

# Vote:117 Uganda Tourism Board

## VI: Vote Overview

### (i) Snapshot of Medium Term Budget Allocations

**Table V1.1: Overview of Vote Expenditures**

<i>Billion Uganda Shillings</i>	FY2018/19 Outturn	FY2019/20		FY2020/21 Proposed Budget	MTEF Budget Projections			
		Approved Budget	Spent by End Sep		2021/22	2022/23	2023/24	2024/25
Recurrent Wage	1.784	1.855	0.403	1.855	1.855	1.855	1.855	1.855
Non Wage	14.770	23.156	2.481	23.156	27.788	33.345	40.014	48.017
Devt. GoU	0.553	0.155	0.000	0.155	0.155	0.155	0.155	0.155
Ext. Fin.	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000
<b>GoU Total</b>	<b>17.107</b>	<b>25.167</b>	<b>2.884</b>	<b>25.167</b>	<b>29.798</b>	<b>35.356</b>	<b>42.025</b>	<b>50.028</b>
<b>Total GoU+Ext Fin (MTEF)</b>	<b>17.107</b>	<b>25.167</b>	<b>2.884</b>	<b>25.167</b>	<b>29.798</b>	<b>35.356</b>	<b>42.025</b>	<b>50.028</b>
<i>A.I.A Total</i>	0.191	0.000	0.000	0.000	0.000	0.000	0.000	0.000
<b>Grand Total</b>	<b>17.299</b>	<b>25.167</b>	<b>2.884</b>	<b>25.167</b>	<b>29.798</b>	<b>35.356</b>	<b>42.025</b>	<b>50.028</b>

### (ii) Vote Strategic Objective

- To promote and contribute to the development of the tourism Sector both within and outside of Uganda;
- To coordinate with the Ministry and the private sector in the implementation of the national tourism policy; and
- To carry out such activities as are incidental or conducive the attainment of the objects specified in paragraphs (a) and (b).

# Vote:117 Uganda Tourism Board

## V2: Past Vote Performance and Medium Term Plans

### Performance for Previous Year FY 2018/19

- 1) The number of international visitor arrivals increased by 7.4% from 1,402,409 in 2017 to 1,505,669 in 2018.
- 2) The sector generated US\$ 1.6 billion in Forex earnings compared to US\$ 1.45 billion generated in 2017. The sector accounted for 7.7% of the national GDP.
- 3) 667,600 jobs were created forming about 6.7% of the total national employment.
- 4) The hotel room and bed occupancy rates stood at 51% and 44% respectively in 2018. Visitors numbers to national parks increased by 14% to reach 325,345 visitors in 2018 and visitors to the selected tourist sites (UWEC, National Museum and the Source of the Nile) increased by 19% to reach 581,616 visitors.
- 5) Destination Uganda was marketed to the world at 18 expos and 3 events. They include: British Bird Watching Fair, Kwita Izina, WTM London, Magical Kenya, Intra African Trade Fair-Egypt, KPRN Road show in 5 German cities, New York Times Travel Show, International Mediterranean Tourism Market-Israel, Meetings Africa Expo, ITB Berlin, Cairo International Fair, WTM Africa, Indaba Tourism Fair, Arabian Travel Market-Dubai, IMEX Frankfurt, Kili Fair, China-Africa Economic & Trade Expo, Uganda Canadian Diaspora Business Expo, AWF and Nickelodeon wildlife program launch in New York, AFCON and Cannes Film Festival.
- 6) UTB supported and leveraged 22 domestic events for domestic tourism promotion i.e. 4 faith based events, 3 sports events, 4 regional culture and heritage events, 2 MICE events, 1 culinary event, 3 historical/national events, 2 avian tourism promotion activations, 1 tourism awareness campaigns and 2 wildlife tourism promotion events.
- 7) 169,000 promotional materials & 32 tourism promotional videos were produced and disseminated with support from GOU, CEDP & NBS respectively.
- 8) 12 familiarization trips were undertaken to improve destination publicity, awareness and product knowledge in all source markets. The hosted visitors included: the Bollywood delegation, Malaysian tour operators and travel media, Ugandan media and influencers (Zarinah Hassan, Iryn Namubiru, Salvador (Patrick Idringi), Moses Golola, Gaetano Kaggwa, Anita Fabiola and Marcus Kwirikiza), Glen and Jerry Jampol (coffee enthusiasts from costa Rica), P.H.G China, Horst Schulze and Global Leadership Summit members, etc.
- 9) Recruited 3 market destination representatives to promote the destination in the emerging markets of China-P.H.G, Japan and the Gulf States – Aviareps. This is in addition to the existing MDRs recruited to promote Uganda in USA and Canada (PHG), Germany, Austria and Switzerland (KPRN) and UK and Ireland (Kamageo).
- 10) Tourism product audits and profiles were conducted for the Ankole Region.
- 11) Developed architectural and landscape designs for 6 Equator points that were identified for development and investment promotion i.e. Kayabwe, Entebbe(Nfo Island), Kasese (Kikorongo), Kyenturegye (Kiruhura), Ntuusi (Sembabule), Kayinja-ntara (Kamwenge)
- 12) 50 Media Officials were trained in patriotic journalism and responsible media/crisis reporting.
- 13) Media monitoring was undertaken to establish the image perception towards the organization and monitor the destination's presence in the media.
- 14) UTB, in collaboration with the Uganda Conventions Bureau, acquired membership to International Congress and Convention Association (ICCA), one of the most important MICE international industry organizations used to promote the development of the MICE industry in various countries around the world.
- 15) 6 MDR media coverage, consumer and travel trade activities were supported in the core markets.
- 16) Tourism information disseminated & tourism events publicized on media platforms & electronic billboards in & around Kampala.
- 17) UTB supported the launch of the Busongora Farmer's Association Coffee House in Kasese.
- 18) Initiated the research and profiling study of marine tourism investment opportunities on L. Victoria and R. Nile.
- 19) UTB signed MOUs with FUFA, UGU and UCDA for sports and coffee tourism promotion respectively.
- 20) 1,613 tourism service providers/stakeholders along the value chain were equipped with skills in minimum quality service and industry standards, standards enforcement, product knowledge, etc. i.e. 38 cab drivers, 654 tourism enterprise owners and managers, 321 Public Health Inspectors, tour guides, 600 site guides and driver guides.
- 21) An E-Registration and Licensing System was developed and operationalized to facilitate the online registration and licensing of tourism enterprises.
- 22) UTB Licensed 56 Tour and Travel companies during the first quarter of Fy 2019/20.
- 23) Tourism stakeholders were sensitized in classification and quality assurance compliance to standards in the hospitality sector. This was done in collaboration with Uganda Tourism Association and Uganda Hotel Owners Association.
- 24) District Health Inspectors were sensitized in minimum classification standards, essential requirements and assessment procedures during the inspection of accommodation facilities in Northern Uganda, Eastern Uganda, Kampala and Wakiso districts.
- 25) 2,066 accommodation facilities registered and inspected in 30 districts in Northern Uganda (603), 19 districts in Eastern Uganda (578) and in Kampala (424) and Wakiso districts (461).
- 26) 353 tourism service providers were registered i.e. 183 Tour and Travel companies and Travel Agencies; 47 Tour Operators; 123 Tour Guides.
- 27) Apprehended and prosecuted 2 cases of rogue tour operators who defrauded tourists.
- 28) Two tourism research studies were undertaken Quarter one i.e. Visitor Satisfaction Survey (Phase 1) at Entebbe International Airport in collaboration with the Ministry of Tourism, Wildlife & Antiquities and Civil Aviation Authority; Domestic tourism research study (pilot) undertaken in partnership with Uganda Wildlife Authority and private sector.
- 29) Project developed for the Equator along 6 points i.e. L. Victoria Island, Kayabwe, Kikorongo, Kiruhura, Sembabule and Kamwenge.
- 30) UTB undertook three Field inspections to determine efficiency, effectiveness of work done
- 31) There Audit unit performed three risk impact assessment initiatives to facilitate audit work
- 32) MOU's signed between UTB and the Global Leadership Summit and Uganda Golfers Union.
- 33) Two trainings were conducted in the Tourism Act and Regulations, Tourism Case handling and criminal case prosecution for Tourism Police, Tour operators, Tour Guides, Travel Agencies, District Tourism Officers and State Prosecutors, etc.

# Vote:117 Uganda Tourism Board

## Performance as of BFP FY 2019/20 (Performance as of BFP)

- 1) UTB showcased the destination's MICE and religious tourism potential at the Symposium of Episcopal Council of Africa and Madagascar Conference (SECAM) and the Commonwealth Parliamentary Conference (CPC). Holiday bookings for end of 2019 were made by delegates from Australia, Canada, Trinidad and Tobago and the U.K at the closure of CPC.
- The product audit and assessment conducted for the Cycad village in Kitagwenda district supported the identification and promotion of the prehistoric species as viable tourism products for development and diversification.
- 2) UTB supported the launch of the Kony Museum in Kitgum in partnership with the Kitgum District Council. This will support the development of the Dark Tourism product segment and diversification of Uganda's tourism offering.
- 3) Completed the research and profiling process of the marine tourism investment opportunities in 8 tourism development zones along Lake Victoria and River Nile i.e. Entebbe, Jinja, Ssesse Islands, Sango Bay, Dolwe Islands, Moyo-Adjumani sites, Packwach-Ajai Wildlife Reserve Region and Murchison Falls Conservation Area.
- 4) Tourism data collected from 6 border points during the tourism motivation survey conducted by MTWA, UBOS, UWA and UTB. They include: Busia, Malaba, Katuna, Entebbe and Mirama Hills).
- 5) UTB inspected and licensed 23 Tour and Travel companies.
- 6) Registered 276 tour guides, 50 facilities and 168 tours and travel/safari companies.
- 7) UTB reviewed and developed classification criteria and tools for registering, inspecting and greening tourist sites.
- 8) Inspected 20 facilities that had applied for licenses; 2 tourist sites in Gulu (Aruu Falls) and the Kagulu rock

## FY 2020/21 Planned Outputs

- 1) National Tourism Promotion Strategy developed and communicated to all stakeholders
- 2) Digital Marketing and Advertising on online and media platforms in all target markets.
- 3) Kampala-Entebbe-Jinja City Tourism Development and Promotion Initiative.
- 4) Destination promotion and marketing undertaken through Market Destination Representatives and Uganda's foreign missions abroad in existing and new markets.
- 5) Tourism and travel trade linkages created at travel trade expos and roadshows in select target markets i.e. UK and Ireland, USA and Canada, African region, China, Japan, the Gulf States.
- 6) MICE bidding undertaken for new conferences to be hosted in Uganda.
- 7) Conduct a national audit and review of MICE facilities to support bidding for international conferences to come to Uganda at the regional and international expos.
- 8) Membership acquired for destination Uganda in strategic MICE international industry organizations i.e. International Congress Convention Association (ICCA) and Society of Incentive Travel Excellence (SITE).
- 9) Airport and Select Border Point branding undertaken
- 10) School Outreach programmes were undertaken to facilitate wealth creation and sustainability of tourism and travel as well as culture conservation amongst the youth.
- 11) Domestic tourism promotion expos and events supported, organized and publicized i.e. Pearl of Africa Tourism Expo, African Birding Expo, and regional tourism cluster culture and heritage events.
- 12) Tourism product audits conducted and product portfolios developed for 2 regions to ascertain the stock and quality of available products.
- 13) Tourism investment opportunities researched, profiled and costed to support tourism investment promotion in key source markets.
- 14) Kampala-Entebbe and Jinja city tourism packages and trails developed for various tourism segments: culture, culinary, faith, walking tours, boda boda tours, biking tours, historical tourism, monuments and heritage, etc., for both domestic and international visitors.
- 15) Flagship tourism product development supported i.e. agro and coffee tourism, community tourism - homestays.
- 16) Registration, inspection and licensing of tour operators, agents, accommodation facilities and tour guides undertaken.
- 17) 200 hotel and accommodation facilities classified/graded across Uganda.
- 18) Regional quality assurance/classification initiatives coordinated.
- 19) Capacity building in quality and service standards conducted for tourism enterprise owners and tourism service providers i.e. hotel assessors, public health inspectors, hotel owners and managers, tourist site owners and guides, owners of eating houses and quality assurance marshals, etc.
- 20) Stakeholders engaged in security and standards enforcement along the tourism value chain.
- 21) Tourism research studies undertaken and visitor feedback collected i.e. Visitor satisfaction survey, quarterly bed and room occupancy statistics and a domestic tourism survey.
- 22) Annual and quarterly performance tracking and reporting, UTB strategic plan launched, Budget Framework Paper and Ministerial Policy Statement for FY 2021/22 developed and submitted, Joint Tourism Sector Review organized.
- 23) Media monitoring and research to establish the image perception towards the organization and monitor the destination and its presence in media.
- 24) Media trainings were undertaken to equip the journalist with skills meant to ensure responsible and patriotic tourism and reporting of events within the country.
- 25) Destination Uganda publications and corporate materials produce, translated in various languages and disseminated at events and expos held in the domestic, regional and international source markets.

## Medium Term Plans

# Vote:117 Uganda Tourism Board

- a) Establishment of regional offices to serve as touch points for Ugandans and foreign visitors in need of regulatory and tourism information services.
- b) Digital marketing and advertising of Uganda's tourism opportunities on all online platforms across the globe in a bid to create awareness in target Markets.
- c) Destination promotion undertaken through foreign missions and MDRs in new and existing target markets. Produce, translate and disseminate tourism promotional materials at conferences, expos and popular events held in the domestic, regional and international markets.
- d) Roll out and advertise the new Pearl of Africa brand in all target markets in a bid to create top of the mind awareness of people in these markets about Uganda.
- e) Develop tour and travel packages for every product segment of offer in Uganda i.e. culture, food/culinary, wildlife, education/schools, dark tourism, history, adventure, etc.

## Efficiency of Vote Budget Allocations

The basis for resource allocation are the priority interventions and strategies that stand to boost the competitiveness of Uganda’s tourism industry as per UTB’s strategic objectives, the NDP III, the Tourism Sector Development Plan and tourism sector trends. These include: Increasing the awareness of the destination’s tourism and investment opportunities through wider reach strategies of digital marketing and advertising on major media platforms, Supporting the foreign missions in undertaking their destination promotion function; Improvement and development of tourism products to support the destination’s marketing efforts; and Strengthening the capacity, enforcement and compliance of tourism enterprises to apply sector standards so as to build customer satisfaction. The budget allocations are: UGX 14.6 Bn (63%) for Tourism marketing and promotion; UGX 2.2 Bn (9.6%) for Product Development and Tourism research; UGX 2.1 Bn (9.1%) for Quality Assurance and Sector Regulation; UGX 4.2 Bn (18%) for operations.

## Vote Investment Plans

- UTB vehicles procured
- ICT equipment procured
- Furniture procured for UTB offices

## Major Expenditure Allocations in the Vote for FY 2020/21

- Digital marketing and advertising on all online platforms across the world
- Outdoor advertising of tourism content
- Roll out and advertisement of the new Pearl of Africa brand in all source markets
- Destination promotion through foreign missions abroad and MDRs
- Classification/grading of accommodation facilities in all regions of Uganda

## V3: PROGRAMME OUTCOMES, OUTCOME INDICATORS AND PROPOSED BUDGET ALLOCATION

**Table V3.1: Programme Outcome and Outcome Indicators**

<b>Programme :</b>	<b>02 Tourism Development</b>
<b>Programme Objective :</b>	<ol style="list-style-type: none"> <li>1. To increase visitor inflows.</li> <li>2. To increase visitor expenditure.</li> <li>3. To increase the length of visitor stay.</li> <li>4. To increase the flow of tourism investment.</li> <li>5. To increase tourism employment.</li> </ol>
<b>Responsible Officer:</b>	Ms. Lilly Ajarova (Chief Executive Officer)
<b>Programme Outcome:</b>	<b>Tourism Promotion</b>
<i>Sector Outcomes contributed to by the Programme Outcome</i>	
<b>1. Improved Heritage Conservation and Tourism Growth</b>	
	<b>Performance Targets</b>

# Vote:117 Uganda Tourism Board

Programme Performance Indicators (Output)	2019/20 Plan	2019/20 Q1 Actual	2020/21 Target	2021/22 Target	2022/23 Target
• Annual Change in arrivals from key source markets	10%	0%	12%	12%	12%
• Proportion of tourist oriented enterprises that are compliant with tourist service standards and guidelines	35%	5%	35%	40%	50%
<b>Programme Outcome: Efficient and effective UTB</b>					
<i>Sector Outcomes contributed to by the Programme Outcome</i>					
<b>1. Improved Heritage Conservation and Tourism Growth</b>					
Programme Performance Indicators (Output)	Performance Targets				
	2019/20 Plan	2019/20 Q1 Actual	2020/21 Target	2021/22 Target	2022/23 Target
• Level of compliance of the MPS to gender and equity budgeting	65%	15%	65%	70%	70%
• Level of compliance of planning and budgeting instruments to NDPII	60%	10%	65%	65%	65%

**Table V3.2: Past Expenditure Outturns and Medium Term Projections by Programme**

Billion Uganda shillings	2018/19	2019/20		2020/21	MTEF Budget Projections			
	Outturn	Approved Budget	Spent By End Q1	Proposed Budget	2021/22	2022/23	2023/24	2024/25
<b>Vote :117 Uganda Tourism Board</b>								
02 Tourism Development	17.106	25.167	2.884	25.167	29.798	35.356	42.025	50.028
<b>Total for the Vote</b>	<b>17.106</b>	<b>25.167</b>	<b>2.884</b>	<b>25.167</b>	<b>29.798</b>	<b>35.356</b>	<b>42.025</b>	<b>50.028</b>

## V4: SUBPROGRAMME PAST EXPENDITURE OUTTURNS AND PROPOSED BUDGET ALLOCATIONS

**Table V4.1: Past Expenditure Outturns and Medium Term Projections by SubProgramme**

Billion Uganda shillings	2018/19	2019/20		2020/21	Medium Term Projections			
	Outturn	Approved Budget	Spent By End Sep	Proposed Budget	2021/22	2022/23	2023/24	2024/25
<i>Programme: 02 Tourism Development</i>								
01 Headquarters	16.552	25.012	2.884	25.012	29.643	35.201	41.870	49.872
1127 Support to Uganda Tourism Board	0.553	0.155	0.000	0.155	0.155	0.155	0.155	0.155
<b>Total For the Programme : 02</b>	<b>17.106</b>	<b>25.167</b>	<b>2.884</b>	<b>25.167</b>	<b>29.798</b>	<b>35.356</b>	<b>42.025</b>	<b>50.028</b>
<b>Total for the Vote :117</b>	<b>17.106</b>	<b>25.167</b>	<b>2.884</b>	<b>25.167</b>	<b>29.798</b>	<b>35.356</b>	<b>42.025</b>	<b>50.028</b>

N / A

**Table V4.3: Major Capital Investment (Capital Purchases outputs over 0.5Billion)**

N/A

## V5: VOTE CHALLENGES FOR 2020/21 AND ADDITIONAL FUNDING REQUESTS

# Vote:117 Uganda Tourism Board

## Vote Challenges for FY 2020/21

1. Limited staff capacity in comparison to UTB's mandate
2. Poor intra and inter sectoral collaboration in tourism development
3. Inadequate quality of Tourism Statistics and Data
4. Limited capacity to conduct classification of accommodation facilities in Uganda
5. Budget shortfalls which will affect product development, classification of accommodation facilities, branding and acquisition of MDRs for new markets, etc.

**Table V5.1: Additional Funding Requests**

Additional requirements for funding and outputs in 2020/21	Justification of requirement for additional outputs and funding
<b>Vote : 117 Uganda Tourism Board</b>	
<b>Programme : 02 Tourism Development</b>	
<b>OutPut : 01 UTB Support Services</b>	
Funding requirement US\$ Bn : <b>5.600</b>	The Board approved a staff structure of 85 staff but the current wage ceiling can only permit 38 staff (45%) leaving 47 positions unfilled. The gross under staffing at the Board has negatively affected the tourism interventions in marketing, Product development and Quality assurance as a result UTB is unable to thoroughly implement its strategic plan, Tourism development master plan, NDP 2 & 3 and Vision 2040.
<b>OutPut : 02 Tourism Promotion and Marketing</b>	
Funding requirement US\$ Bn : <b>9.500</b>	The Hire of New Market Destination representatives in France, Belgium, Australia, New Zealand India, Kenya, South Africa, Nigeria will increase visitor arrivals which in turn will lead to an inflow of Foreign exchange to the sector. UTB is Embarking on using Digital Marketing & Advertising Platforms to aggressively market destination Uganda both domestically and Internationally inline with NDP 2 & 3, Vision 2040 and the Tourism Development Master plan.
<b>OutPut : 03 Tourism Research and Development</b>	
Funding requirement US\$ Bn : <b>3.000</b>	There is need to identify, develop and profile the various tourism products across the country to increase the visitor stay and spend hence increased inflow of foreign exchange. UTB will be in position, as mandated, to provide tourism related data on visitor arrivals and generating new product profiles to provide accurate information on the growth of the Tourism sector in line with NDP 2 & 3.
<b>OutPut : 04 Quality Assurance</b>	
Funding requirement US\$ Bn : <b>3.500</b>	Quality Assurance of facilities across the country through aggressive interventions of Registration, Licensing, Grading and classification will lead to increased visitor stay and spend while creating visitor satisfaction hence contributing to the sector objectives and NDP 2 & 3 initiatives.
<b>OutPut : 75 Purchase of Motor Vehicles and Other Transport Equipment</b>	

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**Vote:117** Uganda Tourism Board

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Funding requirement UShs Bn : **2.000**

The activities of the Board are mainly field based which requires regular traveling to the tourist attractions and facilities which are spread across all over the country and necessitate the Board to maintain a sound Fleet of vehicles to serve this purpose. However Most of the Fleet at the Board are old, due for disposal and constantly breakdown of which they have undergone major repairs like engine overhaul which has greatly reduced their reliability.

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