoIA and Uganda Bureau of Statistics	Collect and compile data on migration across border points
Uganda wildlife Authority	Collects data on arrivals in the national park
Uganda Wildlife Education Centre	Collects data on arrivals at the Wildlife Education centre
United Nations World Tourism Organisation	Compiles data on contribution of Tourism to GDP, Investment, employment
Policy and Planning Division/ Uganda Bureau of Statistics	Collects data on tourism exchange earnings and bed occupancy, tourism labour force
Museums and monument	Collects data on arrivals at the Uganda Museum and artifacts

1.7.2 Key issue of data collection

The current data production practices are adhoc, discrete and incoherent; consequently, the basis and process for deciding what data to capture depends on the judgment of the ones in charge of the processes. Given the varied skill and knowledge endowments, resources and interest, the resulting data and statistics often do not meet international best practices or standards. Information Systems are scattered across agencies. Some of the key tourism performance indicators are not being compiled such investments in the sector, volume of domestic tourism among others.

1.7.3 Way forward

In order to address the challenges of data collection, Government of Uganda has received a credit from World Bank towards the implementation of **Competitive Enterprise Development Project (CEDP)**. The project will among other things support systems for tracking sector performance, Institutional Capacity Building to provide the Ministry of Tourism, Wildlife & Antiquities with skills and to design and implement a lodging classification/grading system

2.0 POLICY AND INSTITUTIONAL FRAMEWORK FOR THE TOURISM SECTOR

This section highlights the current policy and regulatory framework as well as the institutional framework for the tourism sector.

2.1 Policy and Regulatory Framework

The current policy framework is guided by the following documents whose details are provided in Annex 2:

1. The 1995 Constitution of the Republic of Uganda
2. The acts of Tourism Act 2008, Uganda Wildlife Act, Cap 200 of 2000, Universities and other Tertiary Institutions Act 2001, The Historical Monuments Act 1967 Cap 46
3. The policies of Tourism Policy 2014, Wildlife Policy 2014
4. Regional and International instruments listed in the box below

The Sector through the Ministry of Tourism Wildlife and Antiquities relates with other East African Community states through the established EAC Sectoral Council on Tourism and Wild Life. MTWA is also a signatory to the following international bodies: Convention on International Trade in Endangered Species of Fauna and Flora (CITES), Convention on Migratory Species of Wild Animals (CMS), Lusaka Agreement on Cooperative Enforcement Operations Directed Against Illegal Trade and African –Eurasian Water bird Agreement (AEWA), UNWTO, PAZB, and Wild Life Association of National Parks

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.

2.2 Institutional Framework

The tourism sector in Uganda is mainly public sector led and private sector driven. The Government of Uganda recognized the importance of tourism to the Ugandan economy, by creating a stand-alone Ministry of Tourism, Wildlife and Antiquities (MoTWA) in 2011 and by identifying tourism as a priority growth sector in the National Development Plan for 2010/11 – 2014/15. The Ministry as the lead public sector organ is responsible for formulation of tourism policies to guide the development of the sector.

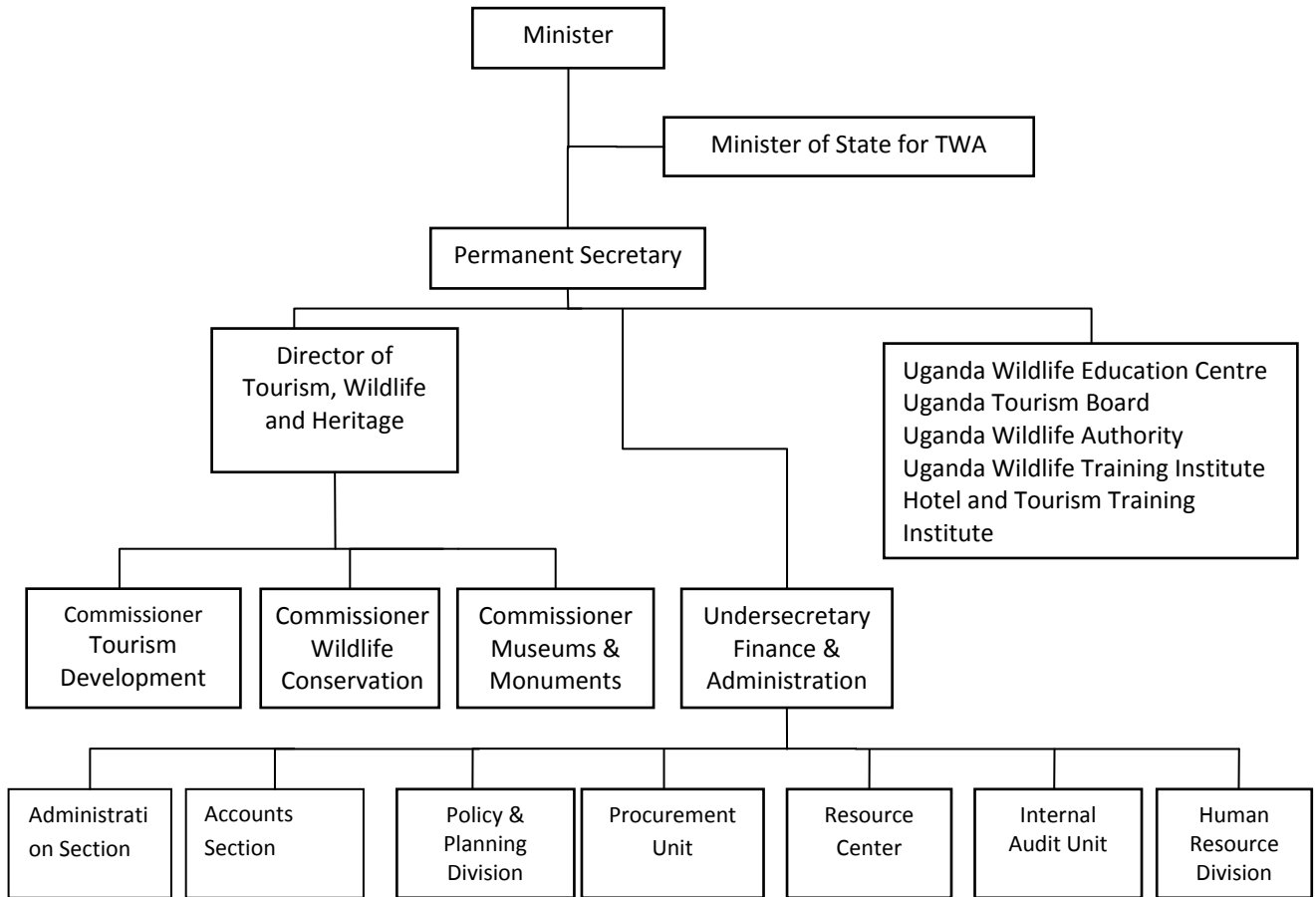
The ministry is also responsible for the supervision, monitoring and coordination of the sector. In the execution of its mandate the MoTWA works through a number of Departments, Institutes and Agencies. The *departments* include: Tourism Development; Wildlife Conservation; Museums and Monuments and Finance and administration. The *institutes* are Hotel and Tourism Training Institute and Uganda Wildlife Training Institute. The *agencies* are: Uganda Tourism Board (UTB); Uganda Wildlife Authority (UWA) and Uganda Wildlife Education Centre (UWEC). MoTWA also collaborates with other ministries, organisations and associations. The roles of these departments and agencies are under the thematic areas of Tourism Development, Wildlife Conservation and Museums and Monuments.

The Tourism Development thematic areas comprises the Tourism development Department under the Ministry, Uganda Tourism Board and Hotel and Tourism Training Institute

The Wildlife Conservation thematic areas comprises the Wildlife Conservation department, Uganda Wildlife Authority, Uganda Wildlife Education Centre (UWEC) and Uganda Wildlife Training Institute (UWTI)

Museums and Monuments thematic area comprises the Department of Museums and Monuments.

Organogram of the Ministry of Tourism Wildlife and Antiquities



3.0 SECTOR PLANNING AND FINANCE

3.1 Introduction

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

3.2 Sector Planning Framework

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

Top management

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

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

3.2.1 Key planning outputs

Preparation of the Budget Framework Paper (BFP) and Ministerial Policy Statement (MPS) for FY 2013/14: MTWA coordinated the process of preparation of the sector Budget Framework Paper and Ministerial policy Statement 2013/14FY, in a standard format issued by MFPED, with outline details of the targeted physical or other outputs and the allocated or required financial resources to achieve the outputs, under the Vote Functions of Policy, Planning and Support Services (0649) and Tourism, Wildlife conservation and Museums (0603). The Ministerial Policy Statement is a public document and can be accessed on the Ministry website (www.tourism.go.ug) after approval by Parliament. The approval by Parliament is vital to ensure that the voices of their constituents are somehow reflected in the planning process. Issues raised by Members of Parliament are incorporated as much as possible in the final Ministerial Policy Statement.

3.2.2 Main policy challenges

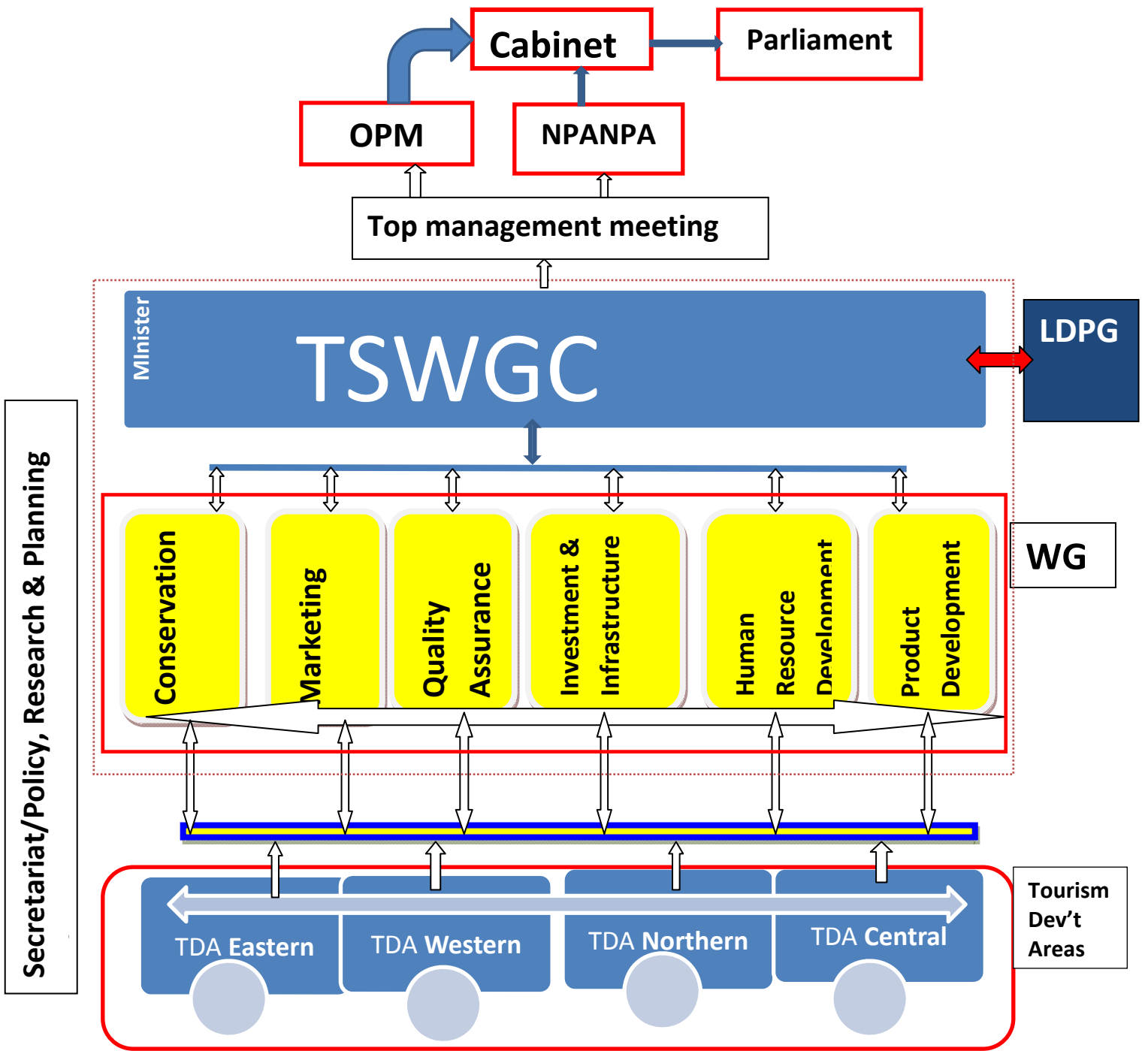
During the period under review, policy implementation in the sector encountered a number of challenges among others included the obsolete policy framework, budget constraints, the dynamic environment which necessitates frequent policy reviews which the sector is unable to undertake), capacity gaps.

This was compounded by glaring gaps such as lack of a Tourism Management Information System that have resulted in poor funding of data collection, lack of M&E sector policy has led to creation of parallel systems that are not synergistic and duplicate efforts.

3.2.3 Sector Wide Approach

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

Tourism Sector Working Group Framework



3.3. Monitoring and reporting process

Quarterly performance reports were prepared and submitted to the MFPED and the Office of the Prime Minister which feed into the Government Performance Reports at half year and annual.

3.4 Sector Budget performance.

This section analyses the planned resources, the funds available and actual expenditures for the FY 2013/14. The analysis highlights both “**on-budget**” and “**off-budget**” financial support to the sector. “On-budget funds” refers to financial resources reflected in the Government’s “Estimates of Revenue and Expenditure Book for the FY”, while “off-budget funds” are the resources outside Government (GoU)’s sector ceiling and Medium Term Expenditure Framework (MTEF).

Off-budget funds, mainly comprises donor funds independently accessed by Ministry and Agencies, CSOs, and the private sector associations. It also includes funds generated at source by the agencies involved.

In the FY 2013/14, the overall approved sector budget was UGX 64.7 billion comprising UGX 14.817 billion (23%) on budget and UGX 50.2 billion (77%) off-budget. Compared to FY 2012/13, the overall sector budget increased by 7% (from UGX 60.498 bn). The increase in funding is reflected under the on-budget component by Shs. 1.74bn and the off-budget component, which rose by UGX 2.477bn from UGX 47.4 billion (in 2012/13 to UGX 50.2 billion (2013/14).

Table 2: Overall budget of the tourism sector FY 2013/14

MDA	Approved Budget FY <u>2012/13</u>(bn)	Approved Budget FY <u>2013/14</u>(bn)	Actual budget <u>FY 2013/14</u>(bn)
Ministry of Tourism Wildlife and Antiquities (MTWA)	11.668	13.112	12.413
Uganda Tourism Board (UTB)	1.409	1.403	2.482
Uganda Wildlife Authority (UWA)	44.139	46.25	39.360 ²
Uganda Wildlife Education Centre	2.331	2.457	2.119

² Actual budget up to End of March 2014

(UWEC)			
Hotel Tourism & Training Institute (0.881	1.408	1.191
Uganda Wildlife Training I	0.07	0.082	0.125
Total	60.498	63.304	56.499

3.4.1 On-budget performance

Table 3: Off budget performance FY 2013/14

MDA	Approved Budget <u>FY</u> 2012/13(bn)	Approved Budget <u>FY 2013/14(bn)</u>	Released by End June <u>FY</u> 2013/14(bn)	Spent by end June 2014 (bn)
MTWA	11.668	13.112	12.413	12.335
UTB	1.819	1.403	2.482	2.482
Total	13.3487	14.515	14.895	14.817

Table 4: Budget performance for Vote 022: Ministry of Tourism Wildlife and Antiquities, FY 2013/14

<i>(i)Excluding Arrears,Taxes</i>	Approved Budget	Cash limits by End Jun	Released by End Jun	Spent by End Jun	% Budget Released	% Budget Spent	% Releases Spent
Wage	1.332	1.332	1.196	1.119	89.8%	84.0%	93.6%
Recurrent Non Wage	7.706	8.206	8.206	8.205	106.5%	106.2%	100.0%
GoU	2.774	2.774	2.761	2.761	100.0%	99.5%	100.0%
Development	0.000	N/A	0.000	0.000	N/A	N/A	N/A
GoUTotal	11.812	12.812	11.993	12.415	104.2%	103.0%	99.4%
TotalGoU+ExtFin. (MTEF)	11.812	N/A	11.993	12.415	101.5%	105.1%	99.4%
<i>(ii)Arrears andTaxes</i>	<i>0.000</i>	<i>N/A</i>	<i>0.000</i>	<i>0.000</i>	<i>N/A</i>	<i>N/A</i>	<i>N/A</i>
	<i>1.300</i>	<i>N/A</i>	<i>0.250</i>	<i>0.250</i>	<i>19.2%</i>	<i>19.2%</i>	<i>100.0%</i>
Total Budget	13.112	12.812	12.413	12.335	93.9%	94.7%	99.4%

The approved budget for the Ministry was Shs.13.112 bn including taxes. At the end of the FY 2013/14, Shs. 12.413bn had been released (93.9%). Of the released Shs. 12.413bn 99.4% of it was spent.

Figure 1: Budget performance for Vote 022: Ministry of Tourism Wildlife and Antiquities, FY 2013/14

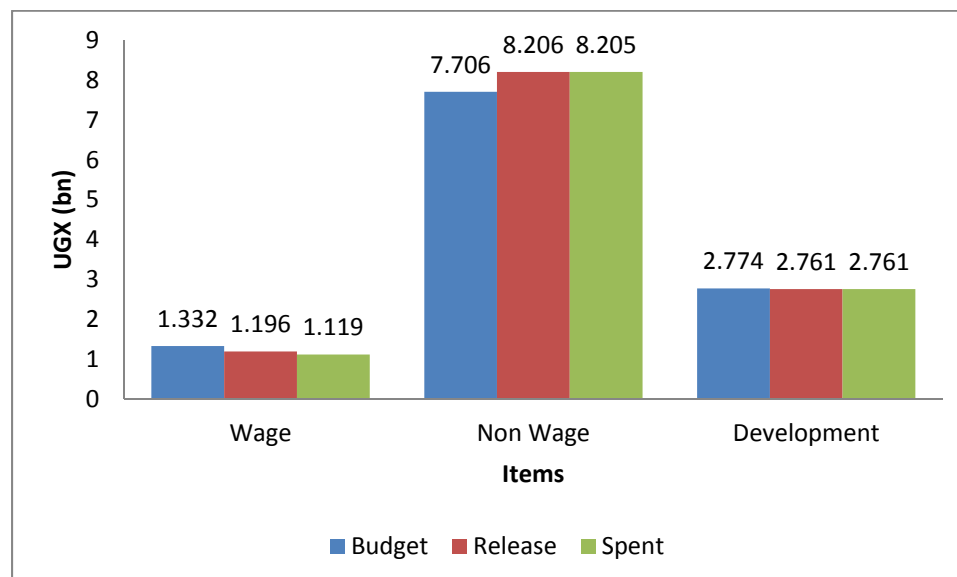


Table 5: Budget performance for Vote 117: Uganda Tourism Board FY 2013/14

<i>(i)Excluding Arrears,Taxes</i>	Approved Budget	Cashlimits byEnd	Released byEnd	Spentby End Jun	% Budget Released	% Budget Spent	% Releases Spent
Wage	0.390	0.969	0.969	0.969	100.0%	100%	100%
Recurrent Non Wage	0.920	1.270 0	1.270	1.270	100%	100%	100
GoU	0.093	0.243	0.243	0.243	1000%	100%	1000%
Development	0.000	N/A	0.000	0.000	N/A	N/A	N/A
GoUTotal	1.403	2.482	2.482	2.482	100%	100%	100%
Total GoU+Donor (MTEF)	1.403	N/A	2.482	2.482	100%	100%	100%
<i>(ii)Arrears andTaxesTaxes**</i>	0.000	N/A	0.000	0.000	N/A	N/A	N/A
	0.000	N/A	0.000	0.000	N/A	N/A	N/A
Total Budget	1.403	2.482	2.482	2.482	100%	100%	1009%
<i>(iii)NonTax Revenue</i>	0.000	N/A	0.000	0.000	N/A	N/A	N/A
Grand Total	1.403	2.482	2.482	2.482	100%	100%	1009%
ExcludingTaxes,Arrears	1.403	2.482	2.482	2.482	100%	100%	100%

3.4.2 Off-Budget performance for FY 2012/13 and 2013/14

Table 6: Off budget performance for the Tourism Sector r FY 2012/13 and 2013/14

MDA	Approved Budget FY 2012/13(bn)	Approved Budget FY 2013/14(bn)	%age change
Uganda Wildlife Authority	44.139	46.25	5%
Uganda Wildlife Education Centre	2.331	2.457	0%
Hotel & Training Institute	0.881	1.408	25%
Uganda Wildlife Training I	0.07	0.082	71%
Total	47.421	48.789	5%

Table 7: Source of revenue for UWA in the Financial Year 2013/14

Item	Budget (Shs.bn)	Actual Income July-March (Shs.bn)	% Collection
Income	2013/2014	2013/2014	2013/2014
PA Entry and Recreational Activities	38.97	35.57	91
Concessions Income	2.84	1.49	53
Other Internally Generated Income	4.44	2.30	52
Internally Generated	46.25	39.36	60
GOU Subvention and Donors	0.70	2.46	353
Total Income	46.95	41.82	89

The projected revenue collection for the financial year 2013/14 was 46.95 bn. In the nine months of July to March 2014 UWA collected Shs. 41.82bn which represents 89% of the projected revenue for the FY 2013/14. The sources of this revenue are further analyzed in the table below:

Table 8: Financial performance for UWEC 2013/14

	Approved		Actual	
ITEM	2012/13	'000	2012/13	'000
	2013/14	'000	2013/14	'000
Government subvention	65,700		208,056	650,000
Internally generated	2,331,401		2,134,753	2,457,268
Donor contribution				
Total	2,397,101		2,342,809	3,107,268
				2,769,601

Table 9: Financial performance for HTTI 2013/14

	Approved	Actual	Approved	Actual
ITEM	2012/13	2012/13	2013/14	2013/14
Government subvention	0.892	0.892	1.100	1.100
Internally generated	1.000	0.991	1.408	1.191
Donor contribution				

Total	1.892	1.884	2.508	2.291
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Table 10: Financial performance for UWTI 2013/14

REVENUE	Approved Budget 2013/2014	30TH JUNE 2013 – Actual
Government Grants	670,000,000	670,000,000
Local Contributions	82,000,000	125,723,500
TOTAL REVENUE	752,000,000	795,723,500

3.5 Human resources development

- i. **Refresher Training:** UWTI conducted refresher training to UWA staff. A total of 115 UWA lower and middle cadres were trained to provide basic wildlife management knowledge and skills this has improved UWTI relationship with UWA at all managerial levels in MTWA. Also this has increased visibility of the UWTI to the inside and outside community.
- ii. **Regularization of Teaching Staff:** Recruitment of four (4) Instructors into the public service in April, 2013. This has increased staff motivation and reduced on the onsite expenditures of UWTI.
- iii. **Industrial Training Placement:** A total of 131 students participated in industrial training and placed in various Protected and Conservation Areas of UWA and other government agencies/departments in the country. This has enabled the students to appreciate the ideal working environment in relation to their expectations in real life.
 - **Field Practical Studies:** UWTI conducted field studies for both diploma and certificate students in and outside the classroom environment. This helped the students to add value to the theoretical studies in the class. This has enhanced the students' skills, knowledge and experience.
- iv. UWEC provided training opportunities to its staff both in Uganda and abroad. This is aimed at giving our staff the required skills to perform at the highest possible level. The staff were trained in the fiends of Balance Score Card for Performance Management, Monitoring and Evaluation, Stores Management, Indigenous knowledge in medicinal plants, Basic Records Management, Education for Sustainability, Animal Husbandry, Continuous Professional Development, PAAZAB Audit, Continuous Professional Development, Wetland Eco-Tourism Conservation, Zoo Education, Marketing and PR, Best Practices in Animal Husbandry, Captive Elephant Husbandry and Management

- v. 250 schools benefited from our outreach program at UWEC, in which we conduct interpretation talks, screen wildlife videos and documentaries and inspire the participants to adapt positive environmental actions such as tree planting, proper waste management, reporting wildlife offenders among others.
- vi. 13 community conservation education programs were conducted by UWEC. The strategy of using a mobile zoo, with live animals helped draw members of the public to listen to our educators and keepers.
- vii. 1 Rhino conservation camp was held at the Centre. The three day training and awareness camp benefited 40 pupils and 11 teachers from the districts of Nwoya and Oyam. These are possible release sites for the rhinos that got extinct in the 1980s.
- viii. UWEC continues to provide quality environmental education and guiding services to visitors. In order to accomplish this, the following activities were undertaken;
 - 85 educator guides were trained in interpretation skills and guiding. These work with private tour operators, hotels and other tourism facilities.
 - 120 students from high institutions of learning offered internship placements. These were exposed to hands on training in animal handling, guiding, food and beverage, horticulture, accounts management among other routine operations.
- ix. UTA partnered with UNDP and UNWTO to train over 100 tour operators in product packaging and marketing.
- x. UTA trained 40 guides in tourist driving, 100 guides in bird guiding, 30 community guides in Rubirizi district, 20 tour guides in cultural guiding in Kable town
- xi. A tourist guide office was opened. It serves DRC, Rwanda and internal arrivals
- xii. UTA launched Bishop Hanington site targeting British travellers in Uganda

3.5.1 Number of graduates of tourism related courses

The Ministry carried out a census of graduates in tourism related courses from institutions of higher learning for the last 5 years. Uganda has 32 training institutions that are offering hospitality training, and on average 2,200 graduates are churned out to the hospitality industry every year. The challenge has been the quality of graduates. The focus is now on reviewing the tourism training curriculum, and assessing the training needs for the staff of HTTI, MTWA, UTB and UWTI.

Table 11: Total number of graduates per institution over a 5 year period

Institution	Year of Graduation					Total	%
	2009	2010	2011	2012	2013		
YMCA	358	442	499	621	651	2571	24.1
Jimmy Sekasi Institute of Catering	221	148	407	420	506	1282	12
Makerere University	171	253	362	172	216	1174	11
Hotel & Tourism Training Institute (HTTI)	–	–	456	–	281	737	6.9
YWCA	143	120	124	145	140	672	6.3
Tourism & Hotel Training Institute-Kabale	207	102	180	112	61	662	6.2
Career Institute - Kampala	70	85	127	165	146	593	5.6
African International Christian Ministry Vocational Training Centre	56	126	89	129	88	488	4.6
Buganda Royal Institute of Business & Vocational Studies	0	218	0	131	119	468	4.4
CCP Vocational Training-Mbale	49	91	67	96	104	407	3.8
UCC-Tororo	55	90	77	50	36	308	2.9
Shoa Institute Of Hotel Management & Business Studies-Soroti	22	40	80	84	68	294	2.8
Nkumba University	23	48	93	49	56	269	2.5
UCC-Aduku	31	15	57	26	28	157	1.5
UCC-Kabale	29	36	27	20	12	124	1.2
Victoria Business Institute-Tororo	18	28	27	20	22	115	1.1
MUBS	22	32	17	14	10	95	0.9
Nile Vocational	15	28	16	11	15	85	0.8
Kabale University	11	11	10	20	28	80	0.7
UCC-Soroti	–	–	–	35	–	35	0.3
African College of Commerce-Kabale	–	–	4	6	24	34	0.3
Uganda Wildlife Training Institute (UWTI)	–	–	–	–	14	14	0.1
Muteesa I Royal University	–	–	–	–	15	15	0.1
UCC-Pakwach	–	–	–	–	–	0	0
Total	1,501	1,913	2,719	2,326	2,667	11,126	100

4.0 STATUS OF IMPLEMENTATION OF THE 4th SECTOR REVIEW UNDERTAKINGS

4.1 A total of 13 undertakings were adopted at the 4th Joint Sector Review. To implement the undertakings, thematic groups and subgroups were formed and formally charged with responsibility for implementation of the undertakings. This section presents the progress made on implementation of undertakings:

Policy and management	Status
i. There is need for increased funding for the sector	There was an increase of Shs. 3.29bn for the marketing functions under Uganda Tourism Board. UWA budget also increased from Shs. 44.139bn to Shs 46.25bn due to their increased revenue
ii. Harmonize and review relevant government policies and Acts	Tourism policy 2014 and Wildlife Policy 2014 were approved by Cabinet.
Wildlife conservation and tourism development	
i. Fast track the amendment of Uganda Wildlife Act to take care of human wildlife conflicts and emphasis should be on compensation of crop damage and loss of lives	The principles for the amendments of the Uganda Wildlife Act were approved by Cabinet and Uganda Wildlife Bill 2014 is under formulation by the First Parliamentary Counsel.
ii. Increase revenues trickling to communities near protected areas for them to appreciate the value of protecting these resources	Amendment to the Wildlife Act will provide for rationalization of use of revenue sharing funds and other resource access programs. We also have draft Revenue sharing regulations which will be finalized following the amendment of the Act. This will effectively guide and streamline the revenue sharing program.
iii. Strengthen laws regarding poaching to make it an extremely risky venture	The Draft Uganda Wildlife Bill 2014 is proposing tougher penalties for wildlife offenders.
iv. Work with schools in conserving protected areas	-250 schools benefited from UWEC's outreach program on wildlife conservation and environment management in general. -UWA undertakes projects in schools as part of its CSR; conservation education in schools by UWEC; Wildlife clubs in schools to be revitalized in partnership with Wildlife Clubs

	of Uganda
v. Carry out more reforestations to increase habitat for wildlife animals.	<p>a) UWA restored 105 ha of formerly degraded/encroached area in Mount Elgon National Park that was planted with indigenous trees.</p> <p>b) Over 194.1ha of degraded land in Kasese, Rubirizi and Mitooma districts have been restored by WWF's Strengthening Sustainable Environment And Natural Resource Management, Climate Change Adaptation And Mitigation In Uganda (SS-ENRM CCA) project</p> <p>c) Planting of trees and reforestation programme around chimpanzee habitats in Hoima under Payment for Ecosystem Services (PES) by our affiliate institution of CSWCT</p>
vi. Provide alternative livelihood to communities around wildlife protected areas	We continue to support alternative livelihoods. Under revenue sharing scheme and community Park resource access, community alternative livelihoods projects are supported. Under Bwindi Trust, the livelihoods of communities are also being supported. Including provision of gravity water, supporting Batwa education, among others.
Marketing and promotion	
i. Work with Private sector and foreign mission to market Uganda as a preferred tourist destination	<ul style="list-style-type: none"> • The Uganda embassy in Denmark organized a series of road shows in the Nordic countries (Sweden, Denmark and Norway). UTB attended these road shows and was joined by Ugandan tour operators. The objectives of UTB's participation included the following; <ul style="list-style-type: none"> ✓ To increase tourism awareness and highlight investment opportunities in the Nordics. ✓ To showcase Uganda's diverse cultural experience ✓ Align key strategic partners and stakeholders with the Ugandan Embassies in Denmark & Belgium to grow tourism traffic into Uganda from these countries

ii. Work on a policy to compel all international conferences in the country to include a component on tourism	Not done. Consultations are ongoing
iii. Promote domestic tourism	The sector promoted regional tourism clusters; organized miss tourism and world tourism day.
iv. Boost the 9% of visitors who come for holidays and leisure	The number of holidays and leisure visitors has increased from 9% to 16% for 2013
v. Increase our presence on the web.	The websites of UTB, UWA, MTWA have been enhanced. There are over 10,000 average website visits per month on www.visituganda.com

5.0 OVERVIEW OF THE SECTOR PERFORMANCE, FY 2013/14

This chapter discusses the performance of the tourism sector in four thematic areas of Tourism development, Wildlife conservation, Museums and monuments.

The tourism thematic area gives the performance of the tourism department at the Ministry of Tourism Wildlife and Antiquities, Uganda Tourism Department, Hotel Tourism Training Institute and off budget performance (achievements made with assistance of development partners, private sector and civil society organizations).

The Wildlife conservation thematic area gives the performance of the Department of Wildlife conservation at the Ministry of Tourism Wildlife and Antiquities, Uganda Wildlife Authority (UWA), Uganda Wildlife Education Centre (UWEC), Uganda Wildlife Training Institute (UWTI) and off budget performance.

The Museums and Monument thematic area gives the performance of the Department of Museums and Monuments and off budget performance.

5.1 TOURISM DEVELOPMENT

5.1.1 Context

According to World Tourism Travel Council, the total contribution of Travel & Tourism to GDP in Uganda was UGX 5,495bn (7.9% of GDP) in 2013 up from UGX4, 993.6bn (8.8% of GDP and 11% of the Services sector) in 2012, and is forecast to rise by 6.4% in 2014. Visitor exports generated UGX 2,767bn equivalent to \$1,085million³ (19.6% of the total exports) in 2013 increasing from \$1,003m in 2012. This is forecast to grow by 5.8% from 2014-2024.

³ World Travel and Tourism Council, Travel & Tourism Economic impact 2014, Uganda

Uganda received 1,206,334 visitor arrivals in the year 2013 up from 1,196,000 in the year 2012 representing an increase of 1%. Of the total visitors, 16% came for leisure and holiday; second to those visiting friends and relatives at 44%. Another upcoming category is that of conference visitors (4%).

The number of visitors to national parks made a remarkable rebound from 182,000 in 2012 to 213,949 in 2013 compared to decrease of 12.5% made between 2011 (208,000 visitors) and 2012.

The tourism development is managed through the Ministry of Tourism, Wildlife and Antiquities that offers political supervision. The Ministry of Tourism, Wildlife and Antiquities offers political supervision guided by the Department of Tourism Development and Statutory Agencies i.e. Uganda Tourism Board (UTB) and Hotel and Tourism Training Institute (HTTI)

Department of Tourism Development

The core mandate of the Department of Tourism Development is to determine, formulate and implement appropriate policies, coordinate with relevant stakeholders and develop strategies for the sustainable development of tourism in the country.

Uganda Tourism Board (UTB)

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

Hotel and Tourism Training Institute (HTTI)

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

5.1.2 Policies, legal framework and strategies

Tourism development is guided by a number of policies, legal framework and strategies. These include the Constitution of Uganda tourism policy 2014, Tourism Act 2008, Master Plan 2014-2024. The relevance of these documents is spelt out in Annex 2

5.1.3 Programmes, projects and initiatives

The major programmes, projects and initiatives under tourism department are:

Support to Tourism Development: This project supports the development of tourism infrastructure. During the FY 2013/14 the project supported the development of architectural plans for the development tourism stop overs along major road high ways.

Support for the Development of Inclusive Markets in Tourism in Uganda: This project funded by UNDP and it is intended to support the government of Uganda in the development of markets in tourism, focusing on participation of the poor and local communities in the tourism sector as entrepreneurs, employees and customers. This project has contributed to increased benefits for the poor in terms of improved access to labor and markets and increased opportunities for descent work and incomes.

5.1.4 Performance of Tourism Department

- i. The Bill to establish the Hotel and Tourism Training Institute (HTTI) developed and before Committee of Parliament
- ii. 53Accommodation establishments out of 100 planned were graded and classified in greater Kampala. Certificates were printed and results are waiting to be released. This is expected to improve on quality of performance in hotels
- iii. Tourism sector regulations printed and ready for dissemination.
- iv. Physical plans to develop tourism stop over centres and hot springs were developed for Muko, Busitema, Kafu and Corner Kamdini stop overs and Kitagata and Kibirohotprings
- v. Architectural designs and BOQs for cultural centre in Fortportal developed.
- vi. During the solar eclipse event, a bore hole, 2 toilet facilities were constructed in Owiny Primary school, Pakwach. Classrooms were also renovated as well as installing of a water tank.
- vii. Ministry together with UTB and UWA participated in a number of marketing and promotional events i.e World Travel Market in London, ITB Berlin and for the first time in Indaba South Africa to showcase Uganda's tourism resources and investment opportunities
- viii. Six (6) regional tourism clusters supported to identify, develop and market tourism their products.
- ix. Events to promote domestic tourism supported e.g Bull fighting in the Eastern Tourism Forum, Mbale, Kagulu hill climbing challenge in Busoga, Uganda Matrys celebrations, World Tourism Day celebrations, the Buganda Tourism Expo and Miss Tourism Uganda.
- x. Tourism Promotional maps produced and ready for dissemination for both domestic and foreign markets.
- xi. A single tourism visa was launched to ease visitor access to the three East African Countries of Kenya, Rwanda and Uganda.
- xii. Uganda's tourism sector represented at EAC Sectoral meetings in Arusha.
- xiii. Ministry's membership and subscriptions to international bodies paid. i.e, UNWTO Membership Fees and ATA subscription fees paid as per the payment plan.

- xiv. Skills enhancement programs conducted for Private sector. AUTO, UHOA, USAGA, TUGATA and airport Drivers trained in various disciplines.

5.1.5 Performance of Uganda Tourism Board

Achievements for FY 2013/14

Function 1: Formulate, in cooperation and in consultation with the private sector and relevant entities, a marketing strategy for tourism in Uganda

- **Tourism Stakeholders' Forum;** UTB constituted a stakeholders platform for purposes of consultation with the private sector. The tourism forum, which is supported by Trademark, meets monthly and had first meeting on 15th April 2014 at Protea Hotel.

Function 2: Implement the Marketing Strategy and promote Uganda as an attractive and sustainable tourist destination

World Travel Market 2013: UTB coordinated Uganda's participation in World Travel Market 2013 in London from 4th to 7th November 2013. There was 647 main stand holders compared to 620 during the previous year, with about 216 new exhibitors. Uganda secured a space of 108sqm. The objective of UTB's participation was to increase Uganda's visibility and showcase Uganda's tourism products. The Uganda delegation held a series of meetings with international tourism operators and investors to interest them to work in Uganda. UTB had an opportunity to distribute 350 destination Uganda brochures, 80 branded Ugandan bags, 180 branded Ugandan coffee, 100 tourism posters and over 200 hotel guide books all in the name of promoting the "Pearl of Africa" brand.

Uganda Tourism Board showcased Uganda tourist attractions at *Indaba Fair from 10th-12th May 2014*. This was the first time UTB was participating in the Indaba Fair. The Fair was attended by 8 Ugandan tour companies and 30 contracts were signed. UTB had a presentation to South African tour wholesalers in partnership with the Ugandan Embassy.

UTB emerged 5th Best African Exhibitor at the ITB Berlin 5th – 9th March 2014; Uganda showcased her products and services in 21 designated African countries. A total of 19 local tour operators co-exhibited with government agencies on the Uganda stand. A successful post-ITB Berlin cocktail was held to communicate results from the expo.

- The Uganda embassy in Denmark organized a series of road shows in the Nordic countries (Sweden, Denmark and Norway). UTB attended these road shows and was joined by Ugandan tour operators. The objectives of UTB's participation included the following;

- ✓ To enhance Uganda's competitiveness on the international tourism market
 - ✓ To increase tourism awareness and highlight investment opportunities in the Nordics.
 - ✓ To showcase Uganda's diverse cultural experience
 - ✓ Align key strategic partners and stakeholders with the Ugandan Embassies in Denmark & Belgium to grow tourism traffic into Uganda from these countries
- UTB participated in the UK-Uganda Business forum which provided a platform to showcase Uganda as a rich tourism destination and also attract investors into the sector. During this event, Uganda Tourism Board got an opportunity to meet with several foreign delegates to excite them about Uganda and the opportunities available. Some of the key meetings held included a meeting with; the publisher of the magazine discover Uganda, meeting with high commission staff, meeting with Quality Assurance experts and a meeting with Mr. Kenneth Kirenga who wants to invest in Uganda.
 - **UTB and Aljazeera agreed to a promotional package for Uganda's hotels;** at ITB Berlin 2014, UTB met with Mr. Hussein, the senior Executive – Public Viewing Section Distribution Department of Aljazeera Network who offered to work with UTB to upload Uganda's hotels on the Aljazeera online hotel partners' portal (<http://partners.aljazeera.net/services/hotelfinder.aspx>). UTB worked closely with the Uganda Hotel Owner's Association and compiled a list of top hotels and lodges in Uganda (with their details) that were forwarded to Aljazeera.
 - **UTB strengthened its participation in the joint marketing of East Africa Tripartite states as a single destination;**

UTB participated in a series of activities and meetings aimed at fostering the East Africa joint marketing efforts as a single destination. Among these activities included the launch of the Single East Africa Tourist Visa on February 20th 2014. UTB was also part of the tripartite initiatives that helped to start the Joint Tourism Marketing Committee (JTMC). In a Kigali meeting attended by the CEO in March, the JTMC, sought among other initiatives, to market and promote the region as a single tourist destination, have joint pavilions at international expos, develop an East Africa Tourism Portal, East Africa Destination Website, Destination Logo and Tagline, et al, all done in a bid to propel the regions' competitiveness.
 - **Canadian FAM Trip;** UTB hosted 11 American and Canadian travel wholesalers to a well-attended dinner on 7th April 2014. Promotional materials were provided to the wholesalers who in turn, pledged to sell Uganda as one of Africa's key destinations.

Online Tourism Marketing

Online tourism promotion partnerships. UTB has entered into partnership as highlighted below;

- SMS Media (a mobile Bulky SMS service provider) is partnering with UTB to send out tourism offers and information via SMS to the public. This move is expected to go a long way in promoting domestic tourism by providing regular information to the public about the tourism offers and deals available from service providers.
- UTB signed an M.O.U with Jovago.com (an international online hotel booking site), to market hotels and accommodation facilities in Uganda. The jovago partnership adds to the recently conclude partnership with Aljazeera Network who offered to work with UTB to upload Uganda's hotels on the Aljazeera online hotel partners' portal. Uploading Uganda's hotels to as many reputable international companies is expected to boost Uganda as a top tourism destination on the global market. Jovago.com can be accessed on www.jovago.com

Function 3 and Function 5: Encourage and promote domestic tourism within Uganda, and Promote and sponsor educational programmes and training in the tourism sector including schools, in consultation and cooperation with appropriate entities

Martyrs Walk

Every 3rd June, over a million pilgrims travel to Namugongo to honor Ugandans that sacrificed their lives for their faith. This year, Uganda Tourism Board wished to attract at least 10,000 pilgrims to these sites within Kampala away from the usual Namugongo and create strong linkages between the site owners and Uganda Martyrs day celebration.

UTB organized a walk under the theme “**Walk in the Footsteps of the Uganda Martyrs**” along the Martyrs Trail that took place on 1st June 2014 to publicize the largely unknown sites. This walk raised 25 Million Shillings to help meet the cost for operation of children with Congenital Heart Disease.

Uganda Martyrs Day Celebrations: UTB joined the rest of the country to celebrate the Uganda Martyrs on 3rd June in Namugongo. Among the activities of UTB during the event included; tourism branding, dissemination of tourism material and offering advisory services to visitors. UTB also hosted the Kenya Tourism Board and Rwanda Tourism Officials during the event.

- **Promotion of tourism through a regional approach.** One of UTBs new strategies aimed at promoting domestic tourism is through supporting regional tourism clusters so that they can enforce UTB's tourism development plans in their respective regions. This approach is envisaged to have a wider impact on the communities so that they can benefit more from

tourism. Some of the key activities that UTB supported through regional clusters include the following;

West Nile 100 year celebrations: West Nile celebrated 100 years since it was added to be a part of Uganda. The celebrations took place in Arua with H.E Yoweri Kaguta Museveni being the chief guest. UTB was part of the celebrations and its contribution included the following;

- ✓ Co-funded the workshop on Tourism Opportunities in West Nile that was attended by over 50 participants at Desert Breeze Arua.
- ✓ Co-funded the field trip on 30th April 2014 to key sites in Arua and Maracha District.
- ✓ UTB exhibited at the venue as well as being part of the construction of Monument to commemorate the 100 years.
- ✓ UTB had tourism promotional talk shows on Radio Pacis and Arua One

West Nile Tourism Initiative Workshop: Funded by Ministry, UNDP and UTB, the workshop aimed at highlighting tourism potential and opportunities in West Nile.

- (i) **Participation in the Bunyoro Tourism and Agricultural expo.** This expo spanned from 9th to 14th June at the Hoima District Boma grounds. UTB exhibited at the expo and also used the platform to showcase Uganda as a wonderful destination to not only foreign visitors but domestic travelers as well. Tourism promotional materials were disseminated to schools and the local community as part of domestic tourism promotion campaign.
- (ii) **Participation in Buganda Tourism Expo.** This is one of the biggest annual tourism events in Uganda and this year it ran from 27th June to 1st July 2014. UTB exhibited at the expo and was also part of the cultural dinner which was organized by the Buganda Kingdom.

Supporting cluster activities like these open up opportunities to host communities to showcase what they can offer the market, find market linkages for their produce and services and also find out the opportunities available in the sector.

- **World Tourism Day Celebrations:** Uganda joined the rest of the world to celebrate the 2013 World Tourism Day under the theme; “Tourism and Water; protecting our common future”. The function was held at Boma grounds in Fort Portal and was presided over by a number of dignitaries including the Hon. Minister of Tourism, Maria Mutagamba and the Omukama of Tooro Oyo Nyimba Iguru IV among others. The objective of the celebrations was (i) to reflect and create awareness on the importance of tourism to national development and (ii) to celebrate Uganda’s tourism’s role in water conservation.

Function 4: Encourage investment in the tourism sector and wherever possible, to direct such investment to the less developed tourism areas.

- **UIA Investment Forum:** UIA organized a tourism investment breakfast in February where UTB participated. On April 3, 2014, UTB CEO presented a paper on Tourism Opportunities in Uganda at UIA Investment forum in Munyonyo. Investors already expressed immediate interest in marine tourism, Agro Tourism, Tour operations and services and Hot air balloons. The investment promotion desk continues to make follow-ups.

Function 10 and 11: Enforce, and monitor standards in the tourism sector; and Inspect, register, license and classify tourist facilities and services

- **Training of Tour Guides;** UTB in partnership with Uganda Tourism Association (UTA) and Kampala City Council Authority (KCCA) trained over **50** city guides. The training focused on the site guides from Kampala's top sites such as Kasubi tombs, Uganda Martyrs Shrine, Bulange, Uganda Museum etc. The training sought to professionalize site tour guides, disseminate tour guide regulations and initiate a tour guides' databank.
- **Printing of regulations and sensitization of stakeholders:** Four regulations were printed and only one is still pending (classification guidelines & rules). These regulations guide the UTB quality assurance activities and their enforcement ensures that the Uganda tourism sector adheres to the regional east African standards. Before the regulations are enforced, UTB is undertaking a series of stakeholder sensitization campaigns to ensure smooth and effective enforcement. So far UTB has sensitized several groups of stakeholders including tour operators and tour guides
- **Media Activations;** UTB has been actively featuring on various media platforms showcasing and discussing about Tourism and Investment opportunities in the Country. Since February, UTB has had 7 radio interviews including BBC and numerous quotations and story updates, 9 TV appearances (NTV, UBC); 18 newspaper story appearances and pictorial in most of Uganda's major newspaper platforms.
- **Social media:** UTB is actively promoting Uganda as a preferred destination on social media.
 - ✓ Website likes of www.visituganda.com (via Facebook social plugin) increased by over 20%, from 1560 to 1,927 between January and June 2014.
 - ✓ Over 10,000 average website visits per month on www.visituganda.com website.
 - ✓ An average of over 7,000 likes on Facebook pages; @visitinguganda, @tourismuganda&@Uganda Tourism Board
 - ✓ An increase in twitter followers from 1,800 to over 2,300 on Uganda Tourism Board twitter handle (@UgTourism Board) and from 400 to over 710 on Visit Uganda handle (@visit_uganda)

- ✓ A newsletter distribution list of over 400 subscribers, more than 50% subscribed via the online subscription platform (www.visituganda.com/newsletter/signup).

Key achievements under support for development of inclusive markets in tourism project

Uganda Tourism Board (UTB) with support of the United Nations Development Programme (UNDP) is implementing a project: “Support for the Development of Inclusive Markets in Tourism in Uganda”.

This project funded by UNDP and it is intended to support the government of Uganda in the development of markets in tourism, focusing on participation of the poor and local communities in the tourism sector as entrepreneurs, employees and customers. This is expected to contribute to increased benefits for the poor in terms of improved access to labor and markets and increased opportunities for descent work and incomes. Some of the key achievements of the project included the following;

- Organization and implementation of a Tour Operators Familiarization trip to Gorilla Highlands (May 7th -11th 2014)
- Organization and implementation of training of Ugandan tourism journalists and familiarization trip (May 20th -28th 2014) to the West (Rwenzori, Semliki, tea estates) and East (Mbale and Bududa);
- Participation at the Arabian Travel Marketing Dubai (May 5th -8th 2014);
- Finalization of the UTB marketing strategy and communications plan;
- The project also conducted the following trainings to tourism associations:
 - ✓ Business Management, Functions and Organization(4 April 2014)
 - ✓ Strategic Planning for Tourism Business Associations and Institutions (5 April 2014)
 - ✓ Tourism and Consumer Behaviour (9 April 2014)
 - ✓ Delivering and Improving Customer Service (10 April 2014)
 - ✓ Membership Development, Lobbying and Advocacy (14 April 2014)
 - ✓ Facilitated the design of an interactive, multi-lingual national tourism information web portal with appropriate security architecture. This project is still ongoing but will soon be completed and launched.

Summary of the UTB planned activities versus performance 2013/2014

Planned activities	Achievement
Indaba Tourism Fair-10 th -12 th May 2014	Uganda Tourism Board organized and attended for the first time the Indaba Fair.
ITB Berlin 5 th – 9 th March 2014;	UTB coordinated Uganda’s participation at ITB Berlin from 5 th – 9 th March 2014. Uganda showcased her products and

	services in 21a designated for African countries. A total of 19 local tour operators co-exhibited with government agencies on the Uganda stand.
World Travel Market 2013:	UTB coordinated Uganda's participation in WTM 2013 in London from 4 th to 7 th November 2013. This increased Uganda's visibility and showcased Uganda's tourism products.
Development of the National Tourism Portal (NTP) is in advanced stages.	The National Tourism Portal development is currently in advanced stages and is now approaching completion. The portal development which is supported by UNDP can currently be accessed on a Current beta version at www.visituganda.com/beta .
Uganda Martyrs Day Celebrations:	UTB participated in the Uganda Martyrs' celebrations on 3 rd June in Namugongo. UTB used the event to do tourism branding, disseminate tourism material and offering advisory services to visitors. UTB also hosted the Kenya Tourism Board and Rwanda Tourism Officials during the event.
Participation in the Bunyoro Tourism and Agricultural expo.	This expo spanned from 9 th to 14 th June at the Hoima District Boma grounds. UTB exhibited at the expo and also used the platform to showcase Uganda as a wonderful destination to not only foreign visitors but domestic travelers as well.
Participation in Buganda Tourism Expo.	This is one of the biggest annual tourism events in Uganda and this year it ran from 27 th June to 1 st July 2014. UTB exhibited at the expo and was also part of the cultural dinner which was organized by the Buganda Kingdom.
World Tourism Day Celebrations:	UTB joined the rest of the world to celebrate the 2013 World Tourism Day under the theme; "Tourism and Water; protecting our common future".
Implementation of the Quality Assurance function(Registration, licensing and classification of tourism service providers)	<ul style="list-style-type: none"> • UTB trained two Quality Assurance Officers along EAC requirements and standards • In partnership with MTWA, UTB classified 70 hotels using East African community classification criteria.

Operational Challenges

- The effective implementation of the UTB strategic plan and marketing strategy was hampered by insufficient funding. Though UTB received a supplementary budget, it was still not enough to fully implement the UTB mandate
- UTB staff, compared to other statutory bodies, are very lowly remunerated. This has made it impossible for UTB to attract a competent and well experienced workforce.
- The delayed finalization of the Tourism Regulations delayed all processes under the quality assurance function including licensing and classification of facilities.

5.1.6 Performance of Hotel Training and Tourism Institute

Achievements for FY 2013/2014

On budget				
	Output 2013/14	Target 2013/14	Achievement 2013/14	Comment
1.	Equip Students with Hands-on skills	Equip students with requisite skills in hotel and tourism operations and management through hands on Practical training, attachments and study tours and industrial training.	90% of the planned practical lessons were covered All Hotel and Tourism students on Diploma and Certificate programs were taken for exposure trips. 142 students were sent for three months internship to various hotels in Uganda	Achieved
2.	Enrollment of students for Academic year 2013/14 (September)	Enroll a total of 280 students in both September 2013 and April 2014	170 diploma student and 60 certificate students were Enroled; i.e. 230 students. This reflects 82% achievement.	Facilities and staffing levels could not allow a bigger intake.

	r 2013 and April 2014)			
3.	Introduce new courses	<p>Introduce Paramilitary skills training for tourism Students.</p> <p>Start a Certificate course in pastry and Bakery.</p> <p>Start Certificate course in museums and antiquities</p>	<p>Paramilitary skills introduced and 28 students underwent training.</p> <p>Certificate in pastry and bakery Introduced and 19 students undergoing the course</p> <p>Certificate in museums and antiquities not achieved</p>	Partially achieved
4.	Improved and timely payment of salaries	<p>Pay salaries by every 10th day of the following month</p> <p>Reduce salary backlog to zero months.</p>	<p>Not achieved</p> <p>Reduced from three months backlog to one month.</p>	Limited funds
5.	Review and present Human resource manual for approval	Review the final draft of the manual and present it for approval.	HR Manual approved with minor amendment by the Interim technical Supervisory Committee and it awaits signing.	Achieved
6.	Improved service delivery	Streamlining systems, processes and procedures in the Procurement systems.	Management staff and supervisors were training in procurement guidelines and systems for three days	Achieved
7.	Staff recruitment	<p>Recruit;</p> <ul style="list-style-type: none"> - Two instructors in core subject of F&B and FP - Two public area 	<ul style="list-style-type: none"> • All staff on HTTI payroll were recruited • The accountant was received from 	Achieved

		<p>attendants</p> <ul style="list-style-type: none"> - Recommend more staff for absorption on public service payroll 	<p>MoFPED</p> <ul style="list-style-type: none"> • Four staff were sent for interviews 	
8.	Enhancing Instructors teaching abilities/staff development	<p>Equip all Instructors with Pedagogical skills</p> <p>Partially finance at least 4 Instructors to go for exposure and/or training abroad</p>	<p>Not done</p> <p>One Instructor was sent to Austria for a nine months course</p> <p>One instructor was sent to Thailand to one month exposure training</p>	<p>Lack funds</p> <p>Partially achieved due to limited funds</p>
9.	Collaboration with other Institutions, Organizations and Individuals	<p>Benchmark from at least one International Hospitality Training Institutions</p>	<p>One Hospitality school in Denmark was visited by the Principal</p> <p>One administrator from the Hotel school in Belgium visited HTTI on our invitation</p>	<p>Achieved</p>
10.	Improved publicity	<p>Participate in at least two exhibitions/expos.</p>	<p>Participated in the following exhibitions;</p> <ul style="list-style-type: none"> - National Council for Higher Education in March 2014 in Kampala - World Tourism day in Fort portal. - Total Eclipse in Nebbi 	<p>Achieved</p>
11.	Repair and Maintenance	<p>Institute buildings and equipment maintained every three months so as to keep them in good/usable state of repair</p>	<p>Three Cookers/ovens in student's demonstration kitchen were repaired.</p> <p>Two fridges were repaired</p>	<p>Partially achieved due to limited funds</p>
12.	Renovate the hotel building and	<p>Get BOQs for renovation of Hotel building</p>	<p>BOQs developed</p> <p>Administration block renovated and External</p>	<p>Achieved</p> <p>Partially achieved</p>

	Administration block	Renovate the hotel and administration block	of hotel facing Bujagali gardens painted and cracks filled	due to limited funds
13.	Reduce NSSF arrears	Reduced NSSF arrears by 47%	Reduced NSSF arrears by about 35%	Partially achieved due to limited funds

Operational Challenges

1. Delayed passing of the bill re-establishing HTTI under the Ministry of Tourism Wildlife and antiquities has affected the Institute in the delivery its mandate because without the Bill the Institute cannot have a substantive board of governors to provide oversight and policy frame work for sound management and running of the Institute

Solution:

Fast track the passing the HTTI Bill by Parliament

2. Inadequate training facilities:

Despite the increase in enrollment from 109 students in 2005/2006 to 450 students in 2012/13 ; a 312% increase in enrolment little has been done to match the growth in terms of facility tools and equipment for training students.

- a. Application hotel which is the foundation for hands on training is old and in a poor state of repair and outdated.
- b. Demonstrational labs, equipment and tools are severely inadequate
- c. Library ill stocked
- d. Classrooms and classroom furniture not enough
- e. Computer lab inadequately equipped
- f. Student's hostels nonexistent.
- g. No recreational facilities for the students
- h. All but one of the vehicles have been recommended for boarding off.

Solution:

As a stop gap measure during the implementation period of the World Bank (CEDP) project (estimated at 5years), the Management of Institute needs to be supported to be able to continue delivering on its mandate by providing funding;

- i. *For modest renovation and equipping of the existing application hotel.*
- ii. *To stock the existing library with at least 1000 assorted text books.*
- iii. *For additional 20 computers in the existing computer lab*
- iv. *For additional 100 classroom chairs*

- v. *To equip existing demonstration restaurant with 10 tables and 40 chairs.*
- vi. *To equip existing demonstration kitchens.*
- vii. *Provide at least 02 vehicles i.e.(1) 14 seater van to ease operations and (1) Pickup truck for training of driver guides.*

3. Inadequate funding of government students:

It is a government policy to provide funding for government students admitted through Joint admissions Board (JAB).

However, students admitted to HTTI through JAB do not receive adequate funding

Solution:

Provide adequate funding for government students as a matter of policy and the necessary infrastructure tools and equipment.

4. Inadequate funding over the years from Government in terms of; operational activities.

This has resulted into;

- (a) Accumulated domestic arrears especially; utilities
- (b) Delayed payment of staff salaries
- (c) Inability to carryout market research on the market needs and trends

Solution:

- i. Increased funding to the Institute.***
- ii. Absorb all Institute employed onto government payroll***

5. Lack of funds to for comprehensive appropriate human resource development in terms of refresher and upgrade training and international exposure

Solution:

Provide funding to conduct a training Needs Assessment and the corresponding training.

5.1.7 Off- budget achievements

- i. Development of the Tourism Policy 2014 and Tourism Master Plan 2014-20124:** With financial support of UNDP and technical expertise of UNWTO, the sector developed the Tourism Policy 2014 and Tourism Master Plan 2014-2024
- ii. The National Tourism Portal (NTP):** The UNDP project supported NTP is currently in advanced stages and is now approaching completion. Some of the new developments including; tourism activities, destinations and tourism products and a UTB corporate website

is to be incorporated within the Tourism Portal. The portal can currently be accessed on a Current beta version at www.visituganda.com/beta.

- iii. **Production of the UTA Strategic Plan:** UTB with support of the UNDP Project; “Support for the Development of Inclusive Markets in Tourism in Uganda”. Enhanced the skills of UTA in development of its strategic plan and business plan development and facilitated the development of the first ever UTA strategic plan and business plan.
- iv. **UTB supported the Tourism Night (10th April 2014):** UTB in partnership with Association of Uganda Tour Operators organized the Tourism night under the theme “Cultural development, a strong foundation to sustainable growth” aiming at promoting Uganda’s culture. The night was well attended with over 300 guests.
- v. Ministry of Education and Sport sponsored the training of 28 youth at HTTI in food production , pastry and bakery.
- vi. **A stronger Uganda Tourism Association (UTA):** UTA as an apex body was revamped and with united membership of USAGA, AUTO, TUGATA, UCOTA and UHOA. UTA is now a member of East African Tourism Platform where Uganda holds the vice chair.
- vii. UTA partnered with UNDP and UNWTO to train over 100 tour operators in product packaging and marketing.
- viii. UTA trained 40 guides in tourist driving, 100 guides in bird guiding, 30 community guides in Rubirizi district and 20 tour guides in cultural guiding in Kable town
- ix. A tourist guide office was opened. It serves DRC, Rwanda and internal arrivals
- x. UTA launched Bishop Hanington site targeting British travellers in Uganda

5.2 WILDLIFE CONSERVATION

5.2.1 Context

The wildlife sub sector is key in the overall development of the tourism sector. The country boasts of 10 national parks, 12 wildlife reserves, 5 community wildlife areas and 10 wildlife sanctuaries. The country’s wide range of habitats that includes 506 central forest reserves and 191 local forest reserves supports a very rich diversity of both plant and animal species. With a recorded 18,783 species of fauna and flora so far recorded (NEMA, 2009), Uganda ranks among the top ten most bio diverse countries globally. Uganda is host to 53.9% of the global population of mountain gorillas; 11% of global recorded species of birds (50% of Africa’s bird species richness); 7.8% of global mammal richness (39% of Africa’s mammal richness); 19% of Africa’s amphibian species richness and 14% of Africa’s reptile species richness. It is also host to 1,249 recorded species of butterflies and 600 species of fish.

The key wildlife protected areas in Uganda include Bwindi Impenetrable National Park, Kibale National Park, Kidepo Valley National Park, Lake Mburo National Park, Mountain Elgon

National Park, Murchison Falls National Park, Queen Elizabeth National Park, Rwenzori Mountains National Park, Semliki National Park, and Mgahinga Gorilla National Park. Kidepo Valley National Park was listed by CNN as one of the top 10 National Parks in Africa in 2013 while Queen Elizabeth National Park earned 2013 Trip advisor Certificate of Excellence. Bwindi Impenetrable and Rwenzori Mountains National Parks are the two natural heritage properties inscribed on the prestigious UNESCO World Heritage List. Mgahinga Gorilla National Park is on the tentative list for inscription as a world heritage site. The key wildlife reserves include Ajai, Bokora Corridor, Bugungu, East Madi, Katonga, Kabwoya, Karuma, Kigezi, Kyambura, Matheniko, Pian-Upe, and Toro-Semuliki

The sub sector is managed through the Government MDA (Ministry, Department and Agency) approach. The Ministry of Tourism, Wildlife and Antiquities provides political supervision, guided by Department of Wildlife Conservation, to statutory agencies of Uganda Wildlife Authority, Uganda Wildlife Education Centre and Uganda Wildlife Training Institute.

The roles of each player are:

Department of Wildlife Conservation

The core function of the Wildlife Department is to initiate, coordinate, and oversee development and implementation of national policies on wildlife conservation and to offer technical guidance to the political leadership on matters relating to wildlife conservation.

Uganda Wildlife Authority

This is a statutory body established by the Uganda Wildlife Act Cap. 200 of 2000. It is mandated with conservation and sustainable management of wildlife and the protected areas of Uganda in partnership with neighbouring communities and other stakeholders for the benefit of the people of Uganda and the global community.

Uganda Wildlife Education Centre (UWEC)

This is a programme institution created by a Trust Deed in accordance with the laws of Uganda in 1994 inheriting property and functions of former Entebbe Zoo. It is mandated with provision of wildlife conservation education and awareness and also serves as the CITES' wild animals rescue centre for Uganda. A Bill to transform the centre to a fully- fledged statutory body is now before Parliament.

Bwindi and Mgahinga Conservation Trust (BMCT)

This was established in March 1995 under the Uganda Trustees Act with a capita endowment of US \$ 4.3 million from Global Environment Facility (GEF), administered by the World Bank. It is mandated with ensuring that the biodiversity and ecosystem of Mgahinga Gorilla National Park and Bwindi Impenetrable National Park, renowned for their most captivating gorilla trekking safaris, are conserved in harmony with development needs of the surrounding communities. The

Trust Management Board has the legal and fiduciary responsibility to ensure that proceeds of the Trust are used to meet the objectives articulated in the Trust Deed.

Uganda Wildlife Training Institute (UWTI)

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

Chimpanzee Sanctuary and Wildlife Conservation Trust (CSWCT)

This is a programme institution that was established as a combined national and international initiative and a globally recognized conservation effort geared towards developing and implementing a long term strategy for conservation of chimpanzees and their habitats.

The Rhino Fund Uganda

This was established as a public private partnership initiative with the overall aim of re-introducing Rhinos in Uganda. The Fund manages the sanctuary which is undertaking breeding for re-introduction of rhinos into the wild.

Specific issues in the wildlife sub sector

The sub sector is a key base of natural capital that can be harnessed for development hence contributing to the transformation and overall prosperity of Uganda. To develop and promote the sector, the following key issues will be the focus of the sector players in the medium and long term:

- a. Protection of areas with high levels of biological diversity that are representative of the major habitats of Uganda.
- b. Sustainable management of Uganda's wildlife populations and protection of threatened and endangered species and their habitats.
- c. Mitigating human wildlife conflicts and enhancing positive attitude towards conservation of wildlife resources.
- d. Ensuring effective public private partnerships in wildlife resources management and conservation policy development
- e. Realising Sustainable management of trans-boundary wildlife resources
- f. Management of wildlife resources outside protected areas, with district authorities and rural communities playing a pivotal role.
- g. Management of wildlife populations and conservation areas in accordance with sound conservation principles and standards.

- h. Limited applied wildlife research that directly contributes to wildlife management and conservation policy development.
- i. Ensuring sustainable utilization of wildlife resources for livelihood improvement, conservation and poverty reduction.
- j. Limited awareness of wildlife conservation issues among policy makers, local communities and general public.
- k. Combating poaching, illegal wildlife trade and trafficking of wildlife species and or products.
- l. Inadequate laws and cultural practices that promote the wildlife resource conservation.
- m. Stiff competition between wildlife conservation as a form of land use and other forms of land use
- n. Minimizing negative impacts of oil and gas, mining and tourism development activities on wildlife.
- o. Seeking alternative funding sources to finance wildlife sector policies, plans and programs.

Figure 2: Trend of total number of visitors to national parks

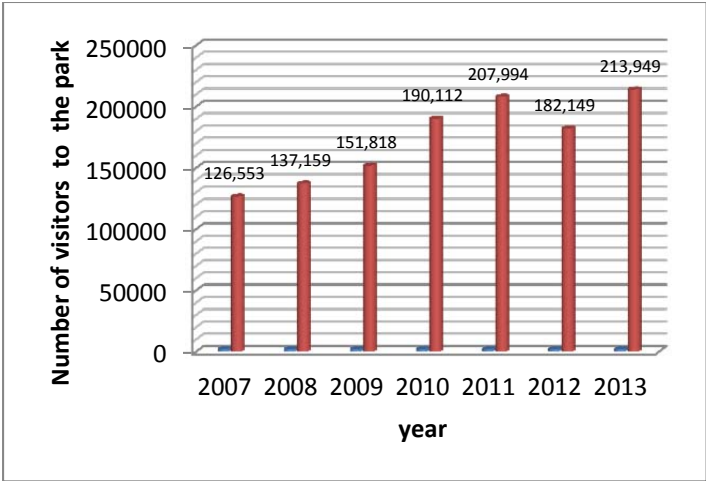


Table 12: Category of visitors to the National park

Category	2012 Totals	2013 Totals	%age Change
Foreign Non Residents	81,580	99,621	22%
Foreign Residents	17,133	16,871	-2%
East African Citizens	43,696	52,169	19%
Students	37,822	42,363	12%
VIPs /UWA	2,083	144	-93%
Transit	Not Captured in 2012	2,781	N/A

5.2.2 Policies, legal framework and strategies

The wildlife sub sector is guided by the following documents whose relevance is spelt in *Annex 1*: The 1995 Constitution of the Republic of Uganda; Uganda Wildlife Act, Cap. 200 of 2000; the National Environment Act Cap.153 of 2000; Wildlife Policy 2014; Uganda Wildlife Education Centre Trust Deed, 1994; Universities and Other Tertiary Institutions Act of 2001 together with relevant international laws to which Uganda is a party.

5.2.3 Programmes, Projects and strategies

The major programs under wildlife conservation include:

Mitigating Human Wildlife Conflicts Project- This is the major project under the Department of Wildlife Conservation. It was initiated in FY 2011/12 to respond to the escalating problem of human wildlife conflicts arising mainly from crop raiding by wild animals, livestock predation by wild predators (eg lions, and leopards,), illegal activities by local people in protected areas (poaching, grazing, encroachment etc) and loss of human life and other properties occasioned by wild animals. In FY 2013/14, the project supported digging of trenches in Murchison Falls National Park, capacity development for vermin guards to manage human wildlife conflicts and formation of local government wildlife committees.

5.2.4 Performance of Wildlife Department

In the period under review, the Department of Wildlife Conservation carried out several activities. Below is a report on the key output (s) of each activity delivered.

- i. **Wildlife Policy 2014:** From the time of its formulation in 1999, the Uganda Wildlife Policy necessitated review to ensure consistency with other Government policies, programmes and plans such as the Oil and Gas policy, National Development Plan, and Land Use Policy. In

addition, emerging issues such as oil and gas, invasive species, and climate change that impact negatively on wildlife conservation need to be addressed. The formulation of Uganda Wildlife Policy was completed and the policy approved by Cabinet in 2014 and disseminated by the Ministry. The policy is expected to align wildlife conservation and management with other government policies, laws and including international treaties and protocols.

- ii. **Review of Uganda Wildlife Act:** Since its enactment in 1996, the Uganda Wildlife Act Cap.200 required to be reviewed to address emerging issues and re-alignment with other Government policies and laws. The principles for the amendments of the Uganda Wildlife Act were approved by Cabinet and Uganda Wildlife Bill 2014 is under formulation by the First Parliamentary Counsel.
- iii. **Development of wildlife Regulations:** In order to ensure consistent application of the laws in wildlife sub sector, Draft Revenue sharing, Fire arms, Userights, Concessions and Sport hunting regulations were finalized and now await finalization of the Wildlife Act review for them to be moved forward.
- iv. **Accession to Gorilla Agreement:** With 53.9 % of the global Mountain Gorilla population, it is only natural that Uganda demonstrated further commitment to the conservation and protection of this flagship species, hence fostering the visibility of Uganda's species richness and natural wonders to the outside world. Consequently, Uganda acceded to the UNEP-Gorilla Agreement following Cabinet's approval and issuance of instruments of accession by the Ministry of Foreign Affairs and thus becomes the 7th party to the Agreement on 1 October 2014. In addition to boosting gorilla tourism, Uganda will be positioned amongst a strong partnership of experts, governmental and non-governmental organisations, range states, donor countries, law enforcement agencies and UN agencies assuring the best knowledge, support, multiple conservation efforts and cooperation in conservation of gorillas.
- v. **Domestication of CITES:** Illicit cross border wildlife crime, trade and trafficking has persists in East and Central Africa. Curtailing such wildlife crime requires a strong legal regime. As a result the CITES domestication Order was finalized and submitted to Cabinet for consideration. This order will give force of law to and align the domestic laws to the relevant international treaty.
- vi. **Community Capacity Development:** Vermin guards and park rangers are often deployed to do scare shooting and control problem animals and vermin from entering community areas. In the period under review, the Department in partnership with UWA trained 170 Vermin Scouts in human wildlife control skills. The scouts were drawn from human wildlife conflict hotspots around, Bwindi -Mgahinga, Murchison Falls and Queen Elizabeth Conservation Areas.
- vii. **Deterrent measures against problem animals and vermin:** In order to further mitigate human wildlife conflicts, 16kms of trenches were dug around Murchison Falls National Park to act as barrier to big game such as elephants stopping them from incursions into community areas.

- viii. **Local Government Wildlife Committees:** District local governments as mandated under section 12 of the Uganda Wildlife Act advise Uganda Wildlife Authority on wildlife issues within the local jurisdiction. In order to operationalize this provision of the law, 15 Districts around Bwindi and Mgahinga, Lake Mburo, Queen Elizabeth and Murchison Falls Conservation Areas were facilitated to formulate Wildlife Committees to coordinate wildlife activities in Local Governments. This is expected to ensure local input into decision making while increasing buy in for wildlife conservation.
- ix. **Strengthening partnerships:** The Ministry through the Department concluded memoranda of understanding with Wildlife Clubs of Uganda and Nature Uganda with a view of strengthening partnership for conservation of wildlife. This is expected to strengthen collaboration with partners.
- x. **Policy oversight:** Following inspection of wildlife protected areas and wildlife private sector enterprises, a national workshop for stakeholders in wildlife use rights held on 14 March 2014. The objectives of the workshop were to: (i) bring together the stakeholders who contribute to the implementation of CITES in Uganda;(ii) understand the expectations of the participants from the meeting; (ii) present and share with the participants the processes involved in CITES implementation; and (iv) provide an insight and share the highlights on the performance of wildlife traders/WUR licensees from recent inspections. The worked agreed to address challenges of quota setting and incapacity to ease business.
- xi. **Wildlife related Treaty obligations:** Uganda was effectively represented in international conservation decision making fora including effective participation in CITES, LUSAKA, London conference on illegal wildlife trade, EAC, AEWA and CMS meetings. Uganda also cleared all its financial obligations to International bodies with exception of Lusaka where part payments were done. Uganda also submitted a national action plan to CITES for controlling illegal ivory trade in the country.

5.2.5 Performance of Uganda Wildlife Authority (UWA)

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

Mission

“To conserve, economically develop and sustainably manage the wildlife and protected areas of Uganda in partnership with the neighbouring communities and other stakeholders for the benefit of the people of Uganda and the global community”.

Strategic Goal

- *“To have sustainably managed wildlife areas that are providing enjoyment, supporting community livelihoods and contributing to national development”.*

The core functions of Uganda Wildlife Authority are spelt in section 5 of the Uganda Wildlife Act. Some of the key functions include:

- Sustainable management of wildlife conservation areas,
- Development and recommendation of policy on wildlife management,
- Coordination of wildlife management,
- Development, management and monitoring of collaborative arrangements,
- Developing management plans for protected areas,

TARGETS AND ACHIEVEMENTS

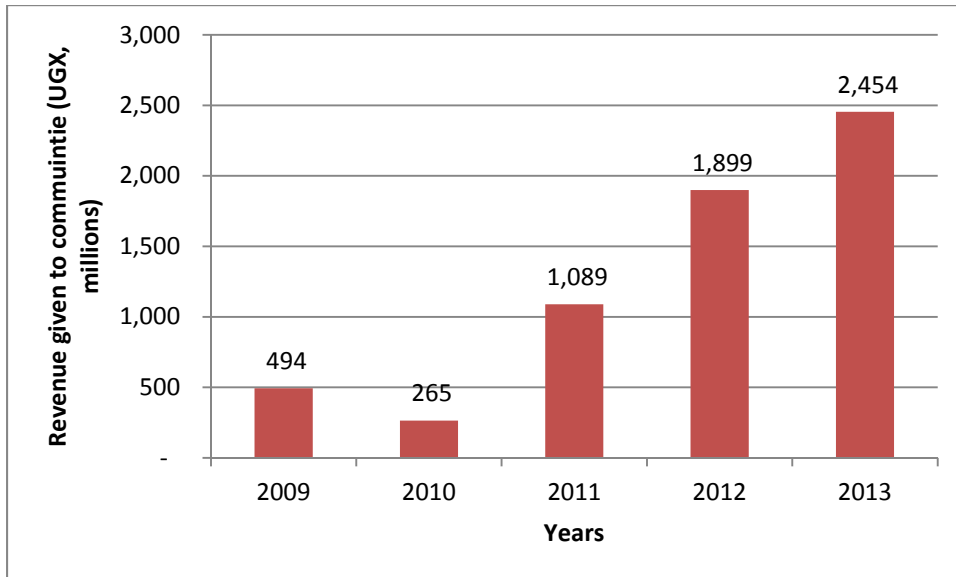
- i. The Uganda Wildlife Strategic Plan for 2013-2018 was developed and approved in July 2013 by the UWA Board of Trustees. The strategic plan seeks to address the four critical issues: (i) Restoring and maintaining healthy Ecosystems (ii) Management of Human-wildlife conflict (ii) Achieving financial self-sustainability and (iv) Improvement of the Infrastructure and equipment.
- ii. Survey of Kisororo and Byabasita blocks in Katonga wildlife reserve was completed in order to facilitate compensation of legitimate land owners in the reserve.
- iii. General Management Plans for Queen Elizabeth National Park, Pian-Upe Wildlife Reserve, Lake Mburo National Par, Kibale National Park, Bwindi Impenetrable National Park, and Mgahinga Gorilla National Park were completed and approved.
- iv. 20 boundary pillars were installed along the Murchison Falls National Park boundary in Adibuk and Ogello to secure boundary from encroachment.
- v. Law enforcement was strengthened in all conservation areas resulting in recovery of nine AK47 rifles from poachers in various Protected Areas (3 in MFNP, 2 in SNP, 1 in QENP, 1 in KVNP and 2 in MGNP). A total of 1453 foot patrols, 89 marine patrols and 6 aerial patrols were undertaken in all protected areas between July and December 2013 resulting in confiscation of various poaching implements and arrest of 609 persons that were taken to various courts.
- vi. There was a remarkable reduction in elephant poaching within protected areas from 14 cases during the same period in 2012 to only 6 cases but an increase in ivory seizures in Uganda from less than 500 Kg of raw ivory in 2012 to about 3.5 tons in 2013. Much of this ivory is believed to be coming from other countries and Uganda is being used as a transit. With improved intelligence and coordination with other law enforcement agencies, it will be difficult for wildlife traffickers to use Uganda as a conduit for illicit trade.

- vii. In a deliberate action to restore the animal population, 68 Impalas, 5 Zebras and 11 young Impalas were translocated from Lake Mburo National Park to Katonga Wildlife Reserve.
- viii. 105 ha of formerly degraded/encroached area in Mount Elgon National Park were planted with indigenous trees. Coupled with natural regeneration, the area is slowly but steadily returning into a forest ecosystem. Similarly, 276.8 ha of Congress weed (*Parthenium hysterophorus*), an alien invasive species, has been removed from Queen Elizabeth National Park in a pristine area to improve the health of the ecosystem and support herbivore biomass.
- ix. Working with the African Wildlife Foundation (AWF) under the Tourism for Biodiversity (T4B) Project, communities around Lake Mburo National Park were sensitised on how to benefit from wildlife on their land. In addition, a zoning plan was prepared with Karenga communities for sustainable management of wildlife and agriculture within the Karenga wildlife corridor.
- x. USHS 2.454bn were disbursed to support community livelihoods in districts Kiryandongo, Oyam, Masindi, Nwoya, Nebbi, Buliisa, Kabong, Kiruhura and Isingiro. The goal of this revenue sharing was to enable communities living adjacent to protected areas to experience the economic benefits from protected areas so that the communities may improve their welfare, and ultimately work in partnership with UWA and local governments to sustainably manage the resources in and around the protected areas. In November 1995, Uganda National Parks established a policy to share its revenue with communities adjacent to national parks. However, it was not until the enactment of the Uganda Wildlife Act of 1996, Section 70(4) that the successor institution, the Uganda Wildlife Authority (UWA), was legally obliged to share 20 percent of its park entry fees with the local governments surrounding the protected area from which the fees were collected.
- xi. During the six months Uganda Wildlife Authority paid shs.2.454bn to support community livelihoods around Murchison Falls National Park. The distribution to the different communities is summarized in the table below;

Table 13 Revenue sharing FY 2013/2014

District	Amount (Shs. Millions)
Kiryandongo	247
Oyam	317
Masindi	141
Nwoya	448
Nebbi	353
Bullisa	669
Kabongo	62
Kiruhura	124
Isingiro	93
Total Disbursement	2,454

Figure 3: Summary of revenue shared with communities (2007-2013)



1. Source: Uganda Wildlife Authority

The graph above shows a summary of the total revenue shared with the communities living adjacent to protected areas for the last five years. The revenue shared is dependent on the projects which have been identified by the communities at the lower local governments.

Since the establishment of the programme, communities adjacent to the protected areas have been able to benefit from improved infrastructure such as schools and health units, as well as from income generating projects and efforts to control crop-raiding animals. UWA has also observed a reduction in illegal activities emanating from adjacent communities since the programme's inception.

- xii. A number of staff accommodation facilities were constructed to improve staff morale and motivation in the following locations, including two new ranger out posts in Bwindi Impenetrable National Park; at Rushaga, one 12-roomed ranger block and kitchen in Mgahinga Gorilla National Park, one 12-roomed ranger block with kitchen and bathroom in Queen Elizabeth National Park (Dura Ranger Post), one 4-roomed ranger posts in Semuliki National Park (Mbango Ranger Post), one 4-roomed ranger post in Katonga Wildlife Reserve and two new ranger posts in Murchison Falls NP at Mupina and Bulaya. These modern ranger posts have greatly improved staff morale to combat illegal activities in protected areas.
- xiii. UWA acquired 16 new pick up vehicles that were instantly deployed in protected areas to combat poaching and other illegal activities in the parks. Two new engines were procured

from UK for the ferry at Paraa in Murchison Falls National Park to replace the current engines that were causing frequent ferry breakdowns.

- xiv. 70km of roads and tracks in Lake Mburo National Park that were impassable have been opened up and graded using road equipment donated by USAID. This has improved visitor access to the park.
- xv. New Gates have been constructed at Bugungu, Chobe, Wankwar (MFNP), Kabatoro (Queen Elizabeth National Park) and Mihunga (Rwenzori Mountains National Park). The gates house the smart card revenue collection equipment.
- xvi. 8km of new elephant control trench was excavated and another 14Km maintained along the park boundary and Nwoya District in Murchison Falls National Park. In Queen Elizabeth National Park, 4km of a new trench was excavated and another 77km maintained while in Kibale National Park, 10km of new trench was excavated and 26 km of existing trench maintained. These measures significantly reduced elephant crop raiding in areas where the trenches have been established.
- xvii. Built capacity for 120 scouts around MFNP with skills on how to mitigate conflicts and with support from AWF scouts were equipped with assorted personal gears and equipment to boost morale and effectively increase output with time. (First aid boxes, Gloves, vuvuzella, Bells, Hoes, 20 Pick axes, Spades, Gumboots, Raincoats, Torches)
- xviii. Reconstructed 5km of the buffalo wall in Mgahinga Gorilla National Park to prevent buffaloes and other antelopes from leaving the park to destroy community crops. In addition 5km of Mauritius thorn hedge were planted in five parishes around BINP to control problem animals. When the hedge is fully established crop raiding will be minimized leading to improved relations between the protected area and the community.
- xix. 6 problem crocodiles were captured from Mayuge, Sese Islands and Lake Katwe and translocated to Karuma wildlife reserve.
- xx. Supported Katwe – Kabatoro Town Council to construct four cages for use in collecting water by communities to avoid crocodile attacks.

Operational Challenges

- i. Due to proximity of human settlements and developments to protected areas besides the wide range of some wildlife species, human wildlife conflicts have persisted resulting in crop destruction, livestock predation, injuries and even deaths. The killing by elephants of three people in Loro, Oyam district which is far from Murchison Falls National Park boundary is a clear example of the shrinking habitats for such wide ranging beasts which occasionally retrace their historical migratory routes. With the return of peace and stability in northern Uganda, areas around Murchison Falls National Park have become heavily inhabited with settlements and agricultural activities pressing closer to park edge thus aggravating human wildlife conflicts.
- ii. Human population growth and developments continue to impose significant pressure on Uganda's wildlife Protected Areas. There are recent unprecedented calls to degazette in

Karamoja as “feed Karamoja projects” expand into more virgin arable land. Because, a section of Queen Elizabeth National Park boundary was not marked plus the need to accommodate ever growing fishing villages holed up in the park, authorities there are now calling for degazettement. Similar problems exist in Murchison Falls, let alone the perennial challenge of resettlement in Mt. Elgon region.

- iii. Inadequate data on wildlife conservation that is crucial in informing development of policies on the management of wildlife species, habitats and ecosystem remains a challenge
- iv. Inadequate logistical and technical capacity to effectively track the impacts of oil and gas related developments in protected areas remains a critical challenge for the subsector. With oil extraction set to begin soon, rapid changes are expected to take place in the Albertine Graben. This requires the sub sector to take urgent measures for monitoring the changes in the environment and subsequently report early warnings of any negative change in the environment.
- v. To a large extent, planning, coordinating, implementing and reporting linkages with the lower local governments in management and utilization of wildlife resources is rather weak because the sector is not decentralized.

Way Forward

- i. Development and review of plans, policies, laws and regulations for enabling the conservation of Uganda’s wildlife resources
- ii. Development and improvement of infrastructure to support wildlife conservation programs
- iii. Generation and dissemination of information on wildlife conservation to inform policy and public awareness
- iv. Equipping the department and its affiliated institutions with tools and skills to deliver effectively on their mandates including effective monitoring of the oil and gas industry impacts on wildlife
- v. Minimizing negative impacts on wildlife resources as a result of infrastructural and industrial developments in and outside protected areas
- vi. Collaboration with other institutions and communities to support initiatives aimed at minimizing human wildlife conflicts
- vii. Enhancement effective participation of the Department and its affiliated institutions in international wildlife conservation decision making
- viii. Support and promotion of community associations, public and private sector investments in sustainable wildlife utilization
- ix. Operationalizing establishment of district local government wildlife committees

5.2.6 Performance of Uganda Wildlife Education Centre

The Uganda Wildlife Education Centre (UWEC) was established in May 1994, under the Trustees Incorporation Act Cap 147, to replace the former Entebbe Zoo. UWEC's mission statement; *to educate the public on conservation of wildlife, with emphasis on the young generation, in partnership with stakeholders. The mission is further guided by its mandates: Animal rescue, rehabilitation undertaking breeding of endangered species in addition to using the facilities and animals under her care for education and awareness, to inspire positive action.*

Achievements

- i. UWEC organized and achieved a very successful international Annual General Meeting and conference of the African Association of Zoos and Aqauriums (PAAZA). This meeting involved two international workshops on Wildlife enrichment and the Zoological Information Management System for record keeping by the Animal Keepers Association of Africa. We were also privileged to host the technical committee of the World Association of Zoos and Aqauriums (WAZA) where the global Zoo President, Lee Emkhe, attended. In other words, three meetings were held in one. Some of the achievements from this conference were a donation of a lion and cheetah to UWEC from Lion Park, South Africa and Cheetah Outreach, South Africa respectively.
- ii. **Visitation**

Table 14: UWEC visitation 2013/2014

CATEGORY	NUMBER
Foreign adults	8,015
Foreign children	365
Resident adults	8,147
Resident children	1,634
Ugandan adults	57,379
Ugandan children	28,571
School party	165,210
Total	269,321

Table 15: Trend of visitor arrivals at UWEC

Details	Actual Visitor Numbers					
	2007/8	2008/9	2009/10	2010/11	2011/12	2012/13
Ugandan Adults	52,090	53,233	57,059	65,578	65,861	54,119
Ugandan Children	20,099	20,921	22,392	25,082	24,979	23,739
School Parties	110,721	119,828	114,921	152,958	176,281	162,313
Foreign Adults	6,541	4,787	5,282	7,195	5,754	6,295
Foreign children	256	260	378	647	364	253
Resident adults	5,791	4,647	5,671	5,223	7,562	7,942
Resident children	1,221	961	995	966	1,336	1,381
TOTAL	196,719	204,637	206,698	257,649	282,139	256,042

Visitation increased from 256,042 visitors for the 2012/2013 Financial Year to 269,321 visitors in the 2013/2014 Financial Year as a result of aggressive marketing and development of a UWEC curriculum for schools. The training of educators for improved delivery of conservation education also improved the quality of service offered, thereby leading to increased visitation, especially by schools.

- iii. We maintained a health animal population at the Centre as summarized in the table below;

Table 16: Animal population at the Centre

CATEGORY	Number	SPECIES
Hoof stock	68	25
Rodents	25	2
Reptiles	52	5
Birds	51	12
Primates	36	7
Total	232	51

Our total collection have significantly increased from 183 (1996) to 232 (2013). This is largely attributed human wildlife conflicts which result in increased incidents of animal confiscation and rescue. Along with this program, we envisage that UWEC can significantly provide valuable release stocks for the future

- iv. We had a total of 10 new born animals (mainly Antelopes and 1 buffalo), in addition to 5 lion cubs.
- v. An infant chimpanzee, estimated at one year old was surrendered to UWA in Bundibuyo District on 4th April, 2013. The infant was handed over to UWEC and is doing well at the UWEC quarantine facility as we await an integration into the main group.
- vi. A total of 63 animals were rescued, 90 confiscations made, 3 were surrendered to the wildlife authorities. We released back to the wild 83 animals after quarantine and 82

were deemed unsuitable for wild release due to physical deformities that could not enable them survive on their own. The majority of releases comprised very venomous snakes that were confiscated at Entebbe airport in transit to Czech Republic. These were released in Murchison Falls National Park.

- vii. We registered an over whelming number of calls from members of the public to rescue wildlife ranging from snakes, monkeys to leopards. Significantly, many people could not differentiate serval cats from leopards, and therefore mistook them for the former.
- viii. Animal enrichment and behavior management has been maintained. Notable of these is the care for the baby elephant who has made three years now, infant chimpanzees that have come through very delicate conditions to where they are now.

ix. Bush Meat Program

We undertook a series of activities aimed at providing more insight and reversing the tide to threats that face wildlife populations in Uganda. These include;

1. A bush-meat crisis survey was undertaken in the Murchison Falls Conservation Area, following media reports in March 2013 that there was an increase in bush meat sale and consumption. The survey used 1,803 pupils, 47 teachers and 450 community members from 12 schools in Kiriya-dongo, Oyam, Nwoya and Bullisa districts respectively. Through the survey we were able to establish that;
 - The communities' realization that the wildlife population was decreasing
 - Sensitization and implementation of the law were key in the conservation of wildlife
 - Bush meat was the main source of protein among families that directly boarder Murchison Falls National park, with the exception of the study population in Bullisa district, Kiriya-dongo and Oyam, where access had drastically declined due to reduction in population.
2. A series of materials and publications to disseminate to educate members of the public on bush meat issues were designed and produced. We mainly targeted schools and communities with the highest bush meat incidents; around Murchison Falls Conservation area.

x. Infrastructure Development

In 2013, UWEC undertook a series of infrastructural development in addition to the routine facilities preventive maintenance. The projects undertaken include;

1. Beach development phase two. This entailed construction of beach side shelters, pier docking area, erection of a fence to separate the animal and reaction park, construction of additional toilets, greening of the beach, and addition of the second floor on the pier restaurant.
2. We also procured a public address system for our education and festive days entertainment
3. Two family bandas were constructed. These are aimed at offering accommodation to visitors and long Stay Volunteers at a fee.
4. After a long time sharing the holding facility with the chimpanzees, the baboons finally got their new home, that is open to members of the public

5. In order to reduce on the National water consumption Bills, we have constructed another deep well so that we could harvest ground water for our operation. This drive will cut our water bills by at least 70%.
6. We constructed a new kitchen and store for the coffee shop. We intend to demonstrate eco and fuel cooking methods at this facility.
7. Eaton Towers donated a 10 KVA generator in addition to the continued payment of rental fees for hosting their mast.
8. Addition accommodation units and strong room for our security team was constructed. This will help motivate the team and their families, in addition to accommodating the numbers beefed up to cater for additional security surveillance.

xi. UWEC Tourism Product Development

1. Two marketing and promotion campaigns were held in collaboration with G&C Tours. These were aimed at selling the visitor programs among hotel operators and owners, as well as tour agents. Under this collaboration, a familiarization trip targeting over 40 tour operators was carried out.
2. Our new visitor programs(Keeper for a day, Long Stay Volunteer Program, Chimp Close UP, Behind the Scenes, Giraffe feeding and the Noah’s Ark Discovery Tour aimed at diversifying our revenue, has significantly picked up. These supplement the normal entrance fees and have been embraced by more tour agents and operators.
3. With support from UNDP, and in collaboration with the Shoebill Stork Foundation and local communities, we managed to establish an eco-tourism project, at Makanaga wetland system. The project is aimed at empowering communities to sustainably manage the wetland and shoebill stork as a key tourist attraction. We organized a series of workshops, planted fruit trees in mainly schools and communities that neighbor the wetland. The area receives an average of 5 to 8 tourists a week and anticipate that this number will increase and hence help communities conserve natural resources endowed in the area as they improve their livelihood.

xii. School & Community Outreach Programs Interventions

As UWEC continues to establish itself as a model institution providing environmental and conservation education to a wide population both local and international, we used the animals and facilities under our care to undertake the following across eastern, central, northern and south western regions of Uganda;

1. 250 schools benefited from our Conservation Education outreach program, in which we conducted interpretation talks, screen wildlife videos and documentaries and inspire the participants to adopt positive environmental actions such as tree planting, proper waste management, reporting wildlife offenders among others.
2. We conducted 13 community conservation education programs. The strategy of using a mobile zoo, with live animals helped draw members of the public to listen to our educators and keepers.
3. 1 Rhino conservation camp was held at the Centre. The three day training and awareness camp benefited 40 pupils and 11 teachers from the districts of Nwoya and Oyam. These are possible release sites for the rhinos that got extinct in the 1980s.

xiii. Environmental Interpretation

Our onsite activities centered on providing quality environmental education and guiding services to visitors. In order to accomplish this, the following activities were undertaken;

1. Information Centre and exhibit panels and signage were revamped. These have enhanced teaching and learning for over 250,000 people that visit the facility per year.
2. 85 educator guides were trained in interpretation skills and guiding. These work with private tour operators, hotels and other tourism facilities.
3. 120 students from high institutions of learning were offered internship placements. These were exposed to hands on training in animal handling, guiding, food and beverage, horticulture, accounts management among other routine operations.

Challenges and Constraints

Much of our challenges resolve around financial constraints as outline below;

UWEC is a non-profit making institution and in order to serve the public, requires finances to run effectively. Although a minimum non tourist entrance fee is charged, it will be never enough to pay for the entire operational costs. (Currently UWEC is self-funding of about 70% of its recurrent budget).

We don't intend to raise the admission fee, as it would limit access to UWEC for a great majority of Ugandans. The operation of UWEC is complex and expensive, comparable in annual costs to maintain an entire national park. Successful management of a live animal collection is completely dependent upon the quality of care they receive. It must be stressed that a consistent level of government and donor support is required to maintain UWEC's animal collection and programs.

This is evidenced in the challenges below that require government or private partnership participation;

1. The Centre has not realized resources to construct a holding facility and enclosure that will host the baby elephant and perhaps other individuals that might be rescued in future. UWEC needs a total of 700 Million Uganda shillings for this project.
2. There is continuous high maintenance cost on old and dilapidated pickups and tractor to solve our transport needs as our short term solution, due to the inadequate resources to replace these vehicles.
3. We have continued to improvise and use the pickups or small cars to undertake wildlife rescues due to resource constraints to procure a specially designed mobile rescue van.
4. Lack of sprinklers makes the Centre very vulnerable to prolonged drought conditions, which weathers the pasture in the exhibits. Our interest is to be able to use irrigation and modern pasture growing methods and to teach members of the public on how to adapt and mitigate to climate change.
5. As UWEC is unique in its setup in Uganda and quite complex in its daily operation, it is a challenging task for management and staff to keep a high standard. Skilled and trained personnel

are not readily available in Uganda. Newly recruited staff needs intensive training. This is either done in-house “on-the-job” or staff members are sent to zoos in Europe, USA, Japan and Australia for further training in animal husbandry, wildlife medicine environmental education.

6. There is need for a dedicated budget for international training in Conservation Education, Animal welfare, husbandry and veterinary techniques.

5.2.7 Performance of Uganda Wildlife Research and Training

The mandate of UWTI has since been reviewed with a view to transform the institute into a national wildlife research and training institute. This will be operational after its gazetement by the Hon Minister of MTWA.

Mandate

The institute is mandated to provide research, training and consultancy services for the wildlife sector.

Vision

To be the leading wildlife research and training institute in Africa that offers exceptionally high quality professional services

Mission

To produce professional human resource, undertake research and provide consultancy services for sustainable wildlife resource management.

Objectives

- i. To review and update the institute’s training curricula to match the current wildlife sector needs.
- ii. To develop the human resource capacity of the institute to match its mandate
- iii. To develop modern training and research infrastructure.
- iv. To equip the institute with modern training and research support tools.
- v. To build a strong framework for partnerships.

UWTI Contribution to the Wildlife Sector Performance for the financial Year 2013/14

- i. **Fees Collections** improved as planned, totaling to 82,000,000/=, this was as a result of public relations and community outreach programme that increased student enrollment.
- ii. **Curriculum Implemented:** UWTI Provided Wildlife and Tourism management training to 195 students.

- iii. **Increased enrollment:** The annual student enrollment growth rate stands at 11% for continuing or regular students with a total of 195 students (40% female and 60% male) respectively. This has increased visibility.
- iv. **Curriculum Development:** Ensuring availability of competent and environmentally sensitive tour guides/operators and wildlife managers. The curriculum has continued to be changed to meet the needs of the stakeholders. Currently the curriculum caters for Diploma in Wildlife and Allied Natural Resource Management (DWM), Diploma in Wildlife Tourism Management (DWT), Certificate in Wildlife and Allied Natural Resource Management (CWM) and Certificate in Wildlife Tourism Management (CWT).UWTI has developed a short course tailored curriculum to accommodate all stakeholders in tourism and wildlife sector to enhance their knowledge and skills while at workplace and in the field.
- v. **Graduation:** there an improvement in the number of graduates in 2013/14 of 51 students compared to 38 students that graduated in 2012/13. The male graduates increased by 63% compared to a 36% reduction in the female graduates.

Summary of the 5th and 6th graduations 2012/13-14

	2012/13			2013/14		
Programme	Male	Female	Total	Male	Female	Total
Certificate	7	3	10	12	02	14
Diploma	20	8	28	32	05	37
Total	27	11	38	44	07	51

Developmental Challenges

- i. Inadequate fund allocation released.
- ii. Inadequate and outdated Field equipment (binoculars, telescope, ranger finders, tents, etc)
- iii. Outdated reference text books
- iv. Inadequate accommodation for the girl child education-Hostel/Dormitory
- v. Outdated curriculum for both programmes (Diploma and Certificate)
- vi. Inadequate computer equipment
- vii. Lack of staff quarters
- viii. Lack of vehicular (bus, pickup, motorcycle, bicycle)

Strategies to address the above challenges

- i. Resource mobilization-Proposal writing
- ii. Partnership/Collaboration with other sister agencies and institutions
- iii. Advocating and Lobbying from MTWA to have Subvention increased
- iv. Participatory Planning in Budgetary and Work plans
- v. Increase the student private sponsorship scheme
- vi. Increase revenue base through short tailored courses.

5.2.8 Off budget Achievements FY 2013/14

- i. UWEC acquired a hatchery and a one-hundred and twenty egg capacity incubator from Sheri Horiszny with support from Santa Barbara zoo in the United States of America. The Incubator and Hatchery shall be used for the ostrich breeding and farming program aimed at providing alternative livelihood for the people of Karamoja.
- ii. Nature Uganda, together with Katwe Tourism Information Center (KATIC), a local conservation Group are implementing a project on “conservation of the Lesser Flamingo in Queen Elizabeth conservation area and adjacent buffer zones”, with funding from African EuraAsian Waterbird Agreement (AEWA). Indigenous trees, sedges and grass were planted around Lake Munyanyange (project site) to restore the degraded environment. Other project activities included livelihood projects like mushroom growing, vegetable growing and environmental education and awareness campaigns
- iii. UWEC received a donation of a lion and cheetah from Lion Park and Cheetah Outreach both located in South Africa.
- iv. **Refresher Training:** UWTI conducted refresher training to UWA staff. A total of 115 UWA lower and middle cadres were trained to provide basic wildlife management knowledge and skills this has improved UWTI relationship with UWA at all managerial levels in MTWA. Also this has increased visibility of the UWTI to the inside and outside community.
- v. **Infrastructure Development:** Completion of the Dormitory has led to the student enrolment to increase from 103 students in the academic year 2012/2013 to 195 students in the academic year 2013/2014.
- vi. **Partnership /Collaboration:** UWTI collaborated with Kitabi College of Wildlife and Environmental Conservation this has improved the relationship and the visibility of UWTI with our neighbors in the East African Community.

- vii. **Regularization of Teaching Staff:** Recruitment of four (4) Instructors into the public service in April, 2013. This has increased staff motivation and reduced on the onsite expenditures of UWTI.
- viii. **Industrial Training Placement:** A total of 131 students participated in industrial training and placed in various Protected and Conservation Areas of UWA and other government agencies/departments in the country. This has enabled the students to appreciate the ideal working environment in relation to their expectations in real life.
- ix. **Field Practical Studies:** UWTI conducted field studies for both diploma and certificate students in and outside the classroom environment. This helped the students to add value to the theoretical studies in the class. This has enhanced the students' skills, knowledge and experience.

5.3 MUSEUMS AND MONUMENTS

5.3.1 Context

Museums and Monuments are part of a much broader concept of cultural heritage. Museums and Monuments coexist in the development of the nation through community participation, cultural heritage product development and services investment by the private sector in the Tourism industry.

It should be noted that Museums and Monuments are national treasures of our heritage composed of tangible and intangible realities that communities, groups and individuals recognize and cherish as part of their lifestyle. Cultural sites are man-made relics of human settlement such as earthworks, landscapes and capital groves of ancient kingdoms while natural sites are the rock shelters, the rocks, hot springs, lakes and forests whose intangible heritage society associates with human experience.

Currently there are 4 public and about 10 private and community museums in Uganda and 14 gazetted cultural sites. On the other hand there are over 650 sites and monuments (in number) that have been documented but many of these are yet to be mapped and gazetted. The inadequate data and research on artefacts combined with limited awareness of the economic and social value of cultural heritage by the communities poses a big challenge for promoting, conserving and preserving these cultural heritages.

The Museum and Monument sub sector is managed through the Ministry of Tourism, Wildlife and Antiquities offers political supervision guided by Department of Museums and Monument. The core function of the Museums and Monument Department is to provide necessary policy guidance, regulations and guidelines for the effective and efficient management of Museums and

Monuments services. The Ministry will work very closely with relevant stakeholders involved in the conservation and development of Museums and Monuments.

5.3.2 Policies, Legal Framework and Strategies

The museums and monument sub sector is guided by the following: The 1995 Constitution of the Republic of Uganda, the National Environment Management Policy of 1999, the Tourism Policy of 2003, the Uganda National Culture Policy of 2006, the Wildlife Policy 1999, the Library and Archives Policy, The *Historical Monuments Act 1967* Cap 46, the Tourism Act 2008, The Land Act of 1998, The Traditional Rulers Act (restitution of assets and properties) Cap 247 of 1993, Forestry and Tree Planting Act 2003 and the Local Government Act Cap 243 of 1997 (*Details of these documents are spelt out in annex 2*).

Uganda is a signatory to and has ratified international and regional cultural heritage conservation treaties such as: the UNESCO Convention for the protection of the World Cultural and Natural heritage, 1972 and the UNESCO convention for safeguarding of intangible cultural heritage, 2003. Uganda is also a signatory to ICCROM and awaits ratification. Uganda Through the Ministry of Tourism, Wildlife and Antiquities also subscribes to African World Heritage Fund and East African Quaternary Research Association.

The National Development Plan for Uganda 2010/2011-2014/15 acknowledges the intrinsic value of culture and the importance of cultural identity as a form of capital, with the potential to move people out of poverty.

Box 2: Key issues of the museums and monument subsector

Key Challenges of developing the Museum and Monuments Services

- i. Inadequate legal framework
- ii. Inadequate financing of the tourism sector.
- iii. Lack of awareness of the importance of museums and monuments in the development agenda.
- iv. Lack of implementation structures at local government level.
- v. Inadequate information on museums and monuments.
- vi. Limited knowledge of the subject.

Operational challenges

- i. Limited knowledge and skills in the workforce to foster development of museums and monuments
- ii. The staff has limited professional trainings in the disciplines of museology and research,
- iii. The Museums and Monuments solely depend on Government for funding its operations.
- iv. Preservation of infrastructure
- v. Preservation of relics
- vi. Regulatory framework and mandate for revenue collection
- vii. Facilitation for interface with communities

5.3.3 Programmes, Projects and Initiatives

The major programmes under the Department of Museums and Monuments include;

1. **Support Museums and Monuments project** which is being implemented by the Department of Museums and Monuments. This project has supported the Department to improve on the infrastructure of Museums and Monuments and also conservation of other cultural heritage sites. The Department also is part of the reconstruction of Kasubi Tombs project and also initiated a programme with British Museum to train Uganda Museum staff on mounting exhibitions.

5.3.4 Performance of the Department of Museums and Monuments

- i. Museums and Monuments Policy (2014) was submitted to Cabinet for Approval. This policy will address the identified challenges and gaps facing the sub sector.
- ii. **Hosted the 3rd World Heritage Nomination Training Course:** Participants were drawn from 8 countries: South Africa, Eritrea, Zimbabwe, Lesotho, Ghana, Sierra Leone, Uganda and Kenya. 34 participants attended (20 males and 14 females). Uganda benefited by directly having 4 participants trained and they are currently working on the nomination dossier of Bigo Byamugenyi.
Objectives of the course:
 - a. To provide participants with the tools to develop a successful nomination dossier for submission to the World Heritage List
 - b. To provide mentor-ship, content and logistical support for the completion of the dossier.
 - c. To provide participants with the tools to develop an adequate management plan to accompany the nomination dossier.
- iii. A nomination dossier/file of Nyero and other hunter gatherer sites was completed and submitted to UNESCO. This dossier is a serial nomination that comprises 6 Rock Art sites namely; Nyero, Dolwe, Mukongoro, Kakoro, Komuge and Kapir.
- iv. A Cultural Impact Assessment of the slave trade trail was undertaken. The sites covered include; Fort Partiko, Dufile, Wedelai, Fort Magungu and Kibiro.
- v. The Impact Assessment conducted led to a discovery and documentation of other 10 related slave trade sites which are yet to be research on.
- vi. Five land titles for Mujongoro, Komuge, Kapir, Kakoro and Fortportal Cultural center were acquired.
- vii. Signage's for Mukongoro Rock Art Site, Komuge Rock Art Site, Fort Partiko Heritage Site, Dolwe Rock Art Site and Wedelai were designed and installed on sites for visibility.
- viii. Architectural designs and BOQs for the culture centre in Fortportal developed.

- ix. Collected 150 artifacts from Lamogi Rebellion, these artefacts are under conservation at the Museum.
- x. Seven staff were employed, among them four are conservators and three site attendants. Two of the conservators were deployed in Kabale and Kumi to manage those sites.
- xi. Fort Partiko was renovated and landscaped.
- xii. Kabale Museum exhibitions were completed and fenced.
- xiii. Undertook archaeological survey, mapping and documentation of Ankole Palace.
- xiv. Undertook a week in-house training on exhibitions, customer care, security and archaeology to Museums staff.

5.3.6 Off –Budget Activities

- i. A publication of a book on Rock Art in Uganda done by Departments’ staff was also printed and launched.
- ii. In house museum training by British Museum for one week.
- iii. Undertook research on the paleo-environment changes around Ndali crater lakes in Kabarore district.
- iv. Undertook Physical Cultural Resources monitoring along Kamwenge –Fortportal road.
- v. Undertook Physical Cultural Resources monitoring in Murchison for Total E&P seismic projects.
- vi. Reviewed 10 projects for NEMA for quality assurance of Physical Cultural Resources on development projects (Roads and Oil and Gas).

APPENDICES

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

	Document	Relevance
Policies	<i>The 1995 Constitution of the Republic of Uganda</i>	The overall government policy on natural resource conservation is enshrined in the 1995 Constitution of the Republic of Uganda, which provides for state protection of important natural resources such as land, water, wetlands, minerals, fauna and flora on behalf of the people of Uganda. This is enshrined in National Objectives and Directive Principles of State Policy under Objective XIII. The constitution also provides for creation and development of Parks, Reserves, recreation areas and conservation of natural resources by central and or Local Governments under Objective XXVII. The same objective further obligates the state to promote the rational use of natural resources so as to safeguard and protect

		the biodiversity of Uganda
	Wildlife Policy 2014	To conserve wildlife resources of Uganda in a manner that contributes to the sustainable development of the nation and the well-being of its people.
Legal framework	<i>Uganda Wildlife Act, Cap 200 of 2000</i>	This Act vests ownership of wildlife into the State and provides for management of Wildlife in and outside of wildlife protected areas in Uganda. It establishes Uganda Wildlife Authority and its functions. The legislation provides for creation and management of wildlife protected areas, sanctuaries and wildlife management areas. The Act establishes wildlife use rights regime that promotes sustainable utilization of wildlife resources. Other laws relevant for the sector include the National Environment Act Cap 153, Forestry and Tree Planting Act, 2003; Land Act 1998 among others.
	<i>The National Environment Act, Cap 153 of 2000</i>	The Act provides for wildlife protection and contains provisions which can be applied to the protection and sustainable use of wildlife. It includes provisions for the conservation of biological resources in situ, and the selection and management of protected and buffer areas. The act also provides a basis for environmental impact assessment.
	<i>Uganda Wildlife Education Centre Trust Deed, 1994</i>	This Deed provides for establishment and management of the former Entebbe zoo as Uganda Wildlife education Centre. It lays down the objects and management of the Centre. This law is however, weak and not enabling the Centre to access public funds.
	<i>Universities and other Tertiary Institutions Act 2001</i>	This provides a basis for formation of specialized sectoral training institutions and human resource capacity development in general. The Uganda Wildlife Institute currently derives its legal existence from this law. The Act repealed Uganda Wildlife Training Institute Act and placed all training institutions under one umbrella. Government has however reversed this decision by Policy and this institute will soon be re-established with its own Act of Parliament.

	<i>International law</i>	Uganda is a signatory to a number of international conventions, treaties and Agreements relating to wildlife. This is in line with Uganda's foreign policy obligates the state to conserve wildlife and wildlife protected areas and promote sustainable development of wildlife resources. International laws most direct and of immediate importance for the conservation of wildlife to which Uganda is a member through the Wildlife Conservation Department includes:- Convention on International Trade in Endangered Species of wild fauna and flora (CITES), Convention on Migratory Species of Wildlife (CMS), Lusaka Agreement on Cooperative Enforcement to Combat illegal trade in wildlife and Afro-Eurasian Water Bird Agreement (AEWA). Other conventions relevant to wildlife conservation where Uganda is a party through other MDAs include Convention on Biological Diversity
	Uganda National Culture Policy of 2006	<ul style="list-style-type: none"> i. Support the promotion of the Intangible heritage expressions within the communities living around the sites, museums and monuments. ii. Support cultural and traditional institutions in conserving traditional practices. iii. Creating awareness on the link of intangible cultural elements to the museums and monuments.
	The <i>Historical Monuments Act 1967</i> 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 Traditional Rulers Act 1993 Cap 247	Provides for the restitution of assets and properties
	The National Development Plan for Uganda 2010/2011-2014/15	Recognizes tourism as a key growth sector for the attainment of vision 20140

Appendix 2: Functions of departments and Institutions

The functions of the Ministry are to:

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

Directorate of Tourism, Wildlife Conservation and Museums& Monuments

Mandate

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

Functions

The main functions of the Directorate are to:

- i) Coordinate formulation and implementation of policies for sustainable development and growth of Tourism, Wildlife Conservation and Museums and Monuments Sectors;
- ii) Coordinate establishment and enforcement of regulations and standards for quality assurance for service programmes of the Tourism, Wildlife Conservation and Museums and Monuments Sectors;
- iii) Evaluate sector information holdings available on Tourism, Wildlife Conservation and Museums and Monuments Sectors for publication and dissemination;
- iv) Coordinate publication of information on Tourism, Wildlife Conservation and Museums and Monuments;
- v) Coordinate, promote and support establishment of linkages and partnerships with other Ministries, Departments and Agencies (MDAs) and private sector to enhance values and benefits from Tourism, Wildlife Conservation and Museums and Monuments activities;
- vi) Manage resource planning and utilisation as well as optimisation of synergies across the directorate; and

- vii) Oversee ratification and implementation of international conventions, treaties and agreements on Tourism, Wildlife Conservation and Museums and Monuments that are of interest to the country.

Department of Tourism Development

Mandate

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

Functions

The functions of the department are to:

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

Department of Wildlife Conservation

Mandate

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

Functions

The functions of the Department are to:

- i) Initiate, formulate and implement policies, plans, legislation, regulations, guidelines and strategies on conservation and sustainable development of wildlife resources;
- ii) Formulate and coordinate implementation of regulations on international conventions, treaties and agreements under the wildlife conservation sector;

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

Department of Museums and Monuments

Mandate

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

Functions

The main functions of the department are to:

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

Department of Finance and Administration

Mandate

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

Functions

The main functions of the department are to:

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

Table 17: Category of visitors to the National park

Category	2012 Totals	2013 Totals	%age Change
Foreign Non Residents	81,580	99,621	22%
Foreign Residents	17,133	16,871	-2%
East African Citizens	43,696	52,169	19%
Students	37,822	42,363	12%
VIPs /UWA	2,083	144	-93%
Transit	Not Captured in 2012	2,781	N/A