MINISTRY OF TOURISM WILDLIFE AND ANTIQUITIES

STRATEGIC PLAN

2025/26 - 2029/30

June 2025

THE REPUBLIC OF UGANDA
MINISTRY OF TOURISM, WILDLIFE AND ANTIQUITIES

FOR GOD AND MY COUNTRY

This work is a product of the Staff of Ministry of Tourism, Wildlife and Antiquities

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FOREWORD

This Strategic Plan has been developed to guide the Ministry of Tourism, Wildlife and Antiquities and other actors on the strategic direction for the next five years from the financial year 2025/26 to 2029/30.

It builds on the achievements and lessons learnt during the previous period as well as the remarkable recovery since the financial year 2020/21 when COVID 19 disrupted the industry.

Its development was given due attention while recognizing that Tourism is a key pillar of the Uganda's economic transformation, serving not only as a source of revenue but also as a vehicle to showcase the country to the world. Additionally, it is aligned to the Fourth National Development Plan (NDP IV) as well as the 15-year Tenfold Growth Strategy which identified tourism as one of the priority investment areas to drive the envisaged double-digit economic growth.

Over the Plan period, the Ministry will continue to harness the country's comparative advantage of spectacular wildlife, nature, good climate, water bodies, and diverse cultures with great hospitality. Much emphasis will be placed on building domestic demand for travel; diversifying Uganda's tourism portfolio; wildlife and cultural heritage conservation; fast-tracking the full implementation of the national tourism marketing strategy; investing in critical transport infrastructure such as roads, stopover points, and ICT solutions; addressing the skills gap; strengthening regulation, coordination and collaboration within the industry; providing the much-needed support to tourism industry private sector players; community participation; and inclusiveness.

The total estimated cost of this Strategic Plan over the five years is Shs 1,341 billion and a portion of it is expected to be covered by the non-state actors. Therefore, I call upon the development partners, the private sector, civil society and academia to study the plan and participate in implementation of the planned interventions aimed at increasing Uganda's attractiveness as a preferred tourism destination.

Tom R. Butime MP

MINISTER OF TOURISM, WILDLIFE AND ANTIQUITIES

ACKNOWLEDGEMENT

This Strategic Plan for the Ministry of Tourism, Wildlife and Antiquities covers a period of five years from FY 2025/26 to FY 2029/30. It will guide the execution of the Ministry's mandate of formulating and implementing policies, strategies, plans and programmes that promote tourism, wildlife and cultural heritage conservation for the socio-economic development and transformation of Uganda.

I extend our sincere appreciation to the technical team under the overall coordination of the Policy, Research and Planning Division for making sure this strategic plan document is completed.

I acknowledge the contribution and support of all our partners, including the National Planning Authority, private sector actors, development partners, and civil society organisations whose collective efforts have enabled the finalization of this Plan.

The Ministry looks forward to continued cooperation as we embark on full implementation of the Plan.

Doreen S. Katusiime (Mrs)

PERMANENT SECRETARY

ABBREVIATIONS AND ACRONYMS

AABF	Asia Africa Business Forum on Tourism
AUTO	Association of Uganda Tour Operators
BFP	Budget Framework Paper
BINP	Bwindi Impenetrable National Park
BOQs	Bills of Quantities
CAA	Civil Aviation Authority
CEDP	Competitive Enterprises Development Project
CITES	Convention of International Trade in Endangered Species of Wild Fauna and Flora
CoP	Conference of Parties
CSO	Civil Society Organisation
EAC	East African Community
F&A	Finance and Administration Department
GDP	Gross Domestic Product
IGAD	Intergovernment Authority on Development
KCCA	Kampala City Council Authority
KVNP	Kidepo Valley National Park
LG	Local Government
MDAs	Ministries, Departments and Agencies
MECA	Mount Elgon Conservation Area
MFNP	Murchison Falls National Park
MoPS	Ministry of Public Service
MS	Museum Services Department
MTIC	Ministry of Trade, Industry, and Cooperatives
MTWA	Ministry of Tourism, Wildlife and Antiquities
NEMA	National Environmental Management Authority
NTR	Non-Tax Revenue
PA	Protected Area
PAM	Problem Area Management
PWG	Programme Working Group
QENP	Queen Elizabeth National Park
RAPEX	Rationalisation of Government Agencies and Expenditure
SM	Sites and Monuments Department
SMEs	Small and Medium Enterprises
SDG	Sustainable Development Goals
TD	Tourism Development Department
TDP	Tourism Development Program
TIMS	Tourism Information Management System
TSA	Tourism Satellite Account
UBOS	Uganda Bureau of Statistics
UCDA	Uganda Coffee Development Authority
UCOTA	Uganda Community Tourism Association
UHTTI	Uganda Hotel and Tourism Training Institute
UNDP	United Nations Development Programme
UNESCO	United Nations Educational and Scientific Cultural Organisation
UNRA	Uganda National Roads Authority
UNWTO	United Nations World Tourism Organisation
URSB	Uganda Registration Services Bureau
UTA	Uganda Tourism Association
UTB	Uganda Tourism Board
UWA	Uganda Wildlife Authority
UWEC	Uganda Wildlife Conservation Education Centre
UWRTI	Uganda Wildlife Research Training Institute
WB	World Bank
WCU	Wildlife Clubs of Uganda
WCD	Wildlife Conservation Department

EXECUTIVE SUMMARY

This Strategic Development Plan (FY2025/26 – FY2029/30) is the second five-year Strategic Plan for the Ministry of Tourism, Wildlife and Antiquities since its establishment in 2011. The Plan provides a comprehensive roadmap for the Ministry to achieve its medium-term goals for tourism development, wildlife conservation, and cultural heritage preservation. It is designed to enable the Ministry to harness existing opportunities while addressing internal challenges and systemic weaknesses that affect Uganda's tourism performance.

The Plan builds on the progress made and takes consideration of the challenges encountered and lessons learnt from implementation of the previous plan (FY2020/21 – FY2024/25). Some of the major achievements that have been registered include:

(i) Increase in international tourist arrivals from 473,085 visitors in 2020 to 1,371,895 visitors in 2024 (equivalent to 89.2% of pre-pandemic levels);

(ii) Increase in domestic tourism, with the number of domestic visitors rising to 2.8 million in 2023, surpassing the pre-COVID levels of 2.42 million by 15.5%;

(iii) Increased contribution of the tourism industry to GDP to Shs 10.6 trillion (5.5%) in 2023 from Shs 3.91 trillion (2.7%) in 2020; and

(iv) Significant growth in direct employment along the tourism value chain, with the number of people directly employed along the tourism value chain increasing to 803,691 (7.2% of total population) in 2024 from 573,508 (5.7% of total population) in 2021.

However, there are still several outstanding challenges that hinder the tourism industry from generating more revenue and creating jobs, including:

(i) Underdeveloped tourism products and narrow product range, limiting the duration of stays and overall expenditure of tourists;

(ii) Delays in the completion of tourism infrastructure development projects due to underfunding and limited access to land. The underfunding of the previous MTWA strategic plan where only about 20% of the planned funding was realized, limited the execution of several interventions.

(iii) Scanty and unreliable tourism data due to irregular undertaking of domestic and inbound tourist surveys or visitor exit surveys;

(iv) Limited investments in modern tourism infrastructure, hospitality services, and digital marketing have hindered the country's competitiveness;

(v) Increased encroachment on the wildlife and cultural heritage sites; and

(vi) Inadequate staffing and skills across the sector

Strategic Direction

In line with its mandate, the Vision of the Ministry is: *"To promote the development of sustainable tourism, wildlife, and cultural heritage resources for the socio-economic transformation of Uganda from a peasant society into a modern and prosperous nation"*.

The Ministry's mission is: "To develop and promote Uganda's tourism, wildlife, and cultural heritage resources, enhancing the Country's appeal as a preferred tourist destination and accelerating the sector's role as a major contributor to the national economy".

The strategic direction of MTWA is aligned to Uganda Vision 2040, the Fourth National Development Plan (NDP IV), and the Tourism Development Programme Implementation Action Plan (PIAP). It is also anchored in the Government of Uganda's ambitious tenfold economic growth strategy, which prioritises tourism as a key driver of growth owing to its high economic multiplier effect; the significant opportunity for Uganda to capture a larger market share of the global tourism and travel industry, which was valued at USD 9.5 trillion in 2023; its significant potential to generate employment, particularly for youth, women, and rural communities due to its labour-intensive nature; and its alignment with many of the policy propositions in the Tenfold Growth Strategy.

The focus of the Ministry over this Plan period will be on: closing the tourism infrastructure gaps within its mandate; supporting the "Green Up" policy proposition by strengthening the conservation and protection of natural resources, wildlife, and cultural heritage; addressing tourism skills gaps along the value chain; national image rebuilding and cultural promotion;

and strengthening coordination and enforcement of standards and regulations in the tourism industry.

The Plan will be delivered through five strategic objectives adapted from the NDP IV, that is to:

(i) Promote inbound and domestic tourism;
(ii) Conserve, develop, improve, and diversify tourism products;
(iii) Develop skilled personnel along the tourism value chain;
(iv) Improve the stock and quality of tourism infrastructure within its mandate; and
(v) Strengthen the coordination and enforcement of regulations in the tourism industry.

The implementation of the Ministry's Strategic Plan FY 2025/26–2029/30 is expected to contribute to the following key results:

(i) Increasing tourism foreign exchange earnings to USD 4 billion from USD 1.025 billion;
(ii) Increasing the average tourist's length of stay to 10 nights from 7.6 nights;
(iii) Increasing the average inbound expenditure per leisure tourist to USD 2,500 from USD 1,550;
(iv) Increasing tourism's direct contribution to total tax revenue to 4.2% from 2.1%; and
(v) Increasing domestic tourism expenditure to Shs 5,350 billion from Shs 3,675 billion.

Costing and Financing of the Plan

The estimated total cost of the Strategic Plan over the next five years is Shs 1,341.1 billion. The budget is expected to increase from Shs 109.3 billion in the first year to Shs 456.3 billion in the fifth year, averaging Shs 268.22 billion per year. The Government, through the Ministry of Finance, Planning and Economic Development (MoFPED), is expected to wholly finance the wage and the non-wage recurrent expenditures over the Plan period. However, it is expected that over 35% of the development budget (Shs 475.356 billion) will be contributed by non-state actors, including development partners, private sector enterprises, and civil society. Therefore, efforts will be made to close the public funding gap by mobilising funds from innovative and sustainable sources to finance the development budget required under this Strategic Plan.

Implementation, Coordination, Monitoring and Evaluation

The implementation of the Strategic Plan will be led by the Minister, State Minister, and Permanent Secretary, with support from Heads of Departments. A key component of this plan is Human Resource Development (HRD), which focuses on ensuring the Ministry is staffed with competent, well-trained, and motivated personnel. This requires continuous investment in professional development to enable staff to respond effectively to the evolving needs of the tourism sector.

Additionally, a Communication Strategy is included to ensure that all stakeholders – from government officials to private sector partners – are informed and engaged. This strategy outlines communication channels, stakeholder roles, and feedback mechanisms to promote transparency, collaboration, and ownership of the strategic plan.

To track progress and maintain accountability, the Ministry will implement a three-tier Monitoring and Evaluation (M&E) framework consisting of annual performance reviews, a mid-term review, and an end-of-term evaluation. These structured assessments will help identify challenges, measure performance, and guide necessary policy or strategic adjustments. Effective communication and M&E processes are central to enhancing the Ministry's image, driving staff engagement, and achieving national tourism, wildlife, and heritage conservation goals.

1 INTRODUCTION

1.1 BACKGROUND

Originally established in 2006, the Ministry of Tourism, Wildlife, and Antiquities (MTWA) had previously been merged with the Ministry of Trade and Industry during public sector reforms in the late 1990s. However, in 2011, President Museveni re-established MTWA as a stand-alone Ministry, separating it from Trade and Industry to give focused attention to tourism, wildlife, and heritage. MTWA's overall responsibility is anchored in developing, promoting, and regulating the tourism sector, conserving wildlife, and preserving cultural heritage resources for Uganda. To achieve this overall responsibility, the Ministry has developed a Strategic Plan FY 2025/26–2029/30. This is in line with Regulation 18 of the National Planning Authority (NPA) Development Plan Regulations (2018) and the guidelines for the development of the Programme Implementation Action Plans (PIAPs) and Ministries, Departments and Agencies (MDAs) Plans.

The Strategic Plan (SP) for FY 2025/26–2029/30 marks the second five-year roadmap since the establishment of the Ministry of Tourism, Wildlife and Antiquities in 2011. It sets out a transformative agenda aimed at positioning tourism as a cornerstone of Uganda's socio-economic development. It articulates a clear strategic goal, objectives, outcomes, outputs, and priority actions that will guide the Ministry's efforts over the next five years.

Anchored in the Fourth National Development Plan (NDP IV), the Tourism Development Programme Implementation Action Plan (PIAP), and aligned with regional and global development frameworks, the Plan operationalises the Ministry's mandate with a focus on impact, sustainability, and inclusive growth. It identifies catalytic interventions required to unlock the full potential of Uganda's tourism sector, driving job creation, enhancing foreign exchange earnings, strengthening national identity, and promoting equitable economic opportunities across regions.

This Plan builds on the lessons learnt from the implementation of the previous SP (FY 2020/21–2024/25), integrating evidence-based insights to improve policy coherence, institutional capacity, and stakeholder coordination. It adopts a results-oriented approach, with robust mechanisms for monitoring, evaluation, and adaptive management to ensure accountability and continuous improvement.

Through this Plan, the Ministry reaffirms its commitment to transforming Uganda into a competitive and sustainable tourism destination, leveraging its rich natural and cultural heritage to contribute meaningfully to national development.

The development of this Strategic Plan coincides with a pivotal moment in Uganda's economic trajectory, where tourism has been identified as a key growth anchor capable of significantly contributing to the delivery of tenfold growth of Uganda's Gross Domestic Product (GDP), foreign exchange earnings, and employment. Recognising this potential, the Ministry has crafted a forward-looking strategy that leverages tourism as a transformative sector for inclusive and sustainable development.

The Plan prioritises high-impact interventions in marketing and promotion, targeted infrastructure development, and tourism human capital enhancement to position Uganda as a premier destination, particularly in light of the upcoming African Cup of Nations (AFCON) tournament. This presents a unique opportunity to attract international visitors and elevate Uganda's global tourism profile.

Central to the Plan is the emphasis on value addition – enhancing the quality and diversity of tourism products and services to improve visitor experience, attract high-value tourists, and increase both the length of stay and per capita spending. Key strategic actions include: Diversifying Uganda's tourism portfolio beyond traditional wildlife attractions to include cultural, adventure, culinary, and community-based tourism experiences; Improving connectivity to key tourist sites through strategic transport infrastructure investments; Strengthening partnerships with Local Governments to support implementation, monitoring, and enforcement of tourism standards; and Investing in local amenities –hotels, restaurants, entertainment venues, and other service infrastructure – to stimulate job creation and enhance the competitiveness of Uganda's tourism offering.

The implementation of this Strategic Development Plan is in two contexts:

(i) **Rationalisation of Government Agencies and Expenditure (RAPEX).** This reform initiative aims to enhance public sector efficiency, reduce redundancy, and optimise resource allocation – providing a critical framework for the Ministry to strengthen its operational effectiveness and service delivery.

(ii) Globally, tourism demand is being reshaped by two major forces: **sustainability** and **digitalisation.** The Plan responds proactively to these shifts by integrating strategies that harness emerging technologies

  (a) including **mobile platforms, peer-to-peer sharing services, virtual reality,** and the **sharing economy**

  (b) to enhance visitor experiences, improve destination management, and promote environmentally responsible tourism.

Additionally, for successful implementation of this Plan, MTWA will leverage synergies with other government NDP IV Programmes, Tourism Development Programme-specific MDAs, including Embassies/Missions Abroad, Local Governments, Private sector players, Civil Society Organizations (CSOs), and Development Partners.

1.2 LEGAL AND POLICY FRAMEWORK OF THE MINISTRY OF TOURISM, WILDLIFE AND ANTIQUITIES

1.2.1. Legal Framework

The Ministry of Tourism, Wildlife and Antiquities operates within a robust legal and policy framework anchored in the 1995 Constitution of the Republic of Uganda, specifically under Article 189 and the Sixth Schedule, which delineates the functions and services of the Central Government. The Constitution mandates the Ministry to oversee key national functions including:

(i) Regulation of tourism, wildlife, and cultural heritage conservation enterprises.

(ii) Protection and sustainable management of national parks and wildlife reserves.

(iii) Oversight of national monuments, antiquities, archives, and public records.

(iv) Formulation of national plans for tourism services and cultural heritage conservation.

(v) Establishment and enforcement of national standards and best practices in tourism, wildlife, and cultural heritage

The Ministry's constitutional mandate is operationalised through a suite of sector-specific laws and policies, both pre- and post-1995, which provide detailed guidance on implementation. These include:

The Tourism Act Cap. 82 provides a strong legal framework for tourism marketing and promotion, tourism sector quality assurance, enforcement of tourism regulations and standards (through nationwide registration, licensing and monitoring of tourism establishments); tourism levy collection and management; promotion of tourism-related investments; provision of financial and other assistance to strengthen the private sector and others. The Ministry, in consultation with all key stakeholders, has embarked on the review of the Tourism Act Cap. 82 in order to streamline and harmonise the mandate and functions.

The Uganda Wildlife Act, Cap. 315 provides the legal foundation for the conservation and sustainable management of wild fauna and flora in Uganda. It emphasises the protection of rare, endangered, and endemic species, and outlines the Ministry's mandate in wildlife conservation, including: strategic planning and coordination; policy development; regulation of international trade in wildlife; ratification and implementation of Multilateral Environmental Agreements (MEAs); and monitoring and evaluation (M&E) of wildlife conservation efforts.

In line with the Rationalisation of Government Agencies and Public Expenditure (RAPEX), the Act has been updated to reflect the merger of the Uganda Wildlife Authority (UWA) and the Uganda Wildlife Conservation Education Centre (UWEC). This strategic consolidation aims to eliminate duplication, enhance operational efficiency, and strengthen Uganda's wildlife conservation framework. The merger has resulted in the re-designation of UWEC as the Entebbe Community Conservation Area, now under UWA's management.

Through this Act, the Government of Uganda fulfils its national and international obligations to conserve biodiversity, combat illegal wildlife trade, and promote stakeholder engagement. It also provides for the control of import, export, and re-export of wildlife species, in alignment with international conventions such as CITES.

To further strengthen the policy environment, the Ministry – through a consultative and inclusive process – is reviewing the Uganda Wildlife Policy (2014) to develop a new Uganda Wildlife Management Policy 2025. This updated policy will expand the scope to include the management of wild plants and animals, their habitats, products, services, and derivatives. The inclusion of "management" reflects a shift towards a more holistic approach that encompasses: development, preservation, protection, restoration, promotion, and sustainable use of wildlife resources; integration of ecosystem services and biodiversity values into national planning; and enhanced regulatory frameworks to support implementation and enforcement

The new policy will serve as a cornerstone for Uganda's wildlife governance, aligning with the Fourth National Development Plan (NDP IV), the Tourism Development Programme PIAP, and global biodiversity frameworks.

The Museums and Monuments Act, Cap. 149 provides the legal basis for MTWA to preserve, manage, regulate, and develop Uganda's museums and monuments. It modernises heritage governance by consolidating laws related to cultural and natural heritage, and strengthens institutional structures to ensure effective oversight.

Key strategic roles of the Ministry under this Act include: safeguarding Uganda's historical, cultural, and natural assets; promoting the development and maintenance of museums and monuments; regulating heritage activities to ensure quality and sustainability; enhancing public awareness and the tourism potential of heritage sites

The Act supports Uganda's broader goals of cultural preservation, national identity, and economic development through heritage tourism, while aligning with global standards and conventions.

With the enactment of the **Technical and Vocational Education and Training (TVET) Act, Cap. 261,** the Uganda Hotel and Tourism Training Institute (UHTTI) Act, Cap 249, which re-established the UHTTI as a body corporate, and the Uganda Wildlife Research and Training Institute (UWRTI) Act, Cap 261, which empowers the institute to undertake research and training in conservation and sustainable development of wildlife resources in and outside of protected areas, and wildlife resource conservation for purposes of wildlife management and policy development, were repealed and the two institutions renamed the Hotel and Tourism Training College (HTTC) and the Uganda Wildlife Research and Training College (UWRTC), respectively, and the responsibility for their supervision transferred to the Ministry of Education and Sports (MoES).

1.2.2. Policy Framework

The Ministry is primarily guided by a number of policies. These policies include the following:

(i) **The Tourism Policy, 2015,** which sets out key priority areas anchored in a mission to "develop and promote sustainable tourism in Uganda while significantly contributing to national development".

(ii) **The Uganda Wildlife Policy 2014,** which provides for sustainable management and development of wildlife resources within and outside protected areas of Uganda, and ensure a healthy ecosystem. It aims at conserving the wildlife resources of Uganda in a manner that contributes to the sustainable development of the nation and the well-being of its people. The current wildlife legal framework puts much emphasis on terrestrial fauna and flora conservation, with less emphasis on aquatic fauna and flora.

(iii) **The Museums and Monuments Policy 2015,** which provides for the protection, preservation and management of cultural heritage in Uganda. Its main aim is to establish, promote, conserve, preserve and market Uganda's heritage through museums and monument services. The policy stresses the need for promoting gender responsiveness and equality, local community involvement in managing monuments, minimising destructive use of monuments, and promoting an enjoyable experience for tourists. The policy implementation necessitated the review of the Historical Monuments Act 1967, to accommodate emerging issues.

(iv) The implementation of the MTWA Strategic Plan FY 2025/26–2029/30 shall be done in observance of other relevant policies applicable in Uganda in the context of natural resource management, and these include:

(a) The National Environment Management Policy for Uganda 2014
(b) This policy provides the overarching framework for environmental protection, biodiversity conservation, and sustainable use of natural resources. It supports integration of environmental concerns into the Ministry planning and development processes.
(c) **The Uganda Forestry Policy 2001:** The policy supports forest conservation and community-based forest management, which intersects with wildlife habitats and cultural landscapes.
(d) **The National Water Policy for Uganda 1999 (revised in 2021):** The policy provides a comprehensive framework for the sustainable management, development, and use of water resources in Uganda. It is built on the principles of integrated water resources management (IWRM) and aims to balance the social, economic, and environmental value of water.
(e) **National Climate Change Policy 2015:** The policy provides a national framework for addressing climate change through mitigation, adaptation, and resilience-building. It supports Uganda's transition to a climate-resilient and low-carbon development pathway, aligned with Vision 2040 and the Sustainable Development Goals (SDGs).
(f) **National Land Use Policy:** The policy ensures that achievement of sustainable and equitable socio-economic development is through optimal land management and utilisation.

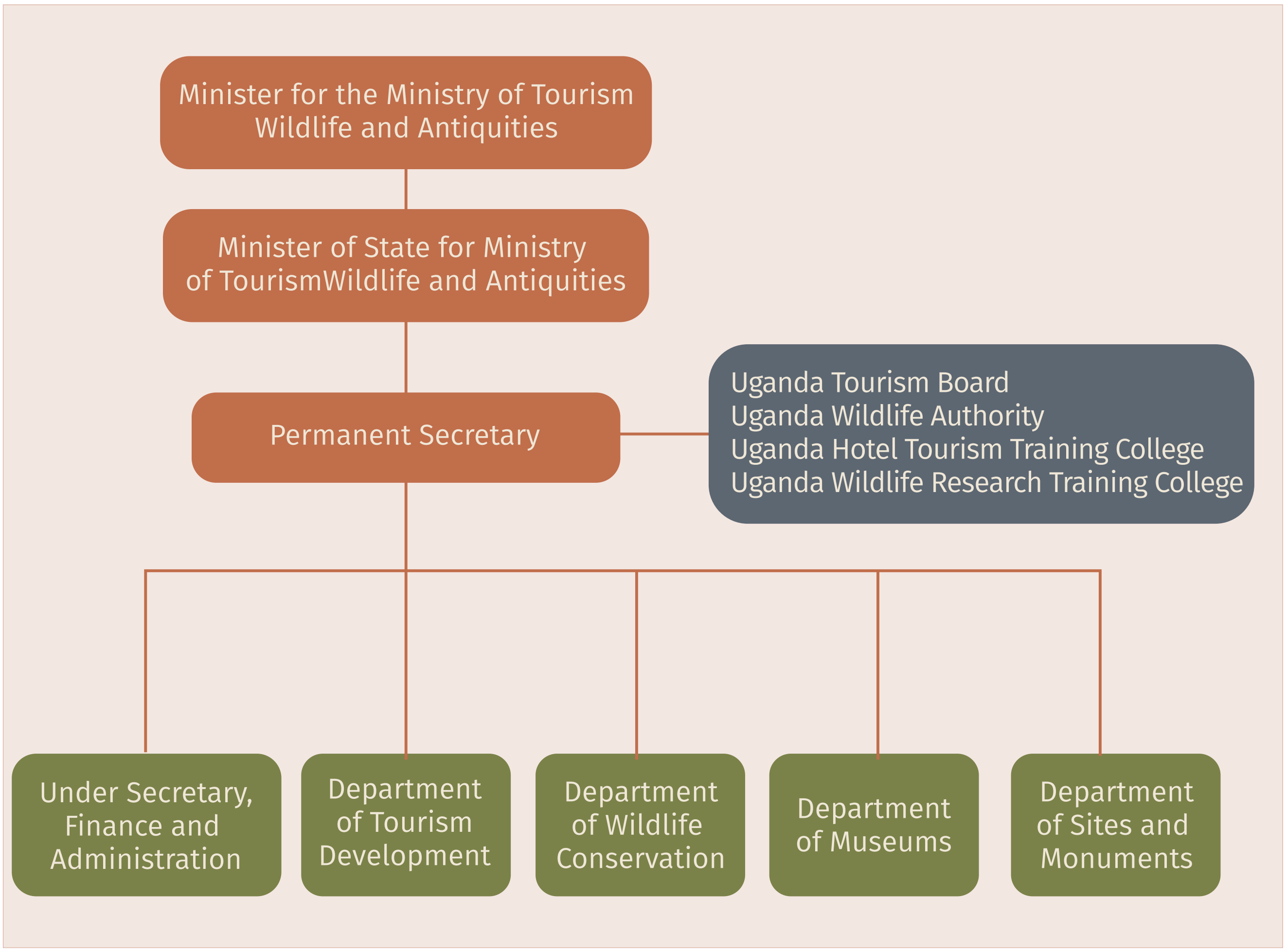
1.3 GOVERNANCE AND ORGANISATIONAL STRUCTURE

The Ministry of Tourism, Wildlife and Antiquities (MTWA) is strategically led by a Cabinet Minister, supported by a Minister of State and a Permanent Secretary who serves as the Accounting Officer, ensuring governance and accountability. The Ministry is structured into five departments – Tourism Development, Wildlife Conservation, Museum Services, Sites and Monuments, and Finance and Administration – each aligned to a strategic pillar of Uganda's tourism and heritage agenda. These departments are responsible for policy formulation, planning, and oversight within their mandates, with Tourism Development focusing on sustainable growth and competitiveness of Uganda's tourism, Wildlife Conservation on biodiversity protection, Museum Services on cultural preservation, Sites and Monuments on safeguarding historical assets, and Finance and Administration providing cross-cutting support for resource mobilisation, institutional governance, and operational efficiency. Together, they drive strategic outcomes, including enhanced tourism revenue, sustainable conservation, cultural preservation, and improved institutional performance.

Following the rationalisation of government agencies and expenditure, MTWA supervises four semi-autonomous agencies that are critical to the delivery of its mandate. These include the **Uganda Tourism Board (UTB)**, responsible for marketing and positioning Uganda as a premier tourism destination; the **Uganda Wildlife Authority (UWA),** which oversees the conservation and sustainable management of the country's wildlife resources; the **Hotel and Tourism Training College (HTTC),** tasked with providing professional training and conducting research in tourism and hospitality; and the **Uganda Wildlife Research and Training College (UWRTC),** which focuses on wildlife research and capacity building. These agencies operate under MTWA's policy guidance to ensure alignment with national development goals and sectoral priorities.

The organisational structure of the Ministry is illustrated in the Ministry's organogram as shown in Figure 1.

Figure: 1 Organisation Structure for the Ministry of Tourism, Wildlife and Antiquities



1.4 GLOBAL, REGIONAL AND NATIONAL DEVELOPMENT CONTEXT

1.4.1. Linkage to Uganda Vision 2040

Uganda Vision 2040 identifies tourism as a sector with vast strategic opportunities that must be harnessed to deliver maximum socio-economic returns. The vast and unique natural and cultural heritage presents the country with numerous opportunities to stimulate economic growth and earn significant revenue. Uganda Vision 2040 identifies the need to strategically invest in tourism development, add value to the existing products; diversify the country's tourism portfolio; and increase strategic marketing in traditional and emerging sources. The Vision further emphasises the need to develop tourism support infrastructure and related services such as transport and ICT, as well as invest in human resource development and research. As a means of ensuring the sustainable utilisation of tourism infrastructure and services, Vision 2040 focuses on developing domestic tourism in collaboration with the private sector, Local Governments (LGs), and communities.

1.4.2. Linkage with the 4th National Development Plan (NDP IV) and the Tourism Development Programme Implementation Action Plan (PIAP)

This Strategic Plan is aligned with Uganda's NDP IV and the tenfold economic growth strategy, positioning tourism as a key pillar of ATMS – alongside agriculture, minerals, oil & gas, and Science, Technology and Innovation (STI) –as a key driver of double-digit growth towards 2040.

The Plan contributes to the attainment of the national strategic objective one (1) enshrined in NDP IV, which is *"to sustainably increase production, productivity, and value addition in key growth sectors, including tourism"*, and is guided by the Tourism Development Programme Implementation Action Plan (PIAP). This Plan outlines a number of targeted strategies and interventions to *transform the country into a preferred tourist destination.*

Achievement of the targeted results in the Tourism Development PIAP over the next five years (FY 2025/26 to FY 2029/30) highly depends on the successful implementation of this Strategic Plan. Some of the results include:

(i) Increasing tourism foreign exchange earnings to USD 4 billion from USD 1.025 billion;
(ii) Increasing the average tourist length of stay to 10 nights from 7.6 nights;
(iii) Increasing the average inbound expenditure per leisure tourist to USD 2,500 from USD 1,550;
(iv) Increasing tourism's direct contribution to total tax revenue to 4.2% from 2.1%;
(v) Increasing domestic tourism expenditure to Shs. 5,350 billion from Shs 3,675 billion; and
(vi) Increasing level of tourist satisfaction from 79% to 85%.

1.4.3. Linkage with Regional and Global Development Initiatives

Uganda is a signatory to numerous bilateral and multilateral treaties, agreements, and protocols, including the Convention on International Trade in Endangered Species of Wild Flora and Fauna (CITES), the Convention on Migratory Species (CMS), the UN World Tourism Organisation (UNWTO), and UNESCO, among others. These international instruments collectively promote conservation awareness, protection of threatened and extinct species, prevention of habitat loss, and restoration of degraded ecosystems. They also support the advancement of knowledge and research, conservation of cultural resources, and the promotion of sustainable tourism. Uganda's commitment to these protocols reflects a strategic alignment with global efforts to safeguard biodiversity and cultural heritage while fostering responsible tourism development.

The Global Agenda 2030, through SDGs 8.9 and 11.4, underscores the importance of promoting sustainable tourism as a catalyst for job creation, cultural preservation, and economic development. At the continental level, the Africa Agenda 2063 (Goal 4) aims to increase tourism's contribution to GDP, recognising its role in driving inclusive growth. Regionally, the EAC Vision 2050 advocates for joint interventions in competitive, high-return tourism activities, including the implementation of a single East African visa, joint marketing strategies, and standardised hotel classification across member states. These frameworks are complemented by various treaties, agreements, and protocols that collectively guide sustainable and integrated tourism development across national, regional, and global levels.

(i) The Convention on Biological Diversity (CBD);
(ii) African-Eurasian Water Bird Agreement (AEWA);
(iii) Gorilla Agreement;
(iv) Greater Virunga Transboundary Collaboration (GVTC);
(v) The Convention on Migratory Species (CMS);
(vi) The Convention on International Trade in Endangered Species (CITES); and
(vii) RAPTORS Memorandum of Understanding, which guide conservation-linked tourism.

Through MTWA, Uganda fulfils its obligations under these protocols and leverages its membership in Regional Economic Communities (EAC, COMESA, AfCFTA, IGAD) to strengthen its position as a competitive tourism destination. These memberships also facilitate resource pooling for regional infrastructure development, including roads, railways, and energy systems that support tourism investment and growth.

1.5 PURPOSE OF FORMULATING THE STRATEGIC PLAN

In line with Uganda's Comprehensive National Development Planning Framework (CNDPF), MTWA, like all other Ministries, Departments, and Agencies (MDAs), is expected to develop a Strategic Plan aligned to the National Development Plan (NDP). With the approval of the Fourth National Development Plan (NDP IV) for FY 2025/26 – FY 2029/30 by Cabinet and Parliament, and the expiry of the current Strategic Plan (FY2020/21 – FY2024/25) in June 2025, the Ministry is required to formulate a successor Strategic Plan. This new plan will provide the overall strategic direction for the Ministry over the next five years, enabling it to effectively organise, mobilise, coordinate, and support the implementation of the NDP IV, focused on the Tourism Development Programme, in line with its mandate and national development priorities.

1.6 THE PROCESS OF DEVELOPING THE STRATEGIC PLAN

Formulation of this Strategic Plan was highly consultative and interactive and began with a review of several documents, published and unpublished, including the mid-term performance review of the previous plan, annual progress reports and policy papers. The document review was helpful in analysing the Ministry's performance based on what was set out to be achieved in the Strategic Plan (FY2020/21 – FY2024/25). It generated information on the internal and external contexts of the organization, in addition to identifying potentials and opportunities in the environment that need to be exploited as well as the threats and obstacles to be addressed.

The review was complemented with various stakeholder consultations, from staff in all units and departments, and external stakeholders (through the Tourism Development Programme Working Group). The stakeholder engagements aimed at building a consensus on priority interventions and projects as well as aligning the Ministry's vision and goal to the objectives and strategies of the Tourism Development PIAPs to which MTWA contributes.

1.7 STRUCTURE OF THE STRATEGIC PLAN

The Strategic Plan comprises nine chapters as highlighted below:

Chapter One: Introduction describes what the plan is about and the rationale for the preparation of the Plan. It also provides the background and mandate of the Ministry of Tourism, Wildlife and Antiquities. The chapter further provides the legal and policy framework for the Ministry's activities, including a brief description of the laws, policies and national-level plans that guide the Ministry's activities. Chapter One also provides the Ministry's governance and organisational structure, as well as linkage of the Strategic Plan to national, regional and international development commitments and initiatives. The final section of the chapter highlights both the process of developing the plan and the purpose of its formulation.

Chapter Two: Situation Analysis presents a detailed review of the ministry's performance including the key achievements and challenges faced in the implementation of the previous plans. The chapter further analyses the strengths, weaknesses, opportunities and challenges of the Ministry as well as key strategic issues to provide a foundation for the strategic direction going forward.

Chapter Three presents MTWA's strategic direction, clearly articulating the statement of strategic intent, Vision, Mission, core values, overall goal and priority areas for intervention. Under each priority area, there are key strategic objectives and actions to help achieve the strategic objectives.

Chapter Four presents the Financing Framework of the Plan. It provides the overall and disaggregated costs of the Plan, expected revenue flows from MTEF projections and the financing gap. The chapter also highlights the strategies for mobilising the required financing.

Chapter Five contains the institutional arrangements for implementing the Plan, the coordination of implementation of the plan, sustainability arrangements, partnerships, as well as the roles and responsibilities of the different stakeholders.

Chapter Six presents the Ministry's Communication and Feedback Strategy. In particular, the chapter contains the rationale and objectives of the communication strategy, key communication priorities and implementation of the priorities.

Chapter Seven addresses the risks to the implementation of the strategic plan. The chapter categorises and grades the risks, and estimates their likelihood of occurrence and impact on the tourism sector. The chapter also contains mitigation measures for each of the identified risks.

Chapter Eight presents the monitoring and evaluation framework to be used to measure and assess progress during implementation of this Strategic Plan. The chapter presents monitoring arrangements, the evaluations that will be conducted, and these are linked to a detailed results matrix of the strategic plan.

Lastly, **Chapter Nine** presents the project profiles that are critical for the successful implementation and achievement of MTWA's Strategic Plan. The detailed cost of the Strategic Plan and the Results Framework are attached in the annexes.

2 SITUATION ANALYSIS

2.1 INTRODUCTION

This section provides a strategic review of MTWA's performance against the targets set in its Strategic Plan for FY2020/21–2024/25. It identifies key contextual factors influencing the Ministry's planning ecosystem, including the policy and regulatory environment, institutional arrangements, and the availability of human and other resources. A comprehensive SWOT analysis is conducted to uncover potential opportunities for growth and innovation, as well as threats and challenges that must be addressed. The insights generated will inform the formulation of strategic issues and priorities for the Ministry's next planning cycle (FY2025/26–2029/30), ensuring alignment with national development goals and enhancing the effectiveness of tourism sector interventions.

2.2 REVIEW OF PERFORMANCE UNDER THE PREVIOUS STRATEGIC PLAN

2.2.1. Key achievements

The overarching goal of MTWA's Strategic Plan for FY2020/21–FY2024/25 was to enhance Uganda's appeal as a preferred tourism destination. Significant progress was achieved, evidenced by Uganda being voted the "Most Desirable Country in the Rest of the World" by the Wanderlust Travel Awards 2024, ranking among the top four places to visit in 2024 by Bradt Guides, and gaining global visibility through the Netflix documentary *Chimp Empire*. Uganda was also featured as a top travel destination by major international media outlets including CNN, National Geographic, the New York Times, and Lonely Planet. This success was driven by increased visitor numbers, expanded tourism investments, targeted government initiatives to revive the sector following COVID-19 pandemic, and renewed confidence among both international and domestic travelers.

Tourism Sector Economic Impact and Infrastructure Growth (2020–2024)

Tourism's contribution to Uganda's GDP increased significantly from Shs 3.913 trillion (2.7%) in 2020 to Shs 10.6 trillion (5.5%) in 2023, driven by rising demand for tourism services – particularly accommodation. The average annual hotel occupancy rate rose from 20.1% in 2020 to 53.2% in 2024, reflecting a strong sectoral recovery. This growth was supported by the expansion of hotel facilities, the opening of new eco-lodges and resorts, and the upgrading of existing establishments to meet international standards, especially in key tourism hubs such as Kampala, Entebbe, Jinja, and the Albertine region. The surge in supply and improved service quality have enhanced Uganda's appeal to both domestic and international visitors, further boosting the sector's economic contribution.

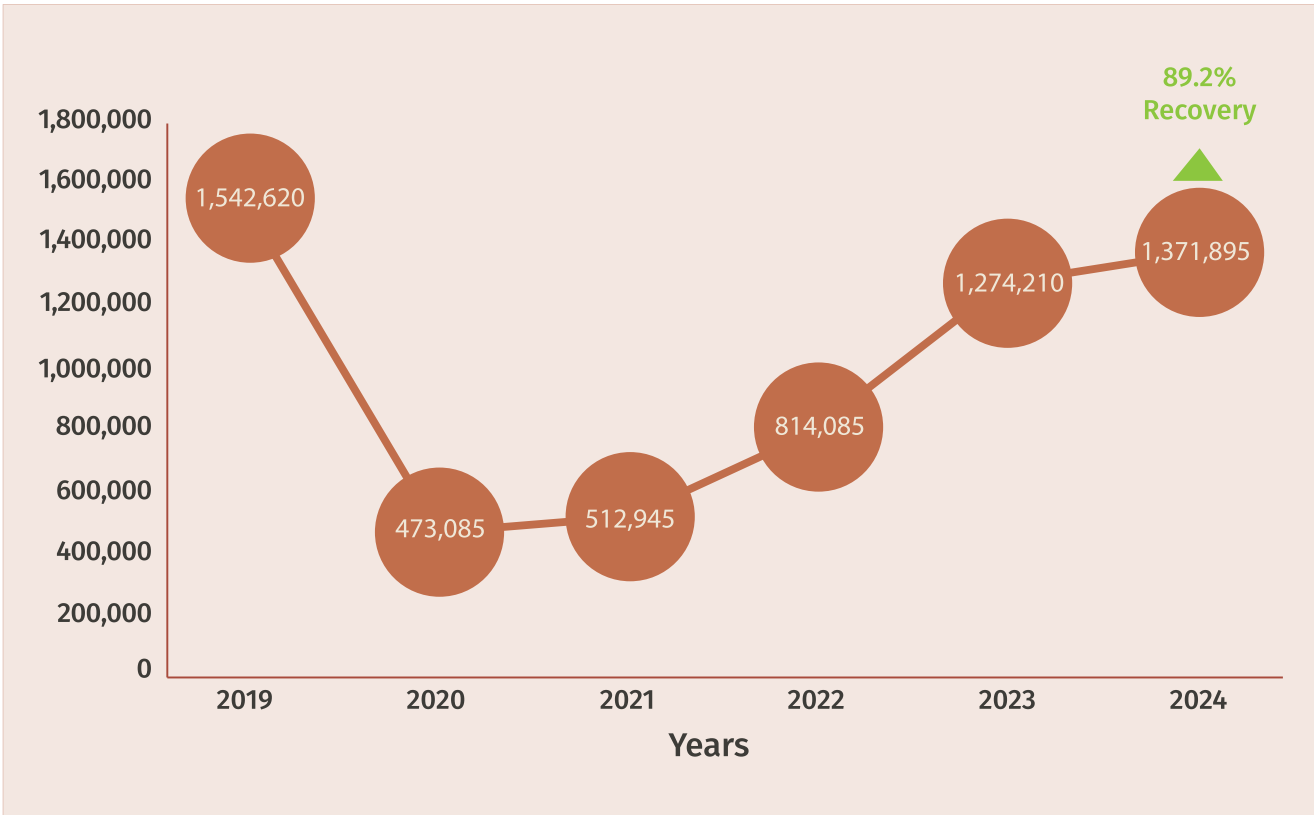
This performance is attributed to the implementation of domestic tourism initiatives, including drives/campaigns by the Ministry, as well as operationalising tourism information centres in designated tourism development zones. Consequently, the number of Ugandans visiting tourist sites including National Parks, museums and UWEC, significantly increased. In addition, development of the Tourism Information Management System, which aimed to collect and analyse information on the industry in a timely manner, was 95% complete by the end of FY 2023/24.

Objective One: Promote domestic and inbound tourism

Over the period FY 2020/21 to FY 2024/25, international tourist arrivals in Uganda rebounded to 89.2% of pre-pandemic levels, following a sharp decline caused by global lockdowns and travel restrictions during the COVID-19 pandemic. Visitor numbers, which had peaked at 1.5 million in 2019, dropped to 473,085 in 2020, but began recovering in 2022, driven by targeted marketing campaigns and improved air connectivity following the launch of Uganda Airlines. By 2023, arrivals had risen to 1,274,210, and further increased to 1,371,895 in 2024, reflecting the success of sustained recovery efforts under the Tourism Development Programme and reinforcing Uganda's position as a leading African destination.

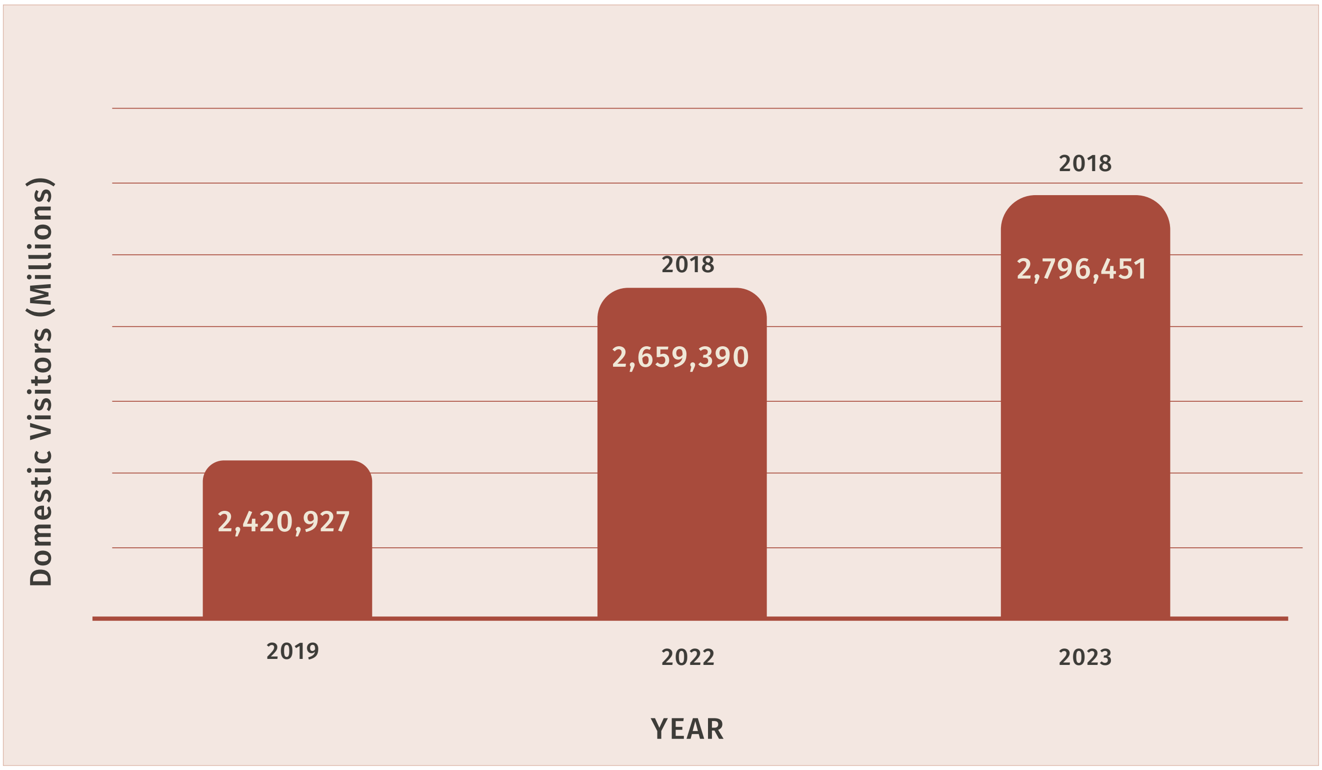
Meanwhile, domestic tourism has shown even stronger performance, surpassing pre-COVID levels by 15.5%. According to the Tourism Satellite Account for 2023, domestic visitor numbers rose from 2.42 million in 2019 to 2.80 million in 2023, highlighting increased local engagement and resilience in the sector (Figure 2).

Figure: 2 Uganda International Visitor Arrivals 2019-2024 (Millions)



This growth in domestic tourism was driven by heightened local interest in travel and strengthened government promotional campaigns – most notably the **"Explore the Pearl of Africa"** initiative. This campaign encouraged Ugandans to discover and appreciate the country's diverse tourism attractions, contributing significantly to increased domestic visitor numbers and reinforcing national pride in Uganda's rich natural and cultural heritage.

Figure: 3 Domestic Visitors in Millions



Source: Uganda National Household Survey (UNHS) 2023/24

Objective 2: Increase the stock and quality of tourism infrastructure

During the review period, the average length of stay in all types of accommodation increased from 7 days in the year 2021 to 8.7 days in the year 2024, successfully meeting the set target. This achievement is attributed to significant improvements in tourism infrastructure, including enhanced hotel facilities, reliable power, and internet connectivity that enable tourists to work remotely, improved security at tourism sites, and upgraded hospitality services. Additionally, the expansion of tourism products and sites, such as the revitalisation of cultural sites and monuments (including Kasubi Tombs, Mugaba Palace in Mbarara, Kikorongo Equator, Luwero Memorial Site, Namugongo Martyrs, etc.), museums (National Museum, Kabale Museum, Moroto Museums), and the development of the Source of the Nile and Rwenzori mountaineering destination, has further enriched Uganda's tourism offerings, increasing its attractiveness to both domestic and international visitors.

In relation to accommodation capacity (no. of rooms) across the country, Uganda's tourism sector recorded substantial growth in accommodation capacity, with the number of rooms increasing from 146,620 in FY 2021/22 to 350,550 in FY 2023/24, significantly surpassing the target of 161,161 rooms. Several strategic interventions drove this performance: the Government's incentive for private sector investment in accommodation across sub-regions; enhanced inspection of facilities, which prompted upgrades in standards. These efforts have collectively improved Uganda's capacity to host tourists and elevated the quality of tourism infrastructure nationwide.

In terms of tourism enabling infrastructure, over the review period, the additional tarmacked tourism road network since they year 2012 increased by 25 roads totaling to 1,704 km in length. Air connectivity improved significantly, with new Uganda Airlines flight routes, the expansion of Entebbe International Airport – now hosting 16 airlines – and the establishment of Kabalega International Airport. In 2024, the Government of Uganda partnered with the Government of the UAE to commence development of Kidepo International Airport. Additionally, the Paraa Bridge across the Nile at Murchison Falls was constructed, and marine/water transport routes were enhanced, collectively boosting accessibility and positioning Uganda as a competitive tourism destination.

During the period, the Tourism Satellite Account (TSA) was produced. Significant strides were made in developing digital capabilities across the industry, with 20 protected areas now having internet connectivity and 100% of tourism service providers offering online services. The Ministry also procured a Tourism Information Management System (TIMS) to enhance its data management processes and ensure real-time data availability to all stakeholders and clients.

Objective 3: Develop, conserve, and diversify tourism products and services

Regarding development, conservation, and diversification of the tourism product range, the Ministry was able to cumulatively upgrade all the 10 targeted tourism products, including: the Kagulu Hills in Buyende District; the Kitagata hot springs in Sheema District; the Rwenzori Mountains; the Source of the Nile; the Mugaba Palace (former palace for the King of Ankole); Kikorongo Equator in Kasese; birding; introduction of giraffes and Uganda Kobs in Pian Upe Wildlife Reserve; established the Karamoa Museums and maintained other cultural sites, as well as agro-tourism.

To diversify tourism products, a number of regional tourism product portfolios have been developed, including: the Greater Kampala Metropolitan Area tourism circuit; products in the Albertine Graben; and culinary tourism. In addition, the Ministry is undertaking the upgrade of the Uganda National Museum, with the completion of Phase 1, including the facelift (floor, washrooms, painting, transport gallery), and Phase 2, including fencing, parking, and setting up new exhibitions ongoing.

Objective 4: Develop a pool of skilled personnel along the tourism value chain and ensure decent working conditions

During the previous Plan period, new curricula for both UHTTI and UWRTI were modularised, and implementation is ongoing. In addition, the two institutions underwent heavy infrastructure upgrades, particularly acquiring new classrooms, libraries, laboratories, training application hotel, demonstration kitchen. Enrolment at UHTTI was 550 students in FY 2023/24 against a target of 500, while UWRTI enrolled 303 against a target of 300 students. A total of 297 Ugandans completed apprenticeships at UHTTI in hospitality fields, including chefs, housekeeping, food and beverage, front desk, among others. Additionally, a total of 50 Ugandans completed specialised training on nature interpretation and bird guiding at levels 1, 2, and 3. Significantly, 100% of all who graduated in apprenticeships got jobs.

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

In terms of strengthening coordination, the Ministry operationalised the Tourism Development Programme Working Group, which enhanced the coordination of MTWA and other Tourism stakeholders. The Ministry further enhanced collaboration with Local Governments by providing technical and financial support through conditional grants for retooling and profiling tourism products.

In terms of institutional capacity, the Ministry also facilitated the transfer of the National Botanic Gardens as part of Uganda Wildlife Education and Conservation Centre (UWEC), which was later merged with the Uganda Wildlife Authority under RAPEX. Additionally, it coordinated the establishment of a Regional Satellite Wildlife Conservation Education Centre in Mbale under UWEC.

Regarding the legal and policy framework, the Ministry reviewed and successfully secured the presidential assent for the Museums and Monuments Act in 2023, replacing the Historical Monuments Act of 1967. It also initiated reviews of the Tourism and Wildlife Policies of 2008 and 2013, respectively, which are expected to be completed by FY 2025/26.

The Ministry ensured provision of incentives to the private sector, including tax exemptions on tourism vehicles and hotel equipment, and complementary gorilla and chimpanzee tracking permits.

The following Table 1 provides a summary of key performance indicators at the outcome and intermediate outcome level that the Ministry of Tourism, Wildlife, and Antiquities contribute to.

Table: 1 Key tourism statistics 2020 - 2024

INDICATORS	2020	2021	2022	2023	2024
Contribution of tourism to GDP (%)	2.7	4.2	4.7	5.5	6.6%
Contribution of tourism to GDP (UGX Bn)	3,913.0	6,410.8	7,916.1	10.6 Tr	12.06Tr
Annual foreign exchange earnings (USD - Bn)	0.44	0.50	0.736	1.025	1.28
Number of international tourist arrivals from the US, Europe and China	29,036	27,877	46,907	67,252	64,877
Proportion of local tourists to total population (National Parks, museums, UWEC etc.)	69%	76%	84%	84%	82%
Average annual hotel occupancy rate (room occupancy rate, %)	20.1	33.1	46.9	53.9	53.2
Tourism arrivals	473,085	512,945	814,508	1,274,210	1,371,895
Average inbound expenditure per leisure tourist (USD)			1,806	1,478	2,114
Number of Ugandans visiting key tourist attractions	137,975	281,206	890,802	1,115,169	997,152
Length of stay/ overnights in all types of accommodation	8.3	7.0	7.4	7.6	8.7
Proportion of leisure to total tourists (%)	2.3	9.0	11.7	15.7	19.2
No of rooms			350,550	350,550	350,550
No of beds			371,221	371,221	371,221
Contribution of tourism to total employment (%)		5.7	5.7	7.2	7.2
Visitor satisfaction (%)			79	79	83
Number of people directly employed along the tourism value chain		573,508	610,806	803,691	803,691
Population of elephants	7,975	7,975	7,975	7,975	7975
Population of antelopes	175,590	175,590	175,590	175,590	175,590
Population of lions	493	373	373	373	292
Population of Mountain Gorillas	459	459	459	459	459

Source: Tourism Development Programme Annual Performance Reports FYs 2020/21 to 2023/24 Vote 022 Budget Performance Reports (FYs 2020/21 to 2024/25)

There has been significant growth in direct employment along the tourism value chain, with the number of people directly employed along the tourism value chain increasing to 803,691 (7.2% of total population) in 2024 from 573,508 (5.7% of total population) in 2021 (Table 1). Although the sector faced setbacks due to the COVID-19 pandemic, by 2022, employment in tourism had risen modestly to 610,806 jobs, registering a growth rate of 6.5%.

2.3 PROGRESS ON MDA PROJECTS

The key projects under the previous plan included: the Ministry's Retooling Project; Development of Museums and Heritage Sites for Cultural Tourism (Phase II); Development of Source of the Nile (Phase II); Mt. Rwenzori Tourism Infrastructure Development Project (Phase II) and Mitigating Human-Wildlife Conflict Project; the Competitiveness and Enterprise Development Project (CEDP); and Investing in Forest and Protected Areas for Climate Smart Development Project. The physical performance of each of the projects is highlighted below:

Development of Source of the Nile (Phase II). The main building sub-structure of the modern pier, viewing bridge, restaurant sub-structure works, and final designs for glass viewing deck and floating dock were completed; procurement for the design of suspended and non-suspended walkways, installation of functional gabion infrastructure, tourist rest points, and cliff barriers was concluded, and the contract was awarded. Seven acres of land at the Source of the Nile core area were secured from Jinja City purposely for the construction of major infrastructure, including a modern pier. The Resettlement Action Plan (RAP) implementation framework was developed and approved; the cadastral survey report with strip maps and valuation report was done.

However, project implementation has been slow, largely due to changes in project scope and designs, delays in securing statutory approvals and delays in the acquisition of the required land of approximately 170 acres of land to support the major infrastructural developments.

Mt. Rwenzori Tourism Infrastructure Development Project (Phase II). Two tourist camps developed at Rwenzori Nyabitaba and Elena Camp (located at an altitude of 4,600 metres) with facilities to accommodate tourists and support personnel (guides, porters, chefs, security); boardwalks with a total length of 8,192 metres were also constructed; and a total of 233 Rwenzori mountaineering service providers trained in nature interpretation, tourist handling, personal financial management, summiting, and tourism promotion.

However, completion of the project has been delayed mainly due to poor weather conditions that affect the works, especially during the wet seasons and inadequate field equipment, and delayed release of funds, with only 24% of the project's planned funding released in the first three years.

Mitigating Human-Wildlife Conflict Project (MHWCP). Construction of four (4) ranger outposts have been developed each equipped with 12 accommodation rooms, kitchen and sanitary facilities as well as solar and water harvesting tanks in Lake Mburo National Park.

Competitiveness and Enterprise Development Project (CEDP). The Tourism Information Management System (TIMS) was developed; transport equipment acquired; and 22 Local Governments retooled for quality assurance function; the Integrated Destination Development Plan (IDDP) for the Albertine TDA developed; 10 groups (200 beneficiaries) were trained in beekeeping in QENP; a MICE Bureau was established; and both UHTTI and UWRTI were upgraded and equipped.

The Development of Museums and Heritage Sites for Cultural Tourism (Phase II) project. Since its inception, the Ministry has registered tangible achievements such as the completed renovation and landscaping of Mugaba Palace and Nyero Interpretation Centre, as well as the refurbishment of Soroti and Kabale Regional Museums. Significant progress has also been made with the development of designs and Bills of Quantities (BOQs) for the Moroto, Mwanga, and Kabalega Museums, alongside the construction of public toilets at various cultural sites. At the Uganda Museum, a Transport Gallery has been established to enhance visitor experiences, while the rehabilitation of the Barlonyo Memorial Site and ongoing construction works at the Kikorongo Equator Monument further demonstrate the project's practical impact. Procurement of the construction works for the Moroto Museum is underway. The project is scheduled for completion by 30th June 2026.

Table: 2 Progress on projects as of June 2024

PROJECT	ACTUAL PERCENTAGE OF PHYSICAL PROGRESS	
	2023/24	2024/25
Development of the Source of the Nile Project (Phase II)	55%	60%
Development of Museums and Heritage Sites for Cultural Tourism Phase II	40%	50%
Mt. Rwenzori Tourism Infrastructure Development Project (Phase II)	42%	55%
Mitigating Human-Wildlife Conflict Project (MHWCP)	10%	30%

Source: MTWA project performance reports FY2023/24

2.3.1. Cross-Cutting Issues

During the NDP III strategic planning period, MTWA made significant commitments to addressing cross-cutting issues. These included upholding human rights in the execution of its activities, promoting gender equality, preventing diseases such as malaria, controlling pandemics, preventing discrimination against individuals affected by HIV/AIDS, and supporting HIV/AIDS-related initiatives. The Ministry also prioritised environmental protection, adopted climate change mainstreaming interventions, and ensured that Environmental and Occupational Health and Safety (OHS) measures are mainstreamed in all development projects. Notably, MTWA ensured that resources are specifically allocated to support the effective implementation of these critical cross-cutting priorities, as detailed below:

2.3.2. Gender and equity

The Ministry has demonstrated gender sensitivity in its hiring practices, despite a reduction in total number of employees during the review period. Specifically, out of 203 employees of the Ministry in FY 2020/21, 73 (36%) were female while 130 were the male counterparts. However, in FY 2024/25, the proportion of the female employees rose to 40% despite the overall number significantly reducing to142 employees. This demonstrated the Ministry's efforts to enhance female participation and support towards the attainment of gender equality goals. However, challenges remain, particularly in recruiting for roles such as site attendants, askaris, where stereotypes discourage female applicants, thus affecting the Ministry's broader gender equity ambitions.

On the policy front, the Ministry is in the process of establishing a Gender Equality Policy to guide its departments in prioritizing the appropriate interventions and actions. As part of this effort, a roadmap has been developed and approved.

2.3.3. Human rights

In alignment with Chapter Four, Section 20(1) of the Constitution of the Republic of Uganda, which emphasises the protection and promotion of human rights and freedoms, MTWA and its agencies strengthened the implementation of human rights during the NDP III period. Key actions included conducting extensive advertisements, promotions, and awareness campaigns to ensure the general public's right to access tourism information, delivered through both physical engagements and online platforms. The Ministry led the implementation of actions and practices that prioritised the safety of workers and visitors at tourist sites by offering orientation sessions, briefings, and protective gear.

Furthermore, the human rights have been considered in all the planning and implementation of wildlife and cultural heritage conservation interventions. The staff of the Ministry and its agencies regularly undergo training on human rights standards to prevent mishandling of individuals, even in cases of protected area encroachment. Additionally, the proceeds of wildlife conservation have been shared with the host communities through several programs such as the 20% Revenue Sharing. Compensations have been done to individuals affected by wildlife disruptions and for landowners displaced by tourism developments. Where evacuations occur within protected areas, communities are first sensitised, and legal frameworks are applied to safeguard the rights of those affected.

2.3.4. HIV/AIDS

The Ministry implemented several interventions to advance the national goals in regard to HIV/AIDS. These included the continuous dissemination of HIV/AIDS information to staff during orientation and skills development programmes, as well as to communities through tourism campaigns and expos, often using banners and flyers for greater reach. Additionally, the Ministry has conducted regular inspections of hotels to ensure that HIV/AIDS information is visibly displayed and that protective materials are readily available for easy access. MTWA and its agencies also actively participate in HIV/AIDS-related activities both locally and internationally, notably maintaining active involvement in events such as World AIDS Day.

2.3.5. Climate change

The Ministry initiated Climate Change Mainstreaming starting FY 2024/2025. In this one-year period, it undertook inspections and monitoring of climate-proofing interventions in different national parks and assets. Additionally, the Ministry undertook capacity building of some staff on Climate Change Budgeting Tagging to support tracking of climate change responsiveness by the tourism development programme.

2.4 INSTITUTIONAL CAPACITY OF MTWA

2.4.1. Financial resources

Between FY 2020/21 and FY 2024/25, MTWA experienced a steady increase in its total budget allocation, rising from Shs 27.1 billion in FY 2020/21 to Shs 66.4 billion in FY 2024/25.

As indicated in Table 3, the wage allocation remained relatively stable across the years, ranging between Shs 2.1 and 2.6 billion annually over the five year period. The releases for wage closely matched the NDP III planned allocations, indicating strong consistency in salary payments and staffing commitments.

The Non-wage allocations increased substantially from Shs 15.6 billion in FY 2020/21 to Shs 31.7 billion in FY 2024/25. However, the actual allocations over the period remained way below the planned funding whereby only Shs 221 billion was realized against the NDP III Planned funding of Shs 1.2 Trillion for the execution of the MTWA Strategic Plan FY 2020/21 to 2024/25. The details on the planned and actual funding for each year are presented in Table 3 below.

Table: 3 Budget over the MTWA Strategic Plan (2020/21-2024/25)

	CATEGORY	2020/21	2021/22	2022/23	2023/24	2024/25	TOTAL
NDP III Planned Budget (Bn)	Wage	2.1	2.6	2.4	2.4	2.5	11.9
	Non-Wage	31.2	68.4	132.4	172.3	198.2	602.4
	Development	24.6	76.1	142.4	155.9	191.9	590.8
	Total	57.8	147.1	277.1	330.5	392.6	1205.1
Actual releases (Bn)	Wage	1.2	1.7	2.9	2.9	2.7	11.2
	Non-Wage	15.6	9.0	26.0	22.9	31.7	105.0
	Development	10.4	16.1	12.2	34.0	32.1	104.8
	Total	27.1	26.8	41.0	59.7	66.4	221.0

Source: MTWA Strategic Plan (2020/21-2024/25) Vote 022 Budget Performance Reports (FYs 2020/21 to 2024/25)

2.4.2. Project financing

Between FY 2020/21 and FY 2024/25, the Government of Uganda progressively increased financing of projects implemented by MTWA. Total funding increased from Shs 10.4 billion in FY 2020/21 to Shs 32 billion in FY 2024/25. The most significant investments were directed towards the Development of the Source of the Nile Project (Phase II), which increased from Shs 3 billion in FY 2021/22 to Shs12.78 billion in FY 2023/24, indicating its strategic importance as a flagship tourism site. The Development of Museums and Heritage Sites and the Mt. Rwenzori Infrastructure Development Project also received substantial and consistent support. The Retooling of MTWA was consistently funded to strengthen institutional capacity. Notably, the Mitigating Human-Wildlife Conflict Project (MHWCP) was introduced in FY 2023/24. Overall, the upward trend in allocations highlights strong government performance in prioritising tourism development as a key driver of socio-economic transformation.

Table: 4 Project financing between FY 2020/21 and FY 2024/25

PROJECT	2020/21	2021/22	2022/23	2023/24	2024/25
Development of the Source of the Nile Project (phase II)	0.0	3.0	2.4	12.8	11.5
Development of Museums and Heritage Sites for Cultural Tourism Phase II	4.3	9.4	6.8	6.2	7.4
Mt. Rwenzori Tourism Infrastructure Development Project (Phase II)	4.9	2.8	1.7	11.3	10.2
Mitigating Human-Wildlife Conflict Project (MHWCP)	0.0	0.0	0.0	1.0	1.0
Retooling of MTWA	1.1	0.9	1.2	2.2	2.0
TOTAL	10.4	16.1	12.2	34.0	32.1

source: MTWA project performance reports FYs 2020/21 to 2024/25 Vote 022 Budget Performance Reports (FYs 2020/21 to 2024/25)

2.4.3. Human Resources development and management

The overall human resource trends of MTWA from F2020/21 to F2024/25 reveal a consistent decline in staffing levels despite growing institutional demands. The staff numbers reduced from 203 in FY 2020/21 to 182 in FY 2023/24, marking a 10.3% decrease (Table 5). This decline affected both male and female staff, with the number of male staff dropping from 130 to 118 and female staff from 73 to 64, indicating a concerning reduction in female representation and a persistent gender imbalance. It should be noted that this analysis of the human resource requirements looks at both the Ministry and the affiliated training institutions (now colleges) of Uganda Wildlife Research Training College (UWRTC) and Uganda Hotel Tourism Training College (UWRTC).

The analysis of the Ministry staff requirements in FY 2024/25 further shows that 44.7% (115 positions) are existing staffing gaps, out of a 257 approved staff structure. Out of the 142 filled staff positions, 85 are males while 57 are females, indicating a gender imbalance similar to that within the overall staff distribution of the Ministry combined with two training colleges.

Meanwhile, the desired staffing levels increased from 334 in 2020/21 to a peak of 382 in FY 2023/24, before slightly dropping to 257 (for the Ministry alone) in FY 2024/25 (Table 5). This suggests that while the Ministry's operational scope may have expanded or evolved, actual recruitment has not kept pace. As a result, the staffing gap widened significantly, peaking at 200 unfilled positions in 2023/24, translating to a 52.3% shortfall – the highest in the reporting period. Although the gap narrowed to 115 in 2024/25, this was largely due to a reduction in the desired staff numbers rather than increased recruitment.

There are also significant staffing disparities across departments within MTWA that threaten effective service delivery. Tourism Development Department has the highest staffing levels at 76%, with 16 out of the required 21 positions filled, followed by the Finance and Administration Department at 75% (63 out of 84), and the Wildlife Conservation Department at 61% (11 out of 18). Both the Museum Services and Sites and Monuments Departments operate with generally low staff capacity of at most 50%. The most critical staff shortage is in the Sites and Monuments Department, which is operating at only 34% capacity, with just 31 staff position filled out of the required 92 – leaving a gap of 66% (Table 6). These disparities highlight an urgent need for targeted recruitment and resource allocation, particularly for departments responsible for cultural heritage preservation and product development, which are central to Uganda's tourism competitiveness and the successful implementation of sector priorities under the Fourth National Development Plan.

Table: 5 Staffing situation at MTWA (FY 2020/21 – FY 2024/25)

FY	MALE	FEMALE	TOTAL	DESIRED STAFF	STAFFING GAP	SHORTFALL (%)
2020/21	130	73	203	334	131	39.2
2021/22	121	77	198	334	136	40.7
2022/23	123	74	197	300	103	34.3
2023/24	118	64	182	382	200	52.3
2024/25	85	57	142	257	115	44.7

Source: MTWA Human Resource Records (2011-2025)

Table: 6 Staffing capacity of Departments/Divisions at MTWA

DEPARTMENT/DIVISION	DESIRED STAFF	ACTUAL FILLED	STAFFING GAP
Tourism Development	21	16	5
Wildlife Conservation	18	11	7
Museums	42	21	21
Sites and Monuments	92	31	61
Finance and Administration	84	63	21
Total	**257**	**142**	**115**

Source: MTWA Human Resource Records (2011-2025)

The high and persistent staffing shortfalls threaten the Ministry's capacity to effectively implement its mandate. The disproportionate decline in female staff also calls for deliberate gender-responsive strategies.

Given the increased mandate of MTWA including leadership of the Tourism Development Programnme Working Group, RAPEX, as well as the recently introduced conditional grants to District Local Governments and funding to missions abroad among others, there is a need for a comprehensive functional analysis of the Ministry. This would inform the systematic development of the appropriate organizational structure to enhance efficiency, effectiveness and strategic alignment to achieve the Ministry's aspirations amidst the evolving operational requirements and the increasing need to promote gender equityin Uganda's Tourism Sector.

In addition, skills gaps still exist within MTWA, in the managerial, technical, operational, and key support functions. The most affected department is the Sites and Monuments Department, with major gaps in engineering, architectural conservation, and product development at the Headquarters, as well as conservator, site attendant, and security guard positions (Table 7). These gaps severely undermine the management, preservation, and promotion of Uganda's cultural heritage sites. The Finance and Administration Department also faces critical deficits (21 positions), especially in the administrative support, human resources, ICT, records, accounts, procurement, and audit functions, which are essential for the Ministry's internal operations and financial governance. Within the Directorate of Tourism, Wildlife and Antiquities, there are 12 vacant positions, including senior officers in tourism development and wildlife conservation, affecting planning, quality assurance, and sector coordination. Similarly, the Museums Services Department has 21 vacant positions, including curators, programme staff, and accountants, which impairs museum education, public programming, and specialised conservation functions.

Table: 7 MTWA staffing gaps

POST/TITLE	SALARY SCALE	VACANT POSTS
FINANCE AND ADMINISTRATION DEPARTMENT		
Senior Assistant Secretary	U3	1
Driver	U8	1
Inventory Management Officer	U4	1
Office Supervisor	U4	1
Assistant Office Supervisor	U6	1
Telephone Operator	U7	1
Receptionist	U7	1
Askari	U8	2
Human Resource Officer	U4	1
Stenographer Secretary	U5	1
Principal Information Technology Officer	U2	1
Senior Information Technology Officer	U3	1
Assistant Librarian	U5	1
Senior Records Officer	U3	1
Assistant Accountant	U6	2
Principal Policy Analyst	U2	1
Senior Research Officer	U3	1
Senior Procurement Officer	U2	1
Principal Internal Auditor	U2	1
Sub-total F&A		**21**
TOURISM DEPARTMENT		
Commissioner Tourism Development	U1SE	1
Personal Secretary	U4	1
Driver	U8	1
Assistant Comm. Tourism	U1E	1
Tourism Development Officers	U4	1
Sub-Total		**5**
WILDLIFE CONSERVATION DEPARTMENT		
Commissioner Wildlife Conservation	U1SE	1
Personal Secretary	U4	1
Drivers	U8	2
Assistant Comm. Planning and Partnership	U1E	1
Principal Wildlife Officer	U2	2
Sub-Total		**7**
MUSEUMS SERVICES DEPARTMENT		
Commissioner Museums Services	U1S	1
Personal Secretary	U4	1
Driver	U8	1
Assistant Commissioner Museum	U1E	1
Principal Curator – Education and Public Programmes	U2	1
Curator – Natural History/Paleontology	U3	1
Curator History/Archaeology	U4	2
Curator Exhibitions	U4L	1
Curator Public Programmes	U4L	1
Assistant Curator	U5	4
Assistant Curator Taxidermy	U5	1
Senior Assistant Accountant	U5	1
Gallery Assistant	U7	3
Security Guard	U8	2
Sub-total		**21**

POST/TITLE	SALARY SCALE	VACANT POSTS
SITES AND MONUMENTS DEPARTMENTS		
Commissioner Sites and Monuments	U1SE	1
Personal Secretary	U4	1
Driver	U8	1
Principal Conservator– Maintenance and Inspection	U2	1
Senior Conservator– Maintenance	U3	1
Researcher	U4	1
Conservator Surveyor	U4	1
Conservator Architect	U4Sc.	1
Conservator Civil Engineer	U4	1
Conservator Quantity Surveyor	U4	1
Conservator Product Development	U4	1
Assistant Conservator – Product Development	U5	3
REGIONAL MUSEUMS – KABALE, SOROTI, MOROTO		
Curator – Soroti, Moroto and Kabale	U4	1
Assistant Curator – Moroto, Kabale, Arua, Fort Portal and Soroti	U5	5
Askari	U7	5
EASTERN AND NORTHEASTERN SITES AND MONUMENTS		
Conservator – Nyero	U4	1
Site Attendant/Guide	U7	1
Security Guard	U8	6
NORTHERN REGION SITES AND MONUMENTS		
Conservator	U4	2
Assistant Conservator (Barlonyo, Wadelai, Patiko)	U5	2
Security Guard	U8	3
WESTERN REGION SITES AND MONUMENTS		
Conservator – Mugaba Palace	U4	1
Assistant Conservator (Mugaba and Kibiro)	U5	1
Site Attendant/Guide – Nkokonjeru and Katasiha	U7	2
Security Guard	U8	4
CENTRAL UGANDA SITES AND MONUMENTS		
Conservator – Kasubi Tombs	U4	1
Assistant Conservator (Bigo Bya Mugenyi, Wamala and Luwero Triangle)	U5	3
Site Attendant/Guide	U7	3
Security Guard	U8	6
Sub-Total SM		**61**
Grand Total MTWA		**115**

Source: MTWA Human Resource Records (2011-2025)

2.4.4. Monitoring and Evaluation

MTWA has an M&E mechanism in place aimed at tracking and reporting on the progress of implementing the Strategic Plan as well as measuring its success. During the NDP III period, several key strategies were put in place to improve the monitoring and evaluation capacity of MTWA, including: training of key M&E personnel; having M&E focal persons in all departments, conducting day-to-day monitoring of activities at the Ministry and its agencies; holding weekly, monthly, and quarterly meetings to review performance; carrying out annual performance reviews; and engaging stakeholders regularly. Additionally, MTWA has successfully implemented a market intelligence framework to continuously track the growth of the tourism industry. However, the Ministry continues to face a challenge of limited staffing under the M&E framework, especially given the additional responsibility of leading the Tourism Development Programme.

2.4.5. Existence of the Tourism Development Programme Coordination Structure

A Tourism Development Programme Working Group was established with membership from MTWA, Uganda Tourism Board (UTB), Uganda Wildlife Authority (UWA)/Uganda Wildlife Conservation Education Centre (UWEC), the Hotel and Tourism Training College (HTTC), formerly UHTTI, the Uganda Wildlife Research and Training College (UWRTC), formerly UWRTI, the Ministry of Works and Transport (MoWT), Uganda Civil Aviation Authority (CAA), the Ministry of Finance, Planning and Economic Development (MoFPED), the Ministry of ICT and National Guidance (MICT&NG), the Ministry of Internal Affairs (MIA), the Ministry of Local Government (MoLG), the Uganda Police Force (UPF), Uganda Tourism Association (UTA), the National Planning Authority (NPA), the Ministry of Water and Environment (MWE), the Ministry of Trade, Industry and Cooperatives (MTIC), Kampala Capital City Authority (KCCA), the Ministry of Gender, Labour and Social Development (MoGLSD), Uganda Broadcasting Corporation (UBC), the National Council of Sports (NCS), CSOs, Uganda Airlines, the Ministry of Foreign Affairs (MoFA), and Uganda People's Defence Forces (UPDF).

In order to support the activities of the Tourism Development Programme Working Group, a Secretariat was set up within MTWA, headed by the Permanent Secretary, Ministry of Tourism, Wildlife and Antiquities (Technical Head). The Programme Secretariat executes the mandate of the PWG through a team of dedicated staff who are technical officers. The Secretariat was able to undertake the following:

(i) Aligned the annual budgets to the National Development Plan III and the PIAP; Reviewed and gave no objection for approval for MTWA and the annual Tourism Development Programme Budget Framework Papers for each year of the NDP III period;

(ii) Supported the identification and appraisal of various Ministry projects; and

(iii) Reviewed and gave no objection for approval for the MTWA's and the Tourism Development Programme Annual Performance Reports.

2.5 KEY OUTSTANDING CHALLENGES FACED BY THE TOURISM

The challenges include:

(i) **Insecurity and negative perceptions** Uganda's progress in tourism growth is affected by civil unrest and conflict in some of the neighboring countries, which create a perception of regional instability. Internally, negative travel advisories, and adverse media coverage further weaken Uganda's image as a safe and welcoming destination.

(ii) **Inadequate resources for the various interventions of the Tourism Development Programme.** Although public funding for the sector has increased to Shs 278 billion in FY 2024/25 from Shs 199 billion in FY 2022/23, it remains low compared to what is required. During the first 4 years of the NDP III, the Ministry and agencies received only 28.5% of the planned budget. This hampered the implementation of several commitments.

(iii) **Low levels of product development, coupled with poor quality products, poor customer service to keep the tourists much longer and spend more.** This is largely due to the limited funding available for product development. The Ministry spends several years developing a product, yet the same product can be developed in one year if adequate resources are available.

(iv) About 2,300 km of the identified tourism roads that need tarmacking are still pending, as well as the regional aerodromes that are yet to be developed.

(v) **Encroachment on cultural heritage sites.** A number of cultural heritage sites across the country have been encroached upon by local communities, which has led to the destruction of these sites.

(vi) **Land and gazettements, challenges with District Local Governments, especially in areas where there are no constituted District Land Boards.** There are increased pressures towards the destruction of cultural sites, especially for stone quarrying and land occupation.

(vii) **Untitled land for most of the cultural heritage sites.** Most cultural heritage sites across the country remain untitled, which poses a significant challenge to their development. The absence of formal land titles often leads to ownership disputes, limits access to funding or investment, and slows down infrastructure improvements and conservation efforts. Securing land titles is, therefore, critical to facilitating the sustainable development and protection of these sites.

(viii) **Declining habitats.** The quality of wildlife habitats has been steadily declining, marked by changes in vegetation structure and cover. These alterations significantly impact the usability of these spaces for wildlife, threatening their survival and ecosystem health.

(ix) **Decline/loss of species, including lions.** Owing to various factors, Uganda's carnivore populations, including lions, have either stagnated or declined. This trend disrupts ideal ecosystem dynamics and diminishes the quality of wildlife tourism as an experiential product.

(x) Persistent human-wildlife conflicts, poaching, and illegal wildlife trade.

(xi) **Unclear/contested protected area boundaries.** There are ambiguities and disputes over protected area boundaries, which have created significant challenges for conservation efforts. Unclear demarcations lead to conflicts, thus undermining effective management and threatening the integrity of ecosystems and biodiversity within these areas.

(xii) **Climate change.** There are numerous impacts that are posed by the increasing temperatures, unprecedented rainfall patterns, heatwaves, prolonged droughts, floods, and storms, all with a significant bearing on tourism assets and amenities. For example, heavy rains and floods have resulted into displacements and degradation in some regions. This has prompted the affected communities to push the Government to de-gazette some protected areas for resettlement and agricultural practices.

(xiii) Risks from diseases, fire, insecurity, climate change, pollution, oil spills, chemical exposure, powerlines, windmills, traffic accidents, natural disasters, impacts of extractive industries, and other forms of development in the management of wild plants, animals, and their habitats.

(xiv) **Inadequate staffing and skills across the sector.** The ongoing upgrading of UHTTI and UWRTI into centres of excellence for tourism and hospitality training and wildlife research and training, respectively, is aimed at addressing this challenge.

(xv) **Inadequate regulatory and coordination framework.** There is a lack of an operational regulatory framework regarding the development and management of the Tourism Development Levy, Tourism Development Fund, and licensing fees for tour operators and tour guides, as well as inadequate regulations for wildlife management. In addition, the Tourism Development Programme Working Group Secretariat is inadequately staffed to fully address the programme coordination functions.

(xvi) **Low level of decentralisation in the delivery of tourism services across local governments.** Over 170 officers designated either as Tourism Officers or Wildlife Officers are deployed to support tourism site development within their jurisdictions. While these officers are instrumental in profiling and promoting tourism sites, their roles remain narrowly defined, often overlooking the equally important aspects of wildlife conservation and cultural heritage management. This fragmented approach limits the effectiveness of local tourism development efforts, especially in areas rich in both natural and cultural assets. The lack of an integrated mandate and appropriate capacity to address all components of tourism, including heritage preservation, highlights the need to harmonise these roles into a unified cadre with cross-cutting competencies. Strengthening their capacity and redefining their roles would enhance local ownership, promote holistic tourism development, and improve the overall effectiveness of decentralised tourism services.

2.6 SWOT ANALYSIS

The SWOT analysis was used to determine opportunities and threats that influence MTWA as well as its strengths and weaknesses. Table 8 highlights the Ministry's Strengths, Weaknesses, Opportunities, and Threats (SWOT).

Table: 8 SWOT Analysis

INTERNAL INFLUENCE	
STRENGTHS	**WEAKNESSES**
1 High budget absorption rates (over 98%,) ensuring efficient use of resources. 2. Recovery of international tourist arrivals (reaching 89.2% of pre-COVID levels). 3. The number of domestic tourists has surpassed the pre-COVID-19 level (920,610) to 1.32 million people recorded in 2023. 4. Consistent increase in budget allocations. 5. Improved transport infrastructure, with a total of 6 tourism roads (251.5 km) completed, including: Pakwach–Paraa (45 km); Buliisa–Paraa (30 km); Hoima–Biiso–Masindi–Wanseko (108 km); Rukungiri-Kihihi (58.3 km); Kihihi–Kanyantorogo section, which lies along Kanungu–Kihihi (9.2 km) and Kihihi–Ishasha (11 km). In addition, Kabalega International Airport is 92% complete, and Entebbe International Airport (EIA) expansion is at an advanced stage. Development of the aerodromes of Gulu, Kasese, Pakuba, and Kidepo is at advanced stages 6. Improved coordination of the tourism industry, with the establishment and operationalisation of structures of the Programme Working Groups (PWGs). 7. The establishment of Uganda Conventions Bureau (UCB) has strengthened destination capacity in MICE promotion and competitiveness. 8. Improved connectivity with new Uganda Airlines flight routes. 9. Increased decentralisation.	1 Development budget partial releases affecting project implementation. 2. Late budget releases and lengthy procurement processes are delaying project implementation. 3. Low levels of product development to keep the tourists much longer and have them spend more. 4. Increased encroachment on the wildlife and cultural heritage sites. 5. Inadequate staffing and skills across the sector are a problem existing in both the tourism private and public sectors. 6. Persistent human-wildlife conflicts, poaching, illegal wildlife trade, and invasive species. 7. There is a lack of an operational regulatory framework regarding the development and management of the Tourism Development Levy, Tourism Development Fund, and licensing fees for tour operators and tour guides. 8. Untitled land for most of the cultural heritage sites. 9. Declining habitats. 10. Decline/loss of species, including lions.
EXTERNAL INFLUENCES	
OPPORTUNITIES	**THREATS**
1 Hosting the 2027 Africa Cup of Nations (AFCON) presents numerous opportunities for Uganda, through increased international tourist arrivals, hospitality, and infrastructure development. 2. Rising global demand for African tourism, especially from North America and India. 3. Continued growth of domestic tourism under "Explore the Pearl of Africa" campaigns. 4. Strengthened partnerships and collaboration with Uganda Airlines and Missions Abroad to market Uganda's brand in target markets. 5. Uganda was recognised as one of the top 23 destinations to visit in 2023. 6. Increase in direct flights to key destination markets, including London, Beijing, Abuja etc.	1 Spillover of insecurity from neighbouring countries such as Democratic Republic of Congo, South Sudan, and Somalia, among others. 2. Economic volatility and global shocks (e.g., recessions, pandemics). 3. Increased competitiveness from some of the neighbouring countries. 4. Environment and natural disasters due to the degradation of natural resources and climate change are impacting tourism assets. 5. Pandemic and epidemic outbreaks, e.g., COVID-19, Ebola, Marburg fever, anthrax. 6. Climate change. 7. Risks from zoonotic diseases, wild fires, insecurity, pollution, oil spills, chemical exposure, powerlines, windmills, traffic accidents, natural disasters, impacts of extractive industries and other forms of developments in the management of wild plants, animals and their habitats.

7. The Tourism Information Management System (TIMS) was developed and rolled out in the Ministry, Departments, and Agencies (MDAs) to enhance the collection of real-time, accurate, and reliable tourism statistics or information to industry stakeholders across the sector.
8. The Ministry has started to support Local Governments through conditional grants to decentralise tourism. Over 70 Tourism Officers in various Local Governments have been recruited to support both the implementation and monitoring of tourism activities.
9. The existence of a world-class conference facility (of up to 1,500 seating capacity) enhances Uganda's ability to host Meetings, Incentives, Conferences, and Events (MICE).
10. Improved the level of compliance of tourism service standards to 55% from 34%, raising the country's competitiveness as a tourist destination that offers international standard hospitality services.
11. To support the private sector to provide low-cost accommodation facilities, a number of tax waivers are given by the Government through URA on selected imported items for the tourism value chain.
12. The ongoing upgrading and transformation of 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.
13. Nomination of heritage sites for the World Heritage List.
14. Increased number of private, community, and institutional museums.
15. Increased demand for heritage sites to be commercially operationalized.
16. Prioritisation of the tourism sector as a key driver of the Tenfold Growth Strategy and the NDP IV.
17. Increased political will to support tourism programme
18. Increased participation of the private sector.

2.7 SUMMARY OF EMERGING ISSUES AND IMPLICATIONS

This section discusses performance-related gaps identified based on the situation of the tourism industry discussed in the previous sections of this chapter.

(i) Limited investments in modern tourism infrastructure, hospitality services, and digital marketing have hindered the country's competitiveness. Kenya's Diani Beach and Maasai Mara circuit are examples of well-branded and high-performing destinations. Without matching or surpassing regional benchmarks in quality and service, Uganda risks losing market share in the East African tourism landscape. Strategic partnerships with private investors and regional tourism boards could help Uganda reposition its brand and boost competitiveness.

(ii) Globally, the tourism industry is shifting towards technology-driven experiences – ranging from virtual tours, digital ticketing, to AI-driven visitor analytics. However, MTWA and its affiliated agencies have been slow to integrate such innovations. For example, many protected areas (PAs) still rely on manual gate entries and lack real-time visitor tracking systems. The absence of modern systems hampers operational efficiency and revenue monitoring, and limits appeal to tech-savvy travellers. Digital reservation systems should be adopted for national parks or augmented reality at museum exhibits to enhance visitor engagement.

(iii) The Ministry has greatly suffered from limited access to land for tourism infrastructure development, such as the proposed Mahatma Gandhi International Convention Centre in Entebbe, the Source of the Nile master plan implementation, expansion of the Kayabwe Equator Point, and development of Kagulu Hills into a major cultural and adventure tourism hub. In many instances, overlapping mandates or unclear land ownership stall progress. Inaccessibility to land delays tourism infrastructure projects that could significantly boost both domestic and international visitation. There is an urgent need for inter-ministerial coordination with the Ministry of Lands, Housing and Urban Development (MoLHUD) to secure strategic parcels of land for tourism development.

(iv) Uganda's tourism industry continues to suffer from underdeveloped tourism products, limiting the duration of tourist stays and overall expenditure. This stems largely from limited budget allocations towards tourism product diversification and enhancement. For example, while iconic sites like Bwindi Impenetrable Forest and Murchison Falls attract international tourists, they lack complementary experience-generating endeavors such as cultural villages, adventure trails, or night safaris that could encourage longer stays. Without enriching the visitor experience, Uganda loses out on high-value tourism opportunities. This limits job creation, foreign exchange earnings, and inclusive growth in communities within and around tourism sites. There is a need for increased public and private sector investment in experiential tourism offerings, such as heritage trails, culinary tours, and wellness tourism.

(v) The tourism industry in Uganda continues to face the challenge of fragmented tourism data. Despite having regular surveys such as the Tourism Expenditure Motivation Survey (TEMS) and Accommodation Survey conducted by the Ministry, no census or study that has been done in the past 5 years to update existing information on key wildlife species, hotels and restaurant facilities, or even provide data on the coverage of invasive species. Poor quality data impairs ability of the industry to attract investment, forecast tourism growth, or benchmark against regional competitors. There is certainly urgent need to intentionally plan for and undertake specific censuses or studies to address this long-standing challenge.

(vi) There is an overlap of institutional mandates regarding the oversight of certain sub-sectors such as the arts and crafts industry. Both MTWA and the Ministry of Gender, Labour and Social Development (MoGLSD) claim responsibility for promotion and regulation of culture, leading to duplication of efforts and unclear accountability. Overlapping mandates create policy inconsistencies and waste the already limited resources. A harmonised framework could streamline roles, particularly in supporting craft producers and cultural tourism entrepreneurs.

3 STRATEGIC DIRECTION OF THE MINISTRY

3.1 INTRODUCTION AND RATIONALE

The strategic direction is aligned with the Sustainable Development Goals of Agenda 2030, the African Union Agenda 2063, the East African Community Vision 2050, the Uganda Vision 2040, the Fourth National Development Plan (NDP IV), and the Tourism Development Programme Implementation Action Plan (PIAP). It is also anchored in the Government of Uganda's ambitious tenfold economic growth strategy.

Tourism, along with agriculture, minerals, oil and gas, science, technology and innovation, collectively referred to as ATMS, is one of the anchors of the double-digit growth over the NDP IV period and the Tenfold Growth Strategy of the economy over the next 15 years, leading up to 2040. Tourism, in particular, is prioritised owing to several factors, including:

(i) **High economic multiplier effect.** Tourism has an output multiplier of 2.64[1], meaning that for every shilling invested in the sector, an additional Shs 1.64 is generated across the economy. This high multiplier effect positions tourism as a catalyst for broad-based economic growth, creating ripple effects in related sectors such as hospitality, transport, agriculture, and creative industries.

(ii) **Global market potential.** The global tourism and travel industry was valued at USD 9.5 trillion in 2023[2], representing a significant opportunity for Uganda to capture a larger market share. Uganda's ambitious target of a 25-fold increase in tourism earnings from USD2.0 billion[3] in 2023 to USD 50 billion by 2040 is based on its diverse natural and cultural heritage, which provides a comparative advantage and competitive edge in the global tourism market; and the rapid growth of global tourism, with 965 million[4] international tourists recorded in 2021, as well as the growing global demand for authentic, nature-based, and cultural tourism experiences.

(iii) **Job creation and inclusive growth.** The tourism industry is labor-intensive with great potential to generate employment, particularly for youth, women, and rural communities. Tourism can directly address the current challenges of sub-optimal job creation rates and slow poverty reduction through its ability to create diverse job opportunities, from tour guides to hospitality workers and artisans. By promoting inclusive tourism models such as agro-tourism and community-based tourism, the industry can ensure equitable distribution of economic benefits.

(iv) **Alignment with policy propositions in the Tenfold Growth Strategy.** Creating positive perceptions and countering negative stereotypes through aggressive national image-building campaigns are important for the success of the tourism industry and is aligned with the "Clean Up" policy proposition. Additionally, environmental conservation, which is critical to preserving Uganda's natural assets that form the backbone of its tourism industry, is aligned with the "Green Up" of the Tenfold Growth Strategy.

(v) **Strategic role in FDI and infrastructure development,** such as the upgrade of strategic aerodromes, tourism roads, museums, sites and monuments, hotels, and other tourism-related infrastructure, will not only enhance tourism but also attract significant Foreign Direct Investment (FDI) to support other anchor sectors like agro-industry and minerals, oil and gas.

1 Tenfold Growth Strategy
2 World Travel and Tourism Council
3 Tenfold Growth Strategy
4 World Travel and Tourism Council

3.1.1. Strategic areas of focus:

The emerging issues identified in Chapter 2, and the national development agenda highlighted in the Uganda Vision 2040, tenfold economic growth strategy, the Fourth National Development Plan (NDPIV), and the Tourism Development Programme Implementation Action Plan (PIAP) underpin the following strategic focus areas of the Ministry over the next five years:

(i) **Strengthening marketing and promotion of Uganda's tourism products.** The Ministry will support efforts geared towards the promotion of safe, attractive, and culturally rich tourism offerings to increase domestic and international tourist arrivals.

(ii) **Closing the tourism infrastructure gaps** by upgrading tourism facilities, visitor centres, of key tourism sites, to enhance the overall tourist experience. Specifically, the Ministry will prioritise value addition to its tourism products, including improved signage, stopover points, and digital platforms like e-maps, real-time visitor data systems, virtual reality, and the use of Artificial Intelligence (AI). By enhancing tourism-specific infrastructure and products, MTWA will contribute to safer, more accessible, and appealing tourist experiences, and foster economic synergies with other sectors.

(iii) **Conservation and sustainable development.** The Ministry will support the "Green Up" policy proposition of the Government by strengthening the conservation and protection of natural wildlife and cultural heritage resources.

(iv) The Ministry will ensure optimal conservation and sustainable utilisation of wild plants and animals and their habitats, products, derivatives, and services for the benefit of local communities and national development.

(v) **Skills development along the tourism value chain.** The Ministry will address tourism and wildlife expert skills gaps, increase the number of multilingual tour guides, certify workers in hospitality, tour operations, and specialised wildlife training in wildlife utilization and nature interpretation. These efforts will enhance service quality, boost tourist satisfaction, and create high-value jobs.

(vi) **Strengthening the legal framework, coordination, and enforcement mechanisms.** The Ministry will fast-track track formulation and revision of all relevant legislation, as well as the coordination and enforcement of tourism service standards.

3.2 MANDATE OF THE MINISTRY OF TOURISM, WILDLIFE AND ANTIQUITIES (MTWA)

The mandate of MTWA is to formulate and implement policies, strategies, plans and programmes that promote tourism, wildlife, and cultural heritage conservation for the socio-economic development and transformation of Uganda.

This mandate is derived from Article 189 and the Sixth Schedule of the Constitution of the Republic of Uganda (1995), the Uganda Wildlife Act, Cap. 315 (2024), the Uganda Tourism Act (2008), the Museums and Monuments Act (2023), and the Technical and Vocational Education and Training (TVET) Act, 2025 (Cap. 261).

3.3 THE MINISTRY'S VISION

"To promote the development of sustainable tourism, wildlife, and cultural heritage resources for the socio-economic transformation of Uganda from a peasant society into a modern and prosperous nation".

3.4 MISSION STATEMENT

"To develop and promote Uganda's tourism, wildlife, and cultural heritage resources, enhancing the Country's appeal as a preferred tourist destination and accelerating the sector's role as a major contributor to the national economy".

3.5 CORE VALUES

The Ministry is committed to upholding specific values and principles in the execution of the Ministry mandate. The following values and principles are espoused:

(i) **Integrity:** We commit to dealing with each other and our stakeholders with openness, trust, understanding, and respect. We will try to find solutions that reconcile diverse interests and provide optimum value to our stakeholders;

(ii) **Accountability:** The Ministry takes pride in serving the needs of the public in a professional, responsible, and accountable manner, thus putting public interest above personal interests;

(iii) **Professionalism:** We will execute our tasks, produce outputs to the best of our ability, with a focus on continuously improving quality and professional development;

(iv) **Partnership:** The Ministry requires collaboration and contributions of other key stakeholders to fully execute its mandate. MTWA commits to consulting and working with other stakeholders in partnerships for effective service delivery;

(v) **Teamwork:** Each staff member has a unique role to play in the success of our organisation. The Ministry commits to valuing staff's initiatives and innovations. We shall encourage, support, and involve all staff in the processes of decision making; and

(vi) **Excellent customer service:** We strive to uphold excellent customer service to both internal and external customers. We believe that a happy internal customer will always make the external customer happy.

3.6 GOAL

The goal of this Ministry is "Uganda's position as the preferred tourist destination in the region enhanced".

3.6.1. Strategic objectives

Over the next five years, MTWA will pursue the following strategic objectives:

(i) Promote inbound and domestic tourism;
(ii) Improve the stock and quality of tourism infrastructure;
(iii) Conserve, develop, improve, and diversify tourism products;
(iv) Develop skilled personnel along the tourism value chain; and
(v) Strengthen the coordination, legal, and institutional framework in the tourism industry.

3.6.2. Key expected results

(i) Increasing tourism foreign exchange earnings to USD 4 billion from USD 1.025 billion;
(ii) Increasing the average tourist's length of stay to 10 nights from 7.6 nights;
(iii) Increasing the average inbound expenditure per leisure tourist to USD 2,500 from USD 1,550;
(iv) Increasing tourism's direct contribution to total tax revenue to 4.2% from 2.1%; and
(v) Increasing domestic tourism expenditure to Shs 5,350 billion from Shs 3,675 billion.
(vi) Increasing level of tourist satisfaction from 79% to 85%.

3.7 INTERVENTIONS, RESULTS, AND INDICATORS

Table: 9 Planned interventions, results, and actions

RESULTS	INDICATORS	BASELINE FY2023/ 24	YEAR 1 FY2025/26	YEAR 5 FY2029/30	RESPONSIBLE DEPARTMENT/ DIVISION/UNIT
Goal: Uganda's position as the preferred tourist destination in the region enhanced					
Outcome 1: Increased tourism earnings	Foreign exchange earnings (USD bn)	1.025	1.62	4.00	PRP
	Tourists' length of stay (nights)	7.6	8	10	PRP
	Average inbound expenditure per leisure tourist (USD)	1,478	1,740	2,500	PRP
	Tourism direct contribu tion to total taxes (%)	2.1%	2.6%	4.2%	PRP
	Domestic tourism expenditure (Shs bn)	3,675	4,010	5,350	PRP, WCD
	Proportion of gorilla permits sold	69%	71%	90%	PRP, WCD
	Accommodation capacity (No. of rooms)	350,550	366,500	424,621	PRP
	Tourist accommodation capacity (No. of beds)	371,221	395,740	476,433	PRP
	Hotel occupancy rates	53.9%	54.1%	55.3%	PRP
	Return leisure tourists (%)	49.0%	49.0%	53.0%	PRP
Outcome 2: Improved natural and cultural heritage conservation	Proportion of cultural sites with conservation efforts	15.0%	20%	40%	PRP, S&M
Outcome 3: Increased employment/ jobs created along the tourism value chain	Contribution of tourism to total employment	5.7%	7.1%	9.2%	PRP
Objective 1: Promote inbound and domestic tourism					
Outcome 1.1: Increased inbound and domestic tourists	Tourist arrivals	1,274,210	1,576,962	2,348,594	PRP
	Number of domestic tourists	2,659,390	2,685,984	3,008,498	PRP
	Proportion of leisure to total tourists (%)	16%	22%	30%	PRP
	Number of Ugandans visiting key tourist attractions	1,328,916	1,349,354	2,011,510	PRP
Intervention 1.1: Undertake tourism promotional programmes					

RESULTS	INDICATORS	BASELINE FY2023/ 24	YEAR 1 FY2025/26	YEAR 5 FY2029/30	RESPONSIBLE DEPARTMENT/ DIVISION/UNIT
Output 1.1.1: Uganda's tourism products promoted	No. of tourism outreaches/ activities in the diaspora supervised	0	10	10	TD
	No. of institutional/ group-based tourism outreaches undertaken	0	8	8	TD
	No. of LGs supported to profile, develop and promote tourism	176	176	176	TD
	No. of international expos attended	6	7	14	TD
	No. of domestic tourism events and expos supported	6	6	6	TD
Actions • Promote institutional/group-based tourism and outreaches to Ugandans using school tours, work-based tours etc. • Support LGs to profile, develop and promote tourism. • Attend international expos. • Support domestic tourism events and expos.					
Objective 2: Increase the stock and quality of tourism infrastructure					
Outcome 1.2: Increased private investment in tourism infrastructure	Contribution of tourism to investment (%)	18.3%	19.0%	21.0%	MTWA/PRP
	No. of international hotel chains established	5	7	12	TD
Strategic Intervention 2.1: Develop tourism recreational zones					
Output: Tourism recreational zones developed	Number of tourism recreational zones developed (cumulative)	0	0	1	TD
	Number of tourism roadside infrastructure developed	1	2	10	TD/S&M
Intervention 2.2: Install ICT infrastructure and ensure the reliability of internet services in priority tourism sites					
Output: Wildlife protected areas, museums and monuments covered with a telephone (GSM) network	Number of museums, sites and monuments with reliable Telephone (GSM) network in critical sections.	3	5	15	M, S&M, TD
	Number of Museums and monuments with fast accessible and reliable internet connectivity	4	6	14	M, S&M, TD
Actions • Install ICT infrastructure and ensure the reliability of internet services in priority tourism sites. • Stakeholder engagements, including service providers. • Carry out assessments on network connectivity.					
E-tourism services developed and operationalised	Number of tourism service providers (tour operators, accommodation, recreational/tourism site) that offer online services such as bookings	10	30	70	ICT
	Percentage of automation of tourism services	5	15	60	F&A/ICT
Actions • Tourism Information Management System (TIMS) upgraded. • Digitise the tourism services, including e-tourism directory; exhibits, museums. • Upgrade and maintenance of the CITES e-permitting system.					

RESULTS	INDICATORS	BASELINE FY2023/ 24	YEAR 1 FY2025/26	YEAR 5 FY2029/30	RESPONSIBLE DEPARTMENT/ DIVISION/UNIT
A Tourism Visualisation Centre was developed	Percentage progress in the development of the Tourism Visualisation Centre	0	10	100	F&A/PRP
Actions • Develop, Equip, and Operationalise the Tourism Visualisation Centre					
Objective 3: Conserve, develop, improve and diversify tourism products					
Outcome 3.1: Improved natural and cultural heritage conservation	Proportion of cultural sites with conservation efforts	15.0%	20%	40%	WCD, S&M
Intervention 1.3.1: Conserve Uganda's natural and cultural heritage sites					
Output: Wildlife reserves and central forest reserves upgraded and developed to national parks	No. of wildlife reserves upgraded to national parks (cumulative)	0	0	7	WCD
	No. of natural central forest reserves upgraded to wildlife protected areas (cumulative)	0	0	11	WCD
Output: Community enterprises developed based on sustainable wildlife resource use and management	No. of community enterprises developed (cumulative)	4	5	12	WCD
Actions • Undertake institutional development activities for community groups. • Develop a national action plan and guidelines for wildlife-based community enterprises. • Construct observatory towers and bird monitoring centres. • Build capacity/train communities in wildlife-based enterprise management.					
Output: Cultural heritage sites secured, developed and equipped.	Number of cultural heritage sites developed	1	0	2	S&M
Actions • Develop master plans, research, document, and construct the sites of Kabalega-Mwanga in Dokolo, Dolwe Island, Kibiro Salt Village, Fort Luba and Fort Dufile.					
Output: Museums developed and equipped.	Number of regional museums developed.	1	1	1	M
	Progress in the upgrade of the Uganda Museum (%)	10%	20%	100%	M
Actions • Expand the Uganda Museum. • Develop the regional museums of Moroto, Fort Portal, Kabale, and Arua. • Develop the souvenir and handicraft centres at regional museums. • Undertake countrywide awareness and campaigns on cultural heritage conservation. • Provide technical support, guidance, and curatorial training.					
Monuments developed.	Number of monuments developed.	1	1	1	S&M
Actions • Establish and develop Equator points at Entebbe, Kayabwe, Ntutsi, and Ibanda. • Develop the Luwero Triangle war monuments. • Develop brand monuments. • Developed tourism roadside infrastructure.					
Historical sites/ architectural buildings of significance are preserved	Number of historical sites/ architectural buildings restored/preserved	1	1	1	S&M
Actions • Conduct community engagements. • Conduct conditional surveys and assessments. • Rehabilitate and consolidate architectural buildings.					

RESULTS	INDICATORS	BASELINE FY2023/ 24	YEAR 1 FY2025/26	YEAR 5 FY2029/30	RESPONSIBLE DEPARTMENT/ DIVISION/UNIT
Intervention 3.3: 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					
Output 3.3.1: Private sector players empowered to develop and manage tourism site facilities and stopover points	Number of privately established stopover facilities along tourist routes	0	1	1	TD
	Number of compliant stopover points along tourist routes	0	5	15	TD
Actions • Review and disseminate guidelines or standards for stopover development. • Undertake compliance assessments on stopover points.					
Output Output 3.3.2: Mountaineering and hiking tourism products developed (cumulative)	No. of mountaineering and hiking tourism products developed	0	1	4	PRP, TDP
	Length of Rwenzori Mountain trails developed with boardwalks, ladders, resting shelters and accommodation facilities (km, cumulative)	15	25	75	PRP
	Length of Mt. Elgon trails developed with boardwalks, ladders, resting shelters and accommodation facilities (km, cumulative)	0	5	30	PRP, WCD
Actions • Develop infrastructure along Mt. Rwenzori: trails, safety, and rescue facilities. • Establish the Rwenzori Mountains cable car through a PPP. • Develop and complete the Kagulu Hills in Buyende. • Develop infrastructure along Mt. Elgon. • Develop Tororo Rock and Osukulu Hills circuit.					
Output 3.3.3: Rwenzori Mountains cable car established	Percentage progress in establishing the Rwenzori Mountains cable car	10%	20%	50%	PRP
Output 3.3.4: 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	15%	30%	100%	TD
Actions • Complete the modern pier. • Develop an access road. • Implement the Resettlement Action Plan. • Construct facilities, including observation tower, ziplining, Nile Park, and modern walkways.					
Output 3.3.5: Cultural tourism circuits developed	Number of cultural tourism circuits developed (cumulative)	0	0	1	TD, S&M

RESULTS	INDICATORS	BASELINE FY2023/ 24	YEAR 1 FY2025/26	YEAR 5 FY2029/30	RESPONSIBLE DEPARTMENT/ DIVISION/UNIT
Actions • Undertake profiling and mapping of the cultural circuits (including Tororo and Osukulu Hills tourism circuit). • Develop the signature sites/products and directories. • Support the establishment of souvenir centres. • Engagements, technical support, and capacity building. • Develop infrastructure at Sipi Falls and Bukwo Caves.					
Output 3.3.6: Water-based tourism product developed	Number of water-based tourism sites developed (cumulative)	0	1	7	TD
Actions • Develop plans and undertake feasibility studies for water-based tourism. • Develop facilities, e.g., luxury piers, docking stations, and beaches. • Complete the development of Kitagata, Sempaya, and Amuru hot springs. • Develop Aruu, Sipi, and Miradwa waterfalls.					
Output 3.3.7: Faith-based tourism products developed	No of faith-based tourism products developed (cumulative)	1	2	3	TD
Actions • Profile and map out the Martyrs' Trail circuit; produce and disseminate the Martyrs' Trail directory. • Develop and operationalise infrastructure and facilities along the trails. • Profile and update inventory of faith-based tourism. • Faith-based tour itineraries and packages developed.					
Output 3.3.7: Agro-tourism developed	No of agro-tourism enterprises enlisted	0	5	25	TD
Actions • Review guidelines for the selection and development of agro-tourism enterprises. • Undertake capacity building in agro-tourism development. • Engage tour operators to develop tour packages and an itinerary for agro-tourism. • Support model farms to showcase coffee, mixed farms, and innovative agricultural practices.					
Output 3.3.8: Culinary tourism products developed and promoted.	No. of culinary tourism events held (cumulative)	1	2	2	TD
Actions • Documenting existing cuisines based on regions; prepare guidelines and standards. • Support the organisation of different culinary festivals. • Implement training programmes for chefs to enhance culinary skills and standards.					
Output 3.3.9: Birding product developed	No. of birding sites developed	1	2	2	WCD, TD
Actions • Create an inventory and database of bird species in the country. • Complete the birding project appraisal process. • Identify and develop key birding trails and sites. • Conduct training and certification of birding guides. • Support the organisation of birding events.					
Objective 4: Develop skilled personnel along the tourism value chain					
	Proportion of apprentices securing a job within 6 months of completion	90%	92%	95%	F&A/HR
Intervention 4.1: Address skills and capacity gaps in the tourism and hospitality industry					
Output 1.4.1: Tourism in-service personnel trained	No of tourism in-service personnel trained	1,090	1,290	2,090	F&A/HR
Actions • Conduct capacity building of tourism sector players					
Output 2.4.1: Apprenticeship programmes conducted	No. of apprentices enrolled	100	400	1,200	F&A/HR
	No. of apprentices completing the training	90	180	400	F&A/HR

RESULTS	INDICATORS	BASELINE FY2023/ 24	YEAR 1 FY2025/26	YEAR 5 FY2029/30	RESPONSIBLE DEPARTMENT/ DIVISION/UNIT
Actions • Develop/review and implement apprentices' programmes. • Roll out apprenticeship and exchange programmes. • Establish and implement partnerships with relevant public and private sector institutions.					
Objective 5: Strengthen the coordination, legal, and institutional framework of the tourism industry					
Outcome 1.5: Sound management of the tourism resources	Tourism Development Programme annual performance rating (%)	57.7	60.2	70.0	PRP
	Level of tourist satisfaction (%)	79.0	79.0	85.0	PRP
	Level of compliance of planning and budgeting instruments to NDP IV (%)	53.0	55.0	75.0	F&A/PRP
Strategic Intervention 5.1: Enhance institutional capacity, policy, and regulatory framework					
Output 1.5.1: Framework for the tourism levy reviewed and operationalised	Percentage progress in establishing a Tourism Fund	0	20	100	TD
Actions • Establish and collect a tourism development levy. • Establish and operationalise a Tourism Fund.					
Output 1.5.2: Policies, standards and regulations developed for the management and utilisation of tourism, natural and cultural heritage resources	No. of policies, standards and regulations developed	2	3	15	TD, WCD, S&M
Actions • Develop regulations, standards, and guidelines for the existing legal frameworks. • Review Tourism Policy (2015) to consider emerging trends. • Decentralise tourism management to promote inclusivity. • Establish quality marks/standards for grading of tourism-related facilities.					
Output 1.5.3: Institutional management and support services provided	No. of tourism MDAs with unqualified annual audit reports.	5	5	5	F&A
Actions • Undertake ministerial leadership, policy guidance, and top management of tourism. • Implement and manage payroll, gratuity, and pension for MTWA. • Facilitate operational costs for MTWA, including rent, utilities, and support services. • Pay subscriptions and represent Uganda in international engagements.					
Output 1.5.4: The Tourism Development Programme Working Group (PWG) operationalised	No. Tourism Development Programme Working Group engagements held (cumulative)	6	8	40	PRP
Actions • Operationalise the Tourism Development Programme Working Group Secretariat. • Organise and hold engagements of the PWG.					
Output 1.5.5: LGs supported to profile, develop, and promote tourism	No. of LGs supported to profile, develop, and promote tourism (cumulative)	0	176	176	TD
	No. of tourist sites/ attractions profiled by LGs	10	30	70	WCD, MM, S&M

RESULTS	INDICATORS	BASELINE FY2023/ 24	YEAR 1 FY2025/26	YEAR 5 FY2029/30	RESPONSIBLE DEPARTMENT/ DIVISION/UNIT
Actions • Capacity building and knowledge enhancement for LGs' tourism, conservation, and wildlife officers. • Undertake LG tourism performance reviews and monitoring. • Develop toolkits and guidebooks to guide tourism development in LGs. • Tourism Information Centres built and equipped in LGs.					
Output 1.5.6: Tourism performance studies commissioned and completed	No. of tourism performance surveys and studies conducted	4	5	10	PRP
Actions • Conduct regular surveys and studies including industry competitiveness research. • Develop an annual Tourism Satellite Account (TSA). • Undertake appraisals and feasibility studies for potential GOU projects.					
Output 1.5.7: Tourism Umbrella Association Secretariat Strengthened through development of a Coordination Framework and Strategic Plans	Tourism private sector coordination framework developed (%)	0	50	100	TD
	Number of private sector associations with strategic plans	0	1	5	PRP, TD
Actions • Develop and implement a Tourism Private Sector Coordination Framework. • Support the private sector to develop Strategic Plans.					
Intervention 5.2: Enforce standards for tourism products and services					
Output 1.5.2: Quality assurance framework developed	The percentage level of development of a quality assurance framework	0	50	100	TD
Output 2.5.2: Wildlife protected areas, use rights licensees, and tourism or wildlife training institutions inspected	No. of wildlife protected areas inspected	22	22	22	WCD
	No. of tourism training institutions inspected	1	20	50	TD
	No. of wildlife training institutions inspected	1	4	4	WCD
	No. of wildlife use rights licensees inspected	44	44	44	WCD
Actions • Conduct inspections for tourism training institutions. • Conduct inspections and support supervision for wildlife-protected areas, wildlife-use rights licensees. • Develop and implement a quality assurance framework.					
Intervention 5.3: Safety and security of tourists enhanced					
Output 1.5.3: National Anti-Wildlife Crime Coordination Task Force (NWCCTF) operationalised	Number of meetings held annually	0	4	4	WCD
	No. of joint patrols or inspections conducted	0	12	12	WCD
Output 2.5.3: Tourism security personnel trained in customer care, command and control, crime scene management, and prosecution, among others	No. of security personnel supported with specific tourism anti-crime training	0	50	50	WCD

4 FINANCING FRAMEWORK AND STRATEGY

4.1 INTRODUCTION

Tourism was among the priority areas under the NDPIII period. This is reflected in the improvement in funding to the Ministry from the Central Government over the previous Plan period. Development partners have also increased support to the sector, and the private sector has become stronger. However, despite these developments, the budgetary allocation to the sector is inadequate, and the allocations made are unable to create the desired impact in the short and medium term. MTWA, as a Ministry, is unable to fully execute her mandate as the tools and resources available are not commensurate with the planned results.

4.2 COSTING FRAMEWORK AND ASSUMPTIONS

This Strategic Plan financing framework assumes the following:

(i) The Government will spend the newly mobilised resources, averaging 2.1% of GDP over the NDP IV period, on the key growth and priority investment areas, including tourism;

(ii) Timely release of public funds;

(iii) Timely preparation and execution of projects; and

(iv) The Resource Mobilisation Strategy will cover the funding gap.

Over the next five years, MTWA shall focus on ensuring that the majority of the resource mobilisation opportunities are exploited both internally and externally.

4.3 SUMMARY OF STRATEGIC PLAN BUDGET

The estimated total cost of implementing the Strategic Plan over the next five years is Shs 1,341.1 billion. The budget is expected to increase from Shs 109.292 billion in the first year to Shs 456.3 billion in the fifth year, averaging Shs 268.23 billion per year, as detailed in Tables 10 and 11.

Table: 10 Projections of Vote 022 financing for the NDPIV (Shs billion)

	2025/26	2026/27	2027/28	2028/29	2029/30	TOTAL
MTWA	109.292	171.7	240.8	363.0	456.3	1,341.1

Source: NDP IV Tourism Development Programme Implementation Action Plan

Table: 11 Classification of the budget

CLASSIFICATION	2025/26	2026/27	2027/28	2028/29	2029/30	TOTAL
WAGE	4.8	4.8	4.8	4.8	4.8	24
Non-Wage Recurrent	55.4	74.3	100.4	143.2	186.5	559.8
Total Recurrent	60.2	79.1	105.2	148	191.3	583.8
Total Development	49.2	92.7	135.6	215.1	265.1	757.7
Total Budget	**109.3**	**171.7**	**240.8**	**363.0**	**456.3**	**1341.1**

Source: Vote 022 Budget Framework Paper FY 2025/26-2029/30 NDP IV Tourism Development Programme Implementation Action Plan

4.4 MTEF PROJECTIONS AND IMPLICATIONS FOR STRATEGIC PLAN FINANCING

The Medium-Term Expenditure Framework (MTEF) projections for MoTWA vis-à-vis the Strategic Plan required funding, and the corresponding funding gaps are presented in Table 12.

Table: 12 MTEF projections for FY 2025/26 – FY 2029/30 (Shs billion)

BUDGET ITEM	2025/26	2026/27	2027/28	2028/29	2029/30	TOTAL
Wage	3.611	3.611	3.792	3.981	4.18	19.175
Non-Wage Recurrent	27.64	27.14	38.519	45.422	87.307	226.028
Development	47.026	47.026	51.729	62.074	74.489	282.344
Total	**78.277**	**77.777**	**94.04**	**111.477**	**165.976**	**527.147**

Source: Vote 022 Budget Framework Paper FY 2025/26-2029/30 NDP IV Tourism Development Programme Implementation Action Plan

Table: 13 Funding gaps for the Plan

CLASSIFICATION	FY2025/26	FY2026/27	FY2027/28	FY2028/29	FY2029/30	TOTAL
Wage Gap	1.189	1.189	1.008	0.819	0.62	4.825
Non-Wage Recurrent Gap	27.76	47.16	61.881	97.778	99.193	333.772
Total Recurrent Gap	28.949	48.349	62.889	98.597	99.813	338.597
Total Development Gap	2.174	45.674	83.871	153.026	190.611	475.356
Total Funding Gap	**31.123**	**94.023**	**146.76**	**251.623**	**290.424**	**813.953**

Source: Vote 022 Budget Framework Paper FY 2025/26-2029/30 NDP IV Tourism Development Programme Implementation Action Plan

The total budget requirement for implementing the Strategic Plan throughout the five-year Plan period is **Shs 1,341.1 billion.** However, the Medium-Term Expenditure Framework (MTEF) only indicates the provision of **Shs 527.147 billion,** leaving a total budget shortfall of **Shs 813.953 billion.**

Over 35% of the development budget (Shs 475.356 billion) is expected to be contributed by non-state actors, including development partners (off-budget grants and loans), private sector enterprises, and civil society. This is influenced by collaborative budgeting, to implement interventions that belong to different stakeholders.

Table: 14 Proposed source of funding to fill the gap

CLASSIFICATION	FY2025/26	FY2026/27	FY2027/28	FY2028/29	FY2029/30	TOTAL
GoU	28.949	48.349	62.889	98.597	99.813	338.597
Development Partners	2.174	45.674	83.871	153.026	190.611	475.356
TOTAL	**31.123**	**94.023**	**146.76**	**251.623**	**290.424**	**813.953**

4.5 RESOURCE MOBILISATION STRATEGY

Uganda's tourism sector is a key pillar of national development, contributing 6.6% to GDP, employing over 803,608 people, and generating more than USD 1 billion in foreign exchange earnings, making it the country's top forex earner. Despite this, the sector receives only 0.03% of the national budget, which significantly limits its capacity to deliver on its transformative potential. Under the Fourth National Development Plan (NDP IV), tourism has been prioritised as a primary driver of economic growth, with projections to contribute up to USD 10 billion over the next five years. To bridge the financing gap and unlock this potential, MTWA will implement a multi-pronged resource mobilisation strategy focused on six key areas:

4.5.1. Advocacy for increased budgetary allocations

MTWA will engage the Ministry of Finance, Planning and Economic Development (MoFPED), Parliament, and Cabinet to advocate for increased public investment in tourism. The Ministry will present evidence of tourism's economic impact and push for the reinvestment of a substantial proportion of tourism-generated revenue from taxes, licenses, and permits, into sector development. This advocacy will be anchored in the sector's alignment with the Tenfold Growth Strategy and its role in achieving Uganda Vision 2040.

4.5.2. Strengthening revenue collection by sector agencies

MTWA will empower its agencies – UWA, UTB, UWEC, UHTTI, and UWRTI – to enhance internal revenue generation. This includes improving marketing and supervision of protected areas and museums to increase visitor numbers and revenue. The Ministry will also commercialise wildlife and cultural assets through guest experience programmes, and operationalise dormant revenue streams such as tourism licences, education levies, and student fees. Additionally, MTWA will advocate for the continued and increased consideration of agencies to retain and reinvest their non-tax revenues at source to support their operational and development needs.

4.5.3. Operationalising the Tourism Development Levy

The Tourism Development Levy, provided for under Section 20 of the Uganda Tourism Act (2008), remains an untapped source of funding. MTWA will undertake a viability study, engage stakeholders, and develop an implementation framework that harmonises the levy with existing taxes and fees. The Ministry will lead efforts to build a consensus around the levy, positioning it as a strategic investment in sector competitiveness and sustainability. Once operational, the levy will fund infrastructure, marketing, training, and conservation initiatives across the tourism value chain.

4.5.4. Establishing and capitalising the Tourism Development Fund

MTWA will establish a Tourism Development Fund to serve as a dedicated financing mechanism for strategic sector interventions. The Ministry will conduct feasibility studies to design governance and management structures for the fund. Contributions will be mobilised from the relevant government revenue generating agencies (e.g., UWA, CAA), development partners, and private sector actors. The fund will support marketing, infrastructure development, conservation, and human capital enhancement. MTWA will also explore the creation of a donor-funded budget basket to attract external support and ensure transparent fund management.

4.5.5. Leveraging Public-Private Partnerships (PPPs)

To attract private investment, MTWA will develop bankable project profiles in wildlife conservation, cultural heritage, infrastructure, and hospitality. These projects will be shared with prospective investors, accompanied by incentives such as concessions, tax waivers, and streamlined licensing processes. MTWA will also promote PPPs in tourism marketing, training, and digital innovation. A win-win PPP framework will be developed to ensure that private sector participation delivers both profitability and sustainability, while contributing to national development goals.

4.5.6. Engaging development partners

MTWA will actively engage development partners – including the World Bank, UNDP, UNESCO, and bilateral donors – to support strategic tourism initiatives. The Ministry will align its projects with global priorities such as climate resilience, biodiversity conservation, youth employment, and inclusive growth. By developing well-structured, bankable proposals, MTWA will position Uganda’s tourism sector as a viable and impactful area for donor investment. These partnerships will be critical in bridging funding gaps and accelerating the implementation of high-impact interventions outlined in the Strategic Plan.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5 INSTITUTIONAL ARRANGEMENTS FOR IMPLEMENTING THE PLAN

5.1 INTRODUCTION

This chapter addresses the coordination of the implementation of the Strategic Plan, sustainability arrangements, and partnerships that are necessary for delivering the strategic outputs.

5.2 COORDINATION OF THE IMPLEMENTATION PROCESS

To effectively implement this Strategic Plan, MTWA, and the Permanent Secretary will provide the requisite leadership, while the Heads of Departments will be responsible for fast-tracking the implementation of interventions and projects within their jurisdictions.

Implementation of the Plan will depend on the different officials within the Ministry fulfilling their respective roles as indicated in Table 15.

Table: 15 Responsible person roles and responsibilities within the Ministry

RESPONSIBLE PERSON	ROLES AND RESPONSIBILITIES
Ministers	Policy formulation and implementation Overseeing budgeting process and ensure proper financial management Legislation and public administration, among others
Permanent Secretary	The overall responsibility of implementing the Strategic Plan
Ministry Top Management	Reviewing and approving the Strategic Plan Reviewing and approving review progress reports produced by the Policy and Planning Division before submission to the Programme Working Groups (PWG)
Heads of Department	Preparing and submitting to the Permanent Secretary monthly reports on the progress and achievement of targets in the Strategic Plan Ensuring that the quarterly plans cascade down to all employees Organising regular departmental meetings to assess the progress made and forecast activities based on the resources available
Policy and Planning Division	Coordinating the implementation of the Plan and reporting to the Permanent Secretary on a regular basis Coordinating the production of progress reports for submission to the PWGs Ensuring that annual work plans and related budgets are produced and submitted to Parliament and MoFPED for approval and resource allocation Ensuring that all implementation committees, departments and units adhere to actions embedded in the Strategic Plan.

5.3 ROLES AND RESPONSIBILITIES OF OTHER STAKEHOLDERS

Successful implementation of this Strategic Plan involves a number of stakeholders with specific roles as indicated in Table 16.

Table: 16 Other stakeholders and their specific roles

STAKEHOLDER	ROLES AND RESPONSIBILITIES
Cabinet	• Determines, formulates and implements policies while upholding the principal of "best service" to the public
Parliament	• Legislation on all matters on behalf of Government • Appropriation of funds including approval of any supplementary budget requirements • Provision of oversite of all government programmes and projects being implemented on behalf of citizens
The Ministry of Finance, Planning and Economic Development (MoFPED)	• Resource mobilisation and budgetary allocation • Provision of incentives to attract tourism investment • Providing technical guidance on budgeting for implementation of PIAPs • Monitoring utilisation of resources disbursed for PIAP implementation
Office of the Prime Minister	• Performance assessment of all government programmes
National Planning Authority (NPA)	• Providing overall guidance, and technical support throughout the strategic planning cycle. NPA is also responsible for certifying that the Plan is aligned to NDP IV and the National Vision (Vision 2040).
Public Service Commission	• Providing strategic and managerial leadership on all matters (policy setting, remuneration and training) of human resources.
Tourism Programme Working Group (PWG)	• Involved in all processes of the planning cycle, including strategic planning, budgeting, implementation and M&E. MTWA, through a technical secretariat under the Director of Tourism, Wildlife and Antiquities, will coordinate all activities and the delivery of the outputs of the PIAP and SP. Will be responsible for the overall coordination of the PWG.
The Ministry of Works and Transport (MoWT)	• Improving transport infrastructure and connectivity to strategic tourism sites • Providing technical support in the form of designs for any major civil works for infrastructure development for the sector
Kampala Capital City Authority (KCCA)	• Providing proper management of the city affairs, including carrying out key infrastructural development interventions
Ministry of ICT and National Guidance (MICT&NG)	• ICT planning for improved digital connectivity throughout the major tourism circuits • Extending the National Backbone Infrastructure (NBI) to tourism sites and installation of Wi-Fi hotspots
Ministry of Lands, Housing and Urban Development (MoLHUD)	• Clearance of land titles for land earmarked for tourism development
Ministry of Foreign Affairs and Ugandan Missions Abroad	• Commercial diplomacy, promotion of Uganda's image abroad and mobilisation of foreign tourists to come to Uganda • Advertising Ugandan tourism products abroad and projecting a positive image of Uganda as a preferred tourism destination
Ministry of Justice and Constitutional Affairs (MoJCA)	• Supporting and guiding the development and review of relevant laws, policies and regulations • Interpreting and guiding the domestication of international treaties and protocols • Providing legal services on behalf of Government, where necessary
Ministry of Water and Environment (MWE)	• Provision of water infrastructure in water-stressed conservation areas
Ministry of Local Government (MoLG)	• Ensuring conservation, protection and promotion of tourist attractions/heritage in the different LGs
Uganda Bureau of Statistics (UBOS)	• Providing most of the datasets used in the planning process as well as offering technical advice and capacity building in data collection and management
Uganda Tourism Board (UTB)	• Promotion and marketing of tourism • Market research analysis to inform product development • Quality assurance and classification of tourist operators • Training and enterprise development support
Uganda Wildlife Authority (UWA)	• Sustainable conservation and protection of wildlife species (animals and plants) and their ecosystem
UHTTI	• Skills development for hospitality and related industries
UWRTI	• Provision of wildlife research and training

STAKEHOLDER	ROLES AND RESPONSIBILITIES
UPF and UPDF	• Provision of security to wildlife and tourists within the country and along the national borders, respectively
Uganda Airlines	• Provision of flight services and interconnectivity to tourist source markets and marketing Uganda as a preferred destination
UBC	• Production and airing of sector programmes, including development of promotional materials (print), documentaries, dissemination, and archiving
Media (print, electronic)	• Ensuring adequate dissemination of information, shaping public opinion, and influencing behaviour towards the tourism sector development
UIA	• Promotion of tourism investments and offer of technical guidance on established investment guidelines
NEMA	• Protection of all water catchment areas (wetlands) and environmental resources that are key for tourism, e.g., The Ramsar sites
Non-state actors, including development partners, CS Os, private enterprises, religious leaders, cultural leaders and the media	• Providing financial and technical support as well as contributing to the implementation of some of the interventions in the Strategic Plan
Tourism Industry Associations: UTA, AUTO, UHOA, TUGATTA, USAGA, NACCAU, UKOTA	• Advocates for their members' interests through liaising with various actors in Government for better industry policies and regulations
Research institutions and academia	• Generation of knowledge and its translation into new tourism products and services

5.4 HUMAN RESOURCE DEVELOPMENT STRATEGY

Human Resource Development (HRD) planning in the MTWA is fundamental in creating an enabling environment for the tourism industry to thrive. The Ministry cannot efficiently and effectively implement its mandate without well-trained, educated, and motivated human resources that can develop effective policies, and plans, as well as coordinate the marketing and delivery of quality products and services to visitors. Building a strong human resources base for the Ministry requires concerted efforts and investments in continuous professional development.

This Human Resource Development Strategy aims to ensure strategic alignment and operational excellence within the Ministry. It guides on how to address the dynamic challenges and opportunities within the Ministry and its agencies, influenced by global trends, local socio-economic dynamics, and the strategic imperatives outlined in the Fourth National Development Plan (NDP IV). The strategy outlines actions for workforce development, skills enhancement, and regulatory compliance, aiming to create a skilled, diverse, and resilient workforce that can drive sustainable tourism growth while upholding high standards of professionalism and service excellence. It focuses on enhancing the capacity and skills of in-service personnel within MTWA and its agencies, as well as filling vacant posts (see Table 17).

Table: 17 Human resource requirement and/or projection in line with MTWA's mandate for the period FY 2025/26-FY 2029/30

REQUIRED HR	NO. OF NON-FILLED POSTS	REQUIRED EDUCATION QUALIFICATION	AVAILABILITY OF QUALIFICATIONS AND SKILLS WITHIN UGANDA (YES/NO)
Commissioners	4	Master's Degree	Yes
Assistant Commissioners	3	Master's Degree	Yes
Principal Conservators	1	Master's Degree	Yes
Senior Conservators	2	Degree	Yes
Conservators	10	Degree	Yes
Assistant Conservators	9	Diploma	Yes
Principal Curators	1	Master's Degree	Yes
Personal Secretary	4	Diploma	Yes
Curators	6	Degree	Yes
Assistant Curators	10	Diploma	Yes
Principal Information Technology Officer	1	Master's Degree	Yes
Senior Information Technology Officer	1	Degree	Yes
Principal Internal Auditor	1	Master's Degree	Yes
Principal Policy Analysts	1	Master's Degree	Yes
Principal Wildlife Officer	2	Master's Degree	Yes
Senior Procurement Officer	1	Degree	Yes
Senior Assistant Accountant	1	Degree/ACCA	Yes
Assistant Accountants	2	Degree/ACCA/CPA	Yes
Senior Records Officer	1	Degree	Yes
Senior Research Officer	1	Degree	Yes
Telephone operator	1	Diploma	Yes
Tourism Development Officers QA	1	Degree	Yes
Human Resource Officers	1	Degree	Yes
Inventory Management Officers	1	Degree	Yes
Office Supervisors	1	Degree	Yes
Senior Assistant Secretary	1	Degree	Yes
Assistant Librarian	1	Diploma	Yes
Assistant Office Supervisor	1	Diploma	Yes
Askari	7	Diploma	Yes
Site Attendants/ Guides	6	Diploma	Yes
Stenographer Secretary	1	Diploma	Yes
Receptionists	1	Diploma	Yes
Drivers	6	Diploma	Yes
Gallery Assistant	3	Diploma	Yes
Security Guards	21	Diploma	Yes
TOTAL	115		

Source: MTWA Staffing Structure 2021 MTWA Human Resource Records (2011-2025)

Over the five-year period from FY 2025/26 to 2029/30, MTWA intends to fill all existing skilled staff vacancies, which is projected to cost Shs 10 billion (Table 18). This effort will be supported by the Public Service Commission (PSC) and the Ministry of Finance, Planning and Economic Development (MoFPED), reflecting the inter-agency collaboration necessary for successful human resource deployment.

To attract and retain talent, MTWA plans to offer competitive benefits and clear career progression opportunities at a cost of Shs 5 billion. Complementing this, a recognition and rewards programme with a budget of Shs 2 billion will be instituted to boost staff morale and incentivise performance. These initiatives aim to create a more attractive and motivating work environment within the Ministry.

In addition to recruitment and retention, the strategy emphasises professional development through lifelong learning. The Cross-Sectoral Coordination Unit (CSCU) is tasked with developing accessible online learning and certification courses, budgeted at Shs 500 million, to enhance the knowledge base of all tourism professionals in the country. MTWA will continue implementing ongoing training programmes costing Shs 200 million to continually up-skill and re-skill staff in line with evolving industry standards. The Ministry also plans to invest Shs 500 million in facilitating international exchange programmes and study tours, enabling staff to learn and adopt global best practices in tourism, conservation, and cultural heritage management. Together, these initiatives represent a holistic, well-financed approach to addressing the Ministry's human capital challenges and improving institutional effectiveness.

Table: 18 Strategies and actions for developing the required HR and the projected cost

STRATEGIES	PRIORITY ACTIONS	RESPONSIBILITY	OTHER ACTORS	TIMEFRAME (FY)	PROJECTED COST (SHS MILLIONS)
Attract and retain skilled professionals in MTWA and its agencies	Fill the existing skilled staff gaps	MTWA	PSC, MoFPED	2025/26-2029/30	10,000
	Undertake functional analysis to establish the appropriate staffing	MTWA	MoPS	2026/27	500
	Offer competitive benefits, and career growth opportunities	MTWA		2025/26-2029/30	5,000
	Create a recognition and rewards programme to celebrate outstanding achievements	MTWA		2025/26-2029/30	2,000
Promote continuous professional development and lifelong learning	Develop online learning and certification courses accessible to all tourism professionals	CSCU		2025/26-2029/30	500
	Implement ongoing training programmes to up-skill and re-skill the existing MTWA and its agencies' staff, ensuring they stay updated on industry trends and standards	MTWA		2025/26-2029/30	200
	Facilitate exchange programmes and study tours for tourism professionals to learn best practices globally	MTWA		2025/26-2029/30	500

6 COMMUNICATION AND FEEDBACK STRATEGY/ ARRANGEMENTS

6.1 INTRODUCTION

This Communication Strategy is aimed to ensure ownership and effective implementation of this Strategic Plan by all key stakeholders. In line with the Uganda Communications (Content) Regulations, 2019, this Communication Strategy highlights the main channels of communication and the key areas to communicate, especially on progress on implementation of the Plan, frequency of communication by the different channels/methods, the key stakeholders involved including non-state actors (private sector CSOs and development partners) and their roles. It also describes the feedback mechanism to be adopted by the Ministry and its affiliated agencies.

The strategy outlines the approaches of engagement of different players in wildlife and cultural heritage conservation (both intangible and tangible cultural heritage) and sharing of information, promoting best practice, identifying any communications gaps, and providing feedback to the Ministry and tourism sector development to achieve the national targets in this strategic plan.

Effective communication within the Ministry and its agencies is vital to improve the image of the sector, the Ministry and the country at large; raise awareness about the PIAP and, in particular, to engage staff in the change management process; encourage openness, honesty and feedback on the part of staff.

6.2 OBJECTIVES OF THE COMMUNICATION STRATEGY

(i) Elevate and raise awareness of the importance of wildlife and cultural heritage conservation and tourism sector development;
(ii) Ensure that all key internal and external audiences that impact and/or are impacted by wildlife and cultural heritage conservation and tourism development are fully informed and engaged in what we are doing;
(iii) Improve the management of stakeholder expectations including ensuring consistent dialogue with them;
(iv) Exploit innovative and existing communications channels and techniques to maximise and promote awareness and understanding of the Ministry's roles of wildlife and cultural heritage conservation and its tourism sector programme;
(v) Ensure that each message/report is consistent with the ministry principles; and
(vi) Monitor, measure and encourage feedback.

6.3 COMMUNICATION PRINCIPLES AND PRIORITIES

The Communication Strategy has been developed according to the following principles:

(i) **Evidence:** Any communication made should be based research and should be backed-up with data;
(ii) **Visible and accessible:** The Ministry should ensure general awareness messages are readily available and accessible to all stakeholders;
(iii) **Communicate the vision:** The Ministry has a goal to communicate and convey the importance of a joint and coordinated effort to conserve Uganda's wildlife and cultural heritage, the positive and negative consequences of conservation of our natural and cultural heritage, and the expected joint collaborations and partnerships among the Ministry and its agencies and other MDAs to join hands to achieve the national vision of the tourism programme;
(iv) **Relevance, openness and honesty:** The information should be up-to-date and consistent, and reflect the position accurately;

(v) **Timely, flexible and appropriate:** The right Information must be available when it is needed, given using the right methods and to the right people, avoiding duplication and overload; and

(vi) **Clear, direct and two-way:** It is essential that there is provision for feedback so that audiences can ask questions and raise issues of concern.

6.4 IMPLEMENTATION OF COMMUNICATION PRIORITIES

Table: 19 Key players, their communication issues and what channel can be used

KEY PLAYERS	COMMUNICATION ISSUES	CHANNEL OF DELIVERY
MTWA, its agencies and other MDAs	• Enhancing two-way communication in the development of wildlife and culture conservation services and policies; • Improving awareness and use of corporate social media channels; • Maximising the accessibility of conservation and tourism development information to all ministries, departments and other government agencies; and • Maintaining and improving corporate reputation of MTWA and its agencies.	• Annual Report • Online – website, social media, e-newsletter • Consultation events • Media
The media (national, regional, local, and specialist trade/ conservation media)	• Promoting awareness of key messages; • Defending and promoting the Ministry and its agencies' public reputation; • Maximising positive coverage of the Ministry and its agencies' activities; • Increasing use of the Ministry's automatic electronic communication services; and • Promoting regional and domestic tourism.	• Press releases • Online – website, RSS feeds, social media • Running targeted tourism edutainment programmes
Private sector and investors	• Enhancing two-way communication and consultation; • Promoting MTWA and its agencies' corporate reputation; • Raising awareness of key messages related to policies, regulations, taxes, investment codes; • Increasing contact with the Ministry and its agencies; and • Promoting inbound and domestic travel.	• Annual Report • Online – website, social media • Audit visits • Regular consultative forums
Development partners and civil society	• Awareness of key messages necessary to understand joint agendas for development or conservation initiatives; • Enhancing two-way communication; ensuring "joint ownership" of key information for ease of acceptability and transparency, e.g., community-based conservation and tourism enterprise development projects.	• Personal briefings • Specialist media • Consultations
Legislature and executive	• Raising awareness about the role of the tourism sector in national development and the importance of wildlife and cultural heritage conservation; • Influencing allocation of funds for tourism sector development; • Promoting MTWA and its agencies' corporate reputation; and • Linking with lobbying strategy.	• Personal briefings • Specialist media • Consultations
The public	• Providing feedback and reports that may support and contribute to improvement of the tourism industry/sector.	• Consultation, • Meetings • Voluntary information

The Ministry will create an annual communication roadmap that outlines the key activities and milestones to be achieved annually, organised within a calendar framework. This roadmap will define the responsibilities assigned to each department or partner and specify the methods to be used, such as workshops, desk research, missions, and public events. Additionally, MTWA will establish effective communication channels and craft targeted, clear and compelling messages for both internal and external audiences. These messages will align with broader goals related to wildlife and cultural heritage conservation, as well as tourism development – shaping how the Ministry wishes to be perceived. They will also emphasise the Ministry's and its agencies' unique value and role within Uganda's, and the broader regions, conservation and tourism landscape.

7 RISK MANAGEMENT STRATEGY

This chapter addresses the risks that could impact the implementation of the Strategic Plan and the long-term sustainability of its outcomes. This Risk Management Strategy aims to ensure that risks are identified in a timely manner and mitigation measures promptly implemented to minimise their negative impact. The identified risks are categorised as operational, strategic, and external. Risk classification and corresponding mitigation measures have been developed, with a primary focus on those risks that fall within MTWA's control (Table 20)

Table: 20 Key envisaged risks and mitigation measures

RISK CATEGORY	RISK	DESCRIPTION	LIKELIHOOD (L/H/M)	IMPACT (L/H/M)	OVERALL RISK RATING (L/H/M)	MITIGATION STRATEGIES	LEAD ACTOR
Operational	Financial under-performance	Cost overruns and inadequate revenue from fees, permits and other charges	M	H	M	• Adhering to the PFM Act • Expanding and diversifying product base • Operationalising the approved and existing revenue sources	
	Non-compliance with the legal and regulatory requirements, management systems and standards	Non-compliance with the legal and regulatory requirements, management systems and standards may lead to litigation, penalties and legal disputes	M	H	H	• Regular capacity building on new and updated laws, regulations and standards and how to apply the same	
	Technology	Lack of readiness to keep pace with new technologies and inadequate ICT system safeguards exposes the Ministry to data privacy issues (data breaches), cybersecurity threats and software vulnerabilities, which may cause reputational damage, and operational disruptions	H	H	H	• Ensuring all ICT equipment is installed with updated anti-virus and anti-phishing strategies; and providing sufficient budgetary allocation • Implementation of strong network intrusion prevention and detection system (firewall) • Undertaking technology foresight and monitoring to stay informed about emerging technologies and their potential risk	
	Human resource	Staffing gaps may occur due to unanticipated employee turnover and inadequate succession planning, which may affect the overall service delivery objective of the Ministry	H	H	H	• Recruiting for vacant posts • Developing optimal staffing • Developing and implementing a succession plan • Improving staff welfare	

RISK CATEGORY	RISK	DESCRIPTION	LIKELIHOOD (L/H/M)	IMPACT (L/H/M)	OVERALL RISK RATING (L/H/M)	MITIGATION STRATEGIES	LEAD ACTOR
	Human-wildlife conflicts	Wildlife movement from PAs in search of pasture and water, crop raiding and killings	M	H	H	• Electric fencing • Digging trenches • Introducing alternative crops • Beekeeping • Supporting public-community-private investments in accommodation operations • Improving compensation and sharing of proceeds generated with local communities	
Strategic	Funding constraint/ budget cuts	Underfunding of projects, hindering progress and potentially causing delays or failures to meet objectives	H	H	H	• Adopting PPP framework. • Developing bankable proposals for funding by development partners	
	Inadequate and poor tourism infrastructure, facilities and/or amenities	The poor road network, inadequate airports, and limited transport options affect accessibility to the tourism sites and may discourage travel to Uganda's tourist destinations	H	H	H	• Collaboration with the relevant MDAs to ensure that the necessary interventions related to improvement of tourism infrastructure/facilities, digital connectivity and extension of utilities to tourism sites are prioritised and implemented	
		Poor digital connectivity and utilities (water, electricity, sanitation) and substandard facilities can lead to negative experiences				• Strengthening enforcement of standards for tourism facilities, products and services	
	Unstable demand patterns	Heavy reliance on foreign tourists makes Uganda highly susceptible to global economic downturns and travel restrictions	M	H	M	• Promoting domestic tourism	
	Price instability	Currency depreciation against the US dollar may impact purchasing power of potential tourists	M	M	M	• Supporting and promoting policy interventions aimed to stabilise the exchange rate	

RISK CATEGORY	RISK	DESCRIPTION	LIKELIHOOD (L/H/M)	IMPACT (L/H/M)	OVERALL RISK RATING (L/H/M)	MITIGATION STRATEGIES	LEAD ACTOR
External	Environment and natural disasters	Effects of climate change; Ecosystem degradation; Alien/invasive species, Migration of wild animals, Loss of habitat; and Utility outage (water, fuel, electricity)	M	H	H	• Developing and implementing disaster management strategies • Promoting green tourism • Environmental impact assessment of all activities and natural hazards • Designing and implementing ecological restoration programmes • Upgrading wildlife and forest reserves into national parks	
	Crime	Poaching Illegal wildlife trade and trafficking Robberies/thefts Fraud etc.	M	H	H	• Collaboration with security agencies to undertake regular surveillance, patrols and provision of escort services • Strengthening border offices to check, monitor and control illegal trade in wildlife and wildlife products • Supporting UWA to set up a wildlife forensic lab • Stringent punishment for law breakers and non-compliance • Strengthening working relationships with security agencies to ensure deployment of security personnel	
	Political instability	Civil unrest, armed conflicts, rebel activities in major tourist destinations, protected areas etc. may create significant unpredictability in the sector by threatening the safety and security of visitors	M	H	H		
	Health and safety risks	Road accidents are a major cause of death and injury for both inbound tourists and local residents	H	H	H	• Collaboration between the Ministry, tour operators, travel companies, and other stakeholders to improve road infrastructure, enforcement, and awareness.	
		Pandemic and epidemic outbreaks, e.g., COVID-19, Ebola, Marburg fever, anthrax	H	H	H	• Creating standard operating procedures, immunisation where possible, control movement to specific tourist sites, quarantine-affected people or animals • Strengthening UWA animal hospital and UWA's disease monitoring and management capacity • Developing sound communication channels with foreign missions in Uganda, the private sector and other MDAs on risk response and communication	

8 MONITORING AND EVALUATION FRAMEWORK

8.1 INTRODUCTION

The Monitoring and Evaluation (M&E) framework forms a critical pillar of the MTWA Strategic Plan, providing a systematic and robust approach to tracking progress, measuring performance, and evaluating the effectiveness of programs and interventions across the sector. This chapter presents how MTWA will monitor and evaluate its strategic priorities, outputs, and impact in alignment with the National Development Plan IV.

The M&E framework defines the indicators, tools, methods, and reporting mechanisms that will be used to ensure accountability, transparency, and data-driven decision-making. It also lays out the institutional arrangements and responsibilities for performance tracking, ensuring that all departments and stakeholders contribute to a shared results-based management culture. Emphasis is placed on continuous learning and adaptation, so that emerging trends, challenges, and opportunities are effectively incorporated into implementation processes.

Furthermore, the framework provides a foundation for evidence-based planning, enabling MTWA to not only demonstrate the value and impact of its strategic actions but also to optimise resource allocation and improve service delivery. This chapter, therefore, serves as both a blueprint and operational guide for how progress will be monitored, evaluated, reported, and used to inform strategic adjustments throughout the implementation period.

8.2 MONITORING AND EVALUATION PROCESSES

The Monitoring and Evaluation (M&E) processes for the MTWA Strategic Plan are structured to provide continuous oversight, timely performance assessment, and evidence-based decision-making throughout the implementation period. These processes ensure that the Ministry remains on course towards achieving its strategic objectives and priorities.

MTWA will adopt a three-tier M&E process, comprising:

(i) Annual Performance Reviews
(ii) Mid-Term Review
(iii) End-of-Term Evaluation

These core processes will provide a structured mechanism to measure implementation progress, identify emerging challenges, and propose corrective measures for improved delivery. The findings from each phase of review will directly inform policy refinements, resource allocation, and strategic adjustments.

8.2.1. Annual Performance Review

To effectively and continuously demonstrate achievement of desired Strategic Plan results, MTWA will conduct annual reviews to measure its performance as well as providing accountability to stakeholders. To facilitate this process of measuring the results, the MTWA Strategic Plan has been designed with annualised targets, outputs, and key performance indicators (KPIs) which are aligned to broader national goals.

Through a robust M&E framework, the following shall be undertaken:

(i) MTWA departments shall be required to produce both monthly and quarterly performance reports in line with approved annual work plans.
(ii) The Planning Division, which plays a critical role in coordinating performance, shall consolidate the various departmental reports to produce quarterly and bi-annual performance reports and lead necessary reviews at the Vote level.
(iii) Performance reports shall intentionally be structured to properly document areas of excellence and good practice for scale-up, but also underscore bottlenecks or delays in implementation for management to design corrective actions.

(iv) The Programme Working Group (PWG) Secretariat, in close collaboration with the Planning Division, will produce an evidence-based Annual Programme Performance Report (APPR) for the Ministry.

The Annual Programme Performance Report preparation process will be participatory, involving all departments, affiliated agencies, and relevant MDAs, and will serve as a vital accountability tool to the public and other key stakeholders. The insights from the APPR will also feed into national reporting frameworks (Tourism PIAP) managed by the National Planning Authority (NPA).

8.2.2. Mid-Term Review (MTR)

To ensure objectivity and improve accountability of results, MTWA will conduct a Mid-Term Review (MTR) of its strategic plan. This shall be undertaken halfway through the period of implementation of the Strategic Plan to assess progress towards achieving the planned outcomes and outputs, and also provide actionable recommendations. This review will follow the guidelines of the Comprehensive National Development Planning Framework (CNDPF) and the Planning Call Circular, which were issued by the National Planning Authority (NPA) and will serve to:

(i) Assess overall performance against strategic goals and key results.
(ii) Detect variances between planned and actual achievements.
(iii) Examine institutional efficiency, policy coherence, and resource use.
(iv) Recommend mid-course corrections and re-prioritisation, where necessary.
(v) Consolidate lessons learnt from the initial implementation phase.

The MTR will also help determine whether the Ministry's interventions are adequately contributing to tourism development, wildlife conservation, and cultural heritage promotion, and whether strategies need to be recalibrated for the remaining implementation period.

Findings of the Mid-Term Assessment shall be shared through a debrief session with MTWA Top Management, executive and staff.

8.2.3. End-Term Evaluation

The End-Term Evaluation will be carried out at the conclusion of the Strategic Plan cycle. It will offer a comprehensive assessment of the extent to which MTWA has achieved its strategic objectives, outcomes, and impact targets. Specifically, the ETE will:

(i) Measure outcome-level and impact-level results against the Strategic Plan indicators.
(ii) Assess the relevance, effectiveness, efficiency, sustainability, and impact of MTWA's interventions.
(iii) Identify what worked, what did not work, and why, based on data and stakeholder feedback.
(iv) Document best practices, innovations, and challenges encountered.
(v) Provide actionable recommendations to inform the design of the next strategic planning cycle.

Furthermore, the M&E processes will be supported by well-defined data collection tools, performance tracking systems, and sector-specific monitoring indicators, all of which will be anchored in a results framework. Additionally, MTWA will work closely with NPA to harmonise reporting templates and timelines for consistency and comparability.

8.2.4. Strengthening the Monitoring, Evaluation and Learning (MEL) culture

MTWA will institutionalise a strong Monitoring, Evaluation, and Learning (MEL) culture across its departments by:

(i) Developing a Strategic Results Framework (SRF) based on Plan objectives and indicating objectively verifiable indicators, baselines, means of verification, and data sources.
(ii) Aligning its internal reporting and periodical reviews with national systems such as the National Development Planning Monitoring and Evaluation System (NDPM&ES) and Programme-Based Budgeting (PBB).
(iii) Organising and conducting stakeholder engagement forums to share Vote and programme performance results for feedback gathering and showcasing transparency and accountability.
(iv) Publishing programme annual performance reports for easy public access.
(v) Facilitating a learning process through holding performance reflection sessions, post-implementation reviews, and internal knowledge sharing events to foster innovation and responsiveness amongst its staff.

9 PROJECT PROFILES

This chapter outlines key projects that will implement the MTWA Strategic Plan (2025/26–2029/30). These projects aim to improve tourism infrastructure, conserve wildlife and cultural heritage, and promote inclusive economic growth. Each profile includes project details, expected outputs, and timelines. The projects are aligned with national priorities and will be delivered through partnerships with the government, the private sector, and development partners.

PROJECT NAME: DEVELOPMENT OF SOURCE OF THE NILE PROJECT (PHASE II)						
PROJECT SUMMARY						
Project Title	DEVELOPMENT OF SOURCE OF THE NILE PROJECT (PHASE II)					
Programme	TOURISM DEVELOPMENT					
Implementing Agency	MTWA					
NDP PIP Code						
Project Status (% of Completion)	60%					
MoFPED PIP Code	1701					
Location	JINJA					
Estimated Project Cost	90,550,000,000 UGX					
Project Duration/Life span (Financial Years)	Start Date: 2021/22	End Date: 2025/26				
Project Financier	GOU					
Officer Responsible (Title)	Principal Tourism Officer					
PROJECT INTRODUCTION						
Project Brief	The Source of the Nile is a primary attraction for tourists visiting Jinja and Uganda. It is recognised as one of the world's best venues for rafting, drawing prominent international figures such as Prince William, Ginger Spice and Charlie Boorman, who all visited the site. However, the nature and kind of facilities and services in place preclude the site from offering optimal visitor engagement and satisfaction. This has often led to low expenditures at the site as well as low community engagement yet the site has great tourism potential. There are few activities that will engage and retain a tourist at the site and the few existing tourist facilities are in a dilapidated state largely due to poor management. Tourists travelling to the source of the Nile also face challenges locating the site due to absence of clear and conspicuous signage. The state of sanitary facilities at the source of the Nile is also worrying, which could lead to easy spread of diseases. The craft shops, which enable the community to sell a wide range of crafts to travellers, are also in a very sorry state and many of them are eaten up by termites and are on the verge of collapse. The trails at the site are also poorly maintained and often travellers are attacked by red ants while enjoying the green at the Source of the Nile. All these have made the site less popular to travellers, hence justifying why the majority of the visitors at the site are first-time visitors.					
Project Outputs	• 164 acres of land acquired • Modern Nile access infrastructure developed • Cultural and historical heritage facilities preserved • Grand gate house and 4 sanitary facilities constructed • 10-floor-high Source of the Nile observation tower constructed • Safety and security equipment installed					
Project Coverage in Terms of Parishes						
PROJECTED DISBURSEMENTS (UGX BILLION)						
	Baseline 2024/25	2025/26	2026/27	2027/28	2028/29	2029/30
Total						

PROJECT NAME: DEVELOPMENT OF MUSEUMS AND HERITAGE SITES FOR CULTURAL TOURISM PHASE TWO						
PROJECT SUMMARY						
Project Title	DEVELOPMENT OF MUSEUMS AND HERITAGE SITES FOR CULTURAL TOURISM PHASE TWO					
Programme	TOURISM DEVELOPMENT					
Implementing Agency	MTWA					
NDP PIP Code						
Project Status (% of Completion)	50%					
MoFPED PIP Code	1699					
Location	Napak, Arua, Namayingo, Mayuge, Moyo, Gulu, Fort Portal Municipal, Soroti, Hoima, Ngora					
Estimated Project Cost	44,320,000,000 UGX					
Project Duration/Life Span (Financial Years)	Start Date: 2021/22	End Date: 2025/26				
Project Financier	GoU					
Officer Responsible (Title)	Commissioner Museums and Monuments					
PROJECT INTRODUCTION						
Project Brief	Technically, the project aims at diversifying tourism products which will in the end lead to an increase in revenue, hence benefitting all stakeholders. At these sites, the Ministry's vision is to see private sector-driven projects which, in turn, will lead to job creation and employment opportunities, which will directly or indirectly impact positively on our Local Governments. This project will also enhance tourism activities in Eastern Uganda as currently tourists who sojourn in the eastern part of the country only enjoy Mt Elgon activities and Kidepo National Park, respectively. Government has not yet earned a lot from the Embalu celebrations which are also a tourist attraction, as well as other cultural centres. In Northern Uganda, the project will focus on sites such as Fort Patiko in Gulu (a slave trade historical site), Lotuturu (site of the Lamogi Rebellion in Amuru), and Guruguru in Agoro, whereas in West Nile Dufile and Wadelai will mostly benefit. Phase II of this project proposes to construct a regional museum in Arua which will house an Idi Amin gallery. This will also increase stay for some tourists who will be visiting Murchison Falls National Park and local tourists who would want to know about their past. In Central and Western Uganda, Bigo Bya Mugenyi, Ntuusi and Bwongero cultural sites, Mubende Hill, and Munsa will be added on the Katonga Wildlife circuit. Equator sites along these areas will also be developed. Sites in Western Uganda will be the Mugaba Palace, where the last phase of development will be completed. In Southwestern Uganda, we shall develop the Ichangushe Caves in Lake Mutanda, which will also increase the length of stay for visitors sojourning in both Bwindi and Mugahinga National Parks. Stakeholders, therefore, will directly benefit as other sites in Eastern Uganda and West Nile will directly introduce visitors to other cultures of the country.					
Project Outputs	• 3 regional museums of Napak, Fort Portal, and Arua constructed and refurbished. • 10 cultural sites of Mugaba Palace, Bigo Bya Bugenyi, Napak, Bishop Hannington, Kibiro Salt Village, Mutanda Caves, Dufile, Wadelai, Lamogi, and Agoro, developed and promoted. • Rock Art sites constructed and equipped as a special geo-cultural tourism product. • 3 handicraft and souvenir production centres established and operational.					
Project Coverage in Terms of Parishes						
PROJECTED DISBURSEMENTS (UGX BILLION)						
	Baseline 2024/25	2025/26	2026/27	2027/28	2028/29	2029/30
Total						

PROJECT NAME: MT. RWENZORI TOURISM INFRASTRUCTURE DEVELOPMENT PROJECT (PHASE II)	
PROJECT SUMMARY	
Project Title	Mt. Rwenzori Tourism Infrastructure Development Project (Phase II)
Programme	TOURISM DEVELOPMENT
Implementing Agency	MTWA
NDP PIP Code	
Project Status (% of Completion)	55%
MoFPED PIP Code	1700

PROJECT NAME: MT. RWENZORI TOURISM INFRASTRUCTURE DEVELOPMENT PROJECT (PHASE II)						
Location	Kasese					
Estimated Project Cost	70,590,000,000 UGX					
Project Duration/Life Span (Financial Years)	Start Date: 2021/22	End Date: 2025/26				
Project Financier	GoU					
Officer Responsible (Title)	Sen. M&E Officer					
PROJECT INTRODUCTION						
Project Brief	The Mt. Rwenzori Tourism Infrastructure Development Project (Phase II) is meant to improve mountaineering tourism support infrastructure for the Rwenzori Mountains that is located in Rwenzori Mountains National Park (RMNP) and mountaineering is the key activity in this park. Project Goal: The goal of the project is to increase the attractiveness of Mt. Rwenzori as a preferred tourist destination. Outcomes: Implementation of the project will translate into improved visitor experience rating at Mt. Rwenzori from 20% to 70%.					
Project Outputs	• Climbing ladders (total length of 4,000 metres) installed in steep areas and boardwalks (total length of 12,889 metres) constructed in boggy/ wetland areas along the trails. • Resting shelters (24) constructed with facilities such as toilets, water, dining shelter, cooking shelter, picnic seats and tables, information board sports hall, wind power generation. • Two helipads constructed, 6 bandas/camping pads established and 6 rescue huts constructed to support safety and rescue interventions. • Bridges (65) constructed along the trails and park boundary access infrastructure constructed/rehabilitated. • Accommodation infrastructure constructed (20 rooms with a total bed capacity of 100). • A visitor information centre and parking space constructed. • Two viewing points redeveloped and bird watching platform constructed. • Rescue, safety and climbing equipment provided. • Communication equipment procured (200 radio calls, 200 satellite phones and 5 internet service hubs acquired and fixed). • Capacity building conducted for stakeholders, service providers and community associations, including 1,000 porters and guides.					
Project Coverage in terms of Parishes						
PROJECTED DISBURSEMENTS (UGX BILLION)						
	Baseline 2024/25	2025/26	2026/27	2027/28	2028/29	2029/30
Total						

PROJECT NAME: MITIGATING HUMAN-WILDLIFE CONFLICT PROJECT (MHWCP)		
PROJECT SUMMARY		
Project Title	Mitigating Human-Wildlife Conflict Project (MHWCP)	
Programme	TOURISM DEVELOPMENT	
Implementing Agency	MTWA	
NDP PIP Code	1782	
Project Status (% of Completion)	30%	
MoFPED PIP Code		
Location	Isingiro, Kiruhura, Rakai, Mbarara, Kaabong, Kotido, Abim, Agago, Pader, and Karenga	
Estimated Project Cost	26,814,000,000 UGX	
Project Duration/Life Span (Financial Years)	Start Date: 2023/24	End Date: 2028/29
Project Financier	GoU	
Officer Responsible (Title)	Principal Wildlife Officer	
PROJECT INTRODUCTION		

PROJECT NAME: MITIGATING HUMAN-WILDLIFE CONFLICT PROJECT (MHWCP)						
Project Brief	The project activities are aimed at establishing physical barriers along protected area boundaries to control problem animals, facilitate and build capacity of communities to start and manage conservation enterprises, strengthen institutional capacity to combat poaching and manage human-wildlife conflicts, and ensure effective engagement and coordination of all stakeholders in managing human-wildlife conflicts and poaching. Wildlife conservation is a priority investment in Uganda because tourism is expected to contribute USD 20 billion to GDP by 2040, in addition to employment and multiplier growth in secondary and tertiary industries.					
Project Outputs	• 38.12 km of electric fence established. • 5,000 beehives fence installed. • 15 crocodile safety cages installed. • 15 km of hippo fence constructed. • 10 water dams excavated. • Boundary pillars installed. • 2 Drones and 1 DNA PCR procured. • 10 ranger outposts constructed. • 1 excavator procured. • 300 scouts equipped with human-wildlife conflict management skills.					
Project Coverage in Terms of Parishes						
PROJECTED DISBURSEMENTS (UGX BILLION)						
	Baseline 2024/25	2025/26	2026/27	2027/28	2028/29	2029/30
Total						

PROJECT NAME: MOUNT ELGON NATIONAL PARK TOURISM INFRASTRUCTURE DEVELOPMENT PROJECT		
PROJECT SUMMARY		
Project Title	Mount Elgon National Park Tourism Infrastructure Development Project	
Programme	TOURISM DEVELOPMENT	
Implementing Agency	MTWA	
NDP PIP Code		
Project Status (% of Completion)	0%	
MoFPED PIP Code		
Location	Mt. Elgon National Park	
Estimated Project Cost	UGX 288.133 billion	
Project Duration/Life Span (Financial Years)	Start Date: 2025/26	End Date: 2029/30
Project Financier	GoU	
Officer Responsible (Title)	Project Coordinator	
PROJECT INTRODUCTION		
Project Brief	The Project is meant to improve tourism support infrastructure for Mount Elgon National Park and mountaineering is the key activity in this park. Project Goal: The goal of the project is to increase the attractiveness of Mt. Elgon as a preferred tourist destination. Outcomes: Improved visitor experience rating at Mt. Elgon from 20 % to 70 %.	

PROJECT NAME: MOUNT ELGON NATIONAL PARK TOURISM INFRASTRUCTURE DEVELOPMENT PROJECT						
Project Outputs	• Climbing ladders (total length of 4,000 metres) installed in steep areas and boardwalks (total length of 12,889 metres) constructed in boggy/wetland areas along the trails. • Resting shelters (24) constructed with facilities such as toilets, water, dining shelter, cooking shelter, picnic seats and tables, information board sports hall, wind power generation. • Two helipads constructed, 6 bandas/camping pads established and 6 rescue huts constructed to support safety and rescue interventions. • Bridges (65) constructed along the trails and park boundary access infrastructure constructed/rehabilitated. • Accommodation infrastructure constructed (20 rooms with a total bed capacity of 100). • A visitor information centre and parking space constructed. • Two viewing points redeveloped and bird watching platform constructed. • Rescue, safety and climbing equipment provided. • Capacity building conducted for stakeholders, service providers and community associations including 1,000 porters and guides.					
Project Coverage in Terms of Parishes						
PROJECTED DISBURSEMENTS (UGX BILLION)						
	Baseline 2024/25	2025/26	2026/27	2027/28	2028/29	2029/30
Total						

PROJECT NAME: UWRTI INFRASTRUCTURE DEVELOPMENT PROJECT	
PROJECT SUMMARY	
Project Title	Mount Elgon National Park Tourism Infrastructure Development Project
Programme	TOURISM DEVELOPMENT
Implementing Agency	MTWA
NDP PIP Code	
Project Status (% of Completion)	0%
MoFPED PIP Code	
Location	Mt. Elgon National Park
Estimated Project Cost	UGX 55.552 billion
Project Duration/Life Span (Financial Years)	Start Date: 2025/26 End Date: 2029/30
Project Financier	GoU
Officer Responsible (Title)	Sen. M&E Officer
PROJECT INTRODUCTION	
Project Brief	The Project is meant to support upgrading of infrastructure of the UWRTI and assessment of the viability of private management and partnership models for the UWRTI. With the completion of international standard physical facilities (which is a basic criterion for international accreditation), the UWRTI's product offerings will also be upgraded through an international partnership for delivery of accredited training for guides, wildlife conservationists, and tourism professionals. To ensure that international standards are developed and maintained, a DLI is in place to incentivise the partnership and delivery of training. Outcomes: Training agreement with an international training partner executed and international standard training delivered.
Project Outputs	• Establishment of a laboratory, library, classrooms, administration block with conference facilities, accommodation for students (hostel) and other clients, sanitary facilities, and a perimeter fence (to improve security and prevent wild animals from entering the grounds).
Project Coverage in Terms of Parishes	

PROJECTED DISBURSEMENTS (UGX BILLION)						
	Baseline 2024/25	2025/26	2026/27	2027/28	2028/29	2029/30
Total						

PROJECT NAME: DEVELOPMENT OF WATER-BASED ECO ADVENTURE PARKS (GEOTHERMAL SPAS AND RESORTS)						
PROJECT SUMMARY						
Project Title	Development of Water-Based Eco Adventure Parks (Geothermal Spas and Resorts)					
Programme	TOURISM DEVELOPMENT					
Implementing Agency	MTWA					
NDP PIP Code						
Project Status (% of Completion)	0%					
MoFPED PIP Code						
Location						
Estimated Project Cost	UGX 87.00 billion					
Project Duration/Life Span (Financial Years)	Start Date: 2025/26	End Date: 2029/30				
Project Financier	GOU					
Officer Responsible (Title)	Sen. M&E Officer					
PROJECT INTRODUCTION						
Project Brief	This project aims to develop a sustainable and eco-friendly tourism destination that combines the natural allure of geothermal water features with adventure-based recreational activities. The park will be a flagship model for ecotourism, wellness, and environmental education, integrating geothermal spas, eco-resorts, and water-based adventure attractions into a cohesive, low-impact design.					
Project Outputs	• Geothermal spa complex • Eco adventure activities • Eco-resort accommodation • Use of geothermal energy for heating and power • Green roofs, natural landscaping, and eco-toilets • Integrated water management system (graywater recycling) • Cultural and educational integration					
Project Coverage in Terms of Parishes						
PROJECTED DISBURSEMENTS (UGX BILLION)						
	Baseline 2024/25	2025/26	2026/27	2027/28	2028/29	2029/30
Total						

PROJECT NAME: UWEC INFRASTRUCTURE DEVELOPMENT PROJECT	
PROJECT SUMMARY	
Project Title	UWEC Infrastructure Development Project
Programme	TOURISM DEVELOPMENT
Implementing Agency	MTWA
NDP PIP Code	
Project Status (% of Completion)	0%
MoFPED PIP Code	
Location	
Estimated Project Cost	UGX 57.00 billion
Project Duration/Life span (Financial Years)	Start Date: 2025/26 End Date: 2029/30
Project Financier	GOU
Officer Responsible (Title)	Sen. M&E Officer
PROJECT INTRODUCTION	
Project Brief	The Uganda Wildlife Education Centre (UWEC) Infrastructure Development Project is a strategic initiative aimed at upgrading and expanding the Centre's facilities to enhance wildlife conservation, education, research, and tourism. The project will modernise existing infrastructure, introduce new eco-friendly amenities, and create an immersive visitor experience aligned with global standards in wildlife management and environmental education.

Project Outputs	• Enlargement and naturalisation of enclosures • Improved veterinary and quarantine facilities • Introduction of new species and enrichment programmes • Renovated walkways, signage, and interpretation centres • Modernised aquarium and aviary sections • Interactive digital exhibits and mobile app integration • Establishment of a Conservation Learning Centre • Lecture halls, laboratories, and resource libraries • Partnerships with academic and research institutions • Eco-lodges, gift shops, and food courts • Landscaping with indigenous flora • Water conservation and solar energy systems • New offices, staff housing, and training facilities • ICT upgrades and internal communication systems					
Project Coverage in Terms of Parishes						
PROJECTED DISBURSEMENTS (UGX BILLION)						
	Baseline 2024/25	2025/26	2026/27	2027/28	2028/29	2029/30
Total						

PROJECT NAME: KIDEPO LANDSCAPE INTEGRATED CONSERVATION AND DEVELOPMENT PROJECT (KLICDP)		
PROJECT SUMMARY		
Project Title	Kidepo Landscape Integrated Conservation and Development Project (KLICDP)	
Programme	TOURISM DEVELOPMENT	
Implementing Agency	MTWA & UWA	
NDP PIP Code		
Project Status (% of Completion)	0%	
MFPED PIP Code		
Location	Karamoja & Acholi	
Estimated Project Cost	USD 3,519,723	
Project Duration/Life Span (Financial Years)	Start Date: 2025/26	End Date: 2029/30
Project Financier	GEF	
Officer Responsible (Title)	Commissioner Wildlife Conservation	
PROJECT INTRODUCTION		
Project Brief	The Kidepo landscape is located in the northeastern corner of Uganda, near Kenya and South Sudan. It covers Kidepo Valley National Park (KVNP), Karenga Community Wildlife Area (KCWA), and nine central forest reserves. The landscape faces global environmental challenges and climate vulnerabilities that threaten its ecological health, the well-being of its inhabitants, and economic progress. These challenges include habitat degradation, human-wildlife conflict (HWC), climate vulnerabilities, and high poverty levels among local communities. The Kidepo Landscape Integrated Conservation and Development Project (KLICDP) has been designed to address these challenges. The proposed project aims to enhance biodiversity conservation by explicitly focusing on reducing poaching, illegal wildlife trade, and human-wildlife conflict while improving local livelihoods through sustainable practices. This multifaceted approach integrates economic development with wildlife conservation to ensure comprehensive ecosystem health. The project is a child project under the GEF-8 Wildlife Conservation for Development Integrated Programme (WCD IP) and represents one of the 15 projects competitively selected for GWP. In this document, WCD IP will hereafter be referred to as GEF-8 GWP to reflect this integration. The expected global environmental benefits (GEBs) include the restoration of 20,000 hectares of grasslands and woodlands, improved management of 240,750 hectares of protected areas, an increase in sustainable land management practices covering 54,000 hectares, and a mitigation of -3,208,827 metric tons of CO_2e from reduced emissions. The project will empower 186,350 local beneficiaries and enhance community resilience. The existing GWP knowledge platform will enhance collaboration and learning across GEF phases.	

Project Outputs	• Interagency collaboration and coordination forum for Kidepo landscape established and operationalised. • Cross-border collaboration and coordination framework for the Kidepo landscape formalised. • The capacity of local communities is built to support anti-poaching activities, combat illegal wildlife trade and trafficking. • Law enforcement capacity of KVCA management supported to combat poaching, illegal wildlife trade and trafficking. • Capacity for CITES implementation at national and local level supported. • Capacity of community wildlife scouts to mitigate HWC supported. • Conservation-friendly and agricultural practices promoted. • Management response capabilities strengthened. • Collaborative resource management agreement for the KVCA developed and implemented for equitable decision making, participation and benefit sharing by women, men youth and other marginalised and vulnerable groups. • Additional employment created in wildlife-based tourism enterprises, cultural tourism and handcrafts to equitably benefit women, men, youth and other marginalised people. • Community wildlife-based enterprises supported and providing equitable opportunities and benefit sharing for women, men, youth and other marginalised groups (including indigenous people • Invasive species inside Kidepo Valley National Park controlled. • UWA is supported to manage wildfires in the KVCA. • UWA and District Local Governments supported to rehabilitate watering points inside and outside the protected areas. • Biodiversity and ecosystem health monitoring system developed and implemented. • UWA supported to conduct census for large carnivores (lions, leopards, cheetahs, hyenas, wild dogs, jackals etc.). • Protected area management effectiveness strengthened.
Project Coverage in Terms of Districts	Karenga, Kaabong, Kotido, Abim, Agago, Kitgum and Lamwo

PROJECTED DISBURSEMENTS (UGX BILLION)						
	Baseline 2024/25	2025/26	2026/27	2027/28	2028/29	2029/30
Total						

PROJECT NAME: DEVELOPMENT OF TOURIST INFRASTRUCTURE AT EQUATOR POINTS PROJECT	
PROJECT SUMMARY	
Project Title	Development of Tourist Infrastructure at Equator Points Project
Programme	TOURISM DEVELOPMENT
Implementing Agency	MTWA
NDP PIP Code	
Project Status (% of Completion)	0%
MoFPED PIP Code	
Location	
Estimated Project Cost	UGX 32.10 billion
Project Duration/Life Span (Financial Years)	Start Date: 2025/26 End Date: 2029/30
Project Financier	GOU
Officer Responsible (Title)	Sen. M&E Officer
PROJECT INTRODUCTION	
Project Brief	The Development of Tourist Infrastructure at Equator Points Project seeks to transform key equator crossing locations into vibrant, educational, and economically beneficial tourism hubs. By leveraging the geographical significance of the equator, the project aims to enhance visitor experiences through the development of modern infrastructure, cultural exhibits, and hospitality services, while creating sustainable livelihoods for local communities.

Project Outputs	• Tourist information centre and ticket booths • Modern restrooms and shaded rest areas • Cafés, souvenir shops, and local craft markets • Equator line monuments and photo points • Interactive exhibits explaining equatorial phenomena • Cultural displays and traditional performance spaces • Road signage and resurfacing of access roads • Designated parking areas with security • Installation of solar lighting and water supply systems • Training programs for local guides and vendors • Support for community-run tourism cooperatives • Opportunities for cultural exchange and storytelling • Unified design theme for all equator points • Digital marketing, social media presence, and online booking tools • Collaborations with tour operators and travel influencers					
Project Coverage in Terms of Parishes						
PROJECTED DISBURSEMENTS (UGX BILLION)						
	Baseline 2024/25	2025/26	2026/27	2027/28	2028/29	2029/30
Total						

PROJECT NAME: ESTABLISHMENT OF TOURIST ROADSIDE STOPOVER POINTS PROJECT						
PROJECT SUMMARY						
Project Title	Tourist Roadside Stopover Points Project					
Programme	TOURISM DEVELOPMENT					
Implementing Agency	MTWA					
NDP PIP Code						
Project Status (Stage of Preparation/ Financing)	CONCEPT					
MoFPED PIP Code						
Location	SELECT COUNTRY MAJOR HIGHWAYS					
Estimated Project Cost	39,600,000,000 UGX					
Duration/Life Span (Financial Years)	Start Date: FY2026/27, End Date: FY2030/31, Duration Years: 5 years					
Project Financier	GoU					
Officer Responsible (Title)	Principal Assistant Secretary (PAS)					
PROJECT INTRODUCTION						
Project Brief	The project is aimed at establishing four (4) world-class stopover points and visitor facilities along major tourist routes. The project intends to provide key infrastructure such as restaurants, accommodation, shopping facilities, among others at the stopovers. The stopover points will also have visitor information centres intended to provide tourists with all the necessary information for the tourism circuit, as well as promotional materials for all tourism sites in the country. The stopovers will also feature services and activities meant to increase the visitor spend and stay. These will include cultural and culinary centres unique to each region surrounding the stopover point, as well as thematic leisure parks for families to enjoy. The stopovers will also tie into local community activities by establishing handicraft production centres where artisans from nearby communities can produce, showcase and sell their products in order to increase their household incomes, as well as increase visitor expenditure.					
Project Interventions	• Establish four (4) stopover infrastructure (including information centres, craft production centres, restaurants, coffee shops and supermarkets). • Establish four (4) cultural and culinary villages. • Establish four (4) accommodation facilities (15 rooms each). • Establish four (4) leisure parks (adventure courses, water parks, swimming pools, and arcades). • Construct four (4) museums.					
Project Coverage in Terms of Parishes						
PROJECTED DISBURSEMENTS (UGX BILLION)						
	Baseline 2024/25	2025/26	2026/27	2027/28	2028/29	2029/30
Total		4.0	9.3	13.0	8.3	5.0

PROJECT NAME: TOURISM VISUALISATION PROJECT						
PROJECT SUMMARY						
Project Title	Tourism Visualisation Project					
Programme	TOURISM DEVELOPMENT					
Implementing Agency	MTWA					
NDP PIP Code						
Project Status (Stage of Preparation/ Financing)	CONCEPT					
MoFPED PIP Code						
Location	KAMPALA, WAKISO					
Estimated Project Cost	80,000,000,000 UGX					
Duration/Life Span (Financial Years)	Start Date:2027/28	End Date: 2030/31 (4 YEARS)				
Project Financier						
Officer Responsible (Title)	Principal Assistant Secretary (PAS)					
PROJECT INTRODUCTION						
Project Brief	The Visualisation Centre will be a complex with a 10-floor main building and 2 additional structures. The main building will have 8 floors above ground, with 2 basement floors for parking. The 8 floors will house offices for MTWA, UTB, UWA, UWEC, UHTTI, UWRTI and the Tourism Private Sector Associations (UTA, UHOA, AUTO, USAGA, NACCAU, etc). It will also have boardrooms, a cafeteria, prayer rooms (chapel and mosque), an archive room, a nursery and other amenities. The 2 additional structures will be: 1 A conference centre for MICE and 2) The Visualisation Auditorium					
Project Interventions	• Tourism Visualisation Centre constructed • Tourism Visualisation Centre furnished and equipped					
Project Coverage in Terms of Parishes						
PROJECTED DISBURSEMENTS (UGX BILLIONS)						
	Baseline 2024/25	2025/26	2026/27	2027/28	2028/29	2029/30
Tourism Visualisation Centre constructed		10	15	15	10	10
Tourism Visualisation Centre furnished and equipped				15	15	
Total		**10**	**15**	**30**	25	**10**

APPENDIX A: IMPLEMENTATION ACTION PLAN

PROGRAMME NAME: TOURISM DEVELOPMENT								
Programme Goal:	**Uganda as a preferred tourist destination**							
Vote Goal:	**Uganda's position as the preferred tourist destination in the region enhanced**							
Programme Objective 1:	**To promote inbound and domestic tourism**							
MTWA Objective 1:	**To promote inbound and domestic tourism**							
Result	Indicators	Baseline FY2023/24	Target FY2025/26	Target FY2026/27	Target FY2027/28	Target FY2028/29	Target FY2029/30	Responsible Department or Unit
Outcome 1: Increased inbound and domestic tourists	Tourist arrivals	1,274,210	1,576,962	1,774,083	2,013,584	2,184,738	2,348,594	PRP
	No. of domestic tourists	2,659,390	2,685,984	2,753,266	2,822,098	2,906,761	3,008,498	PRP
	Proportion of leisure to total tourists (%)	16%	22%	24%	26%	28%	30%	PRP
	Number of Ugandans visiting key tourist attractions	1,328,916	1,349,354	1,484,290	1,632,719	1,828,645	2,011,510	PRP
Intervention 1.1: Undertake tourism promotional programmes								
Output 1.1.1: Uganda's tourism products promoted	No. of institutional/ group-based tourism and outreaches undertaken	2	4	6	7	7	8	PRP, TD
	No. of LGs supported to profile, develop and promote tourism	0	176	176	176	176	176	PRP, TD
	No. of international expos attended	1	2	4	6	8	8	PRP, TD
	No. of domestic tourism events and expos supported	8	8	12	12	12	12	PRP, TD
Actions			Budget FY2025/26 (Shs Bn)	Budget FY2026/27 (Shs Bn)	Budget FY2027/28 (Shs Bn)	Budget FY2028/29 (Shs Bn)	Budget FY2029/30 (Shs Bn)	Responsible Department or Unit
• Promote institutional/group-based tourism and outreach to Ugandans using school tours, work-based tours etc.			0.9	0.9	2	3	3	TD
• Support LGs to profile, develop and promote tourism								
• Attend international expos								
• Support domestic tourism events and expos								
Programme Objective 2:	**Improve the stock and quality of tourism infrastructure**							
MTWA objective 2:	**Improve the stock and quality of tourism infrastructure within MTWA's mandate**							
Result	Indicators	Baseline FY2023/24	Target FY2025/26	Target FY2026/27	Target FY2027/28	Target FY2028/29	Target FY2029/30	Responsible Department or Unit
Outcome 2: Increased private investment in tourism infrastructure	Contribution of tourism to investment (%)	18.3%	19.0%	19.5%	20.0%	20.5%	21.0%	PRP
	No. of international hotel chains established	5	7	8	9	10	12	PRP, TD

Intervention 2.2: Harness STI and ICT for increased tourism productivity								
Result	Indicators	Baseline FY2023/24	Target FY2025/26	Target FY2026/27	Target FY2027/28	Target FY2028/29	Target FY2029/30	Responsible Department or Unit
Output 2.2.1: Wildlife protected areas, museums and monuments covered with Internet connections	Number of Museums, Sites and monuments with fast accessible and reliable internet connectivity	4	6	8	10	12	14	
Actions			Budget FY2025/26 (Shs Bn)	Budget FY2026/27 (Shs Bn)	Budget FY2027/28 (Shs Bn)	Budget FY2028/29 (Shs Bn)	Budget FY2029/30 (Shs Bn)	Responsible Department or Unit
• Install ICT infrastructure and ensure the reliability of internet services in priority tourism sites			1	3	4	5	5	ICT
• Stakeholder engagements, including service providers			0.25	0.25	0.25	0.25	0.25	
• Carry out assessments on network connectivity			0.25	0.25	0.25	0.25	0.25	
Result	Indicators	Baseline FY2023/24	Target FY2025/26	Target FY2026/27	Target FY2027/28	Target FY2028/29	Target FY2029/30	Responsible Department or Unit
Output 2.2.2: E-tourism services developed and operationalised	Number of tourism service providers (tour operators, accommodation, recreational/ tourism site) that offer online services such as bookings	10	30	40	50	60	70	PRP
	Level of automation of tourism services	5%	15%	20%	30%	40%	60%	ICT
Actions			Budget FY2025/26 (Shs Bn)	Budget FY2026/27 (Shs Bn)	Budget FY2027/28 (Shs Bn)	Budget FY2028/29 (Shs Bn)	Budget FY2029/30 (Shs Bn)	Responsible Department or Unit
• Tourism Information Management System (TIMS) upgraded			0.6	0.6	0.6	1.5	1.5	PRP, ICT
• Digitise the tourism services, including e-tourism directory; Exhibits, museums			1	1	2	6	6	ICT
• Upgrade and maintenance of the CITES e-permitting system			0.05	0.05	0.15	0.05	0.05	ICT
Result	Indicators	Baseline FY2023/24	Target FY2025/26	Target FY2026/27	Target FY2027/28	Target FY2028/29	Target FY2029/30	Responsible Department or Unit
Output 2.2.3: A Tourism Visualisation Centre developed	Level of development of the Tourism Visualisation Centre	0%	10%	30%	60%	90%	100%	F&A
Actions		Baseline FY2023/24	Budget FY2025/26 (Shs Bn)	Budget FY2026/27 (Shs Bn)	Budget FY2027/28 (Shs Bn)	Budget FY2028/29 (Shs Bn)	Budget FY2029/30 (Shs Bn)	Responsible Department or Unit
• Develop, Equip, and Operationalise the Tourism Visualisation Centre			0	5	10	35	20	F&A, PRP
Programme objective 3:	**Conserve, develop, improve, and diversify tourism products**							
MTWA objective 3:	**Conserve, develop, improve and diversify tourism products**							

Outcome 3: Improved natural and cultural heritage conservation	Proportion of cultural sites with conservation efforts	15.0%	20%	25%	30%	35%	40%	PRP
Strategic Intervention 3.1: Conserve Uganda's natural and cultural heritage, including wildlife-protected areas (national parks and wildlife reserves) and cultural sites								
Result	Indicators	Baseline FY2023/24	Target FY2025/26	Target FY2026/27	Target FY2027/28	Target FY2028/29	Target FY2029/30	Responsible Department or Unit
Output 3.1.1: National strategy to combat poaching, illegal trade, and trafficking of wildlife reviewed	Progress in review process of the strategy (%)	0%	0%	50%	100%	-	-	WCD
Output 3.1.1: Wildlife policy implementation in PAs	Progress in implementation of the Wildlife Policy (%)	0	10%	50%	70%	100%	100%	WCD
Actions			Budget FY2025/26 (Shs Bn)	Budget FY2026/27 (Shs Bn)	Budget FY2027/28 (Shs Bn)	Budget FY2028/29 (Shs Bn)	Budget FY2029/30 (Shs Bn)	Responsible Department or Unit
• Review the national strategy to combat poaching, illegal trade, and trafficking of wildlife			0	0	0.5	0.5	1	WCD
• Inspect wildlife policy implementation in PAs			0.5	0.5	0.5	0.5	0.5	WCD
Result	Indicators	Baseline FY2023/24	Target FY2025/26	Target FY2026/27	Target FY2027/28	Target FY2028/29	Target FY2029/30	Responsible Department or Unit
Output 3.2.1: Captive wildlife management streamlined	Number of regional commercial wildlife breeding centres developed	0	0	0	1	1	2	
Actions			Budget FY2025/26 (Shs Bn)	Budget FY2026/27 (Shs Bn)	Budget FY2027/28 (Shs Bn)	Budget FY2028/29 (Shs Bn)	Budget FY2029/30 (Shs Bn)	Responsible Department or Unit
• Build capacity for wildlife use rights licensees			0.6	0.8	0.8	0.8	0.8	WCD
• Develop standards and guidelines for captive wildlife management			0.25	0.25	0.25	0.25	0.25	WCD
Result	Indicators	Baseline FY2023/24	Target FY2025/26	Target FY2026/27	Target FY2027/28	Target FY2028/29	Target FY2029/30	Responsible Department or Unit
Output 3.2.2: Community enterprises developed based on sustainable wildlife resource use and management	Number of community enterprise developed (cumulative.)	4	5	6	8	10	12	PRP, WCD

Actions			Budget FY2025/26 (Shs Bn)	Budget FY2026/27 (Shs Bn)	Budget FY2027/28 (Shs Bn)	Budget FY2028/29 (Shs Bn)	Budget FY2029/30 (Shs Bn)	Responsible Department or Unit
• Undertake institutional development activities for community groups			0	0.3	1.96	1.96	3	WCD
• Develop a national action plan and guidelines for wildlife-based community enterprises			0	0.25	0.5	0	0	
• Construct observatory towers and bird monitoring centres			0	0	0	4	4	
• Build capacity/train communities in wildlife-based enterprise management			0	0.4	0.4	0.4	0.4	
Result	Indicators	Baseline FY2023/24	Target FY2025/26	Target FY2026/27	Target FY2027/28	Target FY2028/29	Target FY2029/30	Responsible Department or Unit
Output 3.2.2: Cultural heritage sites secured, developed and equipped	Number of cultural heritage sites developed	1	0	1	0	2	2	PRP/S&M
Actions			Budget FY2025/26 (Shs Bn)	Budget FY2026/27 (Shs Bn)	Budget FY2027/28 (Shs Bn)	Budget FY2028/29 (Shs Bn)	Budget FY2029/30 (Shs Bn)	Responsible Department or Unit
• Develop master plans, research, document and construct the sites of Kabalega-Mwanga in Dokolo, Dolwe Island, Kibiro Salt Village, Fort Luba and Fort Dufile			5	7	10	13	16	S&M
Result	Indicators	Baseline FY2023/24	Target FY2025/26	Target FY2026/27	Target FY2027/28	Target FY2028/29	Target FY2029/30	Responsible Department or Unit
Output 3.2.2: Museums developed and equipped	Number of regional museums developed	1	1	0	1	1	1	M
	Progress in upgrade of the Uganda Museum (%)	10%	20%	30%	40%	60%	100%	M
Actions			Budget FY2025/26 (Shs Bn)	Budget FY2026/27 (Shs Bn)	Budget FY2027/28 (Shs Bn)	Budget FY2028/29 (Shs Bn)	Budget FY2029/30 (Shs Bn)	Responsible Department or Unit
• Expand the Uganda Museum			0	3	10	45	80	M, S&M
• Develop the regional museums of Moroto, Fort Portal, Kabale, Arua			3	3	3	5	5	
• Develop the souvenir & handicraft centres at regional museums			0	1	1	1	1	
• Undertake countrywide awareness and campaigns on cultural heritage conservation			0.4	0.4	0.7	0.9	1.1	
• Provide technical support, guidance, and curatorial training			0.6	0.6	0.8	0.8	0.8	
Result	Indicators	Baseline FY2023/24	Target FY2025/26	Target FY2026/27	Target FY2027/28	Target FY2028/29	Target FY2029/30	Responsible Department or Unit
Output 3.2.3: Monuments and tourism roadside infrastructure developed	Number of monuments developed.		1	1	1	1	2	S&M
	Number of tourism roadside infrastructure developed	1	2	4	6	8	10	TD, S&M

Actions			Budget FY2025/26 (Shs Bn)	Budget FY2026/27 (Shs Bn)	Budget FY2027/28 (Shs Bn)	Budget FY2028/29 (Shs Bn)	Budget FY2029/30 (Shs Bn)	Responsible Department or Unit
• Establish and develop Equator points at Entebbe, Kayabwe, Ntutsi, and Ibanda			2	2	2	3	3	S&M
• Develop Luwero triangle war monuments			2.5	2.5	2.5	2.5	2.5	
• Develop brand monuments			0	0	0	2	2	
Result	Indicators	Baseline FY2023/24	Target FY2025/26	Target FY2026/27	Target FY2027/28	Target FY2028/29	Target FY2029/30	Responsible Department or Unit
Output 3.2.4: Historical sites/ architectural buildings of significance preserved	Number of historical sites/architectural buildings restored/preserved		1	1	1	1	1	PRP
Actions			Budget FY2025/26 (Shs Bn)	Budget FY2026/27 (Shs Bn)	Budget FY2027/28 (Shs Bn)	Budget FY2028/29 (Shs Bn)	Budget FY2029/30 (Shs Bn)	Responsible Department or Unit
• Conduct community engagements			0.2	0.4	0.4	0.4	0.4	S&M
• Conduct conditional surveys and assessments			0.5	0.5	0.5	0.5	0.5	
• Rehabilitate and consolidate architectural buildings			0	1	2	2	4	
Result	Indicators	Baseline FY2023/24	Target FY2025/26	Target FY2026/27	Target FY2027/28	Target FY2028/29	Target FY2029/30	Responsible Department or Unit
Strategic Intervention 3.2: Prioritise investments in the country's priority tourism products in a sustainable way (Mt. Rwenzori, Mountain Gorillas, Source of the Nile, MICE and Cultural Heritage)								
Output 3.3.1: Private sector players empowered to develop and manage tourism sites facilities and stopover point	Number of compliant stopover points along tourist routes	0	5	7	9	12	15	PRP, TD
Actions			Budget FY2025/26 (Shs Bn)	Budget FY2026/27 (Shs Bn)	Budget FY2027/28 (Shs Bn)	Budget FY2028/29 (Shs Bn)	Budget FY2029/30 (Shs Bn)	Responsible Department or Unit
• Review and disseminate guidelines or standards for stopover development			0.2	0.2	0.2	0.2	0.2	TD
• Undertake compliance assessments on stopover points			0.5	0.5	0.5	0.5	0.5	
Result	Indicators	Baseline FY2023/24	Target FY2025/26	Target FY2026/27	Target FY2027/28	Target FY2028/29	Target FY2029/30	Responsible Department or Unit
Output 3.3.2: Mountaineering and hiking tourism products developed (cumulative)	Number of mountaineering and hiking tourism products developed.	0	1	1	2	3	4	PRP
	Proportion of the required Mt. Rwenzori tourism infrastructure developed (%).	30%	50%	60%	70%	80%	100%	PRP
	Proportion of the required Mt. Elgon tourism infrastructure developed (%).	0%	5%	15%	25%	35%	50%	PRP

Actions			Budget FY2025/26 (Shs Bn)	Budget FY2026/27 (Shs Bn)	Budget FY2027/28 (Shs Bn)	Budget FY2028/29 (Shs Bn)	Budget FY2029/30 (Shs Bn)	Responsible Department or Unit
• Develop infrastructure along Mt. Rwenzori: trails, safety, and rescue facilities			12	13	13	13	0	PRP
• Establish the Rwenzori Mountains cable car through a PPP			0	8	20	20	25	PRP
• Develop and complete Kagulu Hills in Buyende			0	0	0	3	4	PRP
• Develop infrastructure along Mt. Elgon			1	2.5	5	12	23	PRP
• Develop Tororo Rock and Osukulu Hills circuit			1.5	2.5	4	5	8	THE
Result	Indicators	Baseline FY2023/24	Target FY2025/26	Target FY2026/27	Target FY2027/28	Target FY2028/29	Target FY2029/30	Responsible Department or Unit
Output 3.3.3: 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	15%	30%	45%	60%	80%	100%	PRP, TD
Actions			Budget FY2025/26 (Shs Bn)	Budget FY2026/27 (Shs Bn)	Budget FY2027/28 (Shs Bn)	Budget FY2028/29 (Shs Bn)	Budget FY2029/30 (Shs Bn)	Responsible Department or Unit
• Complete the modern pier			10	10	0	0	0	TD
• Develop access road			0	1.5	3	1	3	TD
• Implement Resettlement Action Plan			0	0	2.5	3	4	TD
• Construct facilities including observation tower, ziplining, Nile Park, modern walkways			6	6	6	10	20	TD
Result	Indicators	Baseline FY2023/24	Target FY2025/26	Target FY2026/27	Target FY2027/28	Target FY2028/29	Target FY2029/30	Responsible Department or Unit
Output 3.3.4: Cultural tourism circuits developed	Number of cultural tourism circuits developed (cumulative)	0	0	1	1	1	1	PRP, TD
Actions			Budget FY2025/26 (Shs Bn)	Budget FY2026/27 (Shs Bn)	Budget FY2027/28 (Shs Bn)	Budget FY2028/29 (Shs Bn)	Budget FY2029/30 (Shs Bn)	Responsible Department or Unit
• Undertake profiling and mapping of the cultural circuits (including Tororo and Sukulu Hills tourism circuit)			0.5	0.5	0.5	0.5	0.5	TD
• Develop the signature sites/products and directories			0	5.5	9	11	14	TD
• Support establishment of souvenir centres			0	5	10	10	10	PDP, TD
• Engagements, technical support, and capacity building			0.5	1.2	1.5	2	2	PRP, TD
• Develop infrastructure at Sipi Falls and Bukwo Caves								TD
Result	Indicators	Baseline FY2023/24	Target FY2025/26	Target FY2026/27	Target FY2027/28	Target FY2028/29	Target FY2029/30	Responsible Department or Unit

Output 3.3.5: Water-based tourism product developed	Number of water-based tourism sites developed (cumulative)	0	1	2	3	4	7	PRP, TD
Actions			Budget FY2025/26 (Shs Bn)	Budget FY2026/27 (Shs Bn)	Budget FY2027/28 (Shs Bn)	Budget FY2028/29 (Shs Bn)	Budget FY2029/30 (Shs Bn)	Responsible Department or Unit
• Develop plans and undertake feasibility studies for water-based tourism			0.5	1	2	0	0	TD
• Develop facilities, e.g., luxury piers, docking stations, and beaches			0	5	5	5	5	TD
• Complete the development of Kitagata, Sempaya, and Amuru hot springs			3	5	6	7	10	TD
• Develop Aruu, Sipi, and Miradwa waterfalls			0	1	4	10	15	TD
Result	Indicators	Baseline FY2023/24	Target FY2025/26	Target FY2026/27	Target FY2027/28	Target FY2028/29	Target FY2029/30	Responsible Department or Unit
Output 3.3.6: Faith-based tourism products developed	Number of faith-based tourism products developed (cumulative)	1	2	2	2	3	3	PRP, TD
Actions			Budget FY2025/26 (Shs Bn)	Budget FY2026/27 (Shs Bn)	Budget FY2027/28 (Shs Bn)	Budget FY2028/29 (Shs Bn)	Budget FY2029/30 (Shs Bn)	Responsible Department or Unit
• Profile and map out the Martyr's Trail circuit; Produce and disseminate the Martyr's Trail directory			0.6	0.6	0.6	0.6	0.6	TD
• Develop and operationalise infrastructure and facilities along the trails			0	0	5	15	40	TD
• Profiling and update inventory of faith-based tourism			0.8	0.8	0.8	0.8	0.8	TD
• Faith-based tour itineraries and packages developed			0.45	0.45	0.45	0.45	0.45	TD
Result	Indicators	Baseline FY2023/24	Target FY2025/26	Target FY2026/27	Target FY2027/28	Target FY2028/29	Target FY2029/30	Responsible Department or Unit
Output 3.3.7: Agro-tourism developed	Number of agro-tourism enterprises enlisted	0	5	10	15	20	25	PRP, TD
Actions			Budget FY2025/26 (Shs Bn)	Budget FY2026/27 (Shs Bn)	Budget FY2027/28 (Shs Bn)	Budget FY2028/29 (Shs Bn)	Budget FY2029/30 (Shs Bn)	Responsible Department or Unit
• Review guidelines for selection and development of agro-tourism enterprises			0.2	0.35	0.35	0	0	TD
• Undertake capacity building in agro-tourism development			0.7	0.7	0.7	0.7	0.7	TD
• Engage tour operators to develop tour packages and itinerary for agro-tourism			0.3	0.3	0.3	0.3	0.3	TD
• Support model farms to showcase coffee, mixed farms, and innovative agricultural practices			0.75	0.75	0.75	0.75	0.75	TD
Result	Indicators	Baseline FY2023/24	Target FY2025/26	Target FY2026/27	Target FY2027/28	Target FY2028/29	Target FY2029/30	Responsible Department or Unit

Output 3.3.8: Culinary tourism products developed and promoted	Number of culinary tourism events held (cumulative)	1	2	2	2	2	10	PRP, TD
Actions			Budget FY2025/26 (Shs Bn)	Budget FY2026/27 (Shs Bn)	Budget FY2027/28 (Shs Bn)	Budget FY2028/29 (Shs Bn)	Budget FY2029/30 (Shs Bn)	Responsible Department or Unit
• Documenting existing cuisines based on regions; Prepare guidelines and standards			0	0.6	0.6	0.6	1	TD
• Support organisation of different culinary festivals			0	0.35	0.35	0.35	0.35	TD
• Implement training programmes for chefs to enhance culinary skills and standards			0	1	1	1	1	TD
Result	Indicators	Baseline FY2023/24	Target FY2025/26	Target FY2026/27	Target FY2027/28	Target FY2028/29	Target FY2029/30	Responsible Department or Unit
Output 3.3.9: Birding product developed	Number of birding sites developed	1	2	2	2	2	2	PRP, TD, WD
Actions			Budget FY2025/26 (Shs Bn)	Budget FY2026/27 (Shs Bn)	Budget FY2027/28 (Shs Bn)	Budget FY2028/29 (Shs Bn)	Budget FY2029/30 (Shs Bn)	Responsible Department or Unit
• Create an inventory and database of bird species in the country			0	0.5	1	0	0	TD, WC
• Identify and develop key birding trails and sites			0.5	0.8	1	1	1.5	TD, WC
• Conduct training and certification of birding guides			0.25	0.25	0.25	0.25	0.25	TD, WC
• Support the organisation of birding events			0.6	0.6	0.6	1	1	TD, WC
Programme objective 4:	**Develop skilled personnel along the tourism value chain**							
MTWA objective 4:	**Develop skilled personnel along the tourism value chain**							
Strategic Intervention 4.1:	Address skills and capacity gaps in the tourism and hospitality industry							
Result	Indicators	Baseline FY2023/24	Target FY2025/26	Target FY2026/27	Target FY2027/28	Target FY2028/29	Target FY2029/30	Responsible Department or Unit
Output 4.1.1: Tourism in-service personnel trained	Number of tourism in-service personnel trained	1,090	1,290	1,490	1,690	1,890	2,090	PRP, HR
Actions			Budget FY2025/26 (Shs Bn)	Budget FY2026/27 (Shs Bn)	Budget FY2027/28 (Shs Bn)	Budget FY2028/29 (Shs Bn)	Budget FY2029/30 (Shs Bn)	Responsible Department or Unit
• Conduct capacity building of tourism sector players			1	1.5	3	5.9	6.5	HR, TD
Result	Indicators	Baseline FY2023/24	Target FY2025/26	Target FY2026/27	Target FY2027/28	Target FY2028/29	Target FY2029/30	Responsible Department or Unit
Output 4.1.2: Apprenticeship programmes conducted	Number of apprentices enrolled	100	400	500	700	1,000	1,200	HR
	Number of apprentices completing the trainings	90	180	250	300	350	400	HR
Actions			Budget FY2025/26 (Shs Bn)	Budget FY2026/27 (Shs Bn)	Budget FY2027/28 (Shs Bn)	Budget FY2028/29 (Shs Bn)	Budget FY2029/30 (Shs Bn)	Responsible Department or Unit

• Develop/review and implement apprentices' programmes			0.5	0.5	0.5	0.5	0.5	HR
• Roll out apprenticeship and exchange programmes			1.3	2	3	3.5	4	HR
• Establish and implement partnerships with relevant public and private sector institutions			0	0.3	0.3	0.3	0.3	HR
Programme objective 5:	**Enhance enforcement of regulation and coordination of the tourism industry**							
MTWA objective 5:	**Enhance enforcement of regulation and coordination of the tourism industry**							
Outcome 5: Sound management of the tourism resources	Level of tourist satisfaction (%)	79	79	80	82	83	85	PRP
Strategic Intervention 5.1: Enhance institutional capacity, policy, and regulatory framework:								
Result	Indicators	Baseline FY2023/24	Target FY2025/26	Target FY2026/27	Target FY2027/28	Target FY2028/29	Target FY2029/30	Responsible Department or Unit
Output 5.1.1: Framework for the tourism levy reviewed and operationalised	Tourism fund established	No	No	No	No	Yes	Yes	TD
Actions			Budget FY2025/26 (Shs Bn)	Budget FY2026/27 (Shs Bn)	Budget FY2027/28 (Shs Bn)	Budget FY2028/29 (Shs Bn)	Budget FY2029/30 (Shs Bn)	Responsible Department or Unit
• Establish and collect a tourism development levy			0	0.2	0.3	0.3	0.5	TD
• Establish and operationalise a Tourism Fund			0	0	0	0.7	0.7	TD
Result	Indicators	Baseline FY2023/24	Target FY2025/26	Target FY2026/27	Target FY2027/28	Target FY2028/29	Target FY2029/30	Responsible Department or Unit
Output 5.1.2: Policies, standards and regulations developed for the management and utilisation of tourism, natural and cultural heritage resources	Number of Policies, standards and regulations developed	2	3	3	3	3	3	TD, WC, M, S&M, F&A
Actions			Budget FY2025/26 (Shs Bn)	Budget FY2026/27 (Shs Bn)	Budget FY2027/28 (Shs Bn)	Budget FY2028/29 (Shs Bn)	Budget FY2029/30 (Shs Bn)	Responsible Department or Unit
• Develop regulations, standards, and guidelines for the existing legal frameworks			1.5	1.5	1.5	1.5	1.5	TD, WC, M, S&M, F&A
• Review Tourism Policy (2015) to consider emerging trends			0.5	0	0	0	0	TD
• Decentralise tourism management to promote inclusivity			0.5	0.8	1	1.2	1.5	TD
• Establish quality marks/standards for grading of tourism-related facilities			0.5	0.7	1	0.7	0.7	TD
Result	Indicators	Baseline FY2023/24	Target FY2025/26	Target FY2026/27	Target FY2027/28	Target FY2028/29	Target FY2029/30	Responsible Department or Unit
Output 5.1.3: Institutional management and support services provided	Number of tourism MDAs with unqualified annual audit reports	4	5	5	5	5	5	F&A

Actions			Budget FY2025/26 (Shs Bn)	Budget FY2026/27 (Shs Bn)	Budget FY2027/28 (Shs Bn)	Budget FY2028/29 (Shs Bn)	Budget FY2029/30 (Shs Bn)	Responsible Department or Unit
• Undertake ministerial leadership, policy guidance, and top management of tourism			9	9	9	9	9	F&A
• Implement and manage payroll, gratuity, and pension for MTWA			4.792	4.792	4.792	4.792	4.792	HR
• Facilitate operational costs for MTWA including rent, utilities, and support services			10	10	10	10	10	F&A
• Pay subscriptions and represent Uganda in international engagements			1.8	1.8	1.8	1.8	1.8	TD, WC, M, S&M
Result	Indicators	Baseline FY2023/24	Target FY2025/26	Target FY2026/27	Target FY2027/28	Target FY2028/29	Target FY2029/30	Responsible Department or Unit
Output 5.1.4: The Tourism Development Programme Working Group (PWG) operationalised	Number Tourism Development Programme Working Group engagements held	6	8	8	8	8	8	F&A, PWG
Actions			Budget FY2025/26 (Shs Bn)	Budget FY2026/27 (Shs Bn)	Budget FY2027/28 (Shs Bn)	Budget FY2028/29 (Shs Bn)	Budget FY2029/30 (Shs Bn)	Responsible Department or Unit
• Operationalise the Tourism Development Programme Working Group Secretariat			1.2	1.8	1.8	1.8	1.8	F&A
• Organise and hold engagements of the PWG			0.6	0.6	0.6	0.6	0.6	PWGS
Result	Indicators	Baseline FY2023/24	Target FY2025/26	Target FY2026/27	Target FY2027/28	Target FY2028/29	Target FY2029/30	Responsible Department or Unit
Output 5.1.5: LGs supported to profile, develop and promote tourism	Number of LGs supported to profile, develop and promote tourism (cumulative).	0	176	176	176	176	176	PRP, TD
Actions			Budget FY2025/26 (Shs Bn)	Budget FY2026/27 (Shs Bn)	Budget FY2027/28 (Shs Bn)	Budget FY2028/29 (Shs Bn)	Budget FY2029/30 (Shs Bn)	Responsible Department or Unit
• Capacity building and knowledge enhancement for LGs tourism, conservation, and wildlife officers			0.5	0.7	0.9	1.1	1.3	TD
• Undertake LG tourism performance reviews and monitoring			0.5	0.5	1.5	1.5	1.5	PRP, TD
• Develop toolkits and guide books to guide tourism development in LGs			0.3	0.4	0.4	0.5	0.5	TD
• Tourism Information Centres built and equipped in LGs			0	1	3	3	3	TD
Result	Indicators	Baseline FY2023/24	Target FY2025/26	Target FY2026/27	Target FY2027/28	Target FY2028/29	Target FY2029/30	Responsible Department or Unit
Output 5.1.6: Tourism performance studies commissioned and completed	Number of tourism performance surveys and studies conducted	4	5	6	8	8	10	PRP
Actions			Budget FY2025/26 (Shs Bn)	Budget FY2026/27 (Shs Bn)	Budget FY2027/28 (Shs Bn)	Budget FY2028/29 (Shs Bn)	Budget FY2029/30 (Shs Bn)	Responsible Department or Unit
• Conduct regular surveys and studies, including industry competitiveness research			1.5	3.2	3.2	3.2	3.4	PRP
• Develop an annual Tourism Satellite Account (TSA)			0.5	0.5	0.5	0.5	0.5	PRP
• Undertake appraisals and feasibility studies for potential GoU projects			3	4	5	5	5	PRP

Result	Indicators	Baseline FY2023/24	Target FY2025/26	Target FY2026/27	Target FY2027/28	Target FY2028/29	Target FY2029/30	Responsible Department or Unit
Output 5.1.7: Tourism Umbrella Association Secretariat strengthened through development of a coordination framework and strategic plans	Tourism private sector coordination framework in Place	No	No	Yes	Yes	Yes	Yes	TD
	Number of Private Sector Associations with stratgeic plans	0	1	2	2	4	5	PRP
Actions			Budget FY2025/26 (Shs Bn)	Budget FY2026/27 (Shs Bn)	Budget FY2027/28 (Shs Bn)	Budget FY2028/29 (Shs Bn)	Budget FY2029/30 (Shs Bn)	Responsible Department or Unit
• Develop and implement a tourism private sector coordination framework			0.4	0.4	0.4	0.4	0.4	TD
• Support the private sector to develop strategic plans			0.2	0.2	0.2	0.2	0.2	PRP
Strategic Intervention 5.2: Enforce standards for tourism products and services								
Result	Indicators	Baseline FY2023/24	Target FY2025/26	Target FY2026/27	Target FY2027/28	Target FY2028/29	Target FY2029/30	Responsible Department or Unit
Output 5.2.1: Wildlife protected areas, use rights licencees, and tourism or wildlife training institutions inspected	Number of Wildlife protected areas inspected	22	22	22	22	22	22	WC
	Number of tourism training institutions inspected	1	20	25	30	40	50	WC
	Number of wildlife training institutions inspected	1	4	4	4	4	4	WC
	Number of wildlife use rights licensees inspected	44	44	44	44	44	44	WC
Strategic Intervention 5.3: Sustain security and safety of tourists and tourist attractions								
Actions			Budget FY2025/26 (Shs Bn)	Budget FY2026/27 (Shs Bn)	Budget FY2027/28 (Shs Bn)	Budget FY2028/29 (Shs Bn)	Budget FY2029/30 (Shs Bn)	Responsible Department or Unit
• Conduct inspections for tourism training institutions			1.2	1.4	1.6	1.8	2	TD
• Conduct inspections and support supervision for wildlife protected areas, wildlife use rights licensees			1.8	1.8	2.1	2.1	2.1	WC
• Develop and implement quality assurance framework			0.5	0.5	0.5	0.5	0.5	TD
Result	Indicators	Baseline FY2023/24	Target FY2025/26	Target FY2026/27	Target FY2027/28	Target FY2028/29	Target FY2029/30	Responsible Department or Unit
Output 5.3.1: Safety and security of tourists enhanced	Number of special tourism police desks established	1	1	2	3	4	5	WC
Actions			Budget FY2025/26 (Shs Bn)	Budget FY2026/27 (Shs Bn)	Budget FY2027/28 (Shs Bn)	Budget FY2028/29 (Shs Bn)	Budget FY2029/30 (Shs Bn)	Responsible Department or Unit
• Operationalize the National Anti-Wildlife Crime Coordination Task Force (NWCCTF)			0.15	0.15	0.15	0.15	0.15	WC
• Train tourism security personnel in customer care, command and control, crime scene management			0.5	0.5	1	1.5	3	TD

MINISTRY OF TOURISM WILDLIFE AND ANTIQUTIES

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THE REPUBLIC OF UGANDA
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