



THE REPUBLIC OF UGANDA
MINISTRY OF TOURISM,
WILDLIFE AND ANTIQUITIES

**TOURISM DEVELOPMENT PROGRAMME
ANNUAL PERFORMANCE REPORT**



FINANCIAL YEAR 2025/26

Tourism Development Programme Annual Performance Report Financial Year 2025/26

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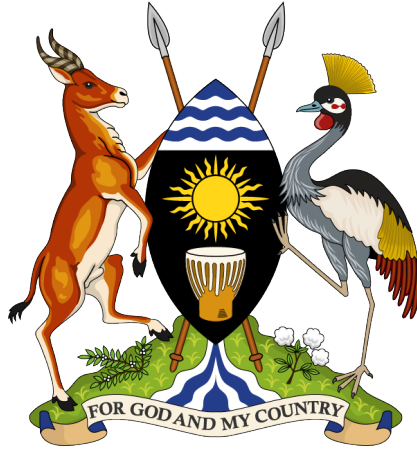
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THE REPUBLIC OF UGANDA
MINISTRY OF TOURISM, WILDLIFE AND ANTIQUITIES

TOURISM DEVELOPMENT PROGRAMME ANNUAL PERFORMANCE REPORT

FINANCIAL YEAR 2025/26

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MESSAGE FROM THE PROGRAMME LEADER



Following the end of the 1st year of implementing the 4th National Development Plan, I am pleased to present the Tourism Development Programme Performance Report FY 2025/26.

The period also marks the end of six years since the outbreak of the COVID-19 pandemic, and it has been pleasing to see Uganda's tourism rebuilding towards a future of sustainable growth, and indeed, performing way beyond the pre-COVID-19 period in some aspects.

Against a backdrop of disease outbreaks, geopolitical factors and global uncertainty affecting consumer confidence to travel, inbound tourism to Uganda continued to see steady increases in visitation and spend.

In the year 2025, international visitor numbers to Uganda were the highest ever, at 1.64 million way beyond the pre-COVID-19 levels. The performance of the year 2026 is even better despite the Ebola outbreak in May 2026. Whilst these instances of evident progress provided some assurance, the performance of the year 2026 has been affected by the Ebola outbreak and also reflected the deepening global cost of living pressures and persistent geopolitical factors.

These factors amplified Uganda's traditional barriers of landlockedness, tourism support infrastructure, and less developed products, among others, resulting in consumers choosing to travel to neighbouring destinations or defer holiday travel altogether.

I have noted that significant competition from other destinations has ramped up, with some competitors elevating their investment in tourism to stand out and grow their share of the global travel dollar.

This demands that our tourism marketing works harder than ever to encourage travellers to travel to and throughout Uganda.

I must acknowledge that our operating environment is not without challenges. It is also evident that many of our tourism businesses are feeling the effects of cost pressures on the profitability of their operations.

As part of our commitment to continuous improvement to manage risk and governance, the Government has enhanced communication mechanisms, decentralised tourism to Local Governments and expanded the capacity while operationalising the mandate and of Missions Abroad.

In turning our attention towards the future, the Missions Abroad have been put at the fore-front in international marketing efforts, setting our path to realise the opportunities in the source markets there for Uganda's tourism.

On behalf of the Tourism Development Programme, I look forward to continuing emphasising and aligning each Programme MDA efforts with the programme goal of enhancing Uganda's attractiveness as a preferred tourism destination in the year ahead to drive further demand for Uganda's world-class tourism experiences.

A handwritten signature in black ink, appearing to read 'Tom R. Butime'.

Tom R. Butime Col. (Rtd)

MINISTER OF TOURISM, WILDLIFE AND ANTIQUITIES

MESSAGE FROM THE PROGRAMME TECHNICAL LEADER



During financial year (FY) 2025/26, Uganda's tourism continued to adapt to ever-changing circumstances, and it became increasingly clear that tourism was operating in a transformed and evolving global tourism landscape.

Growing competitiveness requires that we continue to work harder and smarter with our marketing internationally. Whilst the year undoubtedly presented challenges for tourism, our marketing activities have continued to drive results to support the tourism industry on a path towards sustainable growth.

Our Explore Uganda, the "Pearl of Africa" brand and the promotion campaigns remain central and helped to ensure Uganda maintains her share of the regional tourism and travel market. During this period, the leading long-haul markets were the USA, Canada, India, China, Pakistan, the UK, Germany, and the Netherlands.

Kenya and Rwanda remained Uganda's leading source markets, contributing half of total tourist arrivals to Uganda.

We continued our dedicated program of marketing activity for business events. The business events sector is a significant contributor to Uganda's visitor economy, with business events visitors spending almost as much as leisure tourists.

The Government also continued to support our industry in the areas of growing consumer interest, including indigenous tourism experiences, sustainability and accessible, and inclusive travel. We also continued to explore opportunities in agritourism experiences to tap into the growing appetite among travelers to better understand the source of Uganda's exceptional produce whilst also encouraging dispersal to communities across all regions.

I would also like to thank all Tourism Development Working Group members and all actors as well as all the staff in the Programme MDAs for their incredible efforts and for their support that have led to significant achievements during the FY 2025/26, as well as the resilience against the challenges that Uganda's tourism faced.

I look forward to achieving more, and I am very hopeful that the insights available in this report will inform policies and plans as well as investment decisions, collaborations and interventions by both public and private actors as we work towards achieving Uganda's Vision 2040 of transforming Uganda from a peasant society into a modern and prosperous country.

A handwritten signature in black ink, appearing to read 'Doreen S. Katusiime'.

Doreen S. Katusiime (Mrs)
PERMANENT SECRETARY

EXECUTIVE SUMMARY

Introduction

The Tourism Development Programme Annual Performance Report presents the performance of the Tourism Development Programme with more focus on FY 2025/26. This is the first of the five years of the Fourth National Development Plan (NDP IV) that will be implemented until the FY 2029/30.

The performance is presented in line with the deliverables and targets set out in the NDP IV, and further highlighting the trends in performance on a number of other dimensions. Additionally, the Report provides progress on the government policies and programmes such as the NRM Manifesto 2021-2026 as well as the challenges against evolving global travel patterns, economic shifts, and sustainability imperatives.

The Report is meant to provide timely and focused information to the decision-makers and other stakeholders on the performance of the Tourism Development Programme during FY 2025/26 and the recent past.

The report is structured into ten chapters, covering global and national tourism performance trends, finances, programme physical performance, progress on NRM government manifesto commitments, programme governance, challenges and mitigation measures as well as the planned interventions for FY 2026/27 and the medium term.

Tourism Performance - Global, Regional and Uganda Trends

Global tourism continued its strong post-COVID-19 pandemic recovery in 2025, with international tourist arrivals reaching 1.52 billion, a 4% increase over 2024, where 1.445 billion visitors were registered. Indeed, the global tourist arrivals in the year 2025 surpassed the pre-COVID-19 levels, where 1.464 billion tourist arrivals were realised in the year 2019.

Visitors to Africa increased by 17%, from 73.6 million in 2024 to 81 million in 2025. Uganda accounted for approximately 2.0% of Africa's tourist arrivals and 3.6% of arrivals in Sub-Saharan Africa.

For Uganda, international tourist arrivals increased by 19.7% from 1.37 million in 2024 to 1.64 million in 2025. Africa remained Uganda's dominant source market, contributing 79.2% of international arrivals, with Kenya and Rwanda continuing to lead. The United Kingdom, the United States and India were the leading contributors to Uganda's arrivals from overseas markets.

Tourism receipts grew by a 21.3%, to reach UGX 5.83 trillion (USD 1.62 billion) up from 4.81 trillion (USD 1.22 billion) in 2024. This was due to higher average visitor spending and longer stays, reinforcing tourism as a key foreign exchange earner.

Visiting friends and relatives, business, and leisure accounted for 70.5% of international arrivals, although leisure tourism grew only marginally by 0.4% (average length of stay increased from 8.7 nights in 2024 to 8.8 nights in 2025).

Regarding wildlife, the performance was mixed, with the numbers increasing for some species such as the Ugandan kob, impala, waterbuck, rhinos and Nubian giraffes, while declines were registered for other species, including ostriches, lions, elephants, and oribi.

Financial Performance in Line with NDP IV Requirements

The Financial Year 2025/26 was the first year of implementing the Fourth National Development Plan. During the year, a total of UGX 436 billion was appropriated for the Programme interventions against the NDP IV planned funding of UGX 464 billion. All the appropriated funds were released and this translates to 94% funding.

The above appropriation includes Uganda Wildlife Authority's budget of UGX 240 billion that was to be funded from the Wildlife Fund, which mainly comprises of Non-Tax Revenue (NTR) collections by the same institution.

Out of these releases, a total of UGX 416.9 billion (95.4 percent) was spent and the gaps in expenditure were due to Ebola outbreak in May 2026 which triggered travel advisories that resulted in the cancellation of some of the planned market activation campaigns abroad and domestic events.

Non-Tax Revenue Continues to Increase but Misses Projections

The NTR for the Ministry of Tourism, Wildlife and Antiquities and Agencies remained on the upward trajectory reaching UGX 194 billion in FY 2025/26 from UGX 162 billion in the previous financial year with the Uganda Wildlife Authority contributing 98%.

Similarly, over the past five years, the growth has been huge with the annual NTR significantly increasing from UGX 86 billion in FY 2021/22 to UGX 194 billion in FY 2025/26. Cumulatively, a total of UGX 750 billion has

been collected over the five-year period.

However, the NTR collections for the FY 2025/26 fell short of the target as the collections (UGX 194 billion) were only 80% of the projected UGX 243 billion. In addition, the performance is still way off target when compared to the annual NTR collection of UGX 280 billion that is projected for FY 2029/30.

The underperformance was worsened by the Ebola outbreak in May 2026 which resulted in travel restrictions and huge cancellations in tours, especially by inbound tourists.

Programme Physical Performance against NDP IV Expectations

Financial year 2025/26 was the first of the five years of NDP IV implementation. During the year, the Tourism Development Programme implementing MDAs undertook interventions in line with the Programme Implementation Action Plan (PIAP) and commendable progress was registered. Performance was tracked with a total of 123 indicators (both at outcome and output levels) assessed and out of these, targets on 61% of them were fully achieved.

At outcome level, major milestones were recorded in international tourist arrivals, domestic tourism, tourism receipts, and tourist length of stay, as well as human-wildlife conflict with performance surpassing the targets for the year. On the contrary, low performance was on the proportion of leisure tourists, and visitation to key tourism sites.

Tourism Promotion and Marketing Efforts Enhanced

During the year, several targeted and aggressive tourism marketing and promotion strategies were implemented, expanding presence in 25 destination markets, against a target of six. In addition, Uganda participated and showcased in 11 international expos alongside global media reaching an estimated at 80 million readers/viewers. In the area of MICE (Meetings, Incentives, Conferences and Events), Uganda secured major MICE bids worth an estimated UGX 2.044 billion, and more is in the pipeline.

Efforts have been made to strategically leverage AFCON 2027 to demonstrate the country's unique tourism potential and sell it as a major tourism and investment destination. During the financial year under review, CAF marketing rights were secured, and fan-zone activations were held during AFCON 2025 in Morocco.

Tourism Infrastructure, Product and Skills Development Continues

Uganda's 22 Wildlife Protected Areas were conserved, electric fencing extended covering 351 km of protect-

ed area boundary, and five animal species (rhinos, giraffes, antelopes, zebras, and topis) translocated. Additionally, compensation worth UGX 2.18 billion was paid to communities affected by human-wildlife conflicts. These and several other interventions contributed greatly to the recorded sharp decline in the number of human-wildlife conflict, which reduced to 4,290 in FY2025/26 from 6,557 cases recorded in the previous year.

Significant efforts were made and tangible achievements registered in adding value to tourism products to enhance Uganda's competitiveness. During the year, focus was put on Wildlife Protected Areas, the Source of the Nile, the National Museum, the Karamoja Museum, the Cultural heritage sites of Kabalega-Mwanga, the Luwero Triangle Monuments, and water-based products, among others.

Skilling across the tourism value chain was prioritised during the financial year and implementation of targeted interventions was done. These included apprenticeship and routine refresher training for industry practitioners. These efforts resulted in over 2,600 individuals being trained and equipped with industry-relevant competencies for chefs and cooks, porters, guides, and drivers - the frontline roles that shape a visitor's experience of the destination. In addition, there were increased enrolment and completion rates at the key training institutions, i.e Hotel and Tourism Training College and Uganda Wildlife Research and Training College.

Actions Taken on the Recommendations of the 2025 Performance Review Conference

During the Tourism Development Programme Performance Review Conference that was held in September 2025, a total of 21 issues were raised and recommendations made to address them.

The issues spanned the five Key Results Areas (KRAs) of marketing and promotion; infrastructure; product development and conservation; skills development; as well as tourism regulation and coordination.

During the year, actions were taken on all the 21 issues and the relevant MDAs and actors are expected to continue making efforts for the issues to be fully addressed.

Implementation of NRM Manifesto Commitments

Financial year 2025/26 carried particular significance, as it marked the final year of the NRM Manifesto (2021-2026) implementation period. Over the period, the Tourism Development Programme implemented a total of 33 commitments under the NRM Manifesto (2021-2026). These commitments focused on marketing and

promotion, infrastructure and product development, and regulation and skills development. Of the 33 commitments, action was undertaken on 30 (91%), with 12 being fully achieved by the end of the implementation period. Only three commitments (9%) were not implemented, mainly owing to budget limitations which continue to hinder full delivery.

Tourism Development Programme Governance and Management

The Tourism Development Programme (TDP) is one of the 18 Programmes under the Fourth National Development Plan (NDP IV). It is recognised as key in contributing to the overall NDP IV goal, which is to “achieve higher household incomes, full monetisation of the economy, and employment for sustainable socio-economic transformation”.

The Tourism Development Programme directly contributes to the NDP IV objective to “sustainably increase production, productivity, and value addition in agriculture, minerals, oil and gas, tourism, ICT, and financial services”.

The Programme has a Working Group whose administration is done by a Programme Working Group Secretariat. During the FY 2025/26, it continued to work towards strengthening coordination, oversight and implementation of the Programme in accordance with the goals of NDP IV 2025/26 - 2029/30. The Working Group held 15 scheduled meetings including eight that were held by the Technical Working Group. In addition, four engagements were held with the private sector and development partners to discuss investment, financing and partnership opportunities. The Programme Secretariat conducted five coordination meetings and facilitated and conducted three monitoring activities in selected tourism and conservation sites.

Despite the efforts and its expected deliverables, the Programme Secretariat faces gross underfunding, with only 23% of the required funding provided during the financial year.

Challenges Encountered by the Tourism Development Programme

The key performance challenges of the Tourism Development Programme in FY 2025/26 included slow product development due to limited resources; poor internet coverage at some tourism sites affecting digital marketing and e-payments; encroachment on protected and heritage sites; skills shortages across the sector; and persistent human wildlife conflicts, poaching, and invasive species. Other challenges were the Ebola

outbreak, negative travel advisories, and insecurity in some neighbouring states, which undermined destination marketing, and regulatory gaps.

Planned Programme Performance for the Fourth National Development Plan (NDP IV)

Over the NDP IV period (FY 2025/26 - 2029/30), the Tourism Development Programme targets to realise the following results by the year 2029/30:

Increased tourist arrivals from the current 1,371,895 to 2,348,594 in the year 2029/30.

Increased foreign exchange earnings from the current USD 1.3 billion to 4.0 billion in the year 2029/30.

Increased tourist length of stay to 10 nights.

Increased average inbound expenditure per leisure tourist to USD 2,500.

Improved level of tourist satisfaction from the current 79% to 85%.

Increased domestic tourism expenditure from the current UGX 3.675 trillion to UGX 5.350 trillion.

Improved Programme performance relative to NDP IV targets at both outcome and output levels.

In order to achieve the above results, the Tourism Development Programme will prioritise the following strategic objectives and interventions:

Promoting domestic and inbound tourism through hiring Market Destination Representatives, PR and digital marketing agencies, branding, monuments, Online Travel Agencies (OTAs), bidding for international MICE events, and regional brand development.

Expanding tourism infrastructure with upgraded roads, aerodromes, docking piers, ICT and energy access, digitisation of services, and visitor facilities, alongside systems like the Convention of International Trade in Endangered Species of Wild Fauna and Flora (CITES) e-permitting, gorilla e-permitting, and a Destination Management System.

Conserving and diversifying tourism products by maintaining boundaries, strengthening anti-wildlife crime efforts, constructing breeding centres, museums, cable cars, and new attractions (e.g., Source of the Nile, Equator points, waterfalls, sports tourism, agro-tourism, and faith-based circuits).

Developing skills and strengthening regulation via curriculum reforms, apprenticeships, a Tourism Fund, quality standards, decentralisation, enhanced Uganda Tourism Board (UTB) quality assurance, tourism police units, and anti-wildlife crime task forces.

KEY CONCEPTS AND DEFINITIONS

A tourist- Any person travelling to and staying in a place outside their usual residence (environment) for a period of not more than 12 consecutive months for leisure, business and other purposes not related to the exercise of an activity remunerated from within the place visited.

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

Country of residence- If a person resides (or intends to reside) for more than one year in a given country and has there his/her centre of economic interest (e.g., his/her major source of income), he /she is considered as a resident of this country.

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

Domestic tourist- A resident visitor who visits within the economic territory of the country of reference.

Monument- A type of structure that was explicitly created to commemorate a person or event, or which has become relevant to a social group as a part of their remembrance of historic times or cultural heritage, due to its artistic, historical, political, technical or architectural importance

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

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

Total contribution to employment- The number of jobs generated directly in the tourism sector plus the indirect and induced contributions.

Total contribution to GDP- GDP generated directly by the tourism sector plus its indirect and induced impacts.

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

Tourist site- A place or area where a collection of tourism-related products and attractions are offered to individuals or groups travelling away from their home or place for pleasure and interest.

Tourism attraction site- The protected/reserved area that offers tourist products and facilities.

Usual environment- To be outside the usual environment, the person should travel more than 40 kilometres from his/her place of residence (one-way) AND the place should NOT be visited more than once a week. This includes the place of work and place of study. Leisure and recreational trips are included irrespective of frequency.

ABBREVIATIONS AND ACRONYMS

AEWA	African–Eurasian Water Bird Agreement		Events/Exhibitions
AUTO	Association of Uganda Tour Operators	MICT & NG	Ministry of ICT and National Guidance
BFP	Budget Framework Paper	MODVA	Ministry of Defence and Veteran Affairs
BINP	Bwindi Impenetrable National Park	MOES	Ministry of Education and Sports
BMCT	Bwindi and Mgahinga Conservation Trust	MoFA	Ministry of Foreign Affairs
BOU	Bank of Uganda	MoFPED	Ministry of Finance, Planning and Economic Development
CA	Conservation Area	MOGLSD	Ministry of Gender, Labor and Social Development
CEDP	Competitiveness and Enterprise Development Project	MOH	Ministry of Health
CEDP-AF	Competitive Enterprises Development Project Additional Financing	MoLG	Ministry of Local Government
CITES	Convention of International Trade in Endangered Species of Wild Fauna and Flora	MoPS	Ministry of Public Service
CMS	Convention on Migratory Species of Wild Animals	MOU	Memorandum of Understanding
CoP	Conference of Parties	MWE	Ministry of Water and Environment
COVID-19	Coronavirus Disease	MoWT	Ministry of Works and Transport
CSOs	Civil Society Organisations	MPS	Ministerial Policy Statement
CSWCT	Chimpanzee Sanctuary and Wildlife Conservation Trust	MTEF	Medium Term Expenditure Framework
		MTIC	Ministry of Trade, Industry and Cooperatives
DPs	Development Partners	MTWA	Ministry of Tourism, Wildlife and Antiquities
EAC	East African Community	NCS	National Council of Sports
FAM	Familiarisation	NDP	National Development Plan
FY	Financial Year	NEMA	National Environmental Management Authority
GDP	Gross Domestic Product	NITA-U	National Information Technology Authority - Uganda
GEF	Global Environmental Facility	NP	National Park
GMP	General Management Plans	NPA	National Planning Authority
GoU	Government of Uganda	NTR	Non-Tax Revenue
Ha	Hectares	PA	Protected Area
HTTC	Hotel and Tourism Training College	PACU	Problem Animal Control Units
UHTTI	Uganda Hotel and Tourism Training Institute	PIAP	Programme Implementation Action Plan
IATA	International Air Travel Agency	POATE	Pearl of Africa Tourism Expo
ICT	Information and Communication Technology	PPP	Public-Private Partnerships
IGAD	Inter Governmental Agency on Development	PR	Public Relations
IGP	Inspector General of Police	PISCES	Personal Identification Secure Comparison and Evaluation System
IRA	Insurance Regulatory Authority	PSFU	Private Sector Foundation Uganda
ISO	Internal Security Organization	PUWR	Pian Upe Wildlife Reserve
ITB	International Tourism Bourse	QA	Quality Assurance
KCCA	Kampala Capital City Authority	QENP	Queen Elizabeth National Park
KM	Kilometer(s)	RMNP	Rwenzori Mountains National Park
KNP	Kibaale National Park	SMEs	Small and Medium Enterprises
KVNP	Kidepo Valley National Park	SNP	Semliki National Park
LGs	Local Governments	TDA	Tourism Development Area
LGFC	Local Government Finance Commission	TDP	Tourism Development Programme
LMNP	Lake Mburo National Park	TEMS	Tourism Expenditure and Motivation Survey
M&E	Monitoring and Evaluation	TIMS	Tourism Information Management System
MBWR	Matheniko Bokora Wildlife Reserve	TORs	Terms of Reference
MDAs	Ministries, Departments and Agencies	TSA	Tourism Satellite Account
MEACA	Ministry of East African Affairs	TSWR	Toro-Semliki Wildlife Reserves
MECA	Mount Elgon Conservation Area	TUGATA	The Uganda Association of Travel Agents
MEMD	Ministry of Energy and Mineral Development	UA	Uganda Airlines
MFNP	Murchison Falls National Park	UBC	Uganda Broadcasting Corporation
MFPA	Murchison Falls Protection Area	UBOS	Uganda Bureau of Statistics
MGNP	Mgahinga Gorilla National Park	UCAA	Uganda Civil Aviation Authority
MIA	Ministry of Internal Affairs	UCDA	Uganda Coffee Development Authority
MICE	Meetings Incentives Conferences and	UCOTA	Uganda Community Tourism Association

UDC	Uganda Development Corporation
UGX	Uganda Shillings
UHOA	Uganda Hotel Operators Association
UK	United Kingdom
UNECA	United Nations Economic Commission for Africa
UNESCO	United Nations Educational, Scientific and Cultural Organization
UPDF	Uganda People's Defence Forces
UPF	Uganda Police Force
USAGA	Uganda Safari Guides Associations
USD	United States Dollar
UTA	Uganda Tourism Association
UTB	Uganda Tourism Board
UWA	Uganda Wildlife Authority
UWEC	Uganda Wildlife Conservation Education Centre
UWRTC	Uganda Wildlife Research and Training College
UWRTI	Uganda Wildlife Research and Training Institute
VFR	Visiting Friends and Relatives
WB	World Bank
WTM	World Travel Market
WTTC	World Tourism and Travel Council

1. INTRODUCTION

1.1. BACKGROUND

This report presents the performance of the Tourism Development Programme with more focus on FY 2025/26. This is first of the five years of the Fourth National Development Plan (NDP IV) that will be implemented until the FY 2029/30.

The performance is presented in line with the deliverables and targets set out in the NDP IV Tourism Development Programme Implementation Action Plan (PIAP). It further highlights the trends in various parts of the tourism network at global, regional and national levels as well as the performance on a number of other dimensions.

Additionally, the report provides progress on government policies and programmes including the NRM Manifesto 2021-2026 as well as the challenges against evolving global travel patterns, economic shifts, and sustainability imperatives.

It provides information to tourism stakeholders and for decision making to ensure alignment of the Programme actions with the Fourth National Development Plan.

1.2. ABOUT TOURISM DEVELOPMENT PROGRAMME

The Tourism Development Programme (TDP) is one of the 18 Programmes under the Fourth National Development Plan (NDP IV). It is recognised as key in contributing to the overall NDP IV goal to “achieve higher household incomes, full monetisation of the economy, and employment for sustainable socio-economic transformation”.

The Tourism Development Programme directly contributes to the NDP IV objective “to sustainably increase production, productivity, and value addition in agriculture, minerals, oil and gas, tourism, ICT, and financial services”.

1.2.1. Programme goal and objectives

The goal of the Tourism Development Programme is to, “Enhance Uganda’s attractiveness as a preferred tourism destination”.

This is meant to be achieved through the implementation of strategic interventions aimed at attaining the following objectives:

1. Promote inbound and domestic tourism.
2. Improve the stock and quality of tourism infrastructure.
3. Conserve, develop, improve, and diversify tourism products.
4. Develop skilled personnel along the tourism value chain.
5. Strengthen the coordination, legal, and institutional framework for the tourism industry.

1.2.2. Alignment to NDP IV

Directly contributes to NDP IV’s objective 1: Sustainably increase production, productivity, and value addition in agriculture, minerals, oil and gas, tourism, ICT, and financial services.

Supports the Uganda’s goal of export-led growth through services, the Tenfold Tourism Strategy and Vision 2040.

Anchors on multi-sectoral collaboration given the cross-cutting nature of tourism. The TDP is implemented through a multi-stakeholder approach that integrates conservation, infrastructure, marketing, skills development, regulation, and investment promotion. This ensures alignment with national and international priorities, while also guaranteeing that tourism delivers inclusive benefits to communities, the economy, and the environment.

Table: 1 Implementing Ministries, Departments and Agencies (MDAs) and Partners

LEAD IMPLEMENTORS	SUPPORTING ACTORS	DEVELOPMENT PARTNERS & CSOS
- Uganda Tourism Board (UTB) - Uganda Tourism Association (UTA) - Uganda Wildlife Authority (UWA) - Uganda Hotel and Tourism Training Institute (UHTTI) - Uganda Wildlife Research Training Institute (UWRTI) - Uganda Wildlife Conservation Education Centre (UWEC) - National Planning Authority (NPA) - Uganda Airlines - Ministry of Foreign Affairs (MoFA) - Uganda People's Defence Forces (UPDF) - Ministry of Works and Transport (MoWT) - Uganda National Roads Authority (UNRA) - Uganda Civil Aviation Authority (UCAA) - Kampala Capital City Authority (KCCA)	- Ministry of Finance, Planning and Economic Development (MoFPED) - Ministry of ICT and National Guidance (MICT &NG) - Ministry of Internal Affairs (MIA) - Ministry of Local Government (MoLG) - Uganda Police Force (UPF) - Ministry of Water and Environment (MWE) - Ministry of Trade, Industry and Cooperatives (MTIC) - Ministry of Gender, Labour and Social Development (MoGLSD) - Uganda Export Promotion Board (UEPB) - Uganda Broadcasting Corporation (UBC) - National Council of Sports (NCS) - National Information Technology Authority – Uganda (NITA-U) - Uganda Bureau of Statistics (UBOS) - Bank of Uganda (BoU) - TELCOS - Ministry of Energy and Mineral Development (MEMD) - Uganda Investment Authority (UIA) - Ministry of East African Affairs (MEACA) - Enterprise Uganda - Uganda Coffee Development Authority (UCDA) - Ministry of Defence and Veteran Affairs (MoDVA) - Ministry of Education and Sports (MoES) - Insurance Regulatory Authority (IRA) - Ministry of Health (MoH) - Uganda Development Corporation (UDC) - National Curriculum Development Centre (NCDC) - Private Sector Foundation Uganda (PSFU)	- United Nations World Tourism Organization (UNWTO/UN Tourism) - African Development Bank (AfDB) - World Bank - Department for International Development (DFID) - European Union - United Nations Development Programme (UNDP) - United States Agency for International Development (USAID) - Uganda Development Bank (UDB) - United States of America Embassy - Japan International Cooperation Agency (JICA) - Uganda Wildlife Society - Uganda Community Tourism Association - World Wildlife Fund (WWF) - Bwindi Mgahinga Conservation Trust - Nature Uganda - Wildlife Clubs of Uganda - Wildlife Conservation Society - Uganda Conservation Fund - Rhino Fund Uganda - African Wildlife Foundation - Uganda Biodiversity Fund - Cross Cultural Foundation of Uganda. - Historical Building Trust - Space for Giants

1.3. OBJECTIVE OF THE REPORT

The overall objective of the Report is to provide timely and focused information to the decision-makers and other stakeholders on the performance of the Programme during FY 2025/26 and the recent past.

1.3.1. Specific objectives

1. To present the Tourism Development Programme financial and physical performance in FY2025/26.
2. To present progress made towards the implementation of recommendations from the 2025 Annual Tourism Development Programme Performance Review Conference.
3. To highlight the planned undertakings for FY 2026/27 and the 4th National Development Plan (NDP IV) period.

1.4. RATIONALE AND SCOPE

The Report is prepared pursuant to the government policies and guidelines for the programmatic approach to planning and budgeting. These instruments require the reporting to stakeholders of Programme performance against the targets set at the start of the financial year. The reporting of the Programme's performance necessarily includes the financial and physical performance, both at output and outcome levels.

This is the first Annual Tourism Development Programme Performance Report in the implementation of the NDP IV. The report highlights the performance of the Tourism Development Programme against the key objectives outlined in the NDP IV Tourism Programme Implementation Action Plan (PIAP) 2025/26–2029/30, and budget spending across the beneficiary Programme MDAs.

It provides accountability for the spending of the Programme budget, and outlines key areas of performance and underperformance. Fundamentally, the Report is designed and timed to guide decision-makers on where emphasis and resources need to be placed in the coming Financial Year and the medium term.

The timing of this Report, produced in advance of the preparation of the Budget Framework Paper (BFP) FY 2027/28, will enable the focus of the budget, and the decisions over allocations between Programme priorities, to be informed by discussions on this Performance Report at various fora.

The Report highlights what has been delivered at output, outcome and impact levels and looks at what out-

comes are being realised in terms of actual changes in the quality, access to and utilisation of tourism services, products and infrastructure.

1.5. METHODOLOGY

The information on the performance of the Tourism Development Programme was compiled through;

1. Consultations with technical officers from various implementing entities.
2. Review of documents, including the NDP IV PIAP, Ministerial Policy Statement (MPS) for FY 2025/26, project documents, Budget execution and M&E reports and work plans, National and Programme Budget Framework Papers, approved estimates of revenue and expenditure, public investment plans, statistical reports for various surveys, as well data from various government websites.
3. Reviewed data as provided by the Integrated Financial Management System (IFMS).
4. Conducted stakeholder engagements such as committee meetings and workshops aimed at validating the available information, as well as enriching the Report.

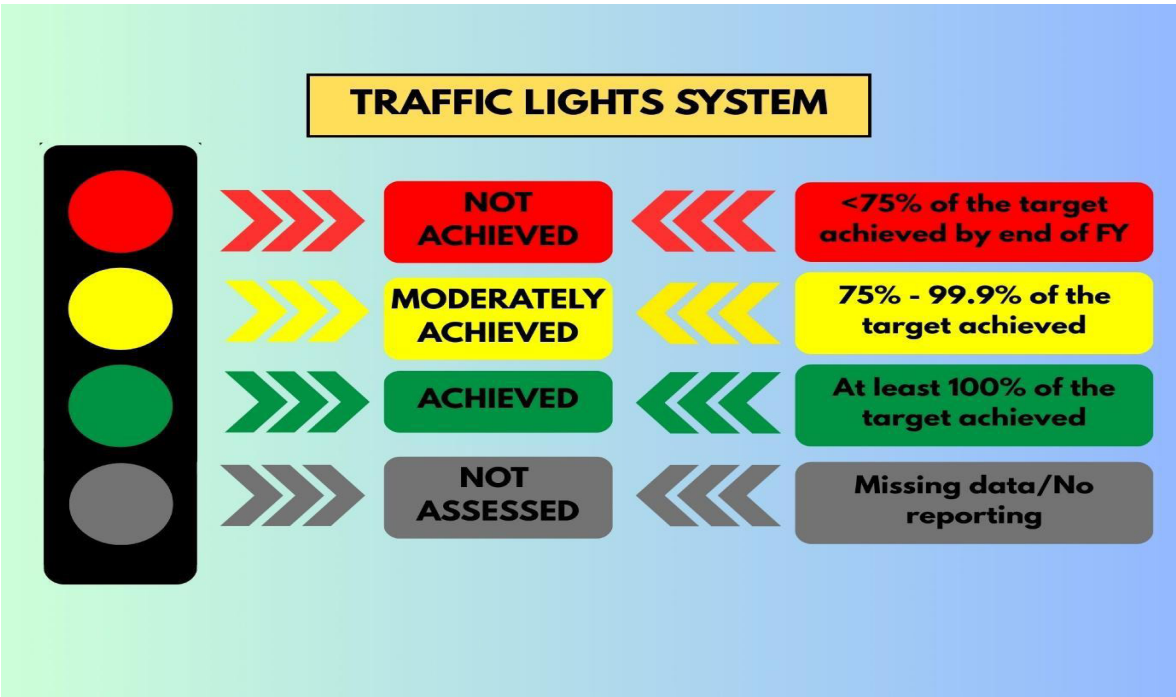
The financial and physical performance of the Programme MDAs, both recurrent and projects, formed the basis of the analysis.

Various quarterly performance (actual) were cumulated and results of the same compared with planned annual targets.

Performance scores for each action were generated and rated following the “Traffic Light” rating system.

The “Traffic Light” rating system provides a clear and simple framework for which various performance scores are rated, as presented below:

Figure: 1 The adopted performance rating system



Source: National Annual Performance Reports, Office of the Prime Minister

Additionally, the preparation of the Report benefitted from data obtained from the MTWA Tourism Statistical Report 2026.

1.6. AUTHORSHIP AND STRUCTURE OF THE REPORT

This Performance Report is a product of a combined effort by the Ministry of Tourism, Wildlife and Antiquities and Agencies (UWA, UTB, HTTC and UWRTC) as well as other Programme MDAs. Although the majority of the analysis and writing has been led by the Ministry, the Programme MDAs have made significant input, especially in the relevant sections and stages of the report preparation.

This Performance Report is a complete and accurate representation of the Tourism Development Programme’s

performance relative to the goals and priorities set out in the PIAP, appropriated budget FY 2025/26 and the undertakings made during the Annual Tourism Development Programme Performance Review Conference that was held in September 2025.

The report is organised into ten chapters to provide a comprehensive analysis of the Tourism Development Programme's performance in FY2025/26 and its outlook under the NDP IV.

Chapter 1: Introduction - Presents the background, objectives, rationale, scope, methodology, and authorship of the report.

Chapter 2: Tourism Performance - Reviews global, regional, and Uganda's tourism trends, including tourist arrivals, tourism receipts, domestic tourism, MICE events, and wildlife numbers.

Chapter 3: Financial and Revenue Performance - Examines budget allocations, releases, non-tax revenue, and funding trends over the NDPIV period.

Chapter 4: Physical Performance - Assesses delivery across Programme strategic objectives, outcomes and output targets.

Chapter 5: Implementation of Programme Performance Review Recommendations 2025 - Evaluates progress made in addressing commitments from the Annual Review Conference 2025.

Chapter 6: Implementation of NRM Manifesto Commitments - Tracks progress against the 2021–2026 tourism pledges.

Chapter 7: Tourism Development Programme Governance and Management - Highlights coordination, the functioning of Technical Working Groups, and the Programme Secretariat.

Chapter 8: Planned Programme Performance - Outlines planned undertakings for FY2026/27 and strategic interventions for NDP IV.

Chapter 9: Key Performance Issues and Mitigation Measures - Summarises the challenges faced and strategies to address them going forward

2. TOURISM PERFORMANCE: GLOBAL, REGIONAL AND UGANDA TRENDS

2.1. GLOBAL TOURISM PERFORMANCE: TOURIST ARRIVALS AND RECEIPTS

According to UN Tourism, international tourist arrivals (overnight visitors) grew 4 percent in 2025, with most destinations worldwide posting solid results. An estimated 1.52 billion international tourists were recorded around the world in 2025, almost 60 million more than in 2024.

Travel demand remained solid in 2025 despite inflation in tourism services and geopolitical challenges, though it softened somewhat towards the end of the year. Results were driven by strong demand, robust performance from large source markets globally, as well as the ongoing recovery of destinations in Asia and the Pacific. Increased air connectivity and enhanced visa facilitation also supported international travel.

Extraordinary levels in visitor spending were also seen in 2025, with tourism earnings growing faster than arrivals in many destinations. Monthly data shows strong visitor spending throughout the year 2025, with preliminary estimates pointing at USD 1.9 trillion in international tourism receipts globally, a 5 percent increase from 2024. Total export revenues from tourism (including receipts and passenger transport) are estimated at USD 2.2 trillion in 2025 based on available data.

Uganda recorded 1,642,215 tourist arrivals, contributing a market share of 0.1 percent to the world.

Table: 2 Global Tourism Performance, 2021-2025

CATEGORY	GLOBAL TOURISM PERFORMANCE, 2021-2025					2025 % CHANGE
	2021	2022	2023	2024	2025	
Arrivals (millions)	462.2	979.5	1,322.3	1,464.6	1,523.4	4.0%
Tourism Receipts (Bn USD)	641.0	1,140.0	1,536.0	1,590.0	1,900.0	19.5%
Receipts per arrival	1,393.0	1,169.0	1,177.0	1,100.0	1,247.2	13.4%

Source: UN Tourism Barometer January 2026

Figure: 2 International Tourist Arrivals (In Millions), 2021-2025



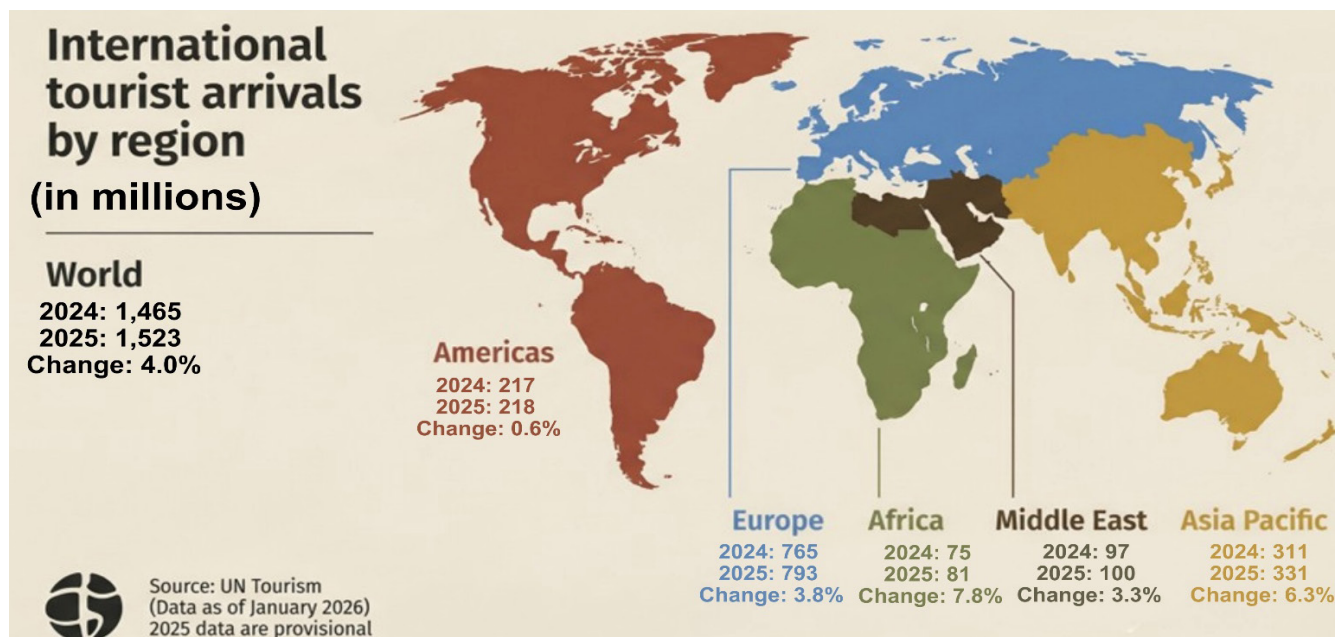
Source: UN Tourism Barometer January 2026

2.1.1. Global Tourist Arrivals by Regions

In the year 2025, Africa performed strongest in terms of increase in tourist arrivals, while Asia and the Pacific continued to rebound from the COVID-19 effects. Africa (81 million) saw an 7.8 percent increase in arrivals in 2025, with particularly strong results in North Africa. Europe, the world's largest destination region, recorded 793 million international tourists in 2025, a 3.8 percent increase from 2024 and 6.3 percent more than in 2019.

The Americas (218 million) recorded 0.6 percent growth that year, with mixed results across subregions. The Middle East recorded 3.3 percent growth in 2025, equivalent to 39 percent above pre-pandemic levels, the strongest results relative to 2019. Arrivals in Asia and the Pacific (331 million) grew 6 percent last year, reaching 91 percent of the pre-pandemic figure (-9 percent from 2019) as the region continued to rebound.

Figure: 3 Global Tourist Arrivals, 2024-2025



Source: UN Tourism Barometer January 2026

Overall, the strong recovery in visitor arrivals across Europe, Africa, and North America demonstrates stability in our destination markets, an opportunity to strengthen marketing and promotion efforts.

2.1.2. International Tourist Arrivals to Africa

Africa registered 81 million arrivals in 2025, a 7.8 percent increase over 2024, with particularly strong results in North Africa (+11 percent). According to available data, Morocco, Africa's largest destination, welcomed 14 percent more international arrivals in 2025, almost reaching the mark of 20 million. Egypt (+20 percent), South Africa (+19 percent), Uganda (+19 percent), Ethiopia (+15 percent), Seychelles (+13 percent), Tunisia, Sierra Leone (both +10 percent) were also among the best performers in the first eleven to twelve months of 2025.

Uganda (1,642,215 tourist arrivals), contributed a market share of 2.0 percent to the Africa and 3.6 percent to Saharan Africa.

2.2. PERFORMANCE OF TOURISM IN UGANDA

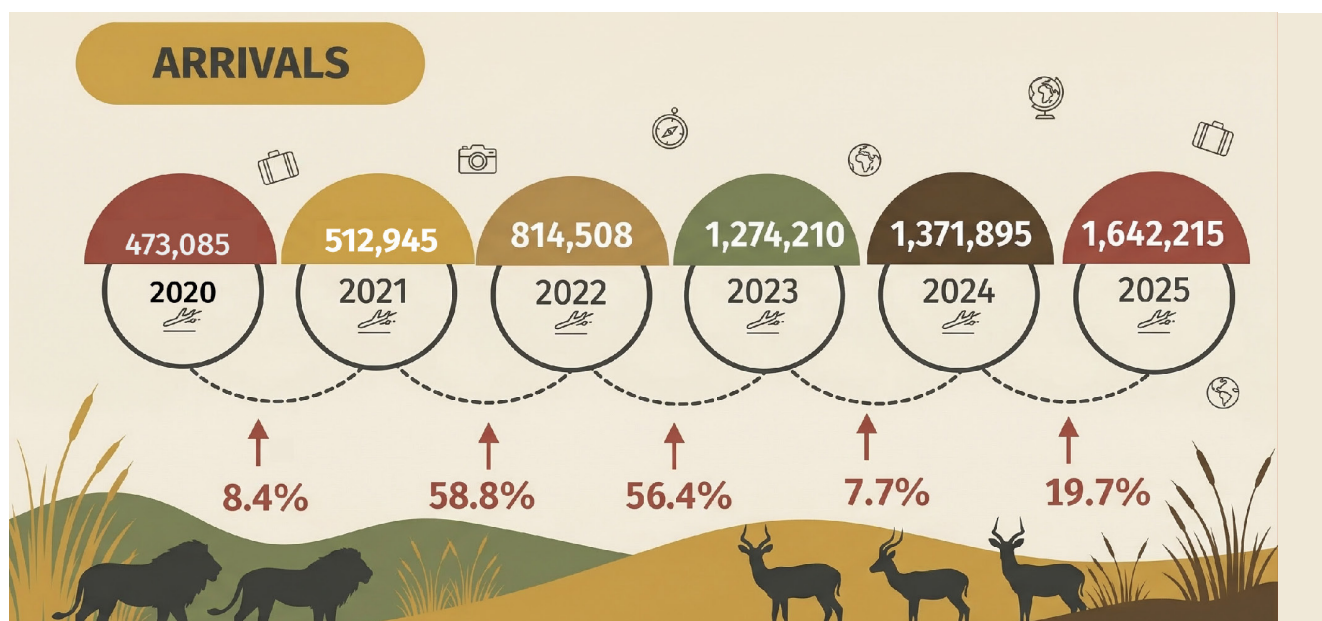
2.2.1. International Tourist Arrivals to Uganda 2025

International tourist arrivals to Uganda increased by 19.7% in 2025, reaching 1,642,215 visitors, up from 1,371,895 in 2024. The tourism industry has now fully recovered and surpassed pre-pandemic levels, with international arrivals reaching 106% of the 2019 benchmark.

Mainland Africa remained the largest source market, contributing 79.2% of total arrivals (1,300,919 visitors). The East African Community (EAC) continued to dominate these arrivals through strong regional mobility, with Kenya and Rwanda serving as the top two African source markets

Key overseas markets such as the United Kingdom, the United States, and India continued to contribute significantly to arrivals. In fact, long-haul (overseas) arrivals recorded a massive growth of 140.4% in 2025, doubling their overall market share from 10.1% in 2024 to 20.1% in 2025. This expansion was led by Asia (7.8%), Europe (7.1%), and the Americas (4.2%)

Figure: 4 Total International Tourists to Uganda, 2020-2025



Source: UBOS, MIA, 2026

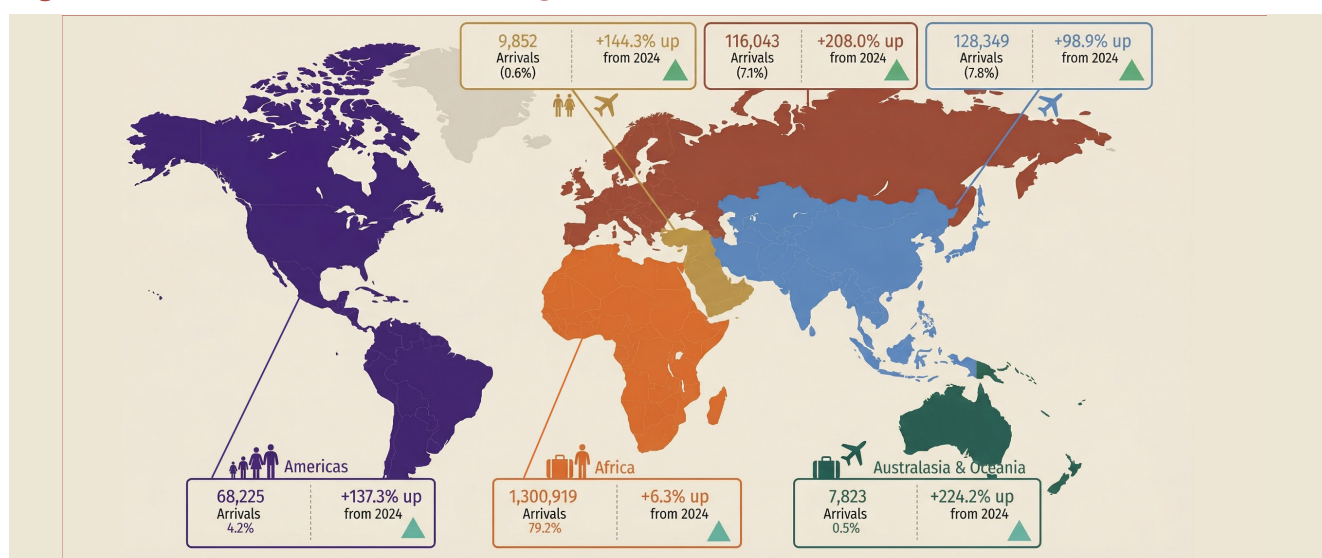
2.2.2. Tourist Top Source Markets

Africa remained the dominant source market, contributing 79.2 percent of arrivals (1,300,919 visitors). Overseas markets accounted for about 20 percent of arrivals, led by Asia (7.8 percent), Europe (7.1 percent), and the Americas (4.2 percent), with smaller shares from the Middle East (0.6 percent) and Oceania (0.5 percent)

Uganda's tourism growth in 2025 was as a result of an increase in overseas visitors of 140.4 percent doubling its share from 10.1 percent in 2024 to 20.1 percent in 2025, indicating growing diversification of Uganda's tourism source markets.

Despite Africa remaining dominant, the growing share of overseas tourists is important for Uganda's tourism sector, as these markets typically generate higher visitor spending and foreign exchange earnings.

Figure: 5 International Tourist arrivals to Uganda, 2024-2025



Source: UBOS, MIA, 2026

2.2.3. Top 10 Overseas Markets/Long Haul Markets

India remained the leading overseas source market, with arrivals increasing from 34,208 in 2024 to 57,051 in 2025, although its market share declined from 24.9 percent to 17.3 percent as other markets expanded faster. The United States maintained 2nd position, recording strong growth from 16,237 arrivals in 2024 to 52,290 in

2025, increasing its share from 11.8 percent to 15.8 percent.

The United Kingdom moved up from 4th place in 2024 to 3rd in 2025, while China dropped from 3rd to 4th place, despite strong growth in arrivals. Germany improved its ranking from 8th to 5th place, while Canada dropped slightly from 5th to 6th place, though arrivals still increased. The Netherlands entered the top 10 in 2025 (7th place), while Ireland dropped out of the top 10, indicating a shift in the composition of key European source markets. Pakistan and Bangladesh remained important South Asian markets, ranking 8th and 9th in 2025, while France moved slightly down from 9th to 10th place

Table: 3 Top 10 Overseas Source Markets, 2024-2025

2024				2025			
RANK	MARKET	ARRIVALS 2024	SHARE	RANK	MARKET	ARRIVALS 2025	SHARE
1	India	34,208	24.9%	1	India	57,051	17.3%
2	USA	16,237	11.8%	2	USA	52,290	15.8%
3	China	10,961	8.0%	3	UK	35,399	10.7%
4	UK	10,179	7.4%	4	China	35,047	10.6%
5	Canada	9,688	7.1%	5	Germany	14,247	4.3%
6	Pakistan	5,208	3.8%	6	Canada	10,370	3.1%
7	Bangladesh	4,897	3.6%	7	Netherlands	9,990	3.0%
8	Germany	4,223	3.1%	8	Pakistan	9,476	2.9%
9	France	3,169	2.3%	9	Bangladesh	8,105	2.5%
10	Ireland	2,702	2.0%	10	France	7,439	2.3%

Source: UBOS, MIA, 2026

2.2.4. Top 10 Potential Overseas Markets

Australia emerged as the top potential overseas market in 2025, rising from 3rd position in 2024 (2,318 arrivals) to 1st place with 6,688 arrivals (2.0 percent share). Italy remained a strong potential market, maintaining 2nd position, with arrivals increasing significantly from 1,850 in 2024 to 6,353 in 2025.

Belgium improved its ranking from 4th to 3rd place, while Sweden rose from 9th to 4th, reflecting strong growth in arrivals. Spain newly entered the top potential markets in 5th place in 2025, while Turkey remained relatively stable, moving from 6th to 6th place with increased arrivals. Denmark improved from 10th to 7th place, while Norway and Switzerland newly entered the top 10 potential markets in 2025, indicating expanding opportunities in the Nordic and European markets. Nepal, and Russia dropped out of the top 10 potential markets in 2025, suggesting that other emerging markets are growing faster and gaining prominence.

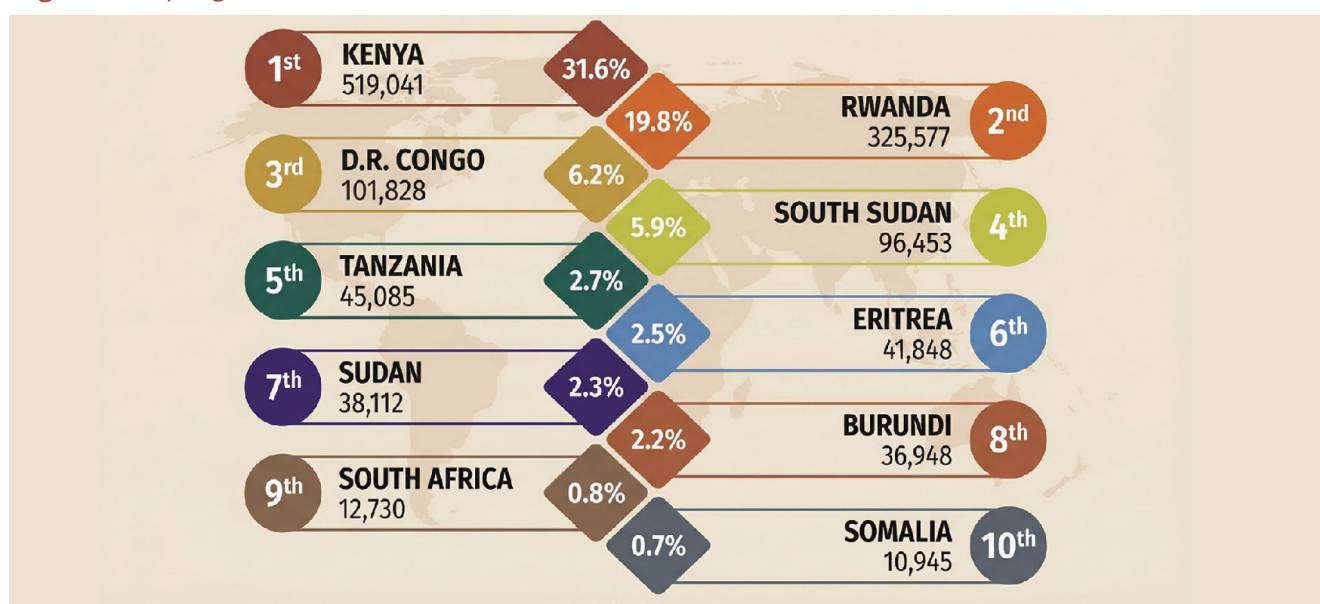
Table: 4 Top 10 Potential Overseas Source Markets, 2024-2025

2024				2025			
RANK	MARKET	ARRIVALS 2024	SHARE	RANK	MARKET	ARRIVALS 2025	SHARE
1	Netherlands	2,565	1.9%	1	Australia	6,688	2.0%
2	Italy	1,922	1.4%	2	Italy	6,353	1.9%
3	Australia	1,906	1.4%	3	Belgium	5,761	1.7%
4	Belgium	1,804	1.3%	4	Sweden	4,992	1.5%
5	Nepal	1,454	1.1%	5	Spain	4,703	1.4%
6	Turkey	1,419	1.0%	6	Turkey	3,431	1.0%
7	Russia	1,288	0.9%	7	Denmark	3,354	1.0%
8	South Korea	1,265	0.9%	8	Norway	3,261	1.0%
9	Sweden	1,265	0.9%	9	South Korea	3,242	1.0%
10	Denmark	1,197	0.9%	10	Switzerland	2,923	0.9%

Source: UBOS, MIA, 2026

2.2.5. Top 10 African Markets

Figure: 6 Top highest Africa source markets in 2025



Source: UBOS, MIA, 2026

East African Community (EAC) Partner States continued to dominate Uganda's African source markets in 2025 (69.1 percent), with Kenya, Rwanda, Burundi, DRC, South Sudan, and Tanzania appearing in the top 10. Additionally, Somalia broke into the top 10 in 2025, while Ghana dropped out. Kenya and Rwanda remained the top two African source markets, though their market shares declined from 38.2 percent to 31.6 percent for Kenya and from 31.9 percent to 19.8 percent for Rwanda, indicating faster growth in other markets.

The Democratic Republic of Congo (DRC) moved up from 4th place in 2024 to 3rd place in 2025, with arrivals increasing significantly from 63,357 to 101,828. South Sudan dropped slightly from 3rd to 4th place, despite relatively stable arrivals, while Tanzania improved from 7th to 5th position, reflecting stronger growth. Eritrea remained relatively stable, staying in 6th place in 2025, although arrivals declined slightly.

Sudan recorded strong growth, rising from 8th to 7th place, while Burundi dropped from 5th to 8th position despite remaining an important source market. South Africa and Somalia newly entered the top 10 African markets in 2025, replacing Ghana and Zambia, indicating a shift in Uganda's African tourism source markets.

2.2.6. Tourist Purpose of Visit

The primary driver for international arrivals was Visiting Friends and Relatives (37 percent), followed closely by Business (17.3 percent) and Leisure (16.2 percent). These three segments now control exactly 70.5 percent of the entire inbound market.

Table: 5 Tourist Purpose of Visit, 2024-2025

PURPOSE	2024	2025	% CHANGE 2024-2025	% MARKET SHARE 2025
Visiting Friends and Relatives	400,723	606,824	51.4	37.0
Business & Professional	155,637	284,622	82.9	17.3
Leisure and Holiday	264,746	265,905	0.4	16.2
Others	211,993	224,035	5.7	13.6
MICE	102,229	74,304	-27.3	4.5
Education and Training	83,552	60,505	-27.6	3.7
Shopping	50,787	41,172	-18.9	2.5
Religion/pilgrimages	50,459	38,308	-24.1	2.3
Health and Medical care	31,127	24,703	-20.6	1.5
Volunteering	20,642	21,839	5.8	1.3
TOTAL	1,371,895	1,642,215	19.7	100

Source: UBOS, MIA, 2026

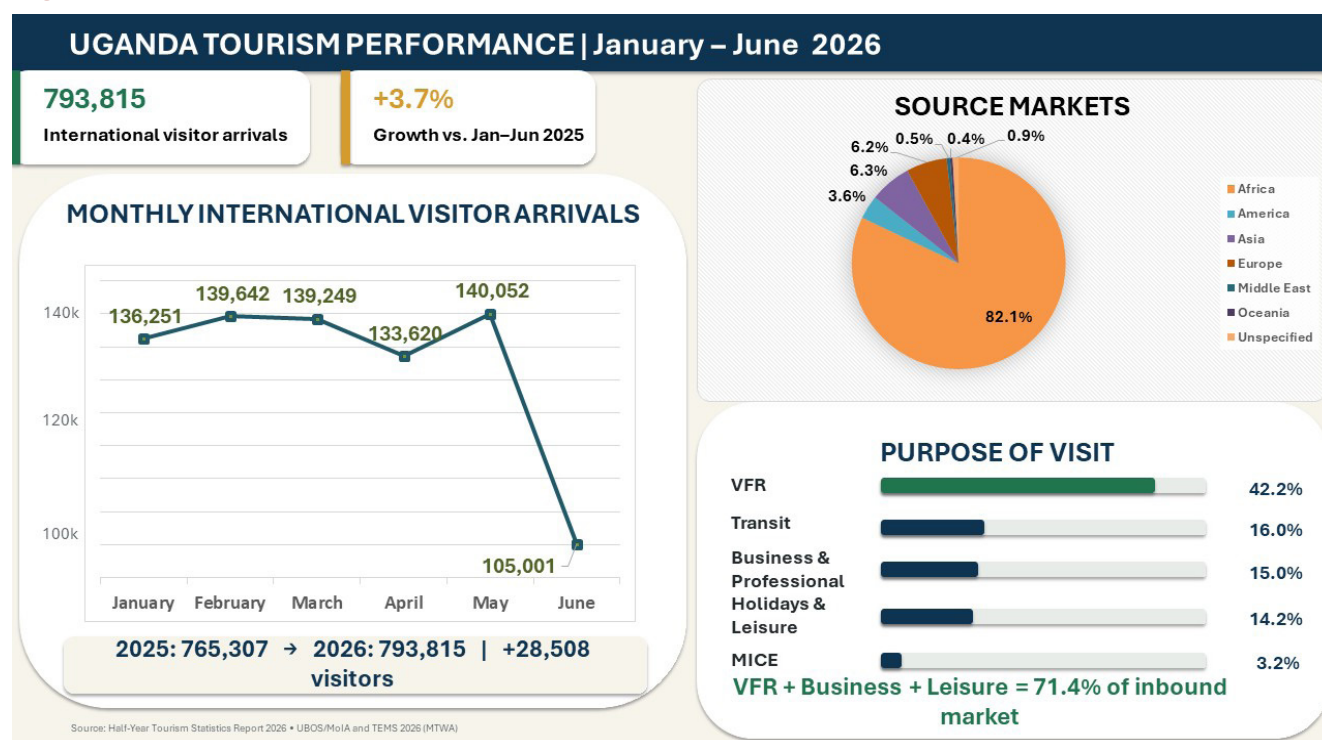
Leisure tourism is dominated by long-haul and diversified markets, with the leading source markets being USA (14.7 percent), China (9.8 percent) and UK (7.2 percent), indicating Uganda attracts a broad mix of international leisure travelers, especially from outside Africa. Leisure Tourists grew by 0.4 percent in 2025 to reach 265,905 tourists

MICE tourism is constituted largely by Africa, led overwhelmingly by Kenya (22.4 percent), followed by India (5.7 percent) and USA (4.9 percent), showing that business and conference travel is driven mainly by nearby African markets and a few key global partners.

2.2.7. Tourist Arrivals in 2026

Uganda's tourism sector continued its steady recovery during the first half of 2026, supported by sustained growth in international travel, increased regional mobility, and continued government investment in tourism promotion and destination development.

Figure: 7 Uganda Tourism Performance January - June 2026



Source: TEMS 2021 - 2025

Between January and June 2026, Uganda received 793,815 international visitors, representing a 3.7 percent increase compared to 765,307 visitors recorded during the corresponding period in 2025, higher than the world average of 0.4 percent and comparable to the continental growth of 4 percent.

Africa remained Uganda's dominant source market, accounting for 82.1 percent of all international arrivals, while overseas markets contributed 17 percent with arrivals from Asia declining, but an increase in arrivals from Europe, the Americas, Oceania and the Middle East.

Kenya and Rwanda remained Uganda's largest source markets, reflecting the continued importance of regional integration and cross-border travel within the East African Community.

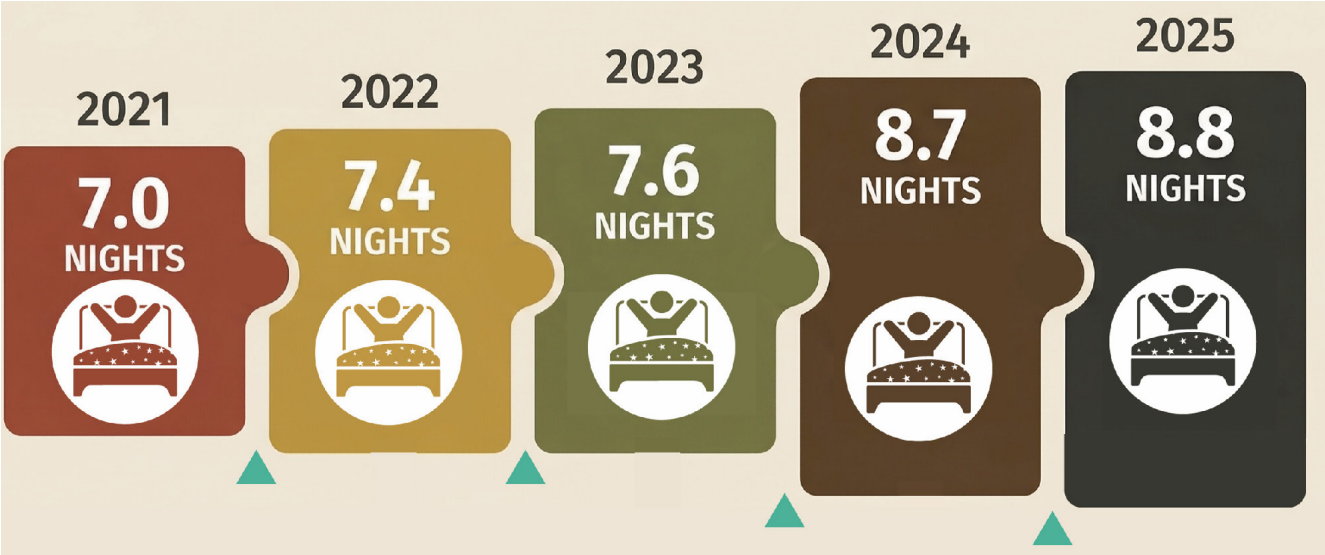
Visiting Friends and Relatives (VFR) was the top purpose of visit by tourists to Uganda in 2026's first six months, accounting for 42.2 percent of the total. This was followed by Transit (16 percent), Business and Professional (15 percent), Holidays and Leisure (14.2 percent), and MICE (3.2 percent).

2.3. TOURIST SPEND AND LENGTH OF STAY 2025

2.3.1. Length of Stay

In 2025, the average length of stay reached 8.8 nights, the highest over the period, indicating continued growth beyond 2024. This reflects stronger visitor engagement and translates into increased tourism revenue through longer stays and higher spending.

Figure: 8 Average Length of Stay (2021-2025)



2.3.2. Average tourist length of stay by visitor type

In 2025, Visiting Friends and Relatives (VFR)(11.3 nights) recorded the longest stays, followed by Leisure (9.5 nights) and Business (8.2 nights). The overall average length of stay for all tourists increased slightly to 8.8 nights in 2025 (from 8.7 in 2024), supported by longer durations in VFR and leisure travel, despite a slight decline in business travel stays. Leisure travel recorded 9.5 nights in 2025, a strong increase from 7.8 nights in 2024 and 7.5 nights in 2023, showing a clear rebound in holiday stays.

This growth suggests improved attractiveness of Uganda as a leisure destination, with tourists spending more time exploring and engaging in tourism activities.

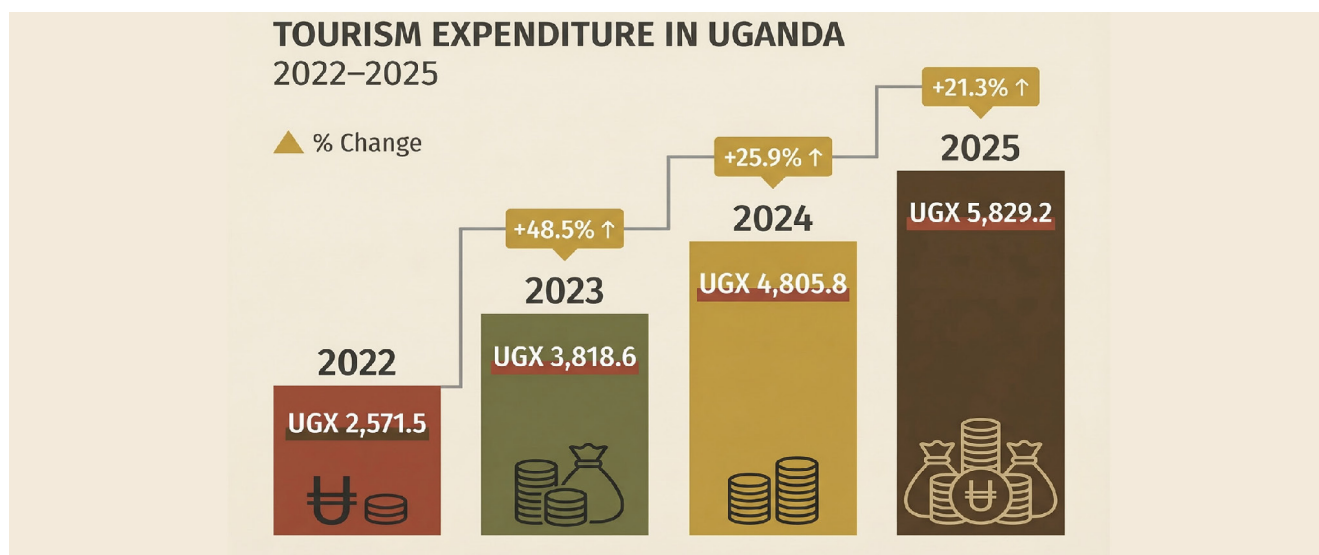
Table: 6 Average Tourist Length of Stay in Uganda (2021 - 2025)

PURPOSE OF VISIT	2019	2022	2023	2024	2025
Business & Professional	3.0	7.4	9.6	9.0	8.2
Leisure & Holiday	7.6	10.5	7.5	7.8	9.5
Visiting Friends and Relatives	6.4	9.7	9.6	10.6	11.3
Others	21.3	4.0	3.3	12.1	4.0
Overall	8.3	7.4	7.6	8.7	8.8

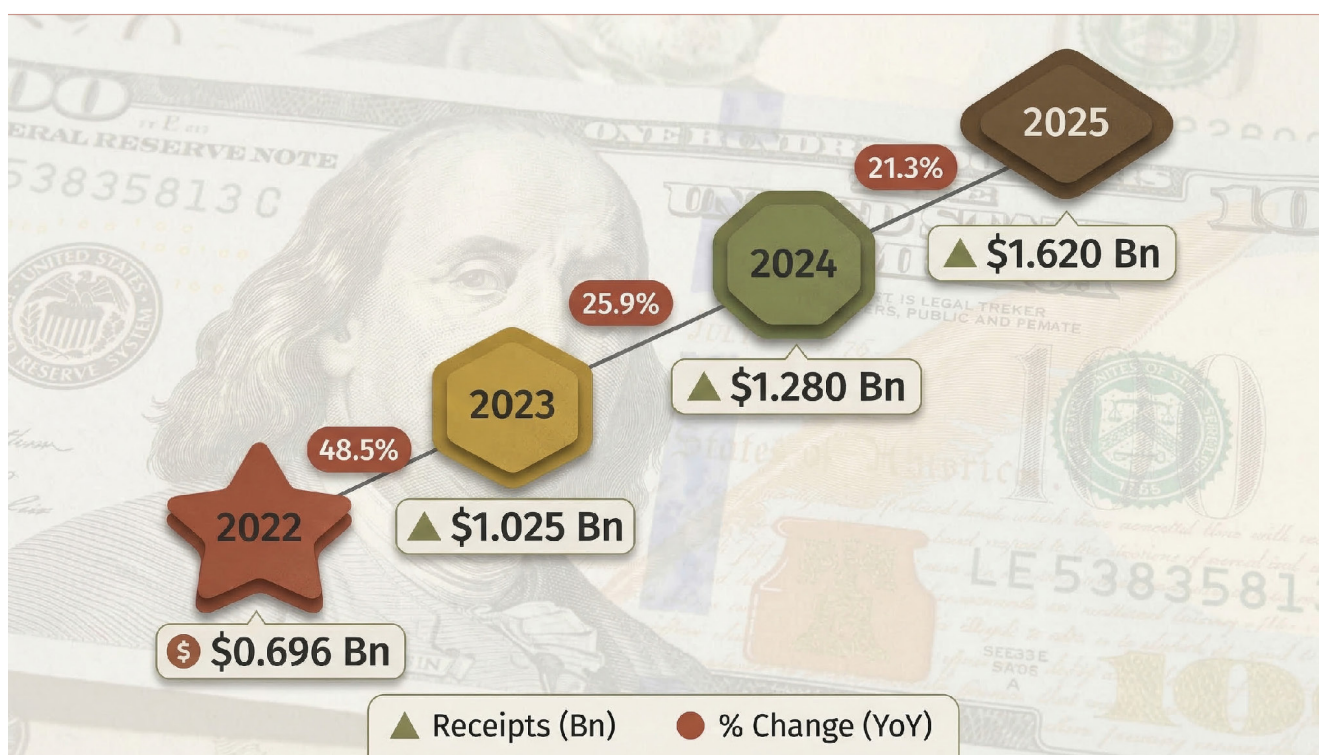
Source: TEMS 2021 - 2025

2.3.3. Tourism Receipts

In 2025, Uganda’s tourism receipts reached UGX 5,829.2 billion (US\$ 1.62 billion), marking a strong 21.3% growth from 2024 and the highest level recorded. This performance reflects higher visitor spending and longer stays, reinforcing tourism as a major export earner (about 10% of total exports of goods and services and 57.2% of service exports), with accommodation and food and beverages contributing 54% of total receipts.

Figure: 9 Tourism Expenditure in Uganda, 2022-2025 (UGX billions)

Source: TEMS 2022 - 2025

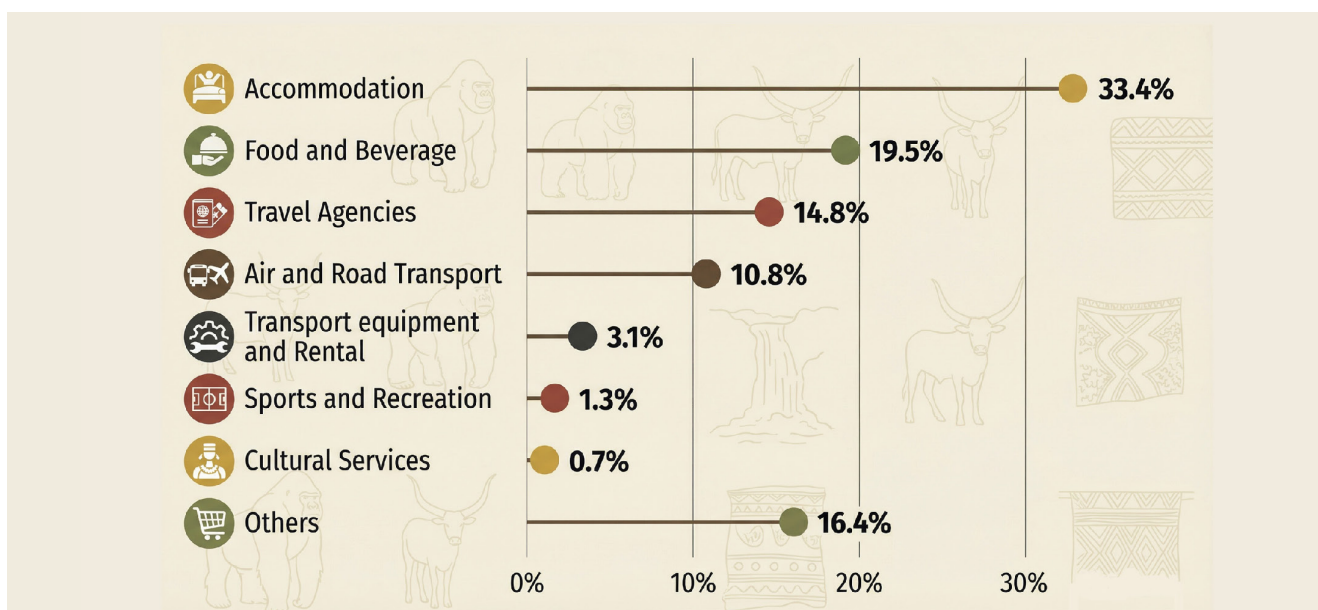
Figure: 10 Tourism receipts in billion dollars (US Dollars) 2022 - 2025

Source: TEMS 2022 - 2025

2.3.4. Main Components of Inbound Tourism Expenditure

The four main components of inbound tourism expenditure (accommodation, food and drinks, travel agencies, and transport) account for 78.5% of total inbound tourism expenditure. This means that nearly four out of every five dollars spent by international tourists in Uganda are concentrated in these four key sectors, highlighting their central role in driving tourism revenue.

Figure: 11 Tourist Spending Distribution by Category, 2025



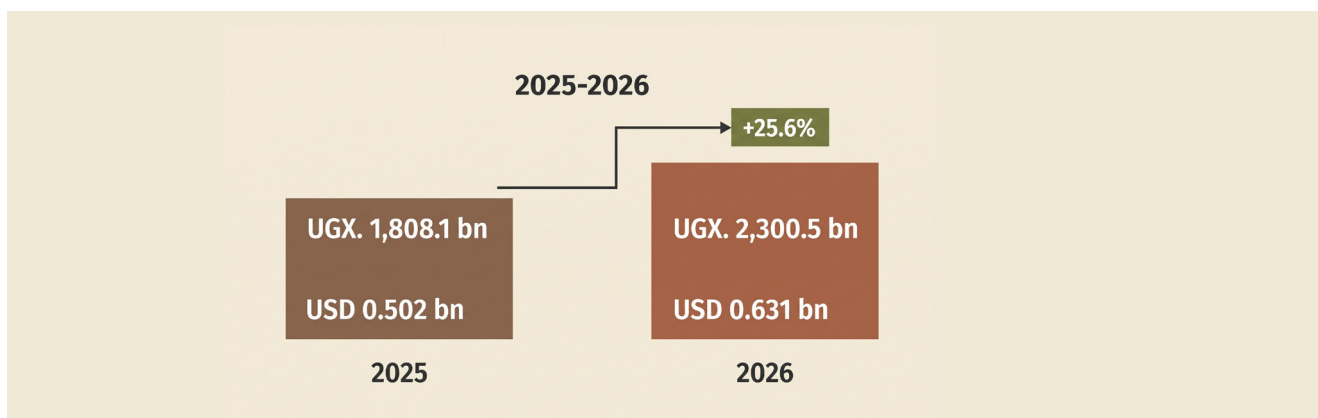
Source: TEMS 2025

In 2025, the average tourist expenditure per trip increased to \$986, up from \$933 in 2024, reflecting a 5.7% growth and the highest level ever recorded. This continued rise indicates sustained growth in tourist spending, driven by longer stays, higher-value experiences, and increased demand for tourism services.

The average inbound expenditure per leisure tourist rose slightly to \$2,144, up from \$2,114 in 2024, reflecting a modest 1.4% growth and maintaining the high spending levels achieved. This indicates sustained recovery and stabilization in leisure tourism spending following the strong rebound in 2024, driven by continued demand for higher-value tourism experiences and longer stays.

2.3.5. Tourist spend and length of stay January to June, 2026

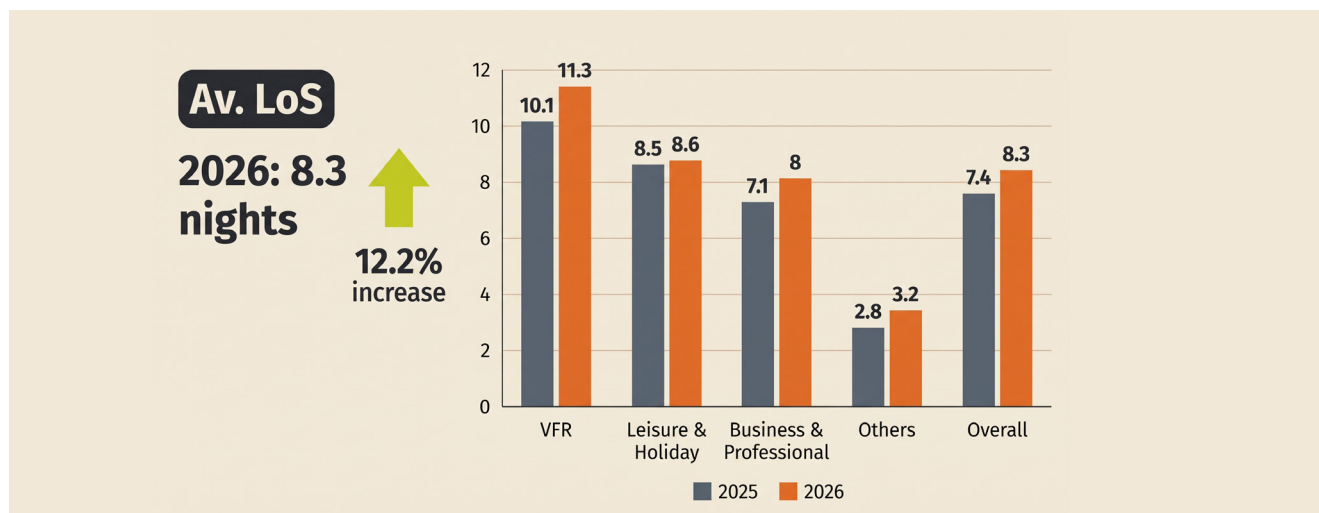
Figure: 12 Tourist Expenditure in Uganda (Jan-Jun) 2025-2026



Source: TEMS 2026

Tourism receipts continued to improve significantly during the review period. Total inbound tourism expenditure reached approximately UGX 2.30 trillion (US\$631 million), representing a 25.6 percent increase over the same period in 2025.

This improvement was driven by higher visitor arrivals and an increase in the average length of stay from 7.4 nights to 8.3 nights, although average expenditure per visitor per night declined slightly from US\$98 to US\$95. Accommodation, food and beverage services, transport and travel agency services accounted for nearly 70 per cent of total tourism expenditure.

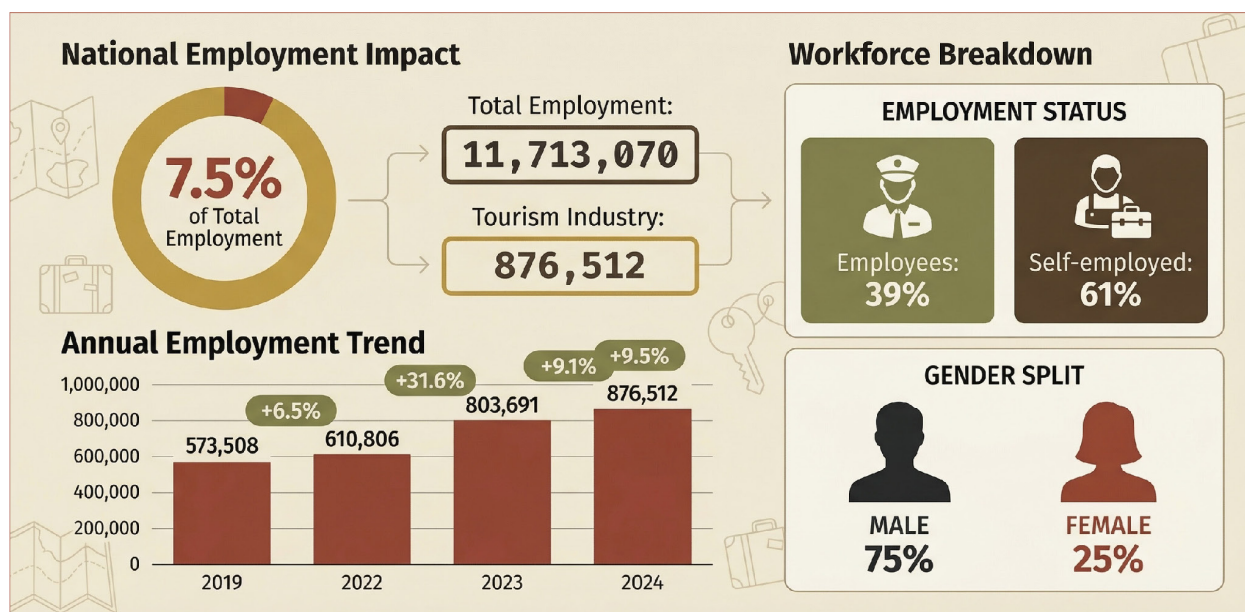
Figure: 13 Average Length of stay of tourists in Uganda, Jan to June 2026

Source: Uganda Tourism Satellite Account (UTSA) 2025

2.4. IMPACTS OF TOURISM ON THE ECONOMY

2.4.1. Contribution of tourism to employment

According to the latest Tourism Satellite Account (TSA), tourism directly generated 876,512 jobs in 2024, accounting for 7.5 percent of Uganda's total employment (11,713,070 jobs). This represents a 9.1 percent increase from 803,691 jobs in 2023, indicating continued expansion of employment opportunities in the tourism sector.

Figure: 14 Tourism Contribution to employment in Uganda

The Top Contributors to Employment in Tourism

The leading employers were;

1. Road, Air, rail, and Water Passenger Transport - 561,012 workers (64 percent)
2. Food and beverage Serving Activities- 241,912 workers. (27.6 percent)
3. Accommodation - 24,761 workers (2.8 percent)
4. Travel agencies and other reservation industry - 4,209 workers (0.5 percent)
5. Other Tourism Industries - 44,618 workers (5.1 percent)

Table: 7 Employment in Tourism Characteristic Industries, 2019-2024

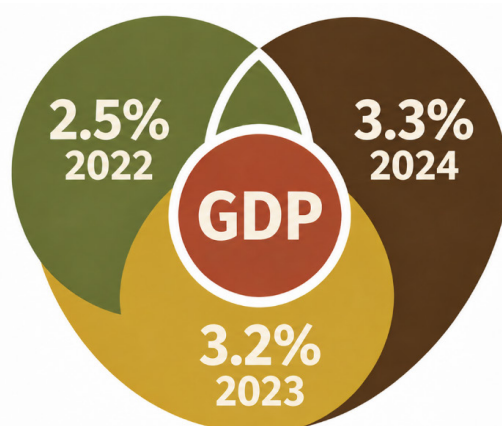
TOTAL EMPLOYMENT IN UGANDA	2019	2022	2023	2024	% SHARE (2024)	% CHANGE 2023-2024
TOURISM CHARACTERISTIC INDUSTRIES						
Accommodation services	8,425	21,474	23,251	24,761	2.8%	6.5%
Food and beverage serving	189,874	133,194	214,558	241,912	27.6%	12.7%
Passenger transportation	351,812	419,400	520,092	561,012	64.0%	7.9%
Travel agencies and other reservation services	2,374	4,436	3,747	4,209	0.5%	12.3%
Other tourism industries	21,022	32,302	42,043	44,618	5.1%	6.1%
Total	573,508	610,806	803,691	876,512	100.0%	9.1%

Source: Uganda Tourism Satellite Account (UTSA) 2025

The World Travel and Tourism Council (WTTC) estimates that Tourism contributed 946,200 jobs in 2025, which is a 7.9 percent increase from the 876,512 jobs in 2024. The WTTC also forecasts that in 2026, Tourism will contribute over 1 million jobs to the country's economy.

2.4.2. Tourism contribution to GDP

In 2024, Tourism directly contributed UGX 6.99 trillion (3.3 percent of GDP) and UGX 6.55 trillion TDGVA (3.1 percent of national GVA). According to the TSA 2025.

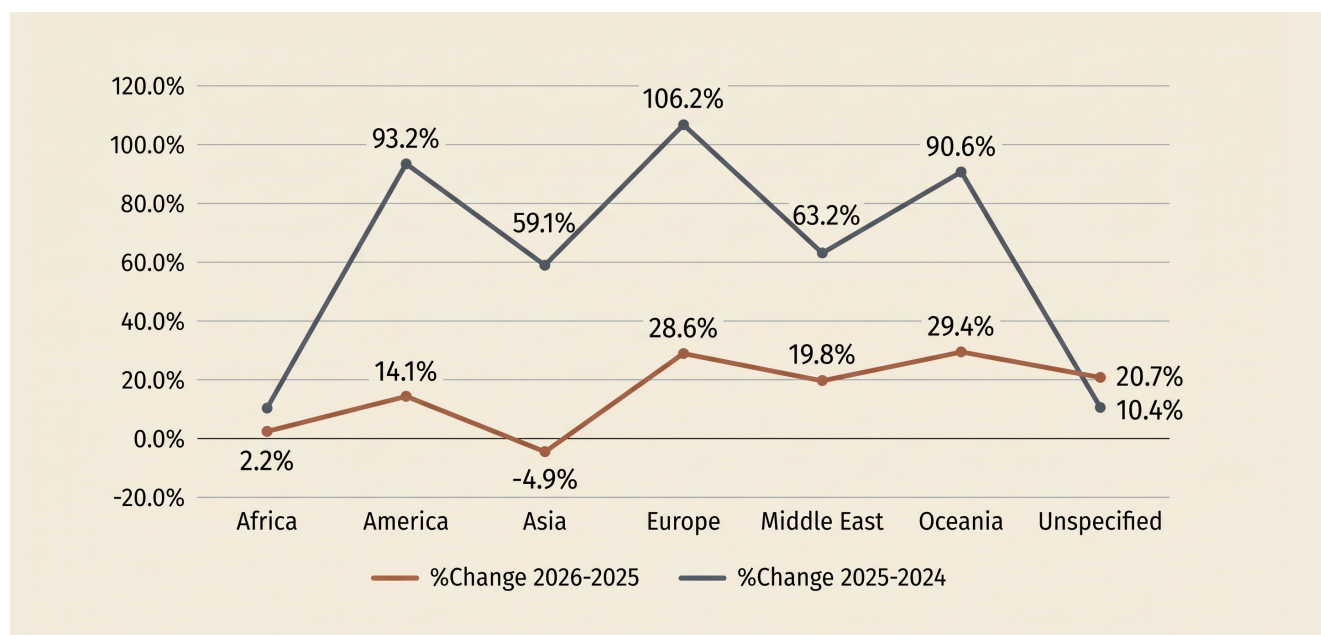
Figure: 15 Tourism Direct Contribution to GDP (2022-2024)

Source: Uganda Tourism Satellite Account (UTSA) 2025

Impact of 2026 Ebola

On 15 May 2026, an outbreak of Ebola disease in the DRC caused by the Bundibugyo virus was declared. On 17 May 2026, the World Health Organization (WHO) Director-General determined that the outbreak constitutes a public health emergency of international concern. Additionally, The U.S. Centers for Disease Control and Prevention (CDC) placed Uganda on a Level 2 advisory watch, advising travellers to practice enhanced precautions. These measures include getting travel insurance, avoiding people with symptoms and avoiding healthcare facilities for non-urgent care.

The Ebola outbreak disrupted Uganda's peak tourism season. Although the country completed the required 42-day monitoring period and declared the outbreak over on July 28, some international travel restrictions remained in place. As such, tourists were deterred by international concern, stringent border controls and travel advisory messaging. This effect can be seen in the statistics of arrivals in the first half of 2026 compared to the same period in 2025.

Figure: 16 Comparison of percentage change in visitor arrivals of 2024-2025 and 2025-2026 (Jan-Jun)

Source: UBOS, MIA, 2026

Although visitor arrivals increased across most regions, the growth was modest, and a much stronger performance could have been realised in the absence of the Ebola outbreak. As seen in Figure 16 above, arrivals to Uganda from the Americas in the first six months increased by 93.2 percent between 2024 and 2025, but there was only a 14.1 percent increase between 2025 and 2026. The same pattern can be observed with arrivals from Europe (106.2 percent increase between 2024 and 2025 vs. 28.6 percent increase between 2025 and 2026), the Middle East (63.2 percent between 2024 and 2025 vs. 19.8 percent between 2025 and 2026) and all other regions. This reduction in the growth rate of arrivals from the regions can be attributed to the Ebola outbreak and the ongoing conflict in the Middle East.

The greatest slowdown in visitor growth was recorded among visitors from the USA, followed by Europe and Asia.

Domestic Tourism

A total of 3.27 million Ugandans participated in domestic tourism in 2024, representing a 17 percent year over year increase. The 3.27 million visitors undertook 20 million trips with overnight trips (56.8 percent) eclipsing same-trips. The average Ugandan visitor makes six domestic trips per year. While VFR drives almost half of all domestic volume, business and leisure segments account for a combined 23.2 percent of travel motivations. Domestic visitors move for spiritual and religious purposes make up 7.8 percent.

Table: 8 Basic data and indicators for domestic tourism in Uganda (2019 - 2024)

MAIN PURPOSE OF VISIT	2019	2022	2023	2024	%SHARE 2024
Business and professional	221,900	243,757	264,152	309,058	9.4%
Leisure and holidays	325,928	358,032	386,530	452,240	13.8%
Visiting friends and relatives	806,907	886,388	1,148,164	1,343,352	41.1%
Religious visit / pilgrimage	583,914	641,430	217,217	254,144	7.8%
Other personal purposes	482,278	529,783	780,388	913,054	27.9%
Total	2,420,927	2,659,390	2,796,451	3,271,848	100.0%
Visitor Type	2019	2022	2023	2024	%Share 2024
Overnight visitors	1,156,269	1,270,162	1,589,001	1,859,131	56.8%
Same-day visitors	1,264,658	1,389,227	1,207,450	1,412,717	43.2%

Source: Uganda Tourism Satellite Account (UTSA) 2025

Visitation to Tourism Sites

In 2025, total entries to selected tourist sites hit 1.052 million with National Parks recording growth of 6.9 percent, reaching 467,065 visitors, reflecting the rising appeal of wildlife tourism. The decline in tourists to the selected sites was due to controlled access because of ongoing infrastructural developments.

Table: 10 Visitation to selected tourist Attraction sites, 2023-2025

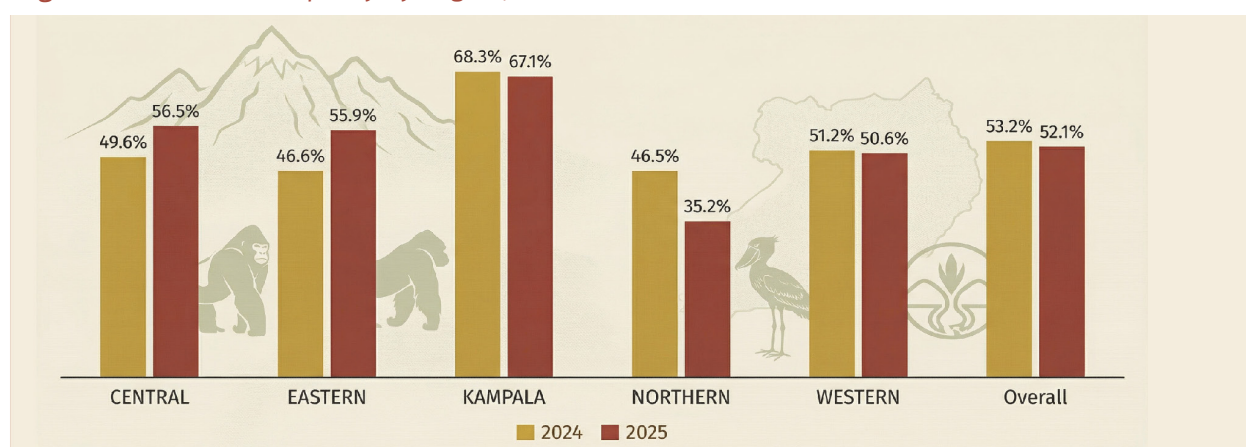
SELECTED TOURIST SITES	2023	2024	2025	% CHANGE 2024-2025
National Parks	387,914	436,767	467,065	6.9%
UWEC Conservation Area (Entebbe Zoo)	619,164	531,496	390,192	-26.6%
Source of the Nile	190,330	184,226	126,714	-31.2%
Botanical Gardens		23,081.00	68,735.00	197.8%
Uganda Museums	131,508	34,611		
TOTAL	1,328,916	1,210,181	1,052,706	-13.0%

Source: MTWA, UWA 2026

Hotel occupancy and Capacity Utilisation.

In 2025, Hotel occupancy rate stood at 52.1 percent. This means that on average, just over half of all available hotel rooms were occupied in 2025. This indicates moderate utilisation of accommodation capacity, suggesting steady demand for hotel services, though there is still room for growth in attracting more visitors and increasing room usage.

Figure: 17 Hotel Occupancy by Region, 2024-2025



Source: MTWA Accommodation Survey, 2025

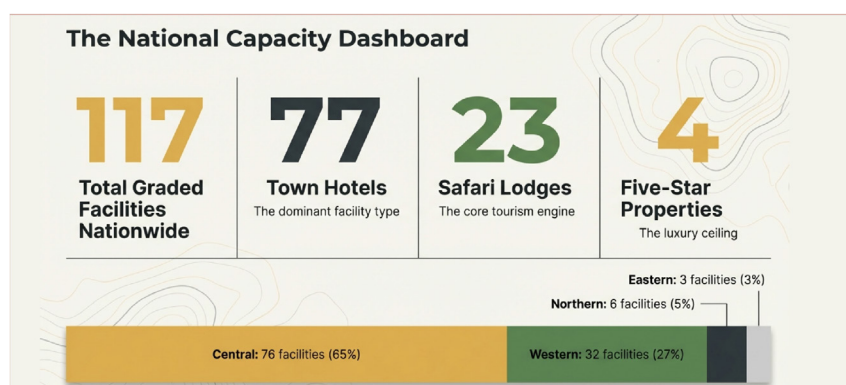
Kampala remained the top performer, recording the highest occupancy in both years, though it slightly declined from 68.3 percent in 2024 to 67.1 percent in 2025, indicating stable but marginally easing demand in the main urban hub.

Hotel Occupancy in the Central region increased from 49.6 percent to 56.5 percent, while in the Eastern region, it rose from 46.6 percent to 55.9 percent, reflecting growing regional tourism and improved accommodation demand outside Kampala.

Graded and Classified accommodation facilities, 2025

By end of 2025, a total of 117 accommodation facilities had been graded and classified. Out of these, 77 are town hotels, 23 Safari Lodges and others include tented Camps, apartments and motels. The grading and classification of accommodation facilities is done by UTB upon requests from interested facilities.

Figure: 18 National Capacity of Graded Facilities, 2025



Source: UTB admin Data 2025

Sixty-five percent of all graded infrastructure (76 facilities) are clustered in the Central Region. The Western Region (32 facilities) serves as the primary eco-tourism circuit, leaning heavily on lodges near National Parks. Despite its regional significance, the Eastern Region contains only three graded facilities while the Northern Region contains six facilities. Kampala and Wakiso alone host 66 of Uganda's graded facilities. These are engineered for volume, conferences and international transit.

Wildlife quality and numbers

Large and growing populations (Ugandan kob, impala, waterbuck) and recovering species (rhino, Nubian giraffe) signal effective conservation and strong tourism assets.

Buffalo, hippo, chimpanzee, and gorilla remain relatively stable, acting as key anchors for Uganda's wildlife and high-value tourism.

Declining species, both small (lion, ostrich) and large (elephant, oribi) highlight urgent need for targeted conservation interventions.

These declines are largely attributed to human-wildlife conflict, habitat loss, poaching, and weak enforcement against illegal trade. While conservation successes are evident, particularly for gorillas and giraffes, urgent targeted interventions are required to address the alarming reductions in lion and elephant populations to safeguard Uganda's biodiversity.

Table: 11 Population estimates of selected Small to large mammals in Uganda, 2011-2025

SPECIES	2011-2014	2015-2017	2018- 2020	2021-2022	2023- 2025	POPULATION CHANGE 2022-2025
THE BIG FIVE						
Lion	493	493	373	314	291	-23
Leopards	493	-	-	-	328	-165
African Elephant	5,739	5,808	7,975	6,621	6,352	-269
Southern White Rhino	17	22	35	43	61	18
Buffalo	36,953	37,054	44,163	32,235	41,548	9,313
PRIMATES						
Mountain Gorilla	400	400	459	459	459	0
Chimpanzee	5,000	5,000	5,072	5,072	6,075	1,003
ANTELOPES						
Bright's Gazelle	57	57	750	756	756	0
Common Eland	1,351	1,742	2,492	3,510	3,619	109
Greater Kudu			206	206	206	0
Hartebeest	9,667	9,841	17,274	8,154	10,414	2,260
Impala	33,565	33,565	53,636	22,356	37,735	15,379
Lesser Kudu			806	806	806	0
Roan Antelope		118	190	352	352	0
Topi	2,222	2,222	2,713	1,805	3,809	2,004
Uganda Kob	77,759	74,702	175,590	166,526	175,109	8,583
Waterbuck	12,222	12,809	22,244	16,638	22,623	5,985
Oribi				13,851	11,005	-2,846
Common Duiker				19,384	19,396	12
Bushbuck				3,779	3,676	-103
Common Reedbuck				449	982	533
Mountain Reedbuck					25	25
OTHER MAMMALS						
Burchell's Zebra	11,888	11,897	17,516	17,762	20,942	3,180
Hippopotamus	5,838	5,838	10,165	8,226	9,026	800
Ostrich			1,856	1956	1412	-542
Nubian Giraffe	880	880	2,072	2,414	2,519	105
Warthog				14831	18,652	3,821
Giant Forest Hog				741	741	0
Leopards	493	-	-	-	328	-165

Source: Animal censuses in Uganda and State of Wildlife resources in Uganda



Tom R. Butime Col (Rtd), Minister of Tourism, Wildlife, and Antiquities launching “The State of Wildlife Resources in Uganda” Report, April 2026

3. FINANCIAL AND REVENUE PERFORMANCE FY 2025/26

3.1. TOURISM DEVELOPMENT PROGRAMME FINANCIAL PERFORMANCE IN FY 2025/26

A total of UGX 436.021 billion was appropriated for spending to the Programme MDAs during the Financial Year. It is however important to note that out of the approved funding, a total of UGX 240 billion was to be collected as NTR by UWA and utilised at source as per the Uganda Wildlife Act Cap 315.

VOTE	APPROVED BUDGET	AMOUNT RELEASED	AMOUNT SPENT	%AGE SPENT
MTWA	84.281	84.281	78.181	92.76%
UWA	240	240	226.9	94%
HTTC	14.471	14.471	14.471	100.00%
UWRTC	11.445	11.445	11.445	100.00%
UTB	56.334	56.334	55.407	98.35%
KCCA	0.6	0.6	0.6	100.00%
MoICT&NG	0.4	0.4	0.4	100.00%
LGs	1.9	1.9	1.9	100.00%
Missions Abroad	26.59	26.59	26.59	100.00%
TOTAL	436.021	436.021	415.92	95.39%

All the funds for FY 2025/26 were released during the year in line with the appropriated budget. Of the released funds, 4.6% was not spent largely due to the Ebola outbreak in DRC which triggered travel advisories against Uganda, resulting in the cancellation of planned market activation campaigns in North America and Asia.

3.2. PROGRAMME FUNDING IN THE 1ST YEAR OF THE NDP IV.

The Tourism Development Programme was tasked with delivering on various interventions as detailed in the Programme Implementation Action Plan at a cost of UGX 464bn in FY 2025/26. Of this, a total of UGX 436.021bn was appropriated/availed to various MDAs as presented below.

Table: 12 Comparison of Planned Funding and Approved Budget for the Programme in the 1st year of the NDP IV

RESPONSIBLE MDA/LG	NDPIV ALLOCATION FY 2025/26	APPROVED BUDGET FY 2025/26	%AGE APPROPRIATED
UWA	226.52	240	106%
MTWA	109.292	84.281	77%
UTB	66.813	56.334	84%
HTTC	31.875	14.471	45%
UWRTC	11.6	11.445	99%
Missions Abroad	4.0	26.59	565%
KCCA	2.3	0.6	26%
LGs	1.9	1.9	100%
UBC	1.7	0	0%
MoWT	1.3	0	0%
MEMD	1	0	0%
MoH	1	0	0%
NPA	1	0	0%
UIA	1	0	0%
UPF	1	0	0%
MIA	0.7	0	0%
MoFA	0.5	0	0%
MoICT&NG	0.5	0.4	80%
MWE	0	0	0%
UCAA	0	0	0%
UFZA	0	0	0%
GRAND TOTAL	464	436.021	94%

From the table above, it is visible that there is a mismatch between the NDPIV expected funding and the appropriated funding for each of the MDAs. Only 94% of the NDPIV planned funding was appropriated for the Programme for implementation of its interventions.

3.3. NON-TAX REVENUE GENERATED BY MTWA AND AGENCIES, BY CATEGORY, FY 2025/26

During the financial year, the Ministry and Agencies realised Ushs 194.205 billion as Non-Tax Revenue against a target of UGX 243.924 billion. This translates into 80% performance.

REVENUE NAME	TARGET FY 2025/26	ACTUALS FY 2025/26
Educational/Instruction related levies	2.85	1.829
Market /Gate Charges	0.4	0.106
National Park Fees	220.858	164.862
Miscellaneous receipts/income	19.442	27.408
TOTAL	243.55	194.205

3.4. NON-TAX REVENUE GENERATED BY MDA, FY 2025/26

MDA	TARGET FOR FY 2025/26	ACTUALS FOR FY 2025/26	%AGE COLLECTED
UTB	0.574	0.556	97%
HTTC	2.400	1.157	48%
UWRTC	0.550	0.750	136%
UWA	240.000	191.612	80%
MTWA-Museums and Monuments	0.400	0.130	33%
TOTAL	243.924	194.205	80%

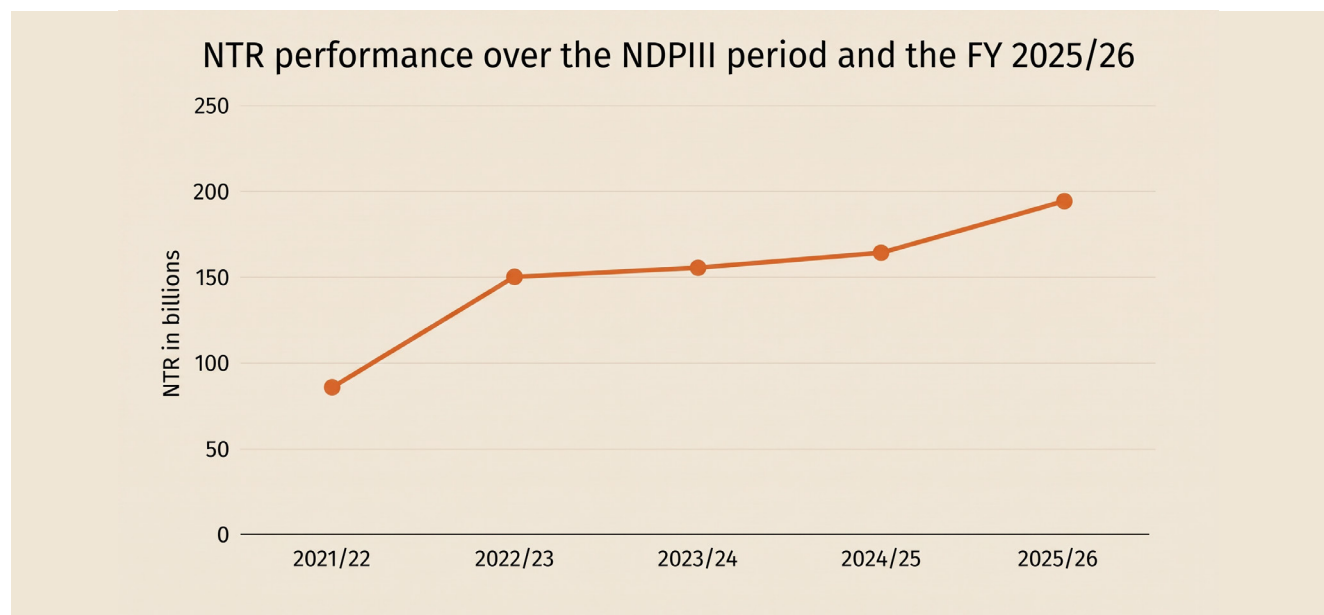
UWA contributed the highest amount of collections i.e. 98% of the total allocations for the Tourism MDAs. The low collections can be attributed to the following:

1. Closure of the Uganda National Museum for renovation works.
2. Delayed operationalization of the Crested Crane Hotel in Jinja due to limited resources.
3. UWA collected less revenue than had been anticipated due to the slow growth in the tourism business as a result of disruptions like negative travel advisories in connection with the Ebola outbreak in the DRC.

3.5. NON-TAX REVENUE OVER THE NDPIII PERIOD AND THE FY 2025/26

FINANCIAL YEAR	NTR COLLECTIONS (UGX BN)	%AGE CHANGE
2021/22	86.4	
2022/23	150.4	74.1%
2023/24	156.5	4.1%
2024/25	162.8	4.0%
2025/26	194.2	19.0%

Figure: 19 NTR Performance over the NDPIII period and the FY 2025/26



The graph above shows an increasing trend with the Tourism MDAs expected to hit annual NTR collections of UGX 280 billion by FY 2029/30.

4. PHYSICAL PERFORMANCE OF THE TOURISM DEVELOPMENT PROGRAMME FY2025/26

4.1. OVERALL PHYSICAL PERFORMANCE

The assessment of the Programmes' overall physical performance was guided by the Tourism Development Programme Implementation Action Plan, a framework anchored on the 4th National Development Plan (NDP IV). This framework provides a comprehensive set of programme indicators and targets against which the performance of specific strategic objectives, interventions, and actions are assessed.

Following the end of the first year of NDP IV implementation, the performance of the Tourism Development Programme was assessed against 123 indicators, structured across two levels of results: Outcome (35) and Output (88), each mapped to its corresponding programme objectives, interventions, and actions.

Performance scores were rated using the traffic-light system used by the Office of the Prime Minister in assessing the performance of government MDAs/LGs. Under this system, an indicator is rated Achieved where the annual target score attained is at least 100%; Moderately Achieved where the score attained is at least 75% but less than 100%; and Not Achieved where the score attained falls below 75%. Corresponding colour codes are applied accordingly, with Green for Achieved, Orange for Moderately Achieved, and Red for Not Achieved.

As shown in the performance scorecard (Table 11) below, of the 123 indicators assessed, 61 percent (75 indicators) were rated Achieved, 10 percent (12 indicators) Moderately Achieved, and 29 percent (36 indicators) Not Achieved, reflecting a good overall progress in the programmes' first year of implementation, despite having some areas that will require targeted attention going forward.

Table: 13 Programme Performance Scorecard, FY2025/26

RESULT LEVEL	ACHIEVED	#INDICATORS	MODERATELY ACHIEVED	# INDICATORS	NOT ACHIEVED	# INDICATORS	INDICATORS ASSESSED
1.Outcome	63%	22	17%	6	20%	7	35
2 Output	60%	53	7%	6	33%	29	88
Overall Performance	61%	75	10%	12	29%	36	123

4.2. PROGRAMME OUTCOME PERFORMANCE AGAINST ANNUAL TARGETS

The Tourism Development Programme focus under the 4th National Development Plan (NDPIV) is to deliver on five strategic outcomes. Each of the outcomes is mapped on a Programme specific strategic objective. These are;

1. Increased tourism earnings
2. Improved tourism infrastructure
3. Improved Natural and Cultural Heritage Conservation
4. Increased employment/ jobs created along the tourism value chain
5. Improved compliance to regulations in the Tourism Industry

4.3. PROGRAMME OUTCOME LEVEL PERFORMANCE FY2025/26

Table 12 presents the programme performance at outcome level. The measurement of performance at this level was conducted against 35 outcome indicators, which were assessed against their specific targets for the financial year under review.

The assessment of results show that 63 percent (22) of the indicator targets were achieved, 17 percent (6) of the indicator targets were moderately achieved, while 20 percent (7) of the indicators were not achieved.

Notable achievement was registered under programme outcome 5 - "Improved compliance to regulations in the Tourism Industry" and outcome 4 - "Increased employment/ jobs created along the tourism value chain" with scores of 100 and 80 percent respectively.

The programme however notes a relatively low performance of 14 percent under the outcome of "Improved tourism infrastructure."

Table: 14 Outcome Level Performance Score card

PROGRAMME OUTCOMES	ACHIEVED	INDICATORS	MODERATELY ACHIEVED	INDICATORS	NOT ACHIEVED	INDICATORS	INDICATORS ASSESSED
Increased tourism earnings	75%	9	8%	1	17%	2	12
Improved tourism infrastructure	14%	1	43%	3	43%	3	7
Improved Natural and Cultural Heritage Conservation	67%	6	11%	1	22%	2	9
Increased employment/ jobs created along the tourism value chain	80%	4	20%	1	0%	0	7
Improved compliance to regulations in the Tourism Industry	100%	2	0%	0	0%	0	2
Total	63%	22	17%	6	20%	7	35

4.4. PERFORMANCE AGAINST EACH OBJECTIVE LEVEL INDICATORS

4.4.1. Performance against each objective level indicators

PROGRAMME GOAL: TO INCREASE UGANDA'S ATTRACTIVENESS AS A PREFERRED TOURISM DESTINATION

Programme objective 1: Promote inbound and domestic Tourism

Table: 15 Outcome 1: Increased tourism earnings

#	INDICATOR	BASELINE FY2023/24	TARGET FY2025/26	ACTUAL PERFORMANCE	RATING
1.1	Foreign exchange earnings (USD - Bn)	1,025	1.62	1.62	Achieved
1.2	Tourist's Length of stay (Nights)	7.6	8	8.8	Achieved
1.3	Average Inbound expenditure per leisure tourist (USD)	1,550	1,740	2,144	Achieved
1.4	Tourism direct contribution to Total Taxes (%)	2.1	2.6	2.7	Achieved
1.5	Domestic tourism expenditure (UGX Bn)	3,675	4,010	5411.4	Achieved
1.6	Proportion of gorilla permits sold (percentage)	69	71	60.1	Moderately Achieved
1.7	Tourist arrivals	1,274,210	1,576,962	1,642,215	Achieved
1.8	Number of Domestic Tourists	2,659,390	2,685,984	3,271,848	Achieved
1.9	Proportion of leisure to total tourists (%)	16	22	16.2	Not Achieved
1.10	Number of direct flight routes from source markets.	7	8	9	Achieved
1.11	Number of Ugandans visiting key tourist attractions	1,328,916	1,349,354	835,363	Not Achieved

Programme objective 2: Improve the stock and quality of tourism infrastructure

Table: 16 Outcome 2: Improved tourism infrastructure

#	INDICATOR	BASELINE FY2023/24	TARGET FY2025/26	ACTUAL PERFORMANCE	RATING
2.1	Accommodation Capacity (No of rooms)	350,550	366,500	350,550	Moderately Achieved
2.2	Tourist accommodation capacity (No of beds)	371,221	395,740	371,221	Moderately Achieved
2.3	Hotel Occupancy Rates (%)	53.9	54.1	52.1	Moderately Achieved
2.4	Return Leisure tourists (%)	49	49	22.1	Not Achieved
2.5	No of tourist accommodation beds in Protected Areas	981	1,081	1,354	Achieved
2.6	Contribution of tourism to investment (%)	18.3	19	12.6	Not Achieved
2.7	No. of international hotel chains established	5	7	5	Not Achieved

Programme objective 3: Conserve, Develop, improve and diversify tourism products

Table: 17 Outcome 3: Improved Natural and Cultural Heritage Conservation

#	INDICATOR	BASELINE FY2023/24	TARGET FY2025/26	ACTUAL PER- FORMANCE	RATING
3.1	Incidences of human Wildlife Conflicts (number)	6,999	5,249	4,290	Achieved
3.2	Proportion of traded wildlife that was poached or illegally traded (%)	33	32	33	Achieved
3.3	Proportion of cultural sites with conservation efforts (%)	15	15.05	15	Achieved
3.4	Population of Elephants	7,975	8,175	6,352	Moderately Achieved
3.5	Population of Antelopes	175,590	179,102	289,513	Achieved
3.6	Population of Lions	493	542	291	Not Achieved
3.7	Population of Mountain Gorillas	459	440	459	Achieved
3.7	Number of visitors to Museums and cultural sites	125,404	125,404	6,464	Not Achieved
3.9	Number of visitors to National Parks	399,737	439,711	467,065	Achieved

Programme objective 4: Develop skilled personnel along the tourism value chain

Table: 18 Outcome: Increased employment/ jobs created along the tourism value chain

#	INDICATOR	BASELINE FY2023/24	TARGET FY2025/26	ACTUAL PER- FORMANCE	RATING
4.1	Contribution of tourism to total employment (%)	5.7	7.1	7.5	Achieved
4.2	Number of people directly employed along the tourism value chain	610,806	780,806	876,512	Achieved
4.3	UHTTI transformed into a Centre of excellence	No	No	No	Achieved
4.4	UWRTI transformed into a Centre of excellence	No	No	No	Achieved
4.5	Proportion of students graduating at UHTTI (percentage)	84	95	96	Achieved
4.6	Proportion of students graduating at UWRTI (percentage)	88	95	97	Achieved
4.7	Proportion of apprentices securing a job within 6 months of completion (percentage)	90	92	98	Achieved

Programme objective 5: Strengthen coordination, legal, and institutional framework of the tourism industry

Table: 19 Improved compliance with regulations in the Tourism Industry

#	INDICATOR	BASELINE FY2023/24	TARGET FY2025/26	ACTUAL PER- FORMANCE	RATING
5.1	Level of Compliance to Tourism Service Standards (% enterprises)	55	56	74	Achieved
5.2	Level of tourist satisfaction (%)	79	79	84	Achieved

4.5. PROGRAMME OUTPUT LEVEL PERFORMANCE.

This section presents results of performance assessment for all programme outputs against their targets in the first year of NDP IV. The performance of each set of outputs has been assessed against its corresponding programme objective to determine the level of achievement relative to the set target.

Programme performance at output level shows that, out of 88 planned outputs implemented, 60 percent (53) of its indicator's targets were achieved, 7 percent (06) were moderately achieved, whereas 33 percent (29) of the indicator's targets could not be achieved.

Table: 20 Output level performance scorecard

PROGRAMME OBJECTIVES	INDICATORS	ACHIEVED	INDICATORS	MODERATELY ACHIEVED	# INDICATORS	NOT ACHIEVED	TOTAL ASSESSED
1. Promote inbound and domestic Tourism	13	93%	01	07%	0	0%	14
2. Improve the stock and quality of tourism infrastructure	06	38%	01	06%	09	56%	16
3. Conserve, develop, improve and diversify tourism products	17	61%	1	04%	10	36%	28
4. Develop skilled personnel along the tourism value chain	10	91%	01	09%	0	0%	11
5. Strengthen coordination, legal, and institutional framework of the tourism industry	07	37%	02	11%	10	53%	19
Overall Output level performance	53	60%	6	7%	29	33%	88

4.6. OUTPUT LEVEL PERFORMANCE UNDER EACH PROGRAMME OBJECTIVE

4.6.1. Output performance by programme objective

The section provides a summary of performance on output indicators against specific targets under a particular programme objective. Additionally, performance highlights or milestones registered over the review period are documented herein to allow the reader to appreciate the various programme interventions being implemented.

Programme Objective 1: Promote inbound and domestic Tourism

Interventions:

- 1.1 Market and promote Uganda's tourist attractions in domestic and key source markets (America, Europe, Africa, China, Japan and Asia)
- 1.2 Invest in Uganda's image and the "Pearl of Africa " destination brand and roll it out in key tourist source markets:
- 1.3 Invest in MICE, promotion, facilities and banking for major international conferences and events

Table: 21 Performance against targets

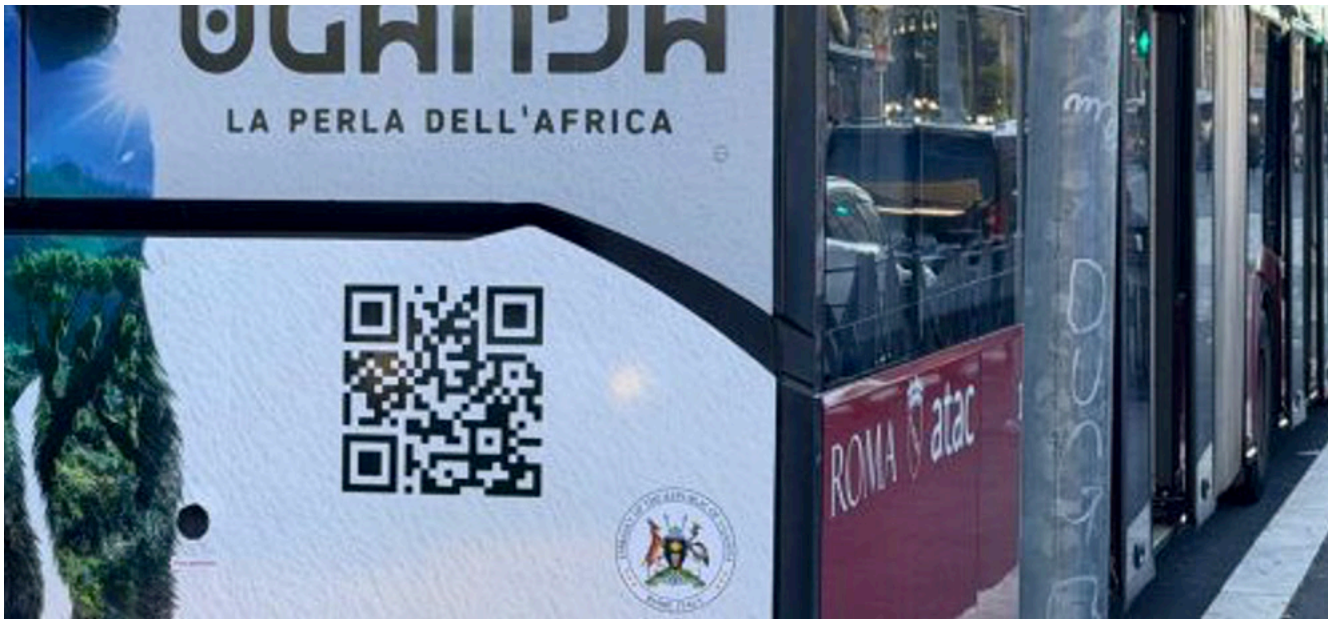
#	OUTPUT/ACTIONS	INDICATORS	TARGET FY25/26	ACTUAL PERFORMANCE FY25/26	RATING	REMARKS
Strategic Intervention 1.1: Market and promote Uganda's tourist attractions in domestic and key source markets (America, Europe, Africa, China, Japan and Asia)						
1	Destination Uganda promoted in key source markets.	No of Market Destination Representative firms contracted in tourist source markets	4	3	Moderately Achieved	MDRs were hired on activity basis as opposed to the earlier retainer-based method. India, Germany, USA. Other destinations were coordinated by our Missions abroad and thus didn't require engagement of an MDR. The source markets include: Turkey, Australia, Belgium, Tanzania, South Africa and Qatar
2		No of international expos attended	7	11	Achieved	Additional expo participation was facilitated through collaboration with Uganda's Missions Abroad under the ECD program, which supported engagement in expos across target and emerging markets Uganda's leisure and business tourism offering was showcased at: • 2025 World Travel Market London, UK • 2025 Magical Kenya Expo • 2026 Kili Fair Expo in Arusha, Tanzania • 2026 Africa Travels Indaba Expo held in Durban, South Africa

#	OUTPUT/ACTIONS	INDICATORS	TARGET FY25/26	ACTUAL PERFORMANCE FY25/26	RATING	REMARKS
						• New York Times Travel Show • Travel and Adventure Show held in Los Angeles, USA • Uganda-Germany roadshow held in the Dusseldorf and Munich • 2026 South Asia Travel and Tourism Exchange (SATTE) expo and roadshow held in New Dehli, India • Meetings Africa 2026 expo in Johannesburg, South Africa. • IMEX Frankfurt Expo held in Frankfurt, Germany • 2025 IBTM World expo in Barcelona, Spain
3		Number of digital marketing campaigns undertaken in the source markets	2	3	Achieved	• Insights from the Expedia campaign that targeted North America (USA & Canada) and UK market revealed: • A 22% decline of air ticket sales and 4% decline of travelers to Uganda between Jan - June 2026 • Longer/higher-value lodging demand by travelers despite softer air volume
						• Kampala and Entebbe dominated booking activity with the top three destinations accounting for approximately 90% of bookings made • Most-booked properties were 3-4 star rated
4		Number of Pearl of Africa Tourism Expos (POATE) events held	1	1	Achieved	• POATE 2026 delivered strong participation and engagement outcomes, attracting 295 exhibitors, 124 hosted buyers from 23 international markets including Tanzania, the UK, India, Ethiopia, Kenya, Japan, and Australia, which were among the most represented, and 3,000 trade visitors.
5	Industry capacity in destination promotion strengthened	No. of tourism enterprises supported to conduct destination promotion	100	200	Achieved	• Increased participation by private-sector tourism companies in expos and roadshows across target and emerging markets was facilitated through joint efforts by UTB and Uganda's missions abroad under the ECD framework
6	GKMA promoted as a tourism destination	No. of promotional campaigns conducted for GKMA	1	1	Achieved	• KCCA Festival held to celebrate Culture, Innovation and Sustainability
7	Ugandan Embassies/ Missions equipped to undertake tourism marketing and Promotion	No of Ugandan Embassies/Missions supported to undertake tourism marketing and Promotion.	5	16	Achieved	• Under the Economic Commercial Diplomacy (ECD) framework, 50% of Missions (Embassies/ Consulates) were supported.
8		Number of Ugandan diplomats and Visa /consular staff trained to support tourism marketing and handling and in customer care (all missions abroad).	180	191	Achieved	UTB leveraged digital platforms to deliver selected destination promotion training sessions and utilised annual meeting platforms that convened Ambassadors and foreign service staff, enabling the training to reach a wider audience
9		Number of tour operators in the source markets enrolled to market Uganda.	500	1,113	Achieved	Implementation of the roadshow strategy strengthened linkages between international travel trade and Uganda's tourism practitioners, resulting in more operators incorporating Uganda into their packages and itineraries

#	OUTPUT/ACTIONS	INDICATORS	TARGET FY25/26	ACTUAL PERFORMANCE FY25/26	RATING	REMARKS
10	Domestic tourism promoted	No. of domestic campaigns conducted	6	14	Achieved	Six (6) Explore Uganda "Tulambule" campaigns were held in different regions of Uganda, alongside "Ki Uganda Kinyuma", Independence Day Campaign, Valentine Day Campaign, FMU Motor Sport Rally.
Strategic Intervention 1.2: Invest in Uganda's image and the "Pearl of Africa " destination brand and roll it out in key tourist source markets:						
11	Pearl of Africa Destination Brand rolled out in key source markets and domestically	No of key source markets reached	6	25	Achieved	Expanded participation in expos, roadshows, and familiarization tours increased Destination Uganda's reach beyond planned targets, covering four core markets (Australia, Germany, Spain, UK) and 14 emerging markets, reflecting broader international visibility driven by Missions Abroad under the ECD framework implementation.
						Emerging markets reached include: Switzerland, Egypt, Belgium, Turkey, Thailand, Morocco, Japan, Kenya, Tanzania, Mauritius, Zambia, China, Qatar, Ethiopia, Malaysia, Saudi Arabia
12		Proportion of registered tourism enterprises associating with the Explore Uganda brand, %	25	25	Achieved	Notable improvement was recorded in the uptake of the Explore Uganda brand by private-sector practitioners, driven largely by its broad endorsement by H.E. the President and Government MDAs since the brand launched in 2022. This significantly enhanced the brand's visibility, recognition and adoption across both public-sector institutions and private enterprises in the domestic market.
Strategic Intervention 1.2: Invest in Uganda's image and the "Pearl of Africa " destination brand and roll it out in key tourist source markets:						
13	International Meetings, Conferences, and Events hosted in Uganda	No of international MICE (meetings, conferences) hosted in Uganda	25	35	Achieved	A total of 24 Professional Association Based Conferences and 11 International government meetings were held.
14		No. of successful MICE bids	5	8	Achieved	10th International Public Procurement Conference, COECSA Conference, 9th Afrehealth Conference, 25th AfRES African Conference Python Africa, African meeting of the Econometric Society, International Federation of Environmental Health 2028 – World Congress of Environmental Health (IFEH) 2028 – World Congress of Environmental Health bid , Future Hospitality Summit Africa 2027

In an effort to promote the country's tourism resources/assets to both international and domestic audiences, the assessment documents several milestones as listed here under.

1. Uganda's destination visibility expanded significantly on the global stage through high-impact international marketing campaigns. Strategic placements on leading platforms, including CNN, DSTv SuperSport's AFCON coverage, Expedia, the Explore Uganda website, and key national media channels reinforced Uganda's brand presence within priority source markets.



Explore Uganda brand rollout in Rome, Italy, through outdoor advertising on commuter transport vehicles, undertaken by Uganda's Mission in Rome in collaboration with UTB

2. Leveraged AFCON 2027 as a strategic platform for destination marketing and tourism growth. By securing CAF marketing rights for the tournament and implementing destination promotion campaigns alongside fan-zone engagement activations during AFCON 2025 in Morocco, the country strengthened its positioning to maximize tourism, investment, and international visibility ahead of hosting the continental prestigious tournament.



Hon. Martin Mugara, Former State Minister for Tourism, Wildlife and Antiquities, addresses the media during the AFCON 2025 tournament in Rabat, Morocco, December 2025

3. **Positioned Uganda as a competitive Meetings, Incentives, Conferences and Exhibitions (MICE) destination.** Uganda secured three major bids: The Future Hospitality Summit (FHS) Africa, The International Public Procurement Conference, and The Africa Meeting of the Econometric Society, with an estimated economic contribution of UGX 2.044 billion. The country's MICE offering was also showcased at three leading global meetings industry platforms across European and regional source markets, strengthening its business events portfolio and projected tourism receipts.
4. **Destination Uganda diversified its promotion strategy beyond traditional markets,** expanding its international reach from a target of 6 to 25 source markets. This was achieved through participation in tourism expos, roadshows, and familiarization tours, supported by strengthened collaboration with Uganda's Missions Abroad under the Economic and Commercial Diplomacy (ECD) Framework



UTB CEO, Juliana Kagwa, addresses Uganda's Ambassadors during the Annual Ambassadors' Retreat in Gulu, September 2025, highlighting key objectives of the National Tourism Marketing Strategy and the tourism agenda under the Tenfold Growth Strategy.



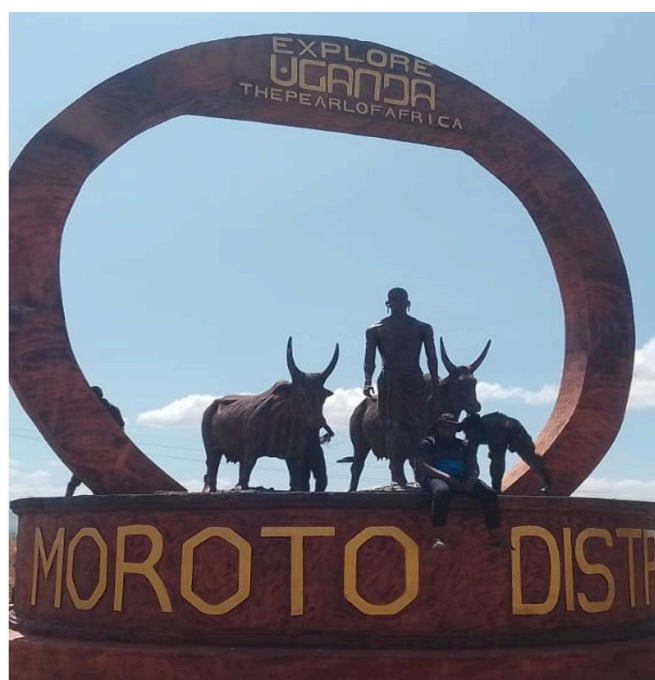
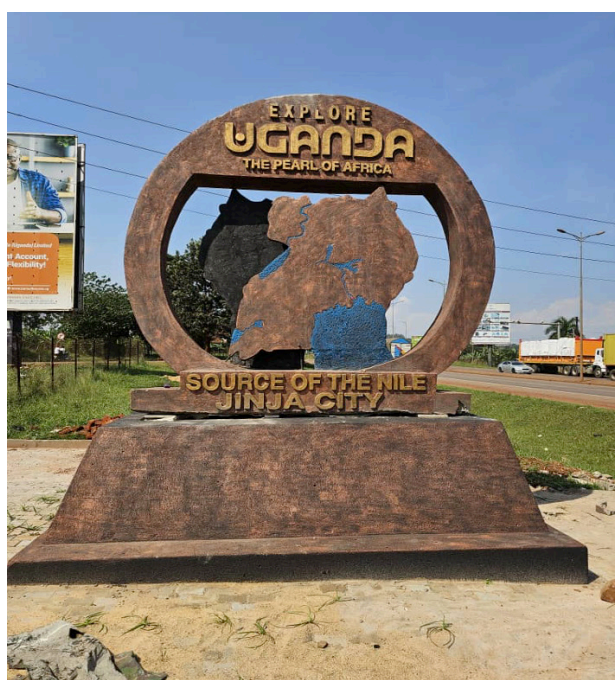
UTB CEO and Ambassador Richard Kabonero (MoFA) showcase Uganda's leisure attractions and experiences at FESPO & Golfmesse Zurich expo in Switzerland



Ugandan culture showcased at the Chinese International Tourism industry Expo in Guangzhou China by Uganda's Embassy in Beijing in collaboration with UTB

5. **Enhanced tourism product diversification and destination competitiveness.** Advanced development of niche tourism products through mountaineering guideline development, city and medical tourism profiling, broadening Uganda's tourism product portfolio.
6. **Strengthened destination competitiveness through improved quality assurance and regulatory compliance.** Licensing of tour and travel companies achieved 202.7% of the annual target, supported by digital service delivery, collaborative enforcement, and strategic partnerships that enhanced compliance with tourism service standards.
7. **Expanded industry capacity to deliver competitive and sustainable tourism services.** Trained 1,503 tourism stakeholders on destination marketing, sustainability practices, hospitality standards, and revised East African Community classification criteria, strengthening industry readiness for international competitiveness and AFCON 2027.

8. **Strengthened Uganda's destination intelligence and global media engagement.** Established strategic collaborations with the World Travel and Tourism Council (WTTC) to address tourism data gaps, produced destination intelligence content, mobilized user-generated tourism content, and engaged eight influential international media houses across Europe and North America to improve Uganda's image and promote the destination to the global leisure, travel, sustainability, and wellness audiences, achieving an estimated reach of 80 million readers and viewers.
9. **Strengthened strategic partnerships to unlock tourism development and market expansion opportunities.** Established and enhanced collaborations with development partners, financial institutions, international organizations, airlines, and Uganda's diplomatic missions to advance regional tourism development, sustainable tourism, tourism financing, intelligence, market access, and air connectivity.
10. **Advanced Uganda's Tour drive under the tagline "Explore Uganda" or "Tulambule-Lets us Tour" in regions/sub-regions of Uganda.** The event showcases Uganda's rich natural and cultural heritage to both local and international visitors, positioning them to market the country better.



In the picture, "Explore Uganda", the Pearl of Africa brand – monument installed in Jinja and Moroto District, demonstrating domestic rollout of the brand

Increased support for tourism calendar cluster events, including Marathons (Rwenzori, Elgon, Kampala), cultural festivals (Oktoberfest, Ateker festival and Ekyoto Ha mpango), Miss Tourism, and City Carnival (KCCA). The events drew crowds who are particularly tourism enthusiasts from all regions of the Country to showcase their talents and love for the country.

Programme Objective 2: Increase the Stock and quality of tourism infrastructure

Interventions

- 2.1: Develop and improve tourism infrastructure (hotels, airstrips, roads, internet connectivity, safety and rescue, water transport & ports, and electricity)
- 2.2: Develop infrastructure and facilities to operationalise the GKMA tourism circuit
- 2.3: Develop Tourism Recreational Zones
- 2.4: Harness Science, Technology and Innovation (STI) and ICT for increased tourism productivity

Table: 22 Performance against Output Targets

#	OUTPUT/ACTIONS	INDICATORS	TARGET FY2025/26	ACTUAL PERFOR- MANCE FY2025/26	RATING	REMARKS
Intervention 2.1: Develop and improve tourism infrastructure (hotels, airstrips, roads, internet connectivity, safety and rescue, water transport & ports, and electricity)						
1	Tracks and trails inside protected areas maintained	Length of tracks and trails maintained in protected areas	2,500	2,783.2	Achieved	Maintenance of trails and roads was conducted in; MFNP - 241km QENP- 324km BINP - 939km MGNP - 170km PUWR - 268km RMNP - 159km SNP - 200km KNP - 200km Katonga WR - 50km KVNP - 45km LMNP - 52.2km TSWR - 100km Karuma WR - 35km
2	New tracks opened inside protected areas.	Length of new tracks opened in protected areas	900	229	Not Achieved	New tracks opened in; PUWR - 50km KNP - 80km BINP - 65km KTWR - 27km TSWR - 7km
3	Maintained access roads to protected areas	No. of Km of roads maintained to protect- ed areas	30	30	Achieved	Completed the construction of of Nebbi-Ajai (Okollo-Inde) road
4	Water routes devel- oped/ upgraded, including construc- tion/rehabilitation of docking piers and access roads on Lake Victoria	No. of Piers/docking facilities constructed/ rehabilitated	1	0	Not Achieved	No progress
5		No. of Water vessels provided	4	0	Not Achieved	No progress
6	Electricity extended in tourism attrac- tions and protected areas	No. of tourism attrac- tions and Protected Areas connected to the national grid	6	0	Not Achieved	UWA has engaged the Ministry of Energy and Mineral Development (UEDCL) to extend power lines to Rwenzori Mountains and Murchison Falls National Parks. This has been prioritized in FY2026/27.
7	Supplementa- ry water points established in water-stressed protected areas	No. of supplementary water points construct- ed in Protected Areas (Cumulative)	7	5	Not Achieved	These include 3 dams in Kidepo Valley Conservation Area (KVCA) and 2 in Lake Mburo Conservation Area (LMCA)
8	Facilities in PAs with access to reliable, clean and safe water	No. of facilities with access to reliable, clean and safe water in Protected Areas	5	5	Achieved	Five newly established facilities connected to stable and quality water supply include; Rinnomoe Kidepo Valley Safari Lodge - KVNP Kulu Ora Wilderness Lodge (South Kibaa) - MFNP Mweya Lower Camp - QENP Apoka Bandas - KVNP Entikko Lodge - MFNP
9	Tourism roads up- graded and paved	Km. of identified tourism road network paved (Cumulative)	1,855	1,734	Moderately Achieved	Slow progress was noticed over the financial year, with only an additional 30kms of new tourism road network constructed.
Intervention 2.2: Develop infrastructure and facilities to operationalise the GKMA tourism circuit						
10	GKMA Tourism Circuit established and operationalised	Completion of facilities in the GKMA tourism circuit developed	20	2	Not Achieved	KCCA constructed and opened 2 model public toilets at Constitu- tional Square with plans to rollout to other areas of the City.
Intervention 2.3: Develop Tourism Recreational Zones						

#	OUTPUT/ACTIONS	INDICATORS	TARGET FY2025/26	ACTUAL PERFORMANCE FY2025/26	RATING	REMARKS
Intervention 2.4: Harness STI and ICT for increased tourism productivity						
11	Wildlife protected areas, museums and monuments covered with Telephone (GSM) network	No. of protected areas, museums and monuments with reliable Telephone (GSM) network in critical sections.	5	5	Achieved	Queen and Lake Mbuho National Parks, National Museum, and Museums of: Kabale, Mugaba Heritage, Soroti, have reliable Telephone (GSM) networks in critical sections.
12	Wildlife protected areas, museums and monuments covered with Internet connections.	No. of Protected Areas with internet connections in critical sections.	4	2	Not Achieved	Both Queen and Lake Mbuho have relatively stable internet access. The rest of the parks are provided with internet to support administration operations, including park entry fees payments. However, there is an agreement between UWA and (American Tower Corporation) ATC to establish 69 Internet masts across conservation areas (MFNP, KVNP) in the medium term.
13		No. of Museums and monuments with fast, accessible, and reliable internet connectivity	6	6	Achieved	National Museum, and Museums of: Kabale, Mugaba Heritage, Soroti, Karamoja have stable internet, as well as Nyero-Rock Art site.
14	E- tourism services developed and operationalized.	No. of tourism service providers (Tour operators, accommodation, recreational/ tourism site) that offer online services such as bookings	30	100	Achieved	All the 1,462 tourism businesses provide tourism services online. The tourism licensing framework requires tourism businesses to maintain a functional website with booking functionality. This is routinely checked through inspection activities.
15		Level of automation of Tourism Services (percentage)	15	5	Not Achieved	Automation has been slow across key sites. However, pilot studies are underway before full roll out, expected in the medium term.
16	A Tourism Visualisation Centre developed	Level of development of the Tourism Visualisation Centre	10%	0%	Not Achieved	The activity requires heavy investment, which the current budget for the programme cannot execute. Requires continuous engagements with MoFPED to secure commitment of the needed funds.

The assessment of performance against programme outputs under objective 2 revealed several milestones. These include the following;

1. Finalized and launched the Mbale Wildlife Conservation Education Centre on 12th June, 2026. The Centre is expected to serve as a regional hub for conservation knowledge and environmental stewardship in Eastern Uganda. Through educational programs, outreach activities, and awareness campaigns, the facility will help nurture a culture of sustainable environmental management and responsible conservation practices.
2. Following the handover of the Entebbe Botanic Gardens to UWA, the Authority enhanced tourism support infrastructure through improvements to access roads, sanitary facilities and visitor signage to improve the visitor experience. To further secure the integrity of the Gardens, boundary survey and opening was undertaken and a construction of a perimeter fence is ongoing to secure the Gardens against encroachment.
3. Rwenzori Mountaineering hiking infrastructure was significantly improved through the completion of 13,838 metres of boardwalks, installation of over 3,000 metres of metallic climbing ladders, and establishment of modern accommodation units, including VIP tourist camps. These camps are equipped with support infrastructure - coldproof rooms, modern toilets, kitchens, rescue facilities, and waterpoints - expected to enhance visitor experiences.
4. During the FY, UWA established/opened 229 km of new trails/tracks, and maintained 2,783.2 km across Protected Areas. Relatedly, a total of 11 campsites, 07 bandas, 26 footbridges, 30 toilets, 18 signage, 1500m of

ladders, 64 ladders, and 1,690m of board walks were maintained across PAs, while 04 airstrips in Kabwoya WR, MFNP, QENP, and TSWR were maintained.



Mbale Wildlife Conservation Education Centre official opening June 2026



H.E. The Vice President Jesca Alupo (LH) and Hon. Minister of State, Tourism, Wildlife, and Antiquities Susan Nakawuki (RH) Witnessing the official opening of Mbale Wildlife Conservation Education Centre, June 2026

5. Developed the Nyaburongo Gorge Nature Trail, improved visitor access to Muzizi Falls, and expanded game drive routes in TSWR. Reconstructed the Garama Batwa Cave Shed, including installation of a solar system, which enhanced the Batwa cultural tourism experience.
6. Through the IFPA Project, 1,700 metres of boardwalks were completed in MGNP (Three Peaks Trail) and SNP (canopy walkway). Other strategic infrastructures such as Visitor Information Centres, tourism entrance gates, bird hides, multi-purpose centres, stream crossings and other visitor facilities were completed across several Protected Areas.

7. Additionally, a total of 1,500 metres of hiking ladders were maintained through clearance of fallen trees from hiking trails in MGNP.
8. Completed paving of 14.35kms of City roads in addition to signalizing 25 road junctions under KCCA. Additionally, road maintenance works have been completed on 9 out of 12 roads. This intervention is intended to ease mobility in the city, increasing both visitor's and city dweller's experience in the central business district.
9. Recreational zones mainly in Kampala City have been designed and improved with green spaces including; Constitutional square; Independence grounds; Mutesa II mini park; Ternan Avenue- Speke Road Junction; Entebbe –Nasser Road Junction; Nile Avenue; Queens way and flyover over; Wampewo Avenue; Greening of road islands (Square 1 road and Square 2 roads); and Elgon terrace.
10. During the financial year under review, 29km of the Nebbi-Ajai (Okollo-Inde) road were paved and completed, bringing the total number of completed tourism roads to 25 (1,733km). Other roads remain at various stages: 6 roads (205km) under civil works, 8 roads (601.2km) with signed commercial contracts, 3 roads (225.5km) with completed feasibility studies, and 15 roads (637.2km) at the feasibility planning stage.

Programme Objective 3: Conserve, develop, improve, and diversify tourism products

Programme Interventions

3.1: Conserve Uganda's natural and cultural heritage, including wildlife-protected areas (National Parks & Wildlife Reserves) and cultural sites:

3.2: Invest in the country's major priority tourism products (Mt. Rwenzori, Mountain Gorillas, Source of Nile, MICE and Cultural Heritage, Kidepo Valley National Park) sustainably

Table: 23 Performance against Output Targets

#	OUTPUTS/ACTIONS	INDICATORS	TARGET FY25/26	ACTUAL PERF. FY25/26	RATING	REMARKS
Intervention 3.1: Conserve Uganda's natural and cultural heritage, including wildlife-protected areas (National Parks & Wildlife Reserves) and cultural sites						
1	Wildlife Protected Areas maintained and developed	No. of wildlife protected areas managed.	22	22	Achieved	All protected areas have updated GMPs, adequately staffed and equipped.
2		Kms of protected area boundary covered by electric fence	553.4	351.22	Not Achieved	A total of 156.6km of electric fence were constructed in QENP, MFNP and KVNP, bringing the cumulative figure to 351.22km.
3	Degraded wildlife protected areas restored	Proportion of degraded portion of protected area restored (percentage)	30	25	Not Achieved	Study not conducted due to financial constraints. Planned in FY 27/28.
4	Wildlife restocked in protected areas	No of wildlife species restocked (cumulative)	2	5	Achieved	UWA reintroduced Rhinos in Ajai WR and KVNP.
5	Wildlife corridors and dispersal areas restored	No. of Wildlife corridors or dispersal areas restored	0	1	Achieved	Muhorro-Kagadi wildlife corridor
6	Wildlife reserves and central forest reserves upgraded and developed to national parks	No. of wildlife reserves upgraded to National Parks (Cumm)	0	5	Achieved	These include; Katonga WR, Tooro Semliki WR, Ecuya CFR, Bukaleba CFR and Bugoma CFR.
7	Wildlife management stations outside protected areas (enhance protection, utilisation, awareness and minimise HWC) Wildlife centres established	No. of wildlife management stations established (cumulative)	4	5	Achieved	These include; Muhorro-Kagadi, Kakuuto, Nakaseke, Kyankwanzi and Kyampisi.

#	OUTPUTS/ACTIONS	INDICATORS	TARGET FY25/26	ACTUAL PERF. FY25/26	RATING	REMARKS
8	Conservation education services conducted at UWEC	No of visitors to UWEC	680,266	390,192	Not Achieved	Increase in entrance fees from UGX 5000 to UGX 10,000 for students. Negative advisories for foreign visitors.
9	Community enterprises developed based on sustainable wildlife resource use and management	No. of Community enterprise developed (Cumm)	4	3	Moderately Achieved	Tree planting, Apiculture, Aquaculture in RMNP, BINP, KNP, SNP, QENP, TSWR and MGNP.
10	Cultural heritage sites secured, developed and equipped.	Number of cultural heritage sites developed	0	1	Achieved	The museum at Mugaba Heritage was fully equipped and the site opened for public access. Also, Kabalega- Mwan-ga site in Dokolo is yet to be fully restored, with construction at 45% of progress.
11	Museums developed and equipped.	Number of Regional museums developed.	1	1	Achieved	Karamoja Regional Museum constructed, at 90% level of completion.
12		Progress in upgrade of the Uganda Museum (%)	20	25	Achieved	Phase one of rehabilitation is 80% complete.
13	Monuments developed.	No. of monuments developed.	1	4	Achieved	Gulu, Mbale, Moroto, and Jinja Brand Monuments developed.
14	Historical sites/architectural buildings of significance preserved	No. of historical sites/ architectural buildings restored/preserved	1	0	Not Achieved	Kabalega - Mwan-ga heritage site in Dokolo under construction, at 45% level of completion.
Intervention 3.2: Invest in the country's major priority tourism products (Mt. Rwenzori, Mountain Gorillas, Source of Nile, MICE and Cultural Heritage, Kidepo Valley National Park) sustainably						
15	Private sector players empowered to develop and manage tourism sites and facilities stop-over point	No. of compliant stopover points along tourist routes	5	0	Not Achieved	Reviewing framework for engagement with private sector to ensure compliance. Activity prioritized in budget FY2026/27.
16	Access to the gorilla and other primate products improved	No. of gorillas permits sold	40,169	42,119	Achieved	Introduction of low season gorilla permits during the months of April, May and November resulted in the increase in sales over and above the target.
17		Length of new access roads to gorilla tracking areas created (km, cumulative)	8	2	Not Achieved	Commenced road construction in the Mugahinga area to provide access to gorillas. No significant progress yet.
18	The mountaineering and hiking tourism products developed (cumulative)	No. of mountaineering and hiking tourism products developed.	1	2	Achieved	Enhanced/ constructed tourism infrastructure facilities (ladders, boardwalks,) for Rwenzori Mountains and Three Peaks hiking within Mugahinga National Parks
19		Proportion of the required Mt. Rwenzori tourism infrastructure developed (%).	50	57	Achieved	Mountaineering support infrastructure such as ladders, boardwalks, rescue facilities, accommodation facilities (VIP) , and training of service providers undertaken.

#	OUTPUTS/ACTIONS	INDICATORS	TARGET FY25/26	ACTUAL PERF. FY25/26	RATING	REMARKS
20		Proportion of the required Mt. Elgon tourism infrastructure developed (%).	5	5	Achieved	Installation of boardwalks in key sections of the Mountain done by the private sector. The project to address specific infrastructure challenges in the Mountain completed the feasibility state, profiling is ongoing. Submission and approval expected in the medium term.
21	Modern Pier and associated infrastructure at the Source of the Nile developed (access roads, suspended and non-suspended walkways, functional gabions)	Level of completion of the modern pier at the source of the Nile.	30	70	Achieved	Construction of the SoN Pier is at an advanced stage. Contractor to finalize suspended walkways procured and deployed on the site.
22	Water based tourism product developed	No. of water-based tourism sites developed (cumulative)	1	1	Achieved	Kitagata hot spring development is ongoing. Project entered phase 3 which is construction of three modern swimming pools.
23	Faith based tourism products developed	No. of faith-based tourism products developed (Cumm)	2	1	Not Achieved	The Historical significance of Namugongo Martyrs sites continue to be supported with direct government support.
24	Agro- tourism developed	No. of agrotourism enterprises enlisted	5	0	Not Achieved	Four stakeholder consultative meetings held with a draft of the guidelines in place. Final reviews are being done to before approval by the relevant authorities.
25	Sports tourism developed.	No. of partnerships created to carry out sports tourism events	4	4	Achieved	UTB-FUFA and UTB-Uganda Rugby Union partnerships were leveraged to drive destination promotion during AFCON 2027 tournaments and 2025 Rugby Africa Cup
26	Culinary tourism products developed and promoted.	No. of culinary tourism events held	2	0	Not Achieved	Collaborative efforts with industry players are ongoing to develop the guidelines.
27	Tororo and Sukulu Hills tourism circuit developed	No. of sites profiled and promoted	0	1	Achieved	Sukulu Hills Ecotourism Centre Supported
28	Birding product developed	No. of birding sites developed	2	0	Not Achieved	No progress. However, 50 birders were trained in bird identification and interpretation.

The assessment of performance against programme outputs under objective 2 revealed several milestones. These include the following;

Conservation of Natural Heritage

1. Uganda Wildlife Authority (UWA) strengthened protection of conservation areas through law enforcement & Patrol. During FY2025/26, a total of 25,621 patrols were conducted against an annual target of 14,137. As a result, a total of 836 suspects were apprehended, translating to a 75% increase when compared to 478 suspects arrested in FY2024/25.
2. Anti-poaching strategies undertaken across the hot spot areas resulted in recoveries of 883.3 kg of bushmeat, as well as wildlife trophies - game meat, hippopotamus tusks, and pangolin scales- along with timber, charcoal, live pangolins, and crested cranes. The highest recoveries occurred at MFCA (largely forest

products) and QECA (largely wildlife products).

3. Extended electric fencing coverage through establishment of 156.6 km in QENP – 54.6 km; MFNP – 72 km; KVNP – 30 km. Additionally, 287 km of electric fence was maintained in MFNP – 107 km; QENP – 165.26 km. The effort resulted into significant drop in the number of Human Wildlife Conflict (HWC) cases to 4,290 recorded in FY2025/26 up from 6,557 recorded in FY2024/25.
4. Constructed other HWC mitigation infrastructure during FY 26/26 including; 3km of Board walks, reinforcement of 1,531m of buffalo wall and dug 25.3km of trenches. Additionally, 400ha of tea were planted and 627 community scouts were recruited and trained.



Electric fencing (in picture), a boundary establishment in Murchison Falls National Park (MFNP) to control problematic wildlife animals from crossing to communities, 2025



Buffalo wall (in picture), photo taken from Mgahinga Gorilla National Park (MGNP), 2025

5. Of the 4,290 cases, a total of 3,328 were responded to, translating into a response rate of 77.6%. Elephants remain the key species of concern, with 3,039 cases, followed by hippos and buffaloes.
6. The Authority through the Compensation Verification Committee processed, verified, approved, and paid wildlife compensation claims amounting to UGX 2,175,033,027. The compensation supported affected communities in recovering from wildlife-related losses, while promoting tolerance, coexistence, and continued community support for conservation efforts.
7. Management of invasive, problematic native and exotic plant species was scaled up across 22 protected areas. Over the FY under review, a sizable 5,859.74 ha of land degraded by invasive plant species was restored, making it habitable for wildlife species.
8. UWA undertook translocation of 90 animals (50 zebras, 27 Uganda kobs, 5 female topi, and 8 Southern White Rhinos) to AJAI, Kidepo Valley National Park, and CTC in Butambala. This intervention was intended to create a balanced ecosystem, but also promote tourism in the respective areas.



UWA team preparing to translocate a Rhino from Zziwa Rhino Sanctuary to Ajai Wildlife Reserve, Jan 2026



UWA team preparing a Rhino to be loaded on the track for translocation, Jan 2026

9. UWA carried out Conservation education through school outreach programmes, holding talk shows on radios and TVs reaching a total of 760,000 individuals.
10. Enhanced Nature-based product through development of River Mubuku Adventure Tourism Product and expanding of opportunities for adventure tourism in RMNP. Additionally, tourism operations commenced at the Bugoma Primate Research Centre, offering guided nature walks and chimpanzee experiences following UWA's assumption of management of BCFR.
11. Cultural and Community-based Ecotourism as a product was also strengthened.

Conservation of cultural heritage.

1. Completed renovations at Mugaba Heritage site in Ankole and reopened for public access, positioning the historic site as a new anchor of cultural tourism in Western Uganda. Since opening, the site has on average attracted at least 100 visitors every month.
2. Effectively maintained and protected Uganda's 32 Heritage sites, including the 18 sites in Luweero triangle, Wadelai, Fort Patiko, Nyero Rock Paintings, Barlonyo Massacre Memorial site, Mugaba Palace Heritage site, Kapiro rock art site, Kokoro rock art site, Bigo Byamugenyi, Dolwe Island, Mukongoro rock art site, Kibiro salt producing village, Fort Luba-Thruston and Mutanda Caves.
3. Scaled up regional heritage conservation education outreaches, mainly to increase public knowledge and awareness. Among the targeted were Schools (4 secondary, 6 primary schools, 1 deaf/blind (PWD) learners' school) in Central, Teso and West Nile regions, where 9,093 (4750 boys and 4225 girls) learners and 343 teachers were equipped with knowledge of Uganda's cultural heritage.
4. Completed the documentation of two (2) Audio Visual recordings of Elly Wamala and other musicians in the records of Tom Tom of 1950s in conjunction with Makerere University. The same was premiered or exhibited at the 10th edition of Pearl of Africa Tourism Expo (POATE 2026).



H.E. Gen. Yoweri Kaguta Museveni opens the 2026 Pearl of Africa Tourism Expo held at Speke Resort Convention Centre, Munyonyo, May 2026

5. Continuously maintained four (4) museums-galleries and artifacts, including curation, repairs, security, cleaning, and payment of utilities (Uganda National Museum, Kabale, Moroto and Soroti).
6. Uganda's cultural heritage agenda promoted at four (4) International conferences/workshops including: UNESCO world heritage meeting in Paris; International Nomination of rock art sites meeting in South Africa; a workshop on nomination of Geo sites in Kenya) and the 43rd Session of the UNESCO World Heritage Committee in Baku Azerbaijan.
7. In an effort to promote heritage conservation, an exhibition to showcase photographic images of the returned artefacts was held at Nommo Gallery from 3rd to 27th October 2025 (<https://share.google/TSB-VGGwjFk3gOdwtj>). This was achieved in partnership with the Goethe Germany cultural institute and the

Alliance Franchise, with online workshops held with different curators and scholars from Kenya, Namibia, Makerere University, Kyambogo University, France, Germany, and the Uganda Museum. In collaboration with the University of Zurich, Switzerland, and other Ugandan partners like Makerere University, the Ugandan Museum exhibited traditional medicine in a transition mobile museum that traversed all regions of Uganda in three months.

8. Completed the submission of two nomination dossiers for Kibiro Salt-Producing Village and Geometrical Rock Art sites (in the Lake Victoria region) to the UNESCO World Heritage Centre.
9. International Museum Day (IMD) was celebrated on 18th May 2026 in Jinja City to raise global awareness of museums as vital spaces for cultural exchange, mutual understanding, and peace. This brought together all cultural heritage stakeholders in one venue to celebrate the importance of museums.
10. Stakeholders in tangible cultural heritage with emphasis on built heritage came together to celebrate the Africa World Heritage Day at Fairway Hotel in Kampala. This celebration was held to raise global awareness of the continent's rich cultural and natural treasures and to mobilize urgent protection for sites facing modern threats in the context of Uganda.

Product Development

Significant progress has been recorded across key tourism development sites.

1. The Rwenzori Mountains Mountaineering has surpassed its annual infrastructure target, achieving 57% progress against a planned 55%. Key milestones include the construction of 13,293 meters of boardwalks and 3,298 meters of climbing ladders to improve trail safety and accessibility; the establishment of two VIP resting shelters at Nyabitaba Camp and four tourist resting and rescue shelters at Mahoma, Omumadala, Bigo, and Kayijongo; the addition of 15 rooms with capacity for 76 tourists at Nyabitaba and Elena Camps; and the training of 541 mountaineering service providers to strengthen local service delivery. Together, these achievements reflect steady progress toward a safer, more accessible, and better-equipped Rwenzori mountaineering experience.



Climbing Ladders and Boardwalks in Rwenzori Mountains, 2026

2. Construction of the Source of the Nile modern pier reached 70%, surpassing the annual target of 30%. Some of the completed facilities include: sanitary and restaurant facilities, reception area, and observatory deck



Source of the Nile Pier under Construction, 70% level of completion.

3. Strengthened protection and management of Lake Mburo Conservation Area by establishing four (04) blocks of ranger outposts, four (04) blocks of kitchens, four (04) blocks of latrines, and installation of solar lights and water harvesting tanks.
4. Establishment of Karamoja Regional Museum in Moroto district (Moroto/Karamoja) is nearing completion, at 90% construction progress and is expected to be opened in October/November 2026. The Museum has been designed to preserve, document, and showcase the rich cultural heritage of the Karamojong people. Valuable items of cultural significance to be displayed at the site will include; traditional tools, cultural artefacts, fossils, and curated displays highlighting key aspects of Karamojong life, such as cattle keeping traditions and warrior heritage.



Karamoja Regional Museum in Moroto District under construction, 90% complete (June 2026)



Mugaba Heritage Site in Mbarara, with a fully equipped Museum (RH), opened in March 2026

5. Modernization/renovation of the National Museum progressed well during the financial year, at 80% level of construction. Full completion and opening is expected in FY 2026/27.



Source of the Nile Pier under Construction, 70% level of completion.

Programme Objective 4: Develop skilled personnel along the tourism value chain

Programme Interventions

4.1: Address skills and capacity gaps in the tourism and hospitality industry

4.2: Strengthen the capacity of UHTTI and UWRTI

Table: 24 Performance against output targets

#	OUTPUTS/ACTIONS	INDICATORS	TARGET FY25/26	ACTUAL PERFORMANCE. FY25/26	RATING	REMARKS
Strategic Intervention 4.1: Address skills and capacity gaps in the tourism and hospitality industry						
1	Tourism in-service personnel trained	No of tourism in-service personnel trained.	1,290	1,401	Achieved	Training covered; effective destination marketing, relevant skills targeting cooking, guiding, rescue and safety, client/visitor handling-customer care.
2	Apprenticeship programmes conducted	No. of apprentices enrolled	400	671	Achieved	Of the 671, 276 Male, 389 Female
3		No. of apprentices completing the trainings	180	450	Achieved	Of the 450 apprentices, 188 male, 262 female.
Strategic Intervention 4.2: Strengthen the capacity of UHTTI and UWRTI						
4	Training and research infrastructure developed at UHTTI (Application Hotel, ICT infrastructure, Classrooms, Labs, Demonstration Kitchen)	Level of development of training and Research infrastructure at UHTTI (cumulative) (percentage)	55	59	Achieved	• Completed application hotel, a multipurpose hall, administration and classroom (17) block.
5	Students trained at UHTTI	Proportion of students graduating	95	96	Achieved	• A sizable number of 366 students graduated out of the 373. Out of this, 124 were male, and 249 were female.
6	Capacity of UHTTI staff enhanced	No. of UHTTI staff trained	30	77	Achieved	• Staff trained in skills of andragogy and pedagogy, value for money audit and audit risk, and certified hospitality trainers.
7	International recognition of UHTTI obtained	No. of international certifications attained (Cumm)	1	3	Achieved	• EUHOFA international, • ECHRIE, • AHLEI
8	Training and research infrastructure developed at UWRTI (ICT infrastructure, Classrooms, Labs, tools and equipment	Level of development of training and Research infrastructure at UWRTI (cumulative) (percentage)	55	60	Achieved	• ICT infrastructure, Classrooms, Labs, tools, equipment and administration block are in place.
9	Capacity in Wildlife Research Strengthened	No. of applied wildlife research studies conducted (cumulative)	2	6	Achieved	• Specific areas studied: • Threats and Opportunities to Connectivity and ecological linkage of Elephants and Lions in QENP. • Research on Climate change Environmental degradation caused by water hyacinth • Human-Wildlife Coexistence. • D.cinerea management interventions on soil properties • Sustainable, clean energy source from invasive plant species .
10	Students trained at UWRTI	Proportion of Students graduating (percentage)	94	97	Achieved	Out of 130 students 126 students graduated making 97% performance
11	International recognition of UWRTI obtained	No. of international certification attained (cumulative)	1	2	Achieved	2 MoUs have been signed with Kent State University-USA and African Wildlife College Mweka Tanzania specialized in Wildlife Research and training

During the Financial Year 2025/26, the following key performance highlights were realised;

1. Successfully held the 16th graduation for the Hotel and Tourism Training College (HTTC) in Jinja. A total of 366 students graduated, of whom 83 were apprentices and 283 were conventional students.



HTTC students during practicals, 2026

2. Held the UWRTC 13th graduation ceremony, which saw 126 students graduate in various disciplines (Diploma and Certificate). Out of the 126, 59 percent (74) were males, while 41 percent (52) were females. Graduation at diploma level dominated at 61 percent, while Certificate courses were recorded at 39 percent.
3. Enhanced the skills of 686 learners through an industrial training programme. A total of 450 apprentices and 236 conventional students on the certificate program were placed on industrial training across various Hotels and Hospitality establishments.
4. Scaled up enrollment and admission of students at the college. A total of 520 students were enrolled and admitted to the apprenticeship program during FY2025/2026. The apprenticeship programme is jointly supported by the government through MTWA (250), ISSD (200), and UHOA (70).
5. Successfully undertook an assessment of 746 students (HTTC - 400, UWRTC - 346), through which UVTAB exams were effectively administered to both Diploma and Certificate intakes of 2025.
6. Strengthened collaborations of industry skills development colleges with local and international sister institutions. Collaboration agreements through various memoranda were signed with: (1) Jinja Cultural Research Centre to enhance the research component, (2) Boma International Hospitality College (BIHC) in Kenya to upskill learners in hotel management, and (3) the University of South Africa to upskill instructors. Through these collaborations, five (5) students were selected to undergo a 1-year internship (Hotel Management) in Kenya. Participation in the "Ladha za Afrika" competition at BIHC saw HTTC's Mr. Paul Terran Lugobe and Ms. Brenda Alanyo win awards for best design and silver in the culinary trade.
7. A peer-reviewed and published article on Land Suitability Mapping of the Most Illegally Harvested Plant Species. Article DOI: <https://doi.org/10.37284/eajenr.9.2.5017>, using a GIS-based model. An Abstract was also presented and published in the National Biodiversity and Conservation Research Symposium held at Kampala Nile Resort
8. Completed a research study on Climate change highlighting vulnerabilities of communities within protected areas. Study results indicated ecological changes within existing natural resources including a

decline in wildlife habitat at (13.2%) and disappearance of some plant species at (10.6%) among others. In relation to the National Determined Contributions for climate change, the target within the outcome on, “A transformed green and resilient Tourism sector” has been achieved as per the targets for 2025.

9. Skilled over 541 mountaineering service providers (porters, chefs/cooks, guides, and guards) in the Rwenzori Sub-region. Trainees were certified in mountaineering guiding (including rock climbing), nature interpretation, tourist handling, personal financial management, summitting, and tourism promotion. This will improve the security and safety of visitors while in the Mountain, but also enhance their tourism experience.



New structures at Uganda Wildlife Research and Training college, 2026



Newly Constructed Admin - Classroom Blocks for HTTC in Jinja, 2026

Programme Objective 5: Strengthen coordination, legal, and institutional framework of the tourism industry

Programme Interventions

5.1: Enhance institutional capacity, policy, and regulatory framework:

5.2: Enforce standards for tourism products and services

5.3: Sustain security and safety of tourists and tourist attractions

Table: 25 Performance against output targets

#	OUTPUTS/ACTIONS	INDICATORS	TARGET FY25/26	ACTUAL PERFORMANCE FY25/26	RATING	REMARKS
Strategic Intervention 5.1: Enhance institutional capacity, policy, and regulatory framework						
1	Policies, standards and regulations developed for the management and utilization of tourism, natural and cultural heritage resources.	No. of Policies, standards and regulations developed	3	8	Achieved	Uganda Tourism policy, Uganda Wildlife (Ranching) Regulations, Uganda Wildlife (fishing villages) regulations
2	Institutional management and support services provided	No of Tourism MDAs with unqualified Annual Audit reports	5	5	Achieved	MTWA, UWA, UTB, HTTC, and UWRTC complied to Audit requirements during the FY
3	The Tourism Development Programme Working Group (PWG) operationalised	No. Tourism Development Programme Working Group engagements held	8	7	Moderately Achieved	Meetings covered stakeholders budget consultations, quarterly performance reviews, product development, and tourism investment needs for the sector.
4	LGs supported to profile, develop and promote tourism	No. of tourist sites/attractions profiled by LGs	30	0	Not Achieved	FY2025/26 focused on finalizing guidelines and sites profiling checklist
5	Tourism Performance studies commissioned and completed	No. of Tourism performance surveys and studies conducted	5	7	Achieved	2 Tourist Expenditure & Motivation Surveys 2 Accommodation surveys - Enrollment and graduation in tourism related courses. - National Parks improvement survey - Tourism Information Management System survey
6		Number of Private Sector Associations with strategic plans	1	1	Achieved	AUTO was supported to complete its strategic plan.
Strategic Intervention 5.2: Enforce standards for tourism products and services						
7	Wildlife protected areas, use rights licences, and tourism or wildlife training institutions inspected	No. of Wildlife protected areas inspected	22	22	Achieved	10 national parks, 12 wildlife reserves inspected.
8		No. of tourism training institutions inspected	20	10	Not Achieved	Inspection put on hold; waiting for guidance from MoES following enactment of the new TVET law.
9		No. of wildlife training institutions inspected	4	1	Not Achieved	Inspected UWRTC, supervision and oversight for others planned in subsequent years.
10		No. of Wildlife use rights licensees inspected	44	46	Achieved	Licence holders for utilizing wildlife as permitted under section 35 of the Uganda Wildlife Act Cap 315.
11	Strengthened capacity for quality assurance of tourism service standards	No. of Tour guides licensed	500	134	Not Achieved	- Issuance of Tourist Guide licenses was temporarily suspended during the year, pending the - Completion of the DIT and UBTEB merger, which is required to facilitate the assessment of tourist guides, a prerequisite for license issuance

#	OUTPUTS/ACTIONS	INDICATORS	TARGET FY25/26	ACTUAL PERFORMANCE FY25/26	RATING	REMARKS
12		No. of accommodation facilities graded	40	27	Not Achieved	The target was partially achieved (27 of 40 accommodation facilities graded) due to the prioritisation of
						the multisectoral assessment mission in Hoima and Masindi to support AFCON 2027 destination preparedness. The mission involved expedited assessment of regional accommodation facilities, identification of hotels suitable for redevelopment financing, and promotion of compliance with EAC classification standards, which required redeployment of assessment resources from the planned grading activities.
13		No. of Tour and Travel companies licensed	300	899	Achieved	Collaboration with Local Government officers, including KCCA public health inspectors and the Tourism Police, enabled the quality assurance team to extend its coverage and reach a larger number of facilities and businesses
14		No. of accommodation and restaurant facilities inspected	900	556	Not Achieved	During the year, enforcement of tourism standards and regulations activities in the West Nile and Albertine regions were temporarily suspended due to anticipated security risks associated with the 2026 Presidential elections
15		No. of accommodation and restaurant facilities licensed	700	563	Not Achieved	Additional time was required for accommodation facilities pursuing tourism operating licences to address outstanding licensing preconditions and adequately prepare for the next licensing assessment exercise
16		No. of Tour and Travel companies inspected	882	686	Not Achieved	During the year, enforcement of tourism standards and regulations activities in the West Nile and Albertine regions were temporarily suspended due to anticipated security risks associated with the 2026 Presidential elections
Strategic Intervention 5.3: Sustain security and safety of tourists and tourist attractions						
17	Health concerns of tourists managed	No. of tourist health emergency response teams created (cumulative)	1	0	Not Achieved	Not implemented due to inadequate budgets.
18	Safety and security of tourists enhanced.	No. of special tourism police desks established	1	0	Not Achieved	Not implemented due to inadequate budgets.
19		No. of security patrols conducted in and around Wildlife Protected Areas	25,383	25,621	Achieved	Joint routine patrols conducted by UWA ranger force, tourism police and UPDF.

During the financial year 2025/26, the following key performance highlights were realised;

1. Completed drafting, sought approval, and launched the Uganda National Tourism Policy 2025 on November 26, 2025. The Policy provides a roadmap for sustainable tourism growth and economic transformation.
2. Developed Key sector regulations including the Uganda Wildlife (Tourism and Recreation) Regulations, Uganda Wildlife (Community Wildlife Committee) Regulations, Uganda Wildlife (Pets or Ornaments) Regulations, Uganda Wildlife Community Access Regulations, Uganda Wildlife (Ranching) Regulations, Uganda Wildlife (Fishing Villages) Regulations and Regulations for fourteen specific National Parks and Wildlife Reserves. Such regulations and guidelines establish rules and standards for any form of operations likely to influence the sector.
3. The Ministry and its Agencies (UWA, UTB, HTTC, and UWRTC) finalized and launched their strategic plan documents for the period 2025-2030. The key planning documents are well aligned with the Country's vision 2040, the 10-fold growth strategy, and the Fourth National Development Plan.
4. The Ministry and its agencies finalized and launched both the Client Charter (CC) and Service Delivery Standards (SDS), which are instrumental documents that define the quality of services for which the public should expect.
5. The Ministry initiated the process of upgrading the conservation status of various Protected areas including; upgrade of Katonga and Tooro Semliki Wildlife Reserves to National Park status; annexation of Kigezi and Kyambura Wildlife Reserves to Queen Elizabeth National Park to form a single ecological landscape; upgrading of Ecuya Central Forest Reserve to National Park status; and designation of Bukaleba Central Forest Reserve as a Wildlife Reserve.
6. During FY 2025/26 Bugoma Central Forest Reserve was transferred from National Forest Authority to Uganda Wildlife Authority (UWA) for effective management. The action reaffirms the government's commitment to restoring and protecting the Forest Reserve from degradation.
7. Finalized and disseminated the Guidelines for Development and Operation of Tourist Facilities in Protected Areas, providing standardized guidance for tourism investment and concession management.
8. Finalized and launched the State of Wildlife Resources Report 2026, marking a significant milestone in strengthening evidence-based wildlife management. The report provides a comprehensive assessment of the status and trends of Uganda's wildlife resources and identifies key conservation achievements, emerging challenges and management priorities to guide policy, planning and investment. The report can be accessed via; State of Wildlife Resources in Uganda 2026
9. Scaled up private investment promotion and management of concessions across PAs. During the FY, concessions of two major tourism facilities were renewed while five concession agreements were reviewed. Additionally, revenue collection strategies were enhanced during the FY, through which a significant revenue amounting to UGX 6.4 billion was collected against an annual target of UGX 5 billion.
10. Uganda Wildlife Authority recruited a total of 1,417 of which 1,363 were rangers who are currently undergoing paramilitary training at the UWA training facility in Lugaya Murchison Falls National Park. This is beneficial in equipping rangers with modern skills to counter wildlife threatening challenges such as poaching, land encroachment, etc.
11. The Authority prioritized investments in law enforcement, ranger welfare, intelligence-led operations, investigation and prosecution of wildlife offenders, equipment acquisition, and inter-agency collaboration and enhancement of the community conservation program. In addition UWA advanced the application of modern conservation technologies, including systems like Spatial Monitoring and Reporting Tool (SMART) in all PAs and EarthRanger at UWA Headquarters, MFNP, QENP and PUWR along with 18 Unmanned Aerial Vehicles (UAVs)/drones. The integration of these technologies enabled real-time data capture and improved coordination, situational awareness, and responsiveness in law enforcement operations.
12. Scaled up registration of tourism businesses to reach 1,142 against a target of 700 during the FY under review. These included; 567 tour and travel companies, 497 accommodation facilities and 78 tourist guides
13. Licensed a total of 1,596 tourism businesses comprising Tour and Travel companies, Tour guides and accommodation facilities against a year target of 1,500. Licensing of tour and travel companies was largely supported by digital service delivery, collaborative enforcement and strategic partnerships.

14. Inspected 1,242 tourism businesses, comprising tour and travel companies, accommodation and restaurant facilities, against an annual target of 1,782. Of these, 537 were accommodation and restaurant facilities in Kampala and Wakiso.
15. Conducted regulatory enforcement drives across 10 policing regions and 33 districts, identifying 1,018 illegally operating tourism businesses and supporting compliance with tourism regulatory requirements of registration, licensing and minimum tourism service standards.
16. Scaled up grading of accommodation facilities, for which 27 were successfully graded in Kampala, Wakiso, Jinja and Kayunga over the FY2025/26. This has increased the number of graded facilities to 125 up from 98 in FY2024/25. Additionally, 131 facilities across the country have been inventoried in preparation for the grading and classification before AFCON 2027.
17. Reinforced inspection of 45 Wildlife Use Rights holders across the country including, CTC (Butambala), Al Emarat and Camp Crocs (Mpigi), Source of the Nile Zoo (Jinja), CW Mbale Zoo (Mbale), Proposed UWEC Mbale Zoo (Mbale), Sport Hunting in Pian-Upe Wildlife Reserve (Napak) and Karenga CWA, General Guti Ostrich Farm (Napak), Aswa-Lolim, Pian-Upe and Karenga CWA, Proposed WUR in Nwoya (Global traders), Ziwa Rhino Sanctuary, Proposed private zoos in Mubende and Hoima, Rwekyapa Zoo in Mubende, Cudwell Prunus Africana stock in Kyegegwa, Ankole Demonstration Zoo and another Mini-Zoo in Mbarara
18. During FY 2025/26, strengthened coordination between the programme and the Ministry of Finance (MoFPED) resulted in enhanced budgets for Local governments. The initial UGX 1.9bn given to 176 LGS (including Municipalities and Cities) was enhanced with an additional UGX9.5bn, specifically to benefit 22 local governments for tourism development.
19. Scaled up tourism decentralization efforts through the development of 6 Toolkits and guidebooks. This will streamline the utilisation of conditional grants which were finalised and disseminated to 176 LGs, including municipalities and cities, over FY2025/26.

5. PROGRESS IN THE IMPLEMENTATION OF RECOMMENDATIONS

5.1. OVERALL PROGRESS IN IMPLEMENTING ANNUAL PERFORMANCE REVIEW RECOMMENDATIONS 2026.

A total of 21 issues were raised during the 3rd Annual Programme performance review conference that was held in September 2025. These issues as well as the recommended actions were shared with the responsible implementors or actors.

This section provides the details on the actions taken to address each of the issues under the respective Key Results Area and the status is summarized in Table 22 below.

Table: 26 Performance in Implementing Recommendations of the 3rd Annual TDP Review (Sept 2025)

#	KEY RESULTS AREA	NO OF ISSUES WITH ACTION TAKEN	NO OF ISSUES WITHOUT ANY ACTIONS TAKEN	TOTAL NO OF ISSUES
1	Domestic and inbound tourism promotion	4	0	4
2	Tourism infrastructure	4	0	4
3	Tourism product conservation, development, and diversification	5	0	5
4	Skills development	1	0	1
5	Tourism regulation and coordination	7	0	7
	Overall	21	0	21

During the year, actions were taken on all the 21 issues. However, the implementation of recommendations has to continue for the issues to be fully addressed.

Section 5.2 below provides highlights on actions under each Key Results Areas.

5.2. DETAILED PROGRESS ON IMPLEMENTATION OF 2025 ANNUAL PERFORMANCE REVIEW RECOMMENDATIONS

This section highlights all the follow-up actions from the Performance Review Conference that was held in September 2025. It presents the action taken and progress made in addressing each of the issues identified and the recommendations across the five Key Results Areas of Marketing and Promotion; Infrastructure; Product Development and Conservation; Regulation and Skills Development. The outstanding gaps that still need attention are reflected therein.

Table: 27 Key results area: domestic and inbound tourism promotion

#	ISSUE	RECOMMENDATION BY STAKEHOLDERS	RESPONSIBILITY/ LEAD PARTY	DETAILED PROGRESS	REMARKS
1	Unscrupulous tour operators who bring a bad name to Uganda and the Tourism Industry.	Put in place measures to address the issue of unscrupulous tour operators.	UTB	• UTB, in collaboration with the Joint Security and Tourism Committee, has put in place mechanisms to receive cases of malpractices. Among other responsibilities, the Committee facilitates follow-up with relevant authorities. • In addition, UTB undertakes; • Public sensitization through print and broadcast media to encourage travelers to use only licensed tour operators and travel agents. • Periodic enforcement operations to identify and address unlicensed operators.	Action Taken
				• Collaborates with tourism associations to identify individuals engaged in fraudulent activities and unlicensed tourism operations and facilitate their referral to the relevant authorities for appropriate action. • Engagements are also ongoing with IATA(International Air Transport Association), select banks, and online booking platforms, including Expedia and Safari bookings, to promote the use of licensed local tour operators.	

#	ISSUE	RECOMMENDATION BY STAKEHOLDERS	RESPONSIBILITY/ LEAD PARTY	DETAILED PROGRESS	REMARKS
2	Negative travel advisories combined with fragmented communication framework	Put in place measures to address negative travel advisories	UTB	• UTB has continuously engaged the Ministry of Foreign Affairs and diplomatic missions accredited to Uganda to promote accurate and balanced information about the destination and support efforts to address concerns underlying negative travel advisories. • The Government established a National Strategic Communication Committee (NSCC) which coordinates and centralizes government communications including matters of emergencies to promote a more accurate and unified national image. MTWA and UTB participate to support timely, consistent, and accurate communication on tourism-related matters.	Action Taken
3	Underutilized sports sector for tourism	Branding and marketing the sports products. Identify and bid for international sports events.	UTB	• UTB is promoting home-grown sports events such as the Rwenzori Marathon, as tourism products to evolve them into globally recognized events for inbound traffic. • UTB is also working with the National Council for Sports, sports associations such as the Uganda Rugby Union and the Ministry of Education and Sports to attract and bid for international sporting events. • Engagements with international sports organizations, including NBA Africa, are also ongoing to attract high-profile events to Uganda.	Action Taken
4	Need of a robust marketing approach in marketing Uganda's unique endowments covering the destinations beyond our borders.	Take a policy approach by ensuring every Ugandan exiting the Country would take along themselves with branding materials. Undertaking intentional approach to market the Country through international media platforms like CNN, Aljazeera for enhanced Visibility.	UTB	• UTB provides promotional materials to stakeholders travelling abroad and is pursuing decentralized production of Explore Uganda merchandise to expand access and reduce costs. • -The social media platforms are being leveraged. • -UTB developed and is running a targeted CNN campaign, including the current six-month "George the Poet" campaign on CNN in North American and European markets.	Action Taken

Table: 28 Key results area: tourism infrastructure

#	ISSUE	RECOMMENDATION BY STAKEHOLDERS	RESPONSIBILITY/ LEAD PARTY	DETAILED PROGRESS	REMARKS
1	Poor Internet connectivity in key tourism sites, limiting communication flow and sharing of travel experiences	Increase internet connectivity within tourism zones	MTWA	GOU has given a five-year operational license to Starlink to provide internet services. This is a big step towards increasing internet access to various tourism zones. In addition, UWA has been engaging the network service providers to expand network coverage in wildlife protected areas.	
				Out of these engagements, the service providers have committed to establishing masts in protected areas starting with Murchison falls Conservation Area. Besides, UWA has extended internet to all gate in Protected Areas.	
2	Mityana-Mubende-Fort Portal road is a serious impediment to tourism growth in particularly Rwenzori sub-region	Cabinet directed Ministers-MoWT and MoFPED to expedite construction of the same road and ensure its complete in the shortest time possible.	MoW&T	Rehabilitation of Mityana-Mubende Road (86km) & Mityana Town Roads (14Km) are progressing with the physical progress currently at 42%	

#	ISSUE	RECOMMENDATION BY STAKEHOLDERS	RESPONSIBILITY/ LEAD PARTY	DETAILED PROGRESS	REMARKS
3	Inadequate accommodation facilities in key tourism zones e.g around Hoima City as the country nears Hosting the AFCON 2027	Undertake measures to attract private sector investments in accommodation in key tourism, zones.	MTWA	- The Government is implementing a program of Patient Capital Financing for potential investors for the development of modern hotel facility in the vicinity of Kabalega International Airport. - Uganda is scheduled to host its first Future Hospitality Summit Africa in February 2027, providing a platform to attract major international hotel and accommodation brands to invest in the country. The Summit will showcase investment-ready hospitality projects across Uganda, supported by information on investment opportunities, suitable locations, and applicable incentives. - UTB is collaborating with the Uganda Investment Authority (UIA), the Uganda Wildlife Authority (UWA), the private sector, and other relevant stakeholders to facilitate investment promotion and encourage the development of accommodation facilities in priority tourism destinations, including areas supporting AFCON 2027 preparedness.	
4	Poor connectivity in air transport. There are few direct flights to tourist source markets	Engage and increase the number of direct flight routes to tourist source markets.	Uganda Airlines MoW&T UCAA UTB	- Uganda Airlines operated 17 routes (London, Dubai, Mumbai, Nairobi, Juba, Lusaka, Harare, Johannesburg, Dar es Salam, Mombasa, Bujumbura, Zanzibar, Mogadishu, Kigali, Kilimanjaro, Lagos and Accra). - The Uganda Airlines maintained operation of the six owned aircrafts and one leased aircraft. The Proposal Business Offer (PBO) Agreement for the acquisition of 8 new aircraft was signed on 10th June 2026. - Uganda Airlines has a strong 25.3% market share in terms of passenger traffic at Entebbe International Airport. - In terms of Air transport infrastructure, - Government has completed 98% of physical works for Kabalega International Airport (KIA) and commenced the activities for its operationalization.	
				- Entebbe Airport rehabilitation phase 1 works completed. - Completed the upgrade to bitumen standard of Jinja airport runway. - Resourced the runway at Kisoro airport and works are ongoing for the construction of the terminal building. - Kidepo International Airport is under development by a private investor. - UCCA has continued to Maintain the twelve (12) out of thirteen (13) regional airports (Aerodromes) including; Arua, Gulu, Pakuba, Lira, Kidepo, Moroto, Soroti, Tororo, Jinja, Mbarara, Kasese, and Kisoro.	

Table: 29 Key results area: tourism product conservation, development, and diversification

#	ISSUE	RECOMMENDATION BY STAKEHOLDERS	RESPONSIBILITY/ LEAD PARTY	DETAILED PROGRESS	REMARKS
1	Community Museums are struggling yet they have great potential and increase community participation in tourism	Build capacity and support community tourism across the country	MTWA	- Regulations of museums under the Museum and Monuments Act were finalized now awaiting the approval from the Attorney General. The Regulations will facilitate the operationalization of the Ministry's capacity building programs for community museums. - MTWA has undertaken inspection and monitoring of community museums to prepare for their registration and capacity building.	Action Taken
2	Climate change is causing a huge effect on wildlife ecosystems.	Design and implement resilience mechanisms to respond to climate change and other risks/ threats on Tourism and Wildlife	UWA/MTWA	- This is a global problem affecting many countries. The Ministry undertook a study called Tourism Programme Climate Risk and Vulnerability Assessment. The study assessed the effects of climate change to Wildlife. The final report is being analysed for implementation to address the effects. - UWA is implementing climate change adaptation and mitigation measures in protected areas through habitat restoration, invasive species management, tree planting and wildfire management. Invasive and problematic species have been removed from approximately 5,859.74 hectares, while tree planting, fire-line maintenance, prescribed burning and wildfire suppression are being undertaken across several protected areas.	Action Taken
				- To improve water security for communities and wildlife, UWA has provided 5,000-litre rainwater-harvesting tanks to communities around several protected areas and excavated wildlife water dams in Kidepo Valley Conservation Area and Lake Mburo National Park. - UWA also promotes climate-compatible livelihoods and energy-efficient technologies, including energy-saving stoves, apiary farming and tea growing around selected protected areas. In addition, climate and ecological monitoring of rainfall, water quality, wildlife movements and ecosystem conditions supports informed climate adaptation and protected-area management. - UWA contributes to reducing greenhouse gas emissions through forest restoration, community conservation, climate-smart livelihoods and sustainable tourism. Through initiatives such as the FACE the Future Project in Kibale and Mount Elgon, UWA restores degraded areas by planting indigenous trees and supports communities around eleven protected areas to adopt agroforestry, sustainable livelihoods and energy-saving practices. These interventions reduce pressure on forests, enhance carbon sequestration and ecosystem resilience, and improve community livelihoods.	

#	ISSUE	RECOMMENDATION BY STAKEHOLDERS	RESPONSIBILITY/ LEAD PARTY	DETAILED PROGRESS	REMARKS
3	Declining population of lions largely due to snares and retaliatory killings.	Enhance measures to protect the lions. Put a more attractive rewarding mechanisms for the lion-protection interventions.	UWA	- Interventions to protect the habitat for lions and other carnivores have been undertaken. This includes strict law enforcement, electric fencing, community sensitization and control of invasive plant populations. - Developed a National Action Plan for the Conservation of Large Carnivores in Uganda 2024-2034 and a National Task Force of experts and practitioners was appointed to lead the Implementation of the Action Plan. - Additionally, UWA signed a collaborative management partnership with Wildlife Conservation Society for the breeding and restoration of lions in Ishasha sector in QENP. - A genetic analysis of lions was conducted to provide guidance for the Kidepo lion population recovery programme.	Action Taken
4	Persistent Poaching remains a major challenge within PAs with high number of youths as victims	There is need to engage the youth to stop them from engaging in poaching and other illegal activities	UWA	- Poaching remains a major human threat to Wildlife Conservation efforts. However, the problem has been declining with increased law enforcement and community sensitization programmes conducted by UWA. - UWA also provides direct community support through its livelihood projects for those living around protected areas. The projects target skilling of the youths to engage in alternative employment opportunities through UWA's Resource-Access Programmes, Communities sign Memoranda of Understanding with UWA to have controlled access to particular resources of interest in selected protected areas. - UWA vigorously prosecutes poachers who commit offences.	Action Taken
5	Limited support from the public towards heritage conservation	Increase community conservation and awareness. Partner with Ministry of Education to incorporate tourism and conservation in the education curriculum	MTWA UWA	- Community Conservancies have been popularized (around Kidepo and L.Mburo National Parks) where three community conservancies are under development. - UWA also provides direct community support through its livelihood projects, Revenue Sharing and Resource access programs as well as Conservation Education outreaches.	Action Taken

Table: 30 Key results area: skills development

#	ISSUE	RECOMMENDATION BY STAKEHOLDERS	RESPONSIBILITY/ LEAD PARTY	DETAILED PROGRESS	REMARKS
1	Focus has been put on attracting potential visitors from non-English speaking counties from overseas, yet local industry players are faced with a limitation in language diversity.	Need for capacity building for multi-lingual service providers in tourism service value chain	UTA, HTTC, UTB, MTWA	- HTTC teaches French, German, and Kiswahili to all students. Students are trained and examined in these languages. - Language Training is offered at secondary and post-secondary level in several training institutions. - Tourism Training Institutions to include languages in the curriculum, and further offer language services beyond the classroom to students. Target languages are for the target source markets.	Action Taken

Table: 31 Key results area: tourism regulation and coordination

#	ISSUE	RECOMMENDATION BY STAKEHOLDERS	RESPONSIBILITY/ LEAD PARTY	DETAILED PROGRESS	REMARKS
1	The tourism legal regime has gaps and has affected the performance of Uganda's tourism. The review of the Tourism Act (2008) has dragged.	Fast-track the review of the Tourism Act, 2008 and take consideration of the emerging issues. Provide the appropriate regulations for the tourism industry.	MTWA	The Principles of the Uganda Tourism (amendment) Bill 2025 were approved by Cabinet in October 2025 and the drafting instructions were given to the first Parliamentary Counsel to Draft the Amendment. The first Parliamentary Counsel has held technical meetings with key Stakeholders and the draft Bill has been presented to MDAs and private sector. Regional consultative meetings were held in Fort Portal, Hoima, Gulu, Kitugum and Kalangala. A second draft is awaited.	Action Taken
2	Limited access to affordable financing for private sector investment in tourism.	Improve access to affordable finance by ensuring the availability of credit facilities that are structured in a manner that is friendly to benefit tourism investments.	MTWA, UTA	- GOU has provided avenues for affordance financing under UDB. - Focus is on developing policies and mechanisms to improve access to affordable financing with reasonable repayment period, interest rates and flexible collaterals.	Action Taken
3	Slow adoption of emerging technology such as application of ICT tools (AI, e-booking, e-receipting, etc) to improve tourism performance	Scale up adoption and usage of new or emerging technologies to safeguard wildlife resources, improve visitor experience and tourism services across the industry.	UTA, MTWA, UWA, UTB, HTTC, UWRTC.	MTWA has embedded modern, visitor-friendly tools across its online platforms. The centerpiece is "Pearl", the Ministry's artificial-intelligence assistant, available on every page of the website, answers visitors' questions instantly at any hour using only official Ministry information and directs users to the exact source for verification. Pearl also supports spoken questions and an AI-assisted trip planner that helps visitors build itineraries using official destinations, permits and fees.	Action Taken
				- UWA successfully implemented a Booking and Revenue Collection System (BARCS) across all protected areas serving as the central platform for visitor reservations and booking, permit issuance, and revenue collection. - The BARCS provides for an online self-service module where tour operators and other clients can now complete the full booking, payment, and permit issuance process digitally without visiting UWA offices. - The BARCS further supports real-time validation and payment notification following the bank branch integration with Stanbic and Absa banks, which allows automatic reconciliation within BARCS and Microsoft Business Dynamics and UWA's main accounting system.	
4	Ministry websites are not timely updated to provide reliable data to inform decisions	Utilise websites as a daily source of information for stakeholders and tourists. Make them a No. 1 source of information that clients think about.	MTWA	The Ministry has significantly strengthened both the timeliness and the breadth of information available on its website. A new portal has been redesigned and launched as a single, always-current gateway to official information, bringing together the latest news and press releases, ministerial statements, the full publications library.	Action Taken

#	ISSUE	RECOMMENDATION BY STAKEHOLDERS	RESPONSIBILITY/ LEAD PARTY	DETAILED PROGRESS	REMARKS
5	Low investment of private sector in conservation.	Need to make value proposition for the private and financial sectors to invest in conservation	UWA	UWA developed an Investment and Business plan that among others, highlights and provides detailed information on the investment opportunities in Protected Areas. UWA presented to the annual concessionaires meeting, the value proposition for investment in conservation areas.	Action Taken
6	Inadequate Research and monitoring of wildlife species	Should increase investment in research and monitoring of wildlife	UWRTC	Uganda Wildlife Research and Training College (UWRTC) undertook a number of research projects including (1) mapping out wildlife corridors in Queen Elizabeth National Park which evaluated threats and opportunities to connectivity and ecological linkages; (2) Study on climate change highlighting vulnerabilities of communities within protected areas.	Action Taken
7	Limited support to LGs yet a lot is expected from them to grow tourism.	Increase resource allocations and support to LGs to improve human resources, technical capacities, infrastructure and undertake tourism development activities.	MTWA	For the financial year 2025/26 the Tourism Development Programme allocated an additional 9.5bn to 10 cities and 10 select districts for tourism product development. This is in addition to the support provided to tourism offices in terms of furniture as well as the recurrent grant to all the 176 Local Governments.	Action Taken

6. PROGRESS ON IMPLEMENTATION OF THE NRM MANIFESTO 2021-2026 TOURISM COMMITMENTS

The Programme played a pivotal role in delivering the tourism-related commitments of the National Resistance Manifesto (NRM) 2021–2026. FY2025/26 carries particular significance, as it marks the final year of this manifesto period. Assessing the Programmes' performance against these specific commitments offers stakeholders a timely and transparent account of government's efforts to champion the tourism sector - reaffirming its commitment to driving inclusive growth through strategic investment in critical sectors of the economy.

By the end of FY2025/26 (Table 32), the assessment of the Programmes' 33 tourism-related commitments revealed an overall performance of 61%. A total of 12 commitments (36%) were fully achieved, 18 (55%) remained ongoing, while 3 commitments (9%) were not implemented.

Table: 32 Manifesto 2021-2026 Implementation Score Card

TOTAL COMMITMENTS.	33	61%
Achieved	12	36%
Ongoing	18	55%
Not yet implemented	03	9%

Table: 33 Detailed Performance against each commitment.

MANIFESTO PLEDGE / COMMITMENTS	PROGRESS	RATING
Provide support to the sector to fast-track its recovery from the impacts of COVID-19 as well as adapt resilience measures for the sector's growth and sustainability.	- Undertook tourism promotional campaigns across the domestic and international markets such as: "Explore Uganda, The Pearl of Africa", "Experience Uganda", "Take on The Pearl", "Tulambule", to promote the Country's tourism offerings - Additionally, the Ministry aggressively promoted traditional annual events and festivals such as "The Pearl of Africa Tourism Expo-(POATE)", "Namugongo Marty's Day", "Imbalu Cultural Festival", and "Ekyoto Ha Mpango" that largely attracted participation of visitors from the East Africa Community Partner States - Scaled up collaborations with Uganda Development Bank (UDB) to extend more affordable credit facilities to tourism players to facilitate the sectors' recovery from Covid-19 effects. Over 1,000 tourism and hotel business owners particularly SMEs were able to access affordable credit worth UGX.112 billion (Pg 70 of UDB, Annual Report 2023). - Financial literacy training programs were made available to Small and Medium Enterprises in the tourism sector to ensure business development, innovation and sustainability. These training programs were offered under a running partnership between UTB and the Stanbic Business Incubator Limited. In total the partnership graduated 110 youth- and women-owned MSMEs in Tourism and ecotourism - The government consistently fulfilled its budget commitments to the sector amidst unprecedented economic disruptions caused by Covid-19 pandemic and its post effects. The approved budget for the Ministry and its agencies has significantly increased from UGX. 193.7 billion in FY 2019/20 to UGX. 436 billion in FY 2025/26	Achieved
Implement a national tourism marketing strategy- domestic and international- as well as building a positive and competitive image by rolling out the Pearl of Africa brand in Africa and 12 overseas markets.	- Launched, disseminated, and scaled up the implementation of the National Marketing Strategy both in domestic and international destination markets. - Launched the "Explore Uganda, The Pearl of Africa" brand identity that boosted Uganda's global visibility with brand awareness increasing to 23% in 2023 - Explore Uganda brand has been rolled out in Uganda and the East African States, South Africa, United Kingdom, Germany, Russia, Morocco, France, Australia, Belgium, the Nordic countries, Qatar, UAE, Spain, Canada and the USA. This has been done in collaboration with Uganda's Missions abroad during tourism and travel expos, road shows and prestigious award ceremonies held in these target markets. - Ran two (2) international Explore Uganda promotional campaigns in mainstream media channels in partnership with Uganda High Commission in London covering the high value market segments in the core markets of USA, Canada and the United Kingdom i.e. a television commercial on CNN and a digital campaign on Expedia	Achieved

MANIFESTO PLEDGE / COMMITMENTS	PROGRESS	RATING
	- Launched the Explore Uganda destination app in partnership with Total Energies for improved visitor access to tourism information - Developed the Explore Uganda: The Pearl of Africa brand video which won six international awards from prestigious world film festivals i.e. International Committee of Tourism Film Festivals (CIFFT) 2022 in Valencia Spain, Zagreb Tour film Festival in Serbia and Cannes Media Film Festival in France. Additionally, the brand promise got the recognition and listing of Uganda among the 23 best destinations to visit in 2023 by CNN - Established promotional partnerships with two airlines i.e. Uganda Airlines and Brussels Airlines - Branded the Uganda Consulate in Arusha, Tanzania and commenced branding of Entebbe International Airport with the “Explore Uganda, The Pearl of Africa” destination brand - Organized domestic tourism promotional campaigns to create awareness of Uganda’s tourism offerings i.e. “Take on the Pearl”, Christmas digital campaign “Explore Merry Moment”, “Explore Uganda Eastern Region”, “Safari Uganda”, “What is Uniquely Ours is Uniquely Yours” destination brand domestic campaign, etc. - Strengthened capacity of Uganda’s Missions in Spain, France, USA, United Kingdom, Germany, South Africa, Kenya, Rwanda, Tanzania and UAE in destination promotion - Trained media practitioners to counteract negative reporting and support curation of travel stories for improved destination image in the domestic and international source markets - Developed high quality tourism content (high resolution videography and photography) to promote tourism and the destination in partnership with the media, travel influencers and tourism stakeholders i.e. “Hidden Uganda”, the tourism promotional film, “Rwenzori, the Source of Life”, that was developed to promote climate change mitigation efforts for the Rwenzori region won the 2023 Gold Award at New York festival and 3rd position at the 2023 International Committee of Tourism Film Festival (CIFFT) held in Valencia, Spain in the Tourism Product category.	
Increase the stock and quality of tourism infrastructure by upgrading 1,000km of national tourism roads, development of Hoima International Airport and expansion of Entebbe International Airport as well as domestic airports such as Arua, Gulu and Kasese.	- The National tourism road network increased in the last NRM manifesto term 2021-2026 to reach 24 paved roads out of the targeted 65 roads mapped in 20213. - Hoima International Airport has been constructed to match international standards, at 97% of completion. Expected to be completed and officially opened before end of year 2026. - Entebbe International Airport (EIA) has undergone major expansion of the cargo handling and passenger terminals. Both sections are being utilised in the management travellers in and out of the Country. - Uganda Airlines has been fully operationalised and now flies to over 10 destinations, including a direct route to Gatwick- London. - Kidepo Airport is being fast tracked for development, with the contractor already deployed on the site. Other Aerodromes of Significance to Tourism such as Kisoro, Arua, Gulu and Kasese have been prioritised for development in the National Development Plan four (NDPIV)	Ongoing
Construct and rehabilitate of marine routes including 20 piers on Lake Victoria	The source of the Nile pier in Jinja is under construction and is expected to be completed in 2028. This will enhance visitor experience at the source of the Nile. The Pier at UWEC in Entebbe was finalised	Ongoing
Enhance regulation, co-ordination and management of the tourism sector to facilitate the development of accommodation and conference facilities of all types and sizes as well as leisure attractions and facilities (including, restaurants, bars and cafes).	- The Tourism and Wildlife policies have been reviewed; The Museums and Monuments Act was updated - The Uganda Wildlife (Trade) Regulations 2024 have been formulated and approved by the Minister, as well as over 8 Wildlife management regulations - Improved the level of compliance of tourism service standards to 55% from 34% in 2019 through strengthening enforcement of sector regulations. This raises our competitiveness as a tourist destination that offers international standard hospitality services - Enhanced access to registration and licensing services for tourism businesses through the development of e-registration and licensing platforms - Graded 117 accommodation facilities across the country (including Kampala, Wakiso, Mbale, Fort Portal, Masaka, Mbarara, Jinja, Kaabong, Arua, Kalangala, Kanungu and Kabale). - Strengthened government and sector capacity in enforcement of regulations and minimum standards through data system integration and annual skilling programs respectively - Fast tracked registration, Inspection and Licensing of Tour and Travel Operators. A total of 1,509 Tour and Travel Operators were registered, whereas 787 Tour and Travel Operators were Inspected and licensed in the process - Engaged the Bank of Uganda (BoU) to support the enactment of regulations necessary for the operationalization of the Tourism Development Fund	Achieved

MANIFESTO PLEDGE / COMMITMENTS	PROGRESS	RATING
Support the private sector to provide low-cost accommodation facilities in protected areas and tourism zones to increase the stock of tourist accommodation rooms by 15,000.	- Twelve (12) concessions to private investors have been awarded by UWA in various Protected areas such as Lake Mburo NP, Murchison Falls NP, and Queen Elizabeth NP to construct more accommodation facilities and manage the existing ones. As a result, a total 1,314 rooms have been established across all protected areas and are being managed by concessioners - Tourism statistical Abstract (2024) estimates Hotel rooms in Uganda at 350,550 with room occupancy at 53.2 percent. The latter has consistently improved from 20.1 percent a figure recorded in 2020, which a clear indication of sufficient rooms to meet the tourist demand at a fairly low price. - Other 20 sites within protected area have been identified and UWA is working with UIA to identify credible investors and shorten the procurement process. This move is expected to raise the number of rooms within protected areas to at least 2,000 and reduce the high accommodation costs as a result - There are a number of tax waivers given by government through URA on selected imported items for the tourism value chain. These include among others; hotel development inputs (furnishing) and machinery - Tourist vehicles, Boats, etc.	Achieved
Working with the private sector, support tourism enterprises to promote investment in the sector, inclusive community participation and attract five successful international brands in the tourism value chain.	- Uganda Conventions' Bureau (UCB) strengthened destination capacity in MICE promotion and competitiveness that led to successful bidding or hosting of eight events/ meetings including; 19th Summit of the Non-Aligned Movement Heads of State and Government and Group 77 and China Summit in January 2024, The African Blood Transfusion Conference (ABTC) in March 2024, 2025 International Association for Impact Assessment (IAIA); 2027 African Cup of Nations and; 11th Africa Regional Forum on Sustainable Development Goals in 2025. - Uganda's investment opportunities showcased in international markets including the Africa Hotel Investment Forum (AHIF) held in Morocco. - Produced and disseminated annual tourism investment catalogues and prospectuses, showcasing priority investment opportunities in the hospitality sector, including accommodation, marine tourism infrastructure, and related services, to attract potential investors - Conducted Regional tourism investment project clinics on the development of bankable tourism projects events. - Pitched hospitality investment opportunities to international hotel chains at the Africa Hospitality Investment Forum in 2022, 2023 and 2024. - Supported investment negotiations that contributed to the entry and establishment of leading international hotel chains in Uganda including Four Points by Sheraton, Hilton, JW Marriott, and City Blue, thereby enhancing the country's hospitality infrastructure and global brand presence	Achieved
Build a Mahatma Gandhi International Convention Centre in Entebbe/Jinja to boost the capacity of the country to host larger international conferences and events.	- Eleven (11) acres of Land for the construction of the convention center in Entebbe was secured and boundaries opened - Feasibility studies for a convention Centre were completed and approved - An MoU between the Ministry of Tourism, Wildlife and Antiquities and Golden Nile Investment company Ltd for collaboration in the development of a luxury hotel and conference Centre in Entebbe was signed and works will commence soon. - Government partnered with Ruparelia group to construct Speke Resort Conventional Center. A 3,000-seater capacity conference hall was fully constructed and fitted with conference facilities at Munyonyo Resort Hotel, Kampala. The conference hall was able to successfully host 2 international conferences in NAM and G77 Countries plus China in January 2024.	Ongoing
Promote conservation of natural and cultural heritage through upgrading key wildlife reserves like Katonga, Pian Upe and Semliki. Conserve natural central forest reserves like Echuya, Budongo, Bugoma, Kalinzu and Maramagambo and create new national parks and wildlife reserves for tourism	- The Ministry has had wide consultations with a number of stakeholders on this matter, cutting across all regions of Uganda. To this date, a cabinet memo on proposed upgrade or change of status of select areas was submitted cabinet for consideration - Cabinet approved and made a pronouncement for some proposed conservation areas to change status as follows; - Katonga, Toro-Semliki, Echuya, and Kigezi Wildlife Reserves (WR) elevated to National Parks. Also, Kyambura Wildlife Reserve was annexed to the greater Queen Elizabeth National Park. - Bukaleba Central Forest Reserves (CFR) was upgraded to a Wildlife Reserve Status, while Pian Upe Wildlife Reserve and Bugoma Central Forest Reserve among those being studied.	Ongoing

MANIFESTO PLEDGE / COMMITMENTS	PROGRESS	RATING
Establish 10 valley dams in water stressed conservation areas; electric fencing 500km of the identified parts of protected area boundary to mitigate human wildlife conflicts; as well as sustainable management and maintenance of 22 wildlife protected areas.	1. A total of 19 water dams constructed (3 in Kidepo, 16 in Lake Mburo) and are regularly maintained to enhance their water holding capacity. 2. UWA has strengthened its integrated Human-Wildlife Conflict (HWC) prevention and response system. By June 2026, a total of 351.22 km of electric fencing had been installed across key conservation areas, including Queen Elizabeth (180.22 km), Murchison Falls (141 km), and Kidepo Valley (30 km), supported by durable composite poles 3. The Ministry together with Uganda Wildlife Authority (UWA) have continuously strengthened protection, management and sustainability of 22 Protected Areas (10 National Parks and 12 Wildlife Reserves) across the country. Strategies such as animal species translocation, Targeted host community engagements, invasive species management, use of ranger force to ensure boundary protection, etc.	Ongoing
Modernise UWEC to undertake conservation awareness and education around protected areas and increase UWEC visits to 460,000 in FY2024/25 from 365,715 visitors in FY2018/19.	1. Uganda Wildlife Education Conservation Center (UWEC) has modernized through acquiring of modern infrastructure such as; Golf carts, acquisition of outreach truck/Rig vans, refurbishment of main entrance gate, construction of visitor waiting shades, refurbishment of visitor's dormitory, construction of modern toilets, paving of walkways, establishment of a kids mini-zoo and play area, installation of a 64 CCTV Camera system, installation of security and traffic control systems, and digitalization of payment services 2. Additionally, UWEC animal section has been modernized through acquisition of 4 new animal species (Giant eagle owl, Debrazer monkey, Tigers and a Reed buck), upgrade and re-greening of 5 animal exhibits; rehabilitation of the wildlife quarantine Centers; establishment of a modern food storage facility as well as rehabilitation of the veterinary hospital 3. In the last 2 years, the total number of visitors to UWEC have consistently remained over 500,000. In 2023, UWEC recorded a total of 619,164 visitors before a drop to 531,496 visitors recorded in 2024, which is over and above the target of 460,000 in FY2024/2025 4. The Ministry through Uganda Wildlife Education Conservation Center (UWEC) took over management of Entebbe Botanical gardens, a move that is expected to facilitate increase of conservation education and awareness in the Country. Since takeover by the Ministry, the number of visitors/tourists to Botanical gardens averages to 23,081 per quarter, demonstrating the sites' ability to attract even higher visitor numbers.	Achieved
Regional UWEC satellite centre to be established in all major tourism development areas starting with Mbale.	1. Mbale Regional satellite zoo was constructed and completed and the facility sits on 60 acres of land secured from NFA	Achieved
Conserve and develop Uganda's cultural heritage through expansion and modernisation of the National Museum. Establishment of two regional museums and maintaining the integrity of 100 cultural heritage sites through boundary protection and land titling as well as nomination of three sites to the UNESCO World Heritage List	1. The Modernisation of Uganda National Museum at Kamwokya is at an advanced stage, with 80% of the planned refurbishment work completed. 2. Construction of Moroto Museum in Karamoja Sub-region is nearing completion, at 90% level of construction. Expected to be completed and launched in year 2026 3. Two Regional Museums of Soroti and Kabale have been fully established, equipped and are regularly maintained for visitor's access 4. Mugaba Heritage site (Former Ankole king's palace) in Mbarara renovations, landscaping and equipping completed. The site was officially opened to the Public in March 2026. 5. Nyero Information Centre in Kumi completed 6. Kikorongo Equator monument completed, 7. Uganda's Miocene primates palaeontological site of Napak was successfully presented and designated as an International Geoheritage site by the International Union of Geological Sciences. 8. Museums and Monuments Bill enacted. We have the act by now. 9. 5 Museums and monuments regulations formulated 10. The Tombs of Buganda Kings at Kasubi were restored and removed from the list of World Heritage sites in Danger by UNESCO in 2023. 11. A nomination dossier for Geometric Rock Art sites of Lake Victoria Region, initially referred to as Nyero and other Rock Art site was successfully submitted to UNESCO World Heritage Centre in January 2026 for consideration. 12. A nomination dossier for Kibiro Salt Producing village, was successfully submitted to UNESCO World Heritage Centre in January 2026 for consideration. 13. Integrity of 100 cultural sites was achieved through Completing a verification process of over 400 Uganda's cultural heritage sites. 300 sites were declared as protected areas of national interest and published in the National Gazette under the Statutory Instrument (S.I No. 69 of 2024) titled the Museums and Monuments (Declaration of Protected Heritage Resources and Heritage Resources of Significant Value to Uganda) Regulations, 2024 14. Commenced Land titling process of 40 Cultural heritage sites, 13 titles have been secured, while process to secure the rest of the titles is ongoing with close coordination with Ministry of Lands, Housing and Urban Development.	Ongoing

MANIFESTO PLEDGE / COMMITMENTS	PROGRESS	RATING
Develop and enhance the capacity of labour force along the tourism value chain through undertaking on-job training for 20,000 workers as well as apprenticeship for 1,000 Ugandans.	1. A total of 4,265 students received training through conventionally learning approaches under both the Hotel Tourism and training College (HTTC) and Uganda Wildlife Research Training College (UWRTC) which has greatly improved industry service standards 2. Additionally, 16,724 personnel directly involved in tourism service delivery received skills enhancement training and they include; 15,900 Hotel managers guide 423 Mountaineering service providers (chefs, porters, rangers and guides) in the Rwenzori Sub region and 425 individuals in Bunyoro Sub-region equipped with craft making, financial management, and product marketing skills and 176 LGs officers. 3. In line with apprentices' development, a total of 1,020 (Vs 1,000) apprentices were recruited and fully trained as Chefs, Cooks, Waitrons and Waitresses with support from Government, International Labor Organization (ILO) and ENABEL. An addition 100 apprentices are still undergoing training 4. An additional of -500 interns and volunteers were recruited and trained by Uganda Wildlife Authority (UWA)	Achieved
Upgrade and transform the Uganda Wildlife Research Training Institute (UWRTI) and Uganda Hotel and Tourism Training Institute (UHTTI) into centres of excellence for wildlife and tourism training and research.	1. Completed review and modularization of education curriculum for both Hotel Tourism Training College (HTTC) and Uganda Wildlife Research Training College (UWRTC), with implementation ongoing. 2. Completed staff restructuring processes for both Training Colleges and recruitment processes to fill the required positions is ongoing. 3. HTTC in Jinja acquired a state-of-the-art infrastructure which include; An 80-Rooms 3-star Training Application Hotel (Crested Crane); an administration block, a 3-storied block (with 17 classrooms, 2-computer labs, a Library) and a 500-seater multipurpose hall. 4. UWRTC in Kasese acquired a new Campus with modern infrastructure which include: A classroom block- with a computer laboratory, a GIS laboratory, 6 classrooms, and a library offices, classrooms and Labs; Administration block with conference facilities, sanitary facilities, and store; A perimeter wall; Research and Training Equipment (14 Binoculars, 25 Laptops, 150 Desks, 10 Tablets, 8 GPS devices); Fleet (1 Trooper, Land Cruiser Wagon and 2 Yamaha Motorcycles and A 10 seater research boat.	Achieved
Promote, improve, develop and diversify tourist attractions sites and products including:		
1. Equator Point at Kayabwe in Mpigi district.	1. The Ministry of Tourism has engaged and agreed with private land owners for Equator Land at Kayabwe and money was provided in the FY2025/26 budget for a compensation to be paid.	Ongoing
2. Education and health.	1. Uganda's academic institutions focused on attracting and enrolling increased numbers of international students especially from the EAC region. Uganda's health tourism has improved with the provision of specialized services in the areas of general cancer management, cardiac surgery among others.	Achieved
3. Road along the Equator.	1. The Kayabwe and Kikorongo equator points are along the tarmac 2. Access roads along the equator points are being considered as a key component within the Equator infrastructure development project. The project completed profiling, currently undergoing pre-feasibility study and later on feasibility (to be concluded by end of FY2025/2026).	Ongoing
4. Kagulu Hill and Bishop James Hanington sites in Busoga sub-region.	1. Kagulu Hills tourism product (in Buyende District) modernized with: 2. Construction of concrete steps was complete 3. Installation of 50mm Glass Lining (GL) Pipe along the concrete steps completed 4. Installation of Chain link along the steps done 5. Starting platform was constructed and rails installed 6. Construction of two viewpoints was done 7. Installation of four directional and one informative signage done 8. Construction of a grand Kagulu Monument done	Ongoing
5. Kitagata, Sempaya, Panyimur, Kibiro, Rwagimba, Amoropii, Ihimba and Amuru hot springs.	1. Construction works (Phase I & II) for Kitagata Hot Spring (Ekyomugabe) in Shema District into a modern Eco-Spa tourism center are at an advanced stage with the following achieved: 2. Mass murram fill to make up levels was completed; Clearing, redirecting and widening of the stream was completed; Construction of Chain link fence completed 3. Construction of retaining wall measuring 602sqm also completed 4. Completed installation of four directional and one informative signages 5. Construction of Administration block, Health Club Spa, Gym, Restaurant, Public Toilet and Shops completed. 6. Construction of three (3) swimming pools commenced early this year with completion expected Mid-way FY2026/27 7. A nomination dossier for Kibiro Salt Producing village, was successfully submitted to UNESCO World Heritage Centre in January 2026 for consideration.	Ongoing

MANIFESTO PLEDGE / COMMITMENTS	PROGRESS	RATING
6. Mt. Elgon tourism circuit.	1. Mt. Elgon tourism circuit has been enhanced with; 2. Establishment of a Regional Satellite Zoo in Mbale, expected to raise stakes in conservation education awareness. 3. Construction of a 2.6 km road leading to the abseiling point at Sipi Falls in Kapchorwa District	Ongoing
7. The Source of the Nile will be developed into an iconic tourist resort area.	1. Construction works to have a modern pier developed at the Source of the Nile is at 65% level of completion. The following has so far been achieved 2. Construction of a modern pier to include Source of the Nile infrastructure - main reception building, bridge and restaurant, toilet block and external works ongoing 3. Structural designs for the construction of walk-ways, visitor resting points, functional gabions and cliff barriers approved and procurement for the construction works is in advanced stages 4. 50 solar powered street lights installed at the Source of the Nile 5. 5 Billboards installed within the source of the Nile development areas as part of the Explore Uganda campaign to visit the source of the Nile and other premium tourist destinations	Ongoing
8. Nyero rocks.	1. Site was declared a protected heritage area under the gazette 2. Completed a feasibility study for the site 3. The Interpretation Centre has been developed and equipped with several amenities including; Resting place for visitors, exhibition Centre and public restrooms 4. The nomination dossier to enlist the site under UNESCO world heritage site has been prepared and discussed at a high level and submitted to UNESCO World Heritage Centre in January 2026.	Ongoing
9. Eclipse site.	1. Feasibility study conducted 2. Site was declared a protected heritage area Under Section 95 (1) and (2) of the Museums and Monuments Act, Cap.149	Not yet implemented
10. Fort Patiko.	1. Fort Patiko was also developed with a visitor reception Centre and public restrooms/toilets.	Achieved
11. GKMA tourism circuit (bus tour, cultural palaces, Kabaka's Lake, Kasubi tombs, Makerere University).	1. Greater Kampala Metropolitan Area (GKMA) as a tourism product completed a feasibility study 2. Three (3) strategic tourism circuits with required support infrastructure and related amenities including Bus stops, public toilets, refreshment points, green parks were identified for development 3. Due to competing priorities amidst limited resources, the project has been reprioritized for development under NDP IV.	Ongoing
12. Stopover recreation facilities every 100km.	1. Guidelines for the establishment of tourist stop-over points were developed and disseminated to guide both public and private sector in establishing tourist stop-overs 2. The Ministry secured the approval of the project concept on development of Stopover recreation facilities along strategic locations on major High ways. 3. Funds for developing key identified Stopover recreation facilities have been secured from MoFPED through the FY2025/26 budget. 4. Fast tracking construction of earmarked facilities will commence in FY2026/27 5. Additionally, the following has been achieved with Private Sector Support. 6. A number of privately owned multi-purpose fuel station centers have been established to complement intended government efforts. Companies with such established developments along major high-ways include; VIVO Energy Uganda, TOTAL Uganda, STABEX, etc. 7. As a result, over 20 Petro stations with key facilities including Highway Restaurants, Shopping Centers, Toilets, have been established in strategic locations where our visitors/tourists continue access services regularly.	Ongoing
13. The Martyrs' trail.	1. The trail that includes significant and historical sites of Munyonyo Martyrs Basilika, St Balikudembe, St Matia Mulumba-Old Kampala up to Namugongo was activated as an all-year-round activity that can engage tourists even after 3rd June of every year.	Achieved
14. Profile Ugandan culinary tourism.	1. Uganda's culinary tourism fully profiled and documented 2. Additionally, the Ministry continuously extends supports and actively participates in annual events like the ROLEX FESTIAVAL aimed at promoting culinary tourism in Uganda and developing capacity of informal culinary artisans, such as highway vendors.	Ongoing

MANIFESTO PLEDGE / COMMITMENTS	PROGRESS	RATING
15. Water-based (marine) tourism.	- Guidelines for Marine tourism development were developed by the Ministry and awaiting dissemination to stakeholders - Private sector provided five (5) water buses on Lake Victoria and Kazinga Channel to ease movement of tourists while accessing critical tourism sites within or around water shores. - Development of Sipi falls in Kapchorwa fast tracked with procurement of a consultant to develop the site Master Plan, designs, including finalization of Tender documents	Ongoing
16. Mountaineering - cable cars and hiking facilities.	- Rwenzori mountains tourism improved with construction of key infrastructure including boardwalks, climbing ladders, resting shelters, and modern accommodation tourist camps - Finalized acquisition of assorted modern hiking equipment which include; rescue stretchers (6), oxygen cylinders (6), Tents (25), Harnesses (25), Crampons (25), Static and dynamic ropes (20) and many others. This will improve safety of hikers specifically intending to summit to Margherita Peak. - Government of Uganda undertook feasibility studies for the development of Rwenzori Mountains cable car system. Recommendations will guide the next step or position of government	Ongoing
17. St. Gonzaga Gonza in Mbulamuti, Kamuli.	Reprioritized for implementation in the next Manifesto under NDPIV	Not yet implemented
18. St. Matia Mulumba Kyebando in Kamuli	Reprioritized for implementation in the next Manifesto under NDPIV	Not yet implemented

7. TOURISM DEVELOPMENT PROGRAMME GOVERNANCE AND MANAGEMENT

Introduction

In order to improve public resource prioritisation and allocation in relation to national development priorities and performance outcomes, the Government of Uganda has introduced the Programmatic Approach to Planning and Budgeting from FY2020/21. The approach aims at enhancing the efficiency and effectiveness of resource allocation by connecting planning, budgeting, implementation, monitoring and evaluation with measurable performance indicators. It also offers a structure for management to consider factors for resource allocation to different interventions for national development goals.

The national development planning framework is followed in the Programmatic Approach to Planning and Budgeting and it is coordinated by the Office of the Prime Minister (OPM), the National Planning Authority (NPA) and the Ministry of Finance, Planning and Economic Development (MoFPED). The programme-based approach continues to form the basis of prioritisation, implementation, monitoring, and financing of government interventions in the current National Development Plan IV (NDP IV) 2025/26 – 2029/30 in accordance with the country's vision 2040.

Tourism Development Program Mission Statement.

To promote the development of sustainable tourism, wildlife and cultural heritage resources in order to significantly contribute towards the socio-economic transformation of Uganda from a peasant society to modern and prosperous one.

Progress on the status of implementation of activities under Tourism Development Programme Working Group.

The Tourism Development Programme Working Group (TDPWG) is fully operational with memberships drawn from MDAs, Development Partners, Civil Society and other Non-State Actors.

There are over 30 active members. The Tourism Development Programme Working Group chaired by the permanent secretary is the multi-stakeholder technical coordination and steering body of the whole Programme. During FY2025/26, the Tourism Development Programme Working Group (PWG) made progress in programme coordination, technical oversight, stakeholder engagement, monitoring and evaluation, and capacity building. The Ministry of finance planning and economic development recruited and deployed one staff member to the Tourism development programme working group. This has improved the functioning of the PWG secretariat.

Private sector and development partner engagement: Four (4) engagements were conducted with private-sector and development institutions, including UNDP, to explore investment, financing and partnership opportunities for tourism development.

Technical Working Groups: Eight (8) of the 12 planned TWG meetings were held, representing 66.7% achievement. The meetings supported the Tourism Policy, proposed Tourism Act amendments, Agro-tourism Guidelines, tourism skills development, and digital marketing initiatives.

Programme coordination: Five (5) Secretariat meetings were held, alongside engagements with NPA, UBOS, OPM, MoFPED, Parliament and other stakeholders on NDP IV implementation, the Tenfold Growth Strategy, labour-market planning, budgeting and skills development.

Monitoring and evaluation: Three (3) of the four (4) planned field monitoring activities were completed, representing 75% achievement. Monitoring covered Murchison Falls National Park and Ajai Wildlife Reserve, Kidepo Valley National Park, and Ngamba Island Chimpanzee Sanctuary, focusing on tourism infrastructure, conservation, accommodation and revenue-generation initiatives.

Operationalization of Technical Working Groups and the Secretariat.

MoTWA operationalized the Tourism Development Programme Working Group Secretariat in September, 2024 to ensure alignment of Programme interventions, projects and activities with the national development goals and priorities. The secretariat consists of the Programme Coordinator, Assistant Programme Coordinator, Sub-Programme Assistant and a Stenographer.

The Assistant Commissioner Finance and Planning is the Secretariat Technical Leader. The original five (5) Technical Working Groups created to support the activities and programs of the Tourism Development were revised to three (3).

Technical Working Groups:

1. Regulation and Skills Development Technical Working Group;
2. Marketing and Promotion Technical Working Group; and,
3. Product Development, Infrastructure and Conservation Technical Working Group.

Each of these Technical Working Group has an appointed Chairperson and Deputy with a membership drawn from the public and private sectors. All the Sub- Committees are operational and have held numerous meetings.

7.2.1. Programme Working Group Meetings

Seven (7) PWG meetings were held against eight (8) planned, representing 87.5% achievement. The meetings reviewed programme performance, the FY2024/25 Annual Performance Report, FY2026/27 budget allocations and estimates, NDP IV interventions, tourism infrastructure, and tourism marketing activities.

7.2.2. Private Sector and Development Partner Engagements

Four (4) engagements were held with private-sector and development institutions, including UNDP, to explore investment, financing and partnership opportunities for tourism development.

7.2.3. Technical Working Group Meetings

Eight (8) TWG meetings were held against 12 planned, representing 66.7% achievement. The meetings supported the Annual Programme Report, Tourism Policy dissemination, proposed Tourism Act amendments, Agro-tourism Guidelines, tourism skills development, and digital marketing initiatives.

7.2.4. Programme Coordination and Stakeholder Engagement

Five (5) Secretariat meetings were held to coordinate programme implementation. The Secretariat also engaged NPA, UBOS, OPM, MoFPED, Parliament and other stakeholders on labour-market planning, NDP IV coordination, the Tenfold Growth Strategy, budgeting and tourism skills development.

7.2.5. Monitoring and Evaluation

Three (3) of four (4) planned field monitoring activities were completed, representing 75% achievement. Monitoring covered Murchison Falls and Ajai Wildlife Reserve, Kidepo Valley National Park, and Ngamba Island Chimpanzee Sanctuary, focusing on tourism infrastructure, conservation, accommodation and revenue-generation initiatives.

7.2.6. Staff Capacity Building

The Ministry of finance planning and economic development recruited and deployed one staff member to the Tourism development programme working group. This has improved the functioning of the PWG secretariat. Staff capacity was strengthened through training in strategic organisational change management and the Logical Framework Approach to Project Monitoring and Evaluation, supporting results-based programme management.

Addressing Coordination Challenges.

There are a number of challenges hindering effective coordination of the PWG and actions proposed to ensure effectiveness of coordination. These issues are;

Table: 34 Challenges hindering effective coordination of the Programme Working Groups

ISSUES	PROPOSED ACTIONS
Additional funding and transport for the secretariat to effectively implement its mandates.	Provide adequate funding and transport facilitation to enable the Secretariat to undertake PWG activities, field monitoring, stakeholder engagements and other programme coordination functions. The retooling budget included four vehicles (2double cabins,1 toyota hardbody prado,Minibus).This is expected to solve the transport related issues of the programme working group.
Emerging priorities within the sector occasionally affected the scheduling of planned engagements.	Develop a flexible activity schedule and prioritise critical engagements while maintaining regular PWG and TWG meetings.
Delays in the implementation of some cross-sectoral activities due to competing stakeholder commitments.	Strengthen coordination and advance scheduling with participating MDAs to agree on activity timelines and ensure timely implementation of joint activities.

8. PLANS FOR THE FINANCIAL YEAR 2026/27 AND THE MEDIUM TERM

8.1. PLANNED UNDERTAKINGS FOR THE FINANCIAL YEAR 2026/27

Programme Objective 1: Promote Domestic and inbound Tourism

1. Hire marketing agencies to implement brand campaigns i.e. creative, research, Management, communications, digital marketing, production and experiential
2. Procure global and national media space for print and broadcast media - 2 global media channels (TV & Digital) and 4 national media channels (TV, Radio, Print, Outdoor)
3. Collect, produce and distribute digital content for five tourism products/experiences
4. Train 100 tourism stakeholders in digital tourism marketing and promotion
5. Train 25 Mission staff in destination marketing & promotion
6. Two Brand ambassadors engaged in destination promotion
7. Domestic tourism strategy developed
8. Promote four regional tourism cluster events
9. Promote eight cultural institution events i.e. Tooro, Buganda, Busoga, Bunyoro, Rwenzori, Langi, Teso and Acholi
10. Undertake AFCON 2027 domestic marketing campaign activations
11. Promote five Uganda motorsport events
12. Undertake four Uganda Martyrs media activations
13. Destination Uganda showcased at expos/activations including media activations in key source markets
14. Hold 12th Edition of the Pearl of Africa Tourism Expo
15. Showcase Uganda's MICE offering at three expos i.e. Meetings Africa 2027, IMEX Frankfurt 2027 & IBTM 2026
16. Establish 27 tourism road signages across the country to enhance road trip experiences and visitor navigation.
17. Pitch Uganda tourism investment opportunities at ten national and global tourism investment conferences and establishments i.e. Africa Hospitality/Hotel Investment Forum (AHIF) and Alternative Investment Management Summit (AIM), Six senses and Disney World Parks, Theluji and EU-Uganda Business Summit, etc.
18. Product catalogues produced for Karamoja region
19. Produce Tourism product profile for the Eastern and West Nile region

Programme Objective 2: Increase the stock and quality of tourism infrastructure

1. Maintain 3,198.1km of trails and tracks, 251.5km of boardwalks and 76 footbridges in PAs
2. Conduct Routine maintenance of roads inside the parks
3. Upgrade and operationalise the Tourism Information Management System

Programme Objective 3: Conserve, Develop, improve and diversify tourism products

1. Undertake protected area boundary maintenance including establishing markers; boundary re-affirmation; buffers; wildlife deterrent measures, UWA rangerforce deployment and operations
2. Undertake comprehensive measures to mitigate Human-Wildlife Conflicts including establishing boundary walls, community projects, elephant, trenches
3. Undertake electric fencing (250kms) of identified hotspots in PAs
4. Conduct awareness and sensitization campaigns amongst communities in and around the protected areas
5. Inspection of wildlife policy implementation in PAs
6. Conduct biodiversity/wildlife surveys
7. Proof wildlife and conservation areas against impacts of climate change
8. Undertake licensing of private conservation entities
9. Undertake research and ecological monitoring to guide management of wildlife resources
10. Undertake removal of invasive species (2,156ha) across all PAs

11. Translocate 15 giraffes, 40 buffaloes, 20 zebras to Ajai WR
12. Re-introduce 20 Eastern Black Rhinos to MFNP
13. Undertake Population viability analyses for 05 species to establish baselines, threats and set recovery targets
14. Undertake Lion breeding project in KVNP
15. Conduct processing, verification and payment of compensation claims
16. Construct infrastructure and facilities including Ranger Accommodation in UWEC and MECA HQ, Visitor shelter and canteen at Top of Falls Junction, UWEC and EBG perimeter fences, Ajai rhino Infrastructure, improvement of animal holding facilities, jetty at UWEC, 3 tourist boats for UWEC, MFNP and QENP, visitor and staff facilities, transport equipment for park management
17. Chimpanzee habituation of Mainaro and Buraiga communities, Semuliki Red Colobus Monkeys (*Piliocolobus semlikiensis*) in Ngoyo area and 02 new chimpanzee groups in Ishasha Sector
18. Maintenance (cleaning, security, utilities) of 32 sites and monuments [18 sites in Luweero triangle, Wade-lai, Patiko, Nyero Rock Paintings, Barlonyo, Mugaba Palace, Kapir, Kokoro, Bigo Byamugenyi, Dolwe Island, Mukongoro, Kibiro, Fort Luba and Mutanda Caves]
19. Maintenance (cleaning, security, utilities) of 1 National and 3 Regional museums
20. Develop a plan and undertake feasibility studies for water-based tourism product

Development of Museums and Heritage Sites for Cultural Tourism

1. Undertake landscaping and finishing works at Kabalega and Mwanga Heritage Site
2. Construct visitor amenities at Kikorongo Equator site
3. Commence construction works at Barlonyo Memorial Heritage Site
4. Commence construction works at Katoosa Martyrs shrine site
5. Undertake rehabilitation works at the Uganda National Museum
6. Complete construction of 3 aqua swimming pools at Kitagata hotspots
7. Procure land along Masaka-Mbarara highway, Sembabule & Arua-Pakwach highway

Mt. Rwenzori Tourism Infrastructure Development

1. Construct 12 resting shelters on the Rwenzori Kilembe and Central circuit trails
2. Develop 2 tourist camps (John Matte, Bujuku) on the central circuit

Development of Source of the Nile

1. Undertake Phase II construction works at Source of the Nile

Mitigating Human Wildlife Conflict

1. Construct 2 Ranger outpost in Kidepo Valley Conservation Area
2. Commence construction works at Wenyi-Wenyi community centre

Programme Objective 4: Develop skilled personnel along the tourism value chain

1. Construct Health club including swimming pool Eight lane, Gym, Spa, and wellness center and Supervising firm
2. Operationalizing the driving school for practical training of the students
3. Establishment and equipping of a practical training and commercial Bakery
4. Rehabilitation and refurbishing of the Coffee Shop with Machinery and Equipment
5. Acquisition of new fleet (especially EV) and traditional the institute requires a new coaster and a van
6. Enrol 180 new students at HTTC
7. Facilitate Construction works of the Girls Hostel at UWRTC up to the roofing level
8. Undertake 6 research studies on wildlife management issues in PAs
9. Enrolment and Registration of 210 new students at UWRTC

Programme Objective 5: Enhance enforcement of regulation and coordination of the tourism industry

1. Register 900 tourism businesses
2. Inspect 700 tourism businesses
3. License 900 tourism businesses
4. Assess 250 tourist guides for licensing
5. Undertake Sensitisation and Awareness campaigns on compliance to quality minimum standards
6. Conduct enforcement and monitoring of standards conducted in Gulu, Arua, Fort Portal, Jinja, Kasese, Mbale, Soroti
7. Train 100 district and city tourism officers in compliance to minimum service standards
8. Conduct regional trainings of 400 tourism stakeholders in minimum service standards in collaboration with local governments
9. Train 10 hotel assessors
10. Grade and classify 40 accommodation facilities
11. Recruit and Train 550 rangers into UWA
12. Train 10 staff in invasive alien/ problematic native plant species identification
13. Train 60 District Vermin Control Officers in vermin management
14. Train and equip 1626 Wildlife Scouts across the country

8.2. PLANS FOR THE MEDIUM TERM

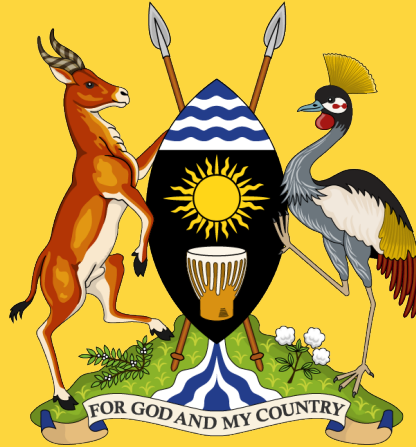
OBJECTIVE	STRATEGIC INTERVENTIONS	PLANNED UNDERTAKINGS
Promote Domestic and in-bound Tourism	1. Market and promote Uganda's tourist attractions. 2. Invest in Uganda's image and tourism brand. 3. Position Uganda as a Meetings, Incentives, Conferences and Events (MICE) destination	1. Promote destination Uganda in key source markets 2. Strengthen industry capacity in destination promotion 3. Promote GKMA as a tourism destination 4. Equip our embassies/missions to undertake tourism marketing and promotion 5. Promote domestic tourism 6. Roll out Pearl of Africa Destination brand in key source markets and domestically 7. Host international Meetings, Conferences and Events
Increase the stock and quality of tourism infrastructure	1. Develop and improve tourism infrastructure (hotels, airstrips, roads, internet connectivity, safety and rescue, water transport & ports, and electricity). 2. Increase the stock and quality of infrastructure in the GKMA 3. Develop Tourism Recreational Zones 4. Harness STI and ICT for increased tourism productivity	1. Maintain tracks and trails inside PAs 2. Open up new tracks in PAs 3. Maintain access roads to PAs 4. Develop/Upgrade strategic aerodromes 5. Develop/upgrade water routes including rehabilitation of docking piers and access roads on L. Victoria 6. Extend electricity in tourism attractions and PAs 7. Establish supplementary water points in water stressed PAs 8. Provide reliable clean and safe water in PAs 9. Upgrade and pave tourism roads 10. Establish and operationalise GKMA tourism circuit 11. Develop tourism recreational zones 12. Cover PAs, museums, sites and monuments with telephone (GSM) network 13. Cover PAs, museums, sites and monuments with internet connections 14. Develop and operationalise e-tourism services 15. Develop a tourism visualization centre
Conserve, Develop, improve and diversify tourism products	1. Promote conservation of Uganda's natural and cultural heritage 2. Prioritize investments in the country's priority tourism products in a sustainable way (Mt. Rwenzori, Mountain Gorillas, Source of Nile, MICE and Cultural Heritage)	1. Maintain and develop PAs 2. Restore degraded PAs 3. Restock wildlife in PAs 4. Restore wildlife corridors and dispersal areas 5. Upgrade and develop wildlife reserves and central forest reserves to National Parks 6. Streamline captive wildlife management 7. Establish wildlife management stations outside PAs 8. Conduct conservation education services at UWEC 9. Develop community enterprises based on sustainable wildlife resource use and management 10. Secure, develop and equip cultural heritage sites

OBJECTIVE	STRATEGIC INTERVENTIONS	PLANNED UNDERTAKINGS
		11. Develop and equip museums 12. Develop monuments 13. Preserve historical sites/architectural buildings 14. Empower private sector players to develop and manage tourism sites and facilities stopover 15. Improve access to gorilla and other primate products 16. Develop the mountaineering and hiking tourism products 17. Develop modern pier and associated infrastructure at the SoN 18. Operationalise GKMA tourism heartland circuit 19. Develop cultural tourism circuits, water-based, faith-based, agro-tourism, sports, culinary and birding tourism products
Develop skilled personnel along the tourism value chain	1. Address skills and capacity gaps in the tourism and hospitality industry 2. Strengthen the capacity of HTTC and UWRTC	1. Train tourism in-service personnel 2. Conduct apprenticeship programmes 3. Develop training and research infrastructure at HTTC & UWRTC 4. Train students at HTTC & UWRTC 5. Enhance capacity of HTTC & UWRTC staff 6. Obtain international recognition of HTTC & UWRTC 7. Strengthen capacity in wildlife research
Enhance enforcement of regulation and coordination of the tourism industry	1. Enhance the policy and regulatory framework 2. Enforce standards for tourism products and services 3. Sustain security and safety of tourists and tourist attractions	1. Review and operationalise framework for the tourism levy 2. Develop policies, standards and regulations for the management and utilisation of tourism, natural and cultural heritage resources 3. Provide institutional management and support services 4. Operationalise the TDPWG 5. Support LGs to profile, develop and promote tourism 6. Commission and complete tourism performance studies 7. Strengthen tourism umbrella association secretariat 8. Inspect wildlife PAs, use rights licensees and tourism/wildlife training institutions 9. Strengthen capacity for quality assurance of tourism service standards 10. Manage health concerns of tourists 11. Enhance safety and security of tourists

9. KEY PERFORMANCE CONSTRAINTS AND PROPOSED MITIGATION MEASURES

Table: 35 The major successes and key constraints in each of the key pillars/components are highlighted below.

SN	MAJOR PILLAR	MAJOR SUCCESSES	KEY CONSTRAINTS
	Tourism Promotion and Marketing	1. Effective Digital Campaigns: The "Explore Uganda" digital brand campaign significantly increased Uganda's visibility, with over 1.6 million views on YouTube, 572 million impressions on Google display ads, and over 1 billion impressions of the campaign hashtag. 2. Increased Inbound Revenue: The average inbound tourism revenues per leisure tourist exceeded the planned target, reflecting the effectiveness of marketing and promotional efforts.	1. Insufficient Marketing Investment: Uganda's marketing budget is significantly lower than that of regional competitors like Kenya and Tanzania, limiting its global reach and competitiveness. 2. Low International Arrivals: Despite promotional efforts, the number of international tourist arrivals from key markets fell short of targets.
	Tourism Infrastructure Development	1. The revival and expansion of Uganda Airlines. Goes to over 10 destinations including; Nairobi, Kinshasha, Mombasa, Dubai, Kilimanjaro, Juba, Johannesburg, Zanzibar, Mogadishu, Bujumbura, and Dar es salaam. 2. A total of 6 tourism roads (251.5km) have been completed including Packwach – Para, Buliisa -Para, Hoima – Biiso – Masindi – Wanseko, Rukungiri-Kihihi, Kihhihi – Kanyantorogo and Kihhihi-Ishasha while 11 tourism roads (511.3kms) are at civil works stage. 3. Kabalega International Airport and Entebbe International Airport 4. Preparations for the development of 5 key Aerodromes of Kasese, Arua, Gulu, Pakuba and Kidepo. 5. UWA accommodation concessions 6. GoU supported and funded the expansion of Speke Resort Munyonyo convention center, a world class conference facility (of up to 1,500 sitting capacity) that hosted NAM and G77+ China summits in January 2024 among others.	1. The absence of developed local aerodromes limit internal connectivity
	Product Development and Diversification	1. Development is ongoing for the sites of Rwenzori mountains, Kikorongo equator line point, Source of the Nile, Kagulu Hills, Kitagata hot springs. 2. Soroti Museum modernized and Karamoja Regional Museum in Moroto is under construction. National Museum rehabilitation is to be completed in 2026. 3. 22 wildlife protected areas have been managed and services improved. 4. UWA products have been modernized 5. Cultural heritage sites have been titled and protected	1. Huge investment requirements e.g the development of the Source of the Nile requires about Ushs 500 billion 2. Rwenzori cable car and supporting infrastructure requires over \$50 million. Supporting infrastructure includes 20km road to be tarmacked, extension of 3-phase electricity to the site.
	Capacity Building and Skills Development	1. The rehabilitation of HTTC and UWRTC will improve enrolment and increase number of graduates for the different cadres in the value chain 2. Tour and Travel Operators were registered, Inspected and licensed.	1. The budget allocation and subventions have remained relatively low.
	Regulation and Policy Enhancement	1. Regulations developed for the wildlife subsector 2. Museums and monuments Act 2023 3. e-registration and licensing platforms developed and operationalized. Enhanced access to registration and licensing services for tourism businesses. 4. A total of 117 hotels have so far been classified at different levels.	1. Delays in the development of all the required regulations and guidelines. 2. Incomplete Tourism policy development process. 3. Gaps in funding. Only 22% of the required NDP III funding was provided. For the NDP IV period funding is still below the expected.



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