



**REPUBLIC OF UGANDA**

**MINISTRY OF TOURISM WILDLIFE AND HERITAGE**

**Annual Performance Report**

**FY 2011/12**

## **FOREWARD**

The mandate of the Ministry of Tourism, Wildlife and Heritage is spelt 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 one year of our existence as an independent Ministry of Tourism, Wildlife and Heritage and spells out the our planned actions, actual achievements and challenges towards fulfillment of the mandate for the period July 2011 to June 2012.

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 and as such therefore, acknowledges their support and cooperation.

Special thanks go to the Management and staff of the Ministry 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 the role of the Ministry of Tourism Wildlife & Heritage in ensuring that Uganda’s Tourism develop to sustain economic growth and social transformation.

Amb Patrick. S. Mugoya

**PERMANENT SECRETARY**

## EXECUTIVE SUMMARY

The 2011/2012 Annual Performance Report is a review of the planned actions, actual achievements and challenges of the Ministry of Tourism Wildlife and Heritage for the Financial Year 2011/2012. This report is divided into four sections – Introduction, Achievements for 2011/2012, Challenges and Strategies and priorities for 2012/13

The Ministry recorded an 81.9% release against the budget from the Ministry of Finance. The shortfall was due to budget cuts.

Uganda has been recognized as an important tourism destination internationally through the various accolades that the country received; including being *number one tourist destination for 2012* by *Lonely Planet*.

At the macro-economic level the contribution of tourism to GDP was at 9.0<sup>1</sup>% for 2011 compared to 7.6% in 2010; foreign exchange from tourism increased from US\$ 662m in 2010 to US\$805m<sup>2</sup> in 2011 representing growth of 21%. Uganda received 1,151,000 visitor arrivals in the year 2011 compared to 946,000 in 2010 representing an increase of 34%.

The key challenges faced by the Ministry in the period under review were mainly because the ministry has been in existence for only one year and had very little resources allocated to it, implying that a number of key activities were not carried out

## SECTION ONE: INTRODUCTION

The Ministry of Tourism, Wildlife and Heritage has now been existence for one year. The National Development Plan (2010/11-2014/15) recognizes the Tourism Sector as one of the “Primary Growth Sectors of the economy”, that directly creates employment, generates economic growth, provides investment opportunities, brings in foreign exchange and creates market for local products at source.

***The Vision:*** “*Harnessing tourism, wildlife and cultural heritage as a primary growth sector contributing to the transformation of the Ugandan society from a peasant to a modern and prosperous Country*”

***The Mission:*** “*develop and promote tourism, wildlife and heritage resources of Uganda into a highly competitive and preferred tourist destination, with accelerated sector contribution to the national economy*”

The sector has 3 major focal subsectors: tourism, wildlife conservation and heritage.

The Tourism Development sub-sector is guided by the National Tourism Policy 2003 whose aim is to ensure “*the development of sustainable quality tourism that is culturally and socially acceptable, ecologically friendly, environmentally sustainable, and economically viable*”.

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<sup>1</sup> World Tourism and Travel Council, 2012

<sup>2</sup> Statistical Abstract, 2012, Ministry of Tourism, Wildlife and Heritage

The Museums and Monuments sub-sector derives its mandate from the 1995 Constitution of Republic of Uganda under the National objectives and directive principles of State policy XXV and Article 189 (10) and is guided by 1967 Historical Monuments Act and its 1977 amendment.

The Wildlife Conservation sub-sector derives its mandate from the 1995 Constituion of the Republic of Uganda under the National objectives and directive principles of State policy XIII and XXVII, Article 189 (8) and (24) schedule six. The sub sector is guided by the Uganda Wildlife Policy 1999; Uganda Wildlife Act cap 200 of 2000 and The Game (Preservation and Control) Act Cap 198 of 2000.

The Ministry is made up of four Departments namely: Tourism Development, Wildlife Conservation, Museums & Monuments, and Finance and Administration (F&A).

## SECTION TWO: ACHIEVEMENTS

### 2.1. Introduction

With a 81.9% budget release for FY 2011/12, from the Ministry of Finance and other sponsored programmes, the sector recorded the following outcomes at macro-economic level:

1. The current tourism contribution to GDP earnings was at 9.0<sup>3</sup>% for 2011 compared to 7.6% in 2010
2. Contribution of tourism to foreign exchange increased from US\$ 662m in 2010 to US\$805m<sup>4</sup> in 2011 representing growth of 21%. The earnings are projected to increase to US\$1.0bn in 2014 keeping all factors constant.
3. Uganda received 1,151,000 visitor arrivals in the year 2011 compared to 946,000 in 2010 representing an increase of 34%.
4. Park arrivals increased from 190,000 in 2010 to 208,000 in 2011 representing growth of 9.4%.
5. Uganda Wildlife Education Centre received 263,000 visitors in 2011 compared to 250,747 visitors in 2010 representing a growth of 5%.

Since the creation of the Ministry in June 2011, Uganda has received the following international recognitions in 2012 which the country needs to take advantage of by vigorously harnessing the country's tourism potential and engaging more in effective promotion and marketing:

- i) Uganda was recently voted as *number one tourist destination for 2012* by *Lonely Planet* (the largest travel guide book and digital media publisher in the world).
- ii) Mt Rwenzori was voted among the *top hiking places in Africa* and among the top 15 hiking spots in the world.
- iii) Virunga volcanoes in south-western Uganda, were voted "*A must see place for 2012*" among the 12 places one has to visit in their life time as the only remaining home and sanctuary of the endangered mountain gorillas in the world.
- iv) Bwindi Impenetrable National Park was voted Africa's *number one birding site* by the African Bird club, ahead of South Africa's Kruger National Park and Cape Town's ocean shores. The ranking also put Murchison Falls National Park in ninth position among the top 10 birding sites on the continent.
- v) The New York Times Travel section ranked Uganda among top 33 places in the world to visit.
- vi) Uganda emerged **Third best Exhibitor** on the African Continent at the ITB Berlin 2012, and was honoured with a **Certificate and Trophy**.

In addition, Uganda is becoming a preferred events and conference destination and recently, out-competed other countries including Canada to *host the 126<sup>th</sup> Inter Parliamentary Union (IPU) assembly* meeting in April 2012. In May 2012, the Ministry of Defence hosted a General Assembly and Congress of International Sports Council of 134 countries in the world.

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<sup>3</sup> World Tourism and Travel Council, 2012

<sup>4</sup> Statistical Abstract, 2012, Ministry of Tourism, Wildlife and Heritage

## **2.2. Ministry's achievements in the FY2011/12**

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

- i. Uganda Wildlife Authority Board of Trustees was recently inaugurated.
- ii. The final Draft Uganda Wildlife Policy and the bills establishing the Hotel and Tourism Training Institute (HTTI), Uganda Wildlife Research and Training Institute (UWRTI) and that of Uganda Wildlife Education Centre (UWEC) are ready for submission to Cabinet.
- iii. The Tourism regulations to enforce standards for accommodations, restaurants, tour operators and tour guides were finalised and now awaiting gazetting.
- iv. Uganda Tourism Police was also recently inaugurated to provide security to major tourist attraction sites including hotels
- v. In collaboration with World Bank, UNDP and UNWTO the Ministry has carried out a Rapid Situation Assessment study. The report will be used as a benchmark in the development of a Tourism Master Plan and the National Tourism Policy to provide strategic roadmap for the sector.
- vi. Guidelines for proper monitoring and Revenue Share guidelines of oil exploration have been developed
- vii. A draft Museums and Monuments Policy is awaiting approval by the top management for national stakeholder consultations. Once approved, it will guide the revision of the Historical Monuments Act of 1967.
- viii. Consultations on the Greater Virunga Trans boundary Collaboration Treaty were completed and the draft submitted for finalization by the Republic of Uganda, Republic of Rwanda, and the DR Congo.
- ix. The Wildlife Act review process commenced and Zero Draft Uganda Wildlife Act Amendment Bill is now in place for consultations.
- x. Conservation areas were inspected on a quarterly basis and management report and recommendations given in regard to oil and gas activities and human wildlife conflicts.

### **2.3. Promotion and Marketing**

- i) UTB distributed 30,000 assorted promotional materials to UK, Germany and Tanzania, Canada, Japan, 28 missions abroad, domestically during world tourism day, International conferences and martyrs day.
- ii) The Ministry participated in the World Travel Market in London, Fitur in Spain, WTM in London and ITB in Berlin and Rio +20 conference in Brazil
- iii) The Tourism Information office at National Theatre is undergoing renovation. The work is on-going and is nearing completion.
- iv) World Tourism Day was successfully held in Gulu on 27th September 2011 and attracted thirty (30) exhibitors, these included Banks, Beverage companies, Hotels, art and craft entrepreneurs, Tourism sector public institutions, tour operators and cultural groups.
- v) A blog on the UTB website was created. Tourists/visitors and all other tourism stakeholders can interact and send comments online on any tourism topic. Additionally Interactive online tools have been developed at UTB to enable subscribers to get tourism updates on mobile phones, computers and iPads. The UTB website was also upgraded in appearance and content. It will be translated into

Spanish, French, Swahili, German, Dutch, Chinese and Japanese. A new web portal for UWA was also launched in May 2012.

- vi) Entebbe International Airport was re-branded with key tourism attractions to market the country to visitors on arrival in the country
- vii) The Uganda Museum hosted a 3 week AMISOM exhibition which raised awareness of the good works of our soldiers in Somalia to the general public.
- viii) A Media award function was successfully held on 16th September 2011 to recognize the media for a job well done in reporting on tourism and conservation issues.
- ix) The Big Birding Day celebrations were held country wide with over 1,000 bird species counted and Queen Elizabeth National Park was rewarded for recording more birds than any other place.
- x) The Ministry represented Uganda at the 61<sup>st</sup> Meeting of the CITES Standing Committee in Geneva where she represented the Eastern Africa Sub-Region and also chaired the MIKE-ETIS Sub-committee. The Ministry also represented Uganda at the 10<sup>th</sup> Conference of Parties (CoP 10) to the Convention on Migratory Species of wild fauna at which Uganda coordinated the African Group and was elected Vice Chair of the CoP and to the Standing Committee. The Ministry attended the 6<sup>th</sup> MIKE Eastern Africa Sub-regional meeting and Fourth African Elephant Meeting in Gigiri, Nairobi-Kenya. Furthermore Uganda attended the 5<sup>th</sup> session of the African Eurasian Water Bird Agreement in which she again coordinated African Group and was elected as Vice Chair of the standing Committee. The African initiative also secured Euros 145,000 for small projects in Africa. The Ministry also attended the 10th Governing Council meeting of Lusaka Agreement.

#### 2.4. **Tourism Investment and Product Development:**

- i) Technical Support was given during the development of the Kalangala Tourism Development Plan.
- ii) Sensitization on preservation of rock art sites in Eastern Uganda has been enhanced and a nomination dossier has been prepared for the Nyero Rock paintings and associated rock art sites to the UNESCO world heritage list.
- iii) The following new tourism products were launched :
  - The Northern Uganda Slave trade trail which included sites like Fort Partiko, Pabbo, Guruguru, Wadelai and Dufile,
  - Rock Art paintings trail has progressed well on with sites likes Nyero, Mukongoro, Kakoro, Komuge, Dolwe, Kafir going to be nominated for the UNESCO World Heritage, Fortportal heritage trail was also launched. Memorial Sites in post conflicts areas have been launched in Northern Uganda, these include Barlonyo massacre site, Aboke girls' memorial, Pabbo IDP camp site and Lokude Massacre site.
  - The Batwa trail in Kisoro.
  - birding in Murchison Falls National park
  - Habituation of new Gorilla Groups in Bwindi and Chimpanzees in Kibale are near completion.
  - Heritage clubs in schools to enhance participation and consequently knowledge in cultural heritage

#### 2.5. **Management of National Parks and Conservation:**

- i) 28.5km of problem wildlife restraining trenches have been excavated in Murchison Falls Conservation Area and 21 km in Queen Elizabeth Conservation Area using local community labour force thus reducing on the impacts of wildlife on peoples' livelihoods.

- ii) A total of 132 persons were arrested and prosecuted on various offences ranging from poaching, illegal fishing, pit sawing and grazing in Protected Areas. This is a measure of the enhanced effectiveness of law enforcement against wildlife related crime.
- iii) Four baby chimpanzees rescued in Southern Sudan in July 2011 were transferred to the Chimpanzee Sanctuary Wildlife Conservation Trust (CSWCT).
- iv) Uganda Wildlife Education Centre (UWEC) held two community Conservation Education outreach program in Kayunga and Kyotera-Rakai where about 15,000 and 20,000 Ugandans were educated about Conservation Education and Domestic Tourism promotion. A number of Conservation Education Materials were distributed. UWEC also held retreats for Intercessors for Uganda (87), Light House Chapel (22) Layibi College (66).
- v) UWEC received and educated 231 groups on different conservation related themes.
- vi) UWEC received 10 Long Stay Volunteers who participated in the Long stay volunteer Conservation Education Program. 10 local Volunteer Educators and 6 internship students from different institutions of higher learning in Uganda were trained in delivering conservation education.
- vii) CSWCT partnered with the education department in Hoima District and teachers in three primary schools in the district to have classroom lessons on forest ecosystems.
- viii) Under the Payment for Ecosystems Services (PES) project, contracts with 254 farmers had been signed to conserve about 800ha of natural forest in the chimpanzee corridor. In turn, they will receive a payment in one year's time starting in July. NEMA and United Nations Environment Program have provided the funds.
- ix) Uganda Wildlife Authority acquired a digger to dig trenches for controlling problem animals like elephants that destroy people's properties and crops.
- x) Research and monitoring, Community Conservation, Law enforcement and ecotourism routine activities were sustained in the conservation areas.

## **2.6. Capacity building, Accommodation and hospitality registration and Coordination**

- i) 20 hotel assessors recognized by the East African Community sat exams at Hotel and Tourism Training Institute and are awaiting their results. Once they are certified, technical capacity to grade hospitality facilities would have been built.
- ii) 297 students graduated at UWTI spanning from 2002 up to 2011. A one month paramilitary training of 97 students at Uganda Wildlife Training Institute was conducted by the UPDF.
- iii) A total of 106 hotel personnel were trained in various disciplines including Food Production, Housekeeping, Front desk operations and Food and Beverages. 65 tour guides have also been trained in customer care.
- iv) 50 UWA guides benefited from training in customer care, identification of birds, and communication and interpretation skills for maximum visitor satisfaction held. 31 rangers and 2 wardens undertook intensive marine training in rescue operations.
- v) 14 members of staff at Uganda Museum were trained in various disciplines of preservation, protection of heritage, archaeology and world heritage nominations of heritage sites while 5 UWEC staff acquired skills in animal handling and conservation.

## **2.7. Research and Coordination**

- i) A database of all accommodation facilities in the country has been established. This is a step in guiding the investments in the accommodation facilities.

- ii) A survey of tourists at border points to establish expenditure and motivation factors was concluded. This is a step in development of the tourism master plans and establishing actual foreign exchange generated by the sector.
- iii) Ground and aerial surveys conducted to establish wildlife population status in all the national parks in the country including a census of Mountain Gorilla in BINP by UWA.
- vi) Compilation of data on the National Cultural list of Museums, and Monuments /sites had been finalized and a list of 684 national sites is now available. Additionally, a database of cultural sites is now in place at Uganda Museum.
- vii) UTB carried out the following studies:
  - the viability of the Tourism Levy,
  - Tourism Value Chain,
  - Capacity gaps in Tourism Support institutions
  - 4 new pro-poor products to be developed under the UNDP project
- viii) The Ministry coordinated the Accommodation and venues subcommittees for 16 national and international conferences during the year under review.
- ix) Research and development of marine tourism around the areas of L.Kyoga and L. Albert were undertaken.
- x) Research and data collection necessary for the formulation of project proposals for possible NORAD funding was also undertaken including in Mt. Elgon and Mt. Ruwenzori Conservation areas and a draft concept note has been prepared for management and stakeholders discussions.
- xi) Field work in Budongo and Bugamba Forest reserves were conducted to feed into the resource mobilization drive and product development process.
- xii) Exploratory study on the Tourism development Levy was also undertaken.

## **2.8. Tourism Infrastructure**

- i). A Wide Area Network (WAN) was completed in all parks to enhance communication and tracking revenue collection.
- ii). A total of US\$ 2bn was transferred to Buganda Kingdom as Government contribution towards the reconstruction of Kasubi tombs.
- iii). The 20 km Tebito track sponsored by Tullow Oil as an offset for tourism tracks in Murchison Falls National Park was officially opened on 6<sup>th</sup> December 2011. Additionally 120 Km of roads, 77 km of tracks and 564 km of trails were maintained by Uganda Wildlife Authority in the protected areas.
- iv). A dormitory at UWTI is under construction and its completion in the new financial year will go a long way in solving students' accommodation requirements.
- v). HTTI computer laboratory was equipped with 24 computers, while curator staff at Uganda Museum were equipped with 5 desktop computers.
- vi). The construction of Kabale Museum was completed while Moroto Museum constructed with support of French Embassy, was opened to the public and is now functional.
- vii). The process of construction of Soroti Museum and Cultural Center has commenced with the procurement of architectural plans and bills of quantities for the building and cultural village.
- viii). Renovation of historical sites and monuments is ongoing at Wadelai and Bweyore.
- ix). In conjunction with Competitive Investment Climate Secretariat (CICS) and the private sector, a list of key tourism roads to be worked on has been submitted to MFPED, Ministry of Works and

Transport and Uganda National Roads Authority (UNRA) for consideration. Government is in advanced stages of finalizing funding for the following tourism priority road projects<sup>5</sup>:

1. Rukungiri-Kihihi-Kanungu-Ishasha (74 kms)
2. Kyenjojo (Kabwoya)-Hoima – Masindi- Kigumba (137 km)
3. Ishasha-Katunguru (88.0 kms)
4. Kabale-Bunyonyi (6.0 kms)

Construction on the following roads is continuing while others will be started on:

1. Kampala-Entebbe Expressway (51km);
2. Fort-Portal-Bundibugyo (104km);
3. Kabale-Kisoro-Bunagana/Kyanika (101km);
4. Ishaka-Kagamba (35.4km);
5. Kalangala Infrastructure Project.
6. Atiak-Adjumani-Moyo-Afoji (104.0 kms)

- X) A proposal to extend electricity to all Protected Areas has been prepared jointly with Rural Electricity Agency (REA).

### **SECTION THREE: CHALLENGES**

Despite the achievements listed above, the Ministry of Tourism Wildlife and Heritage after one year in existence continues to face the following challenges. Most of the challenges revolve around resource constraints:

- i). Inadequate staffing of the Ministry (176 vacant posts)
- ii). The little resource envelope for marketing Uganda as a tourist destination (7.3bn).
- iii). Limited tourism product development due to limited resources (1.0bn)
- iv). Inadequate accommodation facilities within and outside the protected areas. Accessing land where to construct accommodation facilities is also not easy. (2.0bn)
- v). Low quality of service/standards in tourism sector (0.5bn)
- vi). Inadequate funding for the Hotel and Tourism Training Institute and Uganda Wildlife Training Institute (4.0bn)
- vii). Accumulated arrears due to member financial obligations to international agreements and treaties. These include Convention of International Trade in Endangered Species of wild fauna and flora (CITES), Lusaka Agreement, UNWTO and Convention of migratory Species (CMS). This among others has continued to affect the Ministry's performance at the international stage. (3.1bn)
- viii). Inadequate resources to resettle communities residing in wildlife protected areas (4.9bn)
- ix). About SHS 10.8bn is needed for Human Wildlife Conflict mitigating measure

### **SECTION FOUR: STRATEGIES AND PRIORITIES FOR 2012/13**

Inspite of the budget being insufficient in the FY 2012/13, UGX. 51.561bn (of which Shs. 38.7bn is Non Tax Revenue ), the Ministry plans to do the following.

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<sup>5</sup> Budget Speech, Financial Year 2012/13

- (i) Finalising sector policies and plans in the pipeline;
- (ii) Constituting governing councils of training institutions;
- (iii) Building the capacity of personnel in the tourism industry;
- (iv) Grading and classification of Hotels and Restaurants;
- (v) Inspection of hotels and restaurants for quality assurance;
- (vi) Tourism product development; Since the demand for cultural heritage is increasing, there is need to develop tourism products based on the rich cultural history and on the diverse traditions of the Ugandan people hence the development of Heritage Trails that will enhance the value of Bigo Bya Mugenyi and Ntusi archaeological Sites Nakaima tree, Rock art sites of eastern Uganda, the slave trade routes and other sites and products in the country.
- (vii) Improving tourism infrastructure;
- (viii) Extensive tourism promotion both at domestic and international level;
- (ix) Mitigating conflicts between human and wildlife conflicts;
- (x) Promote Public Private Partnerships in product development;
- (xi) Gazetting of historical sites and acquisition of land titles;
- (xii) Redesign the museum displays into a modern display, digital (virtual image) so as to capture the modern history and demands of the public needs.
- (xiii) Prioritize spending of internally generated funds by statutory agencies to fund critical unfunded priorities.
- (xiv) Lobby for more funds from Government
- (xv) Look out for Donor Support of the Subsector activities
- (xvi) Fill vacant positions in all the Ministry Department to create a critical mass of human resource base.