

# ANNUAL PERFORMANCE REPORT

## FY 2019/20

UGANDA TOURISM BOARD







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## MESSAGE FROM THE BOARD CHAIRMAN

The FY 2019/20 saw the Board deal with the challenging effects of the covid-19 pandemic that halted our efforts in promoting tourism development for the country and the global tourism as well. It is therefore imperative for us to align our organizational strategies to ensure we continue to adapt to upcoming trends in order to support the recovery and growth of the sector. By so doing, we will succeed in safeguarding the position of tourism as the leading forex earner in the country and making Uganda a firm competitor globally.

It is no secret that tourism is one of the sectors the government is pursuing to play a contributing role in creating employment and driving economic development. The 2<sup>nd</sup> National Development Plan laid down the challenge of attracting 1.9 million international tourists by 2019/20. We are well on our way there and have the great task of making this a reality in the forthcoming years. We reiterate our commitment in playing our part in realizing and surpassing this target in close collaboration with our partners.

My heartfelt appreciation goes out to the Board, management and staff of Uganda Tourism Board for standing together with the

private sector and taking on this challenging period of the corona virus pandemic. We are looking forward to reaping the rewards of the actions implemented through the renewed focus of the 3<sup>rd</sup> National Development Plan.

A handwritten signature in black ink, appearing to read 'Daudi Migereko', on a light blue background.

Hon. Daudi Migereko  
**BOARD CHAIRMAN**

# CHIEF EXECUTIVE OFFICER'S OVERVIEW



The Annual Report for FY 2019/20 highlights the organization's key performances and challenges faced during implementation of sector initiatives for the period under review.

FY 2019/20 marks the last year of implementation of the institution's strategic plan and second national development plan. It also marked the year that the tourism industry was hit by the covid-19 pandemic. During the year, we continued with our strategic efforts to promote the country domestically and internationally, as a leisure and business tourism destination. This involved the execution of a multidimensional approach across the areas of quality assurance, product development, public relations and improving operational efficiency.

## Uganda's Tourism Sector Performance

The country recorded 1.5 million international tourist arrivals in 2019, a 2.4% increase from the previous year (2018) and below the 4% average international growth in tourist arrivals over the same period. Africa continues to be our largest source market followed by Europe, Asia and America.

The total contribution of tourism to GDP was UGX. 6,622 billion (5.6%). This reflects the economic activity generated by industries such as hotels, travel airlines, activities of restaurants and leisure industries, as well as the wider effects from investments, the supply chain and induced income. The sector also accounted for 536,600 jobs (5.8%)

# 6,622

billion UGX

total contribution of tourism to  
Uganda's GDP in 2019

of total employment. Hotel Room occupancy rates and bed occupancy rates in Uganda stood at 51.9% and 45.8% respectively. The highest Hotel Occupancy levels were recorded in the months of December, August, and May 2019.

### Impact of Covid-19

With the outbreak of the covid-19 pandemic in January 2020, the tourism sector registered negative effects/declines in visitor arrivals, revenues and employment. It is estimated that tourist arrivals will decline by 1 million by end of December 2020 translating into a loss of up to USD 1.06 billion (UGX 3.91 trillion) in forex earnings while tourist product bookings were estimated to suffer a loss of USD 367.2 million (UGX 1.37 trillion) between March and June 2020 due to cancellations; hotel room bookings suffered an estimated loss of USD 320.8 million (UGX 1.19 trillion) due to cancellations. Additionally, Uganda's MICE industry registered 85% cancellation of conferences that were booked to be hosted in Uganda in 2020; Tour and Travel Businesses registered a loss of USD 30.4 million (UGX 0.11 trillion) due to client cancellation of bookings for 2020 and a 74.4% loss of jobs was recorded in the sector.

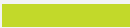
### Promoting international and domestic travel

During the year, the Board continued to execute its destination promotion strategies through partaking in local signature events, creating travel campaigns, expos and advertising. The Board also commenced development of the destination brand.

### Promoting Uganda as the preferred MICE destination

In partnership with stakeholders in the medical and governance sectors, the Uganda Convention Bureau secured bids to host three business events in Uganda namely; the G77 Summit, The AIDS and Sexually Transmitted Diseases conferences and 2022 Velocity Conference.

The bureau also promoted the destination's business and events opportunities at six international and regional business trade shows.



**With the outbreak of the covid-19 pandemic in January 2020, the tourism sector registered negative effects/ declines in visitor arrivals, revenues and employment.**

## Quality Assurance

In 2019/20, the Board continued to enforce sector standards and regulations through registering, inspecting and licensing tourism enterprises as well as build capacity in the same across the value chain. The Board also reviewed and developed new criteria and tools for classification of establishments and greening of tourist sites.

## Product Development and Investment promotion

The Board continued to strengthen its product development efforts by means of investment promotion that is made possible through the provision of key investment information.

## Looking forward

FY 2020/21 will mark the first year of implementing the third national development plan and the UTB strategic plan. The board will intensify its promotional efforts to boost recovery of the sector from the pandemic. This includes harnessing the relationships with our public and private sector partners to fast track the achievement of our targets, adapting to trends to drive post Covid recovery, and intensifying our efforts to promote domestic tourism.

As a Board, we are ready to take on the challenge to sustainably increase the volume and value of tourism in Uganda in close cooperation with our stakeholders and amidst the pandemic.



Lilly Ajarova  
**CHIEF EXECUTIVE OFFICER**



# 2020/21

FY will mark the first year of implementing the third national development plan and the UTB strategic plan.

*Karimajong warrior dance*

# ABOUT UGANDA

## TOURISM BOARD

Uganda's tourism resources are vast with potential that is still untapped and a sector that is still in the preliminary stages of development. There is therefore need to further develop the sector to meet the globally competitive needs, package these resources and grow their domestic and global demand so that the country can benefit.

Over the years, the GOU with support from the private sector and development partners has enabled the sector make great strides in boosting the competitiveness of the sector in the areas of destination promotion and marketing, skilling, product development and sector regulation/enforcement of tourism standards, infrastructure development, to mention a few. As we continue to pursue this growth, the aspects of sustainability, digitization, equity and innovation remain important values to us.

### MANDATE OF UGANDA TOURISM BOARD

The legal mandate of UTB is derived from the objectives as stipulated under Section 6 of the Tourism Act; namely to:

- a) To Formulate, in cooperation and in consultation with the private sector and relevant entities, a marketing strategy for tourism in Uganda
  - b) To implement the marketing strategy and to promote Uganda as an attractive and sustainable tourist destination
  - c) To encourage and promote domestic tourism within Uganda
  - d) To encourage investment in the tourism sector and wherever possible, to direct such investment to the less developed tourism areas
  - e) To promote and sponsor educational programmes and training in the tourism sector including schools, in consultation and cooperation with appropriate entities
  - f) To undertake and commission appropriate research in the field of tourism
  - g) In consultation with or as directed by the Minister, to delegate to local governments the responsibilities related to tourism commensurate with their functions set out in the Local Governments Act
  - h) To manage the tourism development levy in accordance with the best commercial practice and the objects of the Board
  - i) To provide finance and any other assistance to strengthen the private entities in the tourist sector where necessary and appropriate
  - j) To enforce, and monitor standards in the tourism sector;
  - k) To inspect, register, license and classify tourist facilities and services; and
- To undertake any other functions prescribed by or under this Act, any other law or as directed by the Minister.





## MISSION

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**Mission:** To Sustainably Promote Uganda as a Competitive Tourist Destination for Inclusive Development



## VISION

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**Vision:** To be the Centre of Excellence in Destination Management in Africa



## MISSION

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**Goal:** To sustainably increase the volume and value of tourism in Uganda



## VALUES

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### Core Values

- a) **Professionalism:** UTB will strive to demonstrate commitment to effective performance in all its operations by being dependable, knowledgeable, competent and ethical
- b) **Innovativeness:** UTB will strive to incrementally create and conceptualize new processes, ideas and services and to respond to existing challenges in different ways in order to remain competitive and enhance efficiency
- c) **Teamwork:** UTB will strive to synergize the team with each person working to pursue a shared goal in the most effective and efficient way. The team will prioritize listening, collaboration and communication
- d) **Integrity:** UTB will strive to consistently promote transparency, honesty, trust and reliability in its operations.
- e) **Sustainability:** UTB will strive to achieve more with less resources

# ORGANIZATIONAL STRUCTURE

## Board of Directors

Section 4 of the Tourism Act, 2008 establishes the UTB Board of Directors. The functions and powers of the Uganda Tourism Board is vested in the Board of Directors. The Board of Directors of UTB consists of a Non-Executive Chairperson, nine Non- Executive Directors and the Chief Executive Officer of the Board who is an ex officio member. The Board has five committees: Finance and Planning; Marketing, the Audit and Risk Committee, Quality Assurance; and Human Resources and Administration Committees . The following were the Board of Directors as at 30th June 2019:



**Dr. Lilly Ajarova**



**Eng. Sooma Ayub (CAA)**



**Hon. Daudi Migereko  
(Board Chairman)**



**Mr. Chemonges Sabilla (UWA)**



**Mr. Eddy Kirya,**



**Mr. Kaggwa Ronald (NPA)**



Mr. Paul Mwanja(MoFPED)



Mr. Vivian Lyazi (MTWA)



Ms. Susan Muhwezi(UHOA)



Ms. Yewagnesh Biriggwa



Prof. Katende Suleyman

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*List of Board Members and  
Board Committees can be  
found in the appendix*



## Departments at the Uganda Tourism Board

### Chief Executive Officer's Office

The Office of the Chief Executive Officer assumes overall responsibility for the successful implementation of the UTB's policies and programs, development of the Board's strategic partnerships and corporate relations as well as ensuring its sustainability. Specifically, the Office is responsible for the following:

- a. Development of organisational strategy and performance objectives, including all operational matters.
- b. Promptly give and make available to the Board such information, reports and other documents to enable the Board carry out its duties and well as represent the entity and guide the Board on matters of law.
- c. Manage the image and relationships between UTB, other entities and the public.
- d. Liaise with other entities including the ministry responsible for tourism on behalf of the Board
- e. Ensure delivery of key commitments, objectives and milestones; and timely reporting including achievement of budgets and operational plans.
- f. Ensure that the selection, prioritisation and resourcing of projects, and other activities are appropriate and effective.
- g. Guide on financial performance and manage quality assurance services in systems of internal controls, risk management and governance processes.

### Marketing Department

The Marketing department derives its functions from section 7.1 of the Tourism Act (2008) that mandates it to:

- a. Formulate, in cooperation and in consultation with the private sector and relevant entities, a marketing strategy for tourism in Uganda;

- b. Implement the marketing strategy and to promote Uganda as an attractive and sustainable tourist destination;
- c. Encourage and promote domestic tourism within Uganda;
- d. Promote and sponsor educational programs and training in the tourism sector including schools, in consultation and cooperation with appropriate entities.

### Quality Assurance Department

The Quality Assurance Department derives its role from the Tourism Act [2008]. In particular, the department is mandated to enforce and monitor standards in the tourism sector and to inspect, register, license and classify tourist facilities and services. The department aims at increasing satisfaction of tourists using compliant tourism services and facilities such that tourists can return, stay longer and thus spend more in addition to recommending the destination to their friends and relatives.

The department conducts 7 core functions;

- a. Registration
- b. Inspection
- c. Classification
- d. Sensitization
- e. Drafting Standards and Licensing
- f. Skills development
- g. Monitoring and Evaluation

### Legal and Corporate Affairs Department

The Legal Department is made up of the Manager Legal and Corporate Affairs and a Legal Officer. It is in charge of the Legal and Board Affairs function at Uganda Tourism Board.

The Legal Department performs the following functions:

- a. Coordinate with the Office of the Chief Executive Officer to manage Board of Directors' affairs
- b. Represent UTB in Courts of Law and other quasi-judicial bodies: To prosecute cases for and defend cases against UTB.
- c. Render legal advisory services and protect the institution against legal liability.
- d. Draft and review contracts and memoranda of understanding.
- e. Ensure safe custody of UTB's legal documents

### Finance and Planning Department

The department serves as the government's chief fiscal policy and implementation advisor to promote long term economic sustainability and responsible resource allocation, leading to increased operational efficiency and enhanced compliance.

The financial and accounting function represents a specialized activity within the agency through which the measurement, evaluation, knowledge, management and control of assets, liabilities and equity can be performed, as well as the outcomes obtained from the economic activity of an agency.



### UTB MANAGEMENT



**From left to right: Top** Dr. Lilly Ajarova (CEO), Mr. Bradford Ochieng (DCEO),  
**Bottom:** Ms. Claire Mugabi (Manager Marketing), Ms. Ida Wadda (Manager Legal and Corporate Affairs), Mr. Samora Semakula (Manager Quality Assurance)



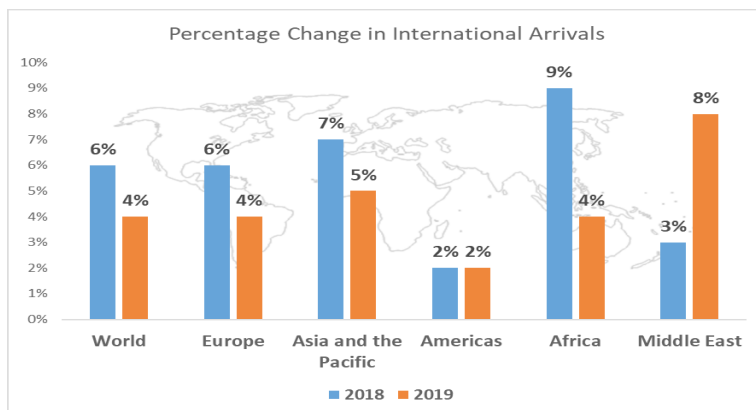


# PERFORMANCE INFORMATION

## 1.1 GLOBAL TOURISM PERFORMANCE

International tourist arrivals (overnight visitors) worldwide grew by 4% in 2019 to reach 1.5 billion, based on data reported by destinations around the world. 2019 was another year of strong growth, although slower compared to the exceptional rates of 2017 (+7%) and 2018 (+6%). Demand was slower mainly in advanced economies and particularly in Europe. All regions enjoyed an increase in arrivals. The Middle East (+8%) led growth, followed by Asia and the Pacific (+5%). International arrivals in Europe and Africa (both +4%) increased in line with the world average, while the Americas saw growth of 2%.

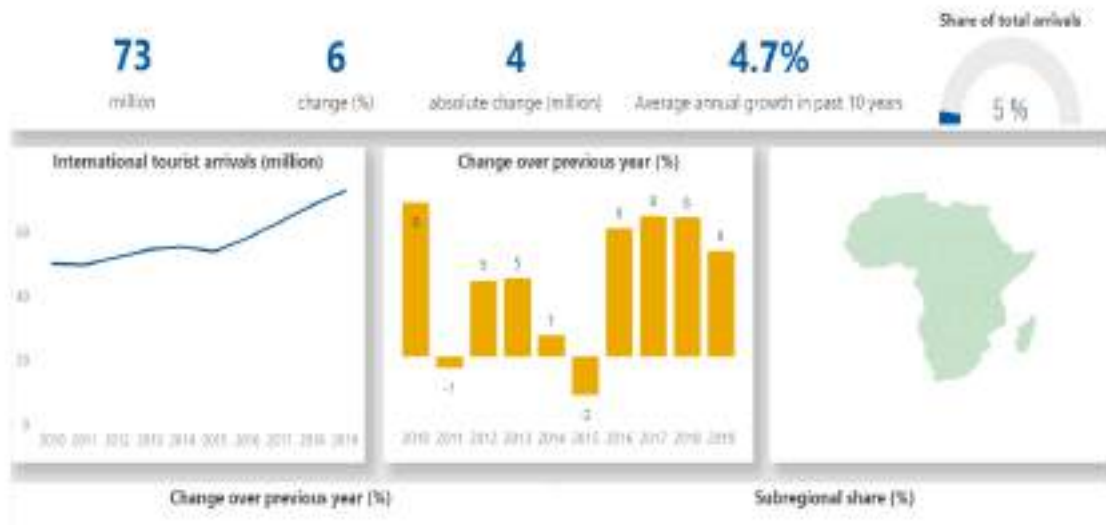
Figure 1: Percentage Change in International Arrivals



Tourism Performance in Africa and selected EAC countries

International tourist arrivals in Africa reached 73 million in 2019, a 6% increase from 2018. The largest African economies in terms of Tourism contribution to

GDP in 2019 were Egypt (US\$29.5 billion), South Africa (US\$24.6 billion), and Nigeria (US\$18.1 billion).



1.2 UGANDA’S TOURISM PERFORMANCE

In 2019, Uganda registered a 2.4% increase in tourist arrivals from 1,506,669 in 2018 to 1,542,620 arrivals in 2019. This was below the 4% average international growth in tourist arrivals over the same period. Over the last five years, annual tourist

numbers have increased rapidly by 18.4% from 1,302,802 in 2015 to over 1.54 million visitors in 2019. The majority of international tourists arrive from Africa followed by Europe, Asia and America.



Source: WTTC, 2020

Figure 4: Tourist Arrivals, 2015-2019

Top Ten Tourist Source Markets in 2019

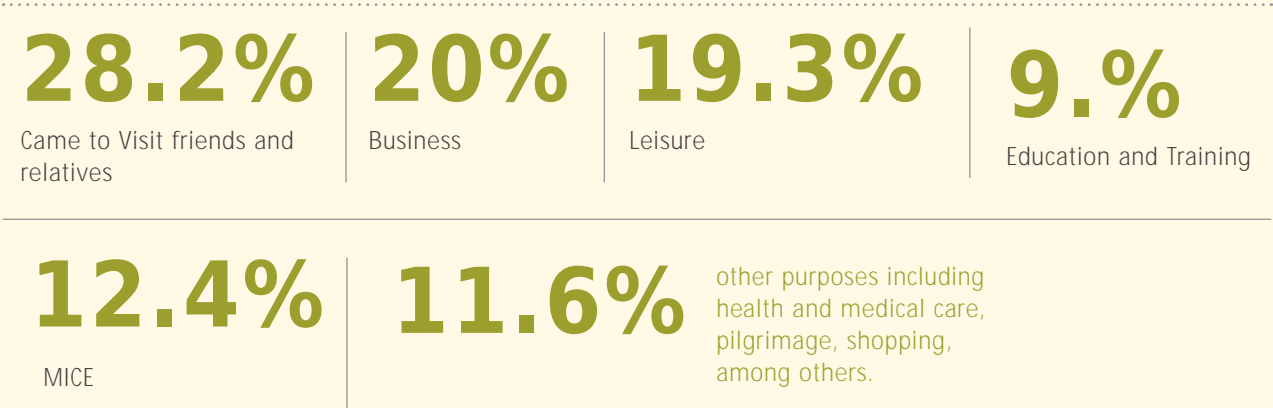
Visitors come to Uganda from all over the world. Figure 4 below shows the distribution of visitors by their country of usual residence for the top 10 countries in 2019. The top ten sources of tourist arrivals into Uganda made up about 78 per cent of the total arrivals. Kenya, D.R. Congo

and Rwanda combined to provide 48 percent of all tourist arrivals in 2019. The other top ten markets were Tanzania (7.3%), United States of America (7.1%), United Kingdom (4%) Burundi (3.5%), Germany (3.5%) South Sudan (2.9%), India, and South Africa (2.1%).



Source: TEMS, 2019

Tourist Arrivals by Purpose [2019]





Contribution to GDP and Employment

In 2019, the total contribution of tourism to GDP was UGX. 6,622 billion (5.6% of GDP). This reflects the economic activity generated by industries such as hotels, travel airlines, activities of restaurants and leisure industries, as well as the wider effects from investments, the supply chain and induced income. The sector also accounted for 536,600 jobs (5.8% of total employment) which is a 19.6% reduction from the 667,600 jobs in 2018.



Source: TEMS 2019



Salt lake in Queen Elizabeth National Park

### 1.3 PHYSICAL PERFORMANCE FY 2019/20

#### DESTINATION MARKETING AND PROMOTION

Each year, UTB undertakes various interventions with the goal of building destination awareness and visibility in the domestic, regional and international source markets which is expected to translate into increased visitor arrivals and tourism revenues for the sector.

**Strategic objective 1:** To increase tourist arrivals (volume)

##### a. Branding

**Destination branding:** In January 2020, UTB commenced the development of the destination brand, The Pearl of Africa. The project will take a period of 10 months with the launch and roll out scheduled to occur in January 2021. The destination brand is a powerful marketing tool that will raise awareness of Uganda as a leisure tourist destination.

**Corporate branding:** In 2019/20, UTB embarked on corporate branding and promotion of Uganda's key tourist attractions and products through the production of collateral such as: destination Uganda publications, season's greetings cards, calendars, notebooks and diaries, promotional videos, coffee, souvenirs, among others.

In total, 3,920 promotional materials were produced and distributed to UTB Board, Staff, MDAs, Missions abroad (Rwanda, Malaysia and New York), private sector and the international delegates that attended the 64th Commonwealth Parliamentary Conference (CPC) and the Symposium of Episcopal Conferences of Africa and Madagascar (SECAM). This proves valuable to strengthening UTB's corporate image as the country's destination promotion agency both at home and abroad.

##### b. Expos

UTB held the 5th edition of the Pearl of Africa Tourism Expo that sought to promote Intra-Africa trade through the creation of business and travel trade linkages between Uganda's tourism industry players and their counterparts in the African region.



*General Moses Ali opens POATE 2020 expo as Hon. Tom Butime, Hon. Kiwanda Godfrey and Lilly Ajarova look on*

**3,920 promotional materials were produced and distributed at the 64th Commonwealth Parliamentary Conference (CPC) and the Symposium of Episcopal Conferences of Africa and Madagascar (SECAM).**

## African Birding Expo

UTB in partnership with the private sector organized the African Birding expo to promote the avian tourism potential of the destination in the African market place. UTB hosted 10 international professional birders from UK, USA, Uganda and Malaysia. Over 200 birders were trained during the birding clinics, exhibition and seminars at the Uganda Wildlife Conservation Education Center.

## c. Promotional Campaigns

### Experience Uganda Campaign

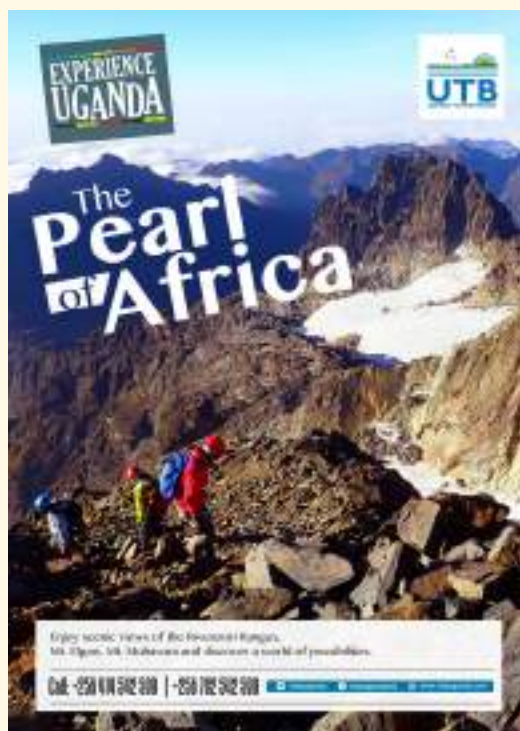
Launched and rolled out an “Experience Uganda” and “POATE 2020” outdoor and out of home campaign on 57 billboards at strategic locations across the country (in Kampala, Entebbe, Kasese, Fort Portal, Kabale, Mbale, Jinja, Kapchorwa, Soroti, Lira, Gulu, Masindi, Masaka, Katuna border post and Lyantonde) to build top of the mind awareness of Uganda’s tourism products for domestic tourism promotion.

### Love Uganda, Stay Home, Stay Safe Campaign

Following the global Covid-19 pandemic, a “Stay home, Stay Safe” consumer campaign was developed and rolled out on digital channels. The Board also developed a Post COVID recovery marketing plan to support the recovery efforts of the sector.

### Influencer campaigns

Tourism influencer campaigns were organized and executed in partnership with various renown personalities and Associations: global artist Jidenna, professional mountaineer Tim McCartney-Shape, Uganda’s cultural tourism goodwill Ambassador, Ntare Guma Mbaho, and select North American influencers (Back to the Source campaign), Ms. Uganda North America (Oregon) in partnership with the Uganda North American Association and Tulambule Uganda Influencer Campaign. This aimed at increasing awareness of Uganda’s tourist attractions amongst the social media followers of the select influencers.





#### **d. Promoting signature events for improved domestic tourism arrivals**

During the year, UTB supported the organization and promotion of 12 domestic events in a bid to create more partnerships with local stakeholders and raise awareness for local events for domestic tourism promotion. They included: the 64th Commonwealth Parliamentary Conference (CPC), The Symposium of Episcopal Conferences of Africa and Madagascar (SECAM), World Wildlife Day; Rwenzori Tourism Expo; World Tourism Day, Rolex Festival, Royal Ascot Goat Race, Kagulu Hill climbing challenge, Uganda International Fashion Week, Ekyooto Culture & Food festival, Miss Uganda & Miss Tourism beauty pageants and the 2nd African Primatological Society Conference.

#### **e. Increasing global destination presence through Market Destination Representatives**

UTB currently markets to 22 countries (United Kingdom – England, Scotland, Wales and Northern Ireland, Germany, Switzerland, Austria, Japan, China, United States of America, Gulf States - Bahrain, Iraq, Kuwait, Oman, Qatar, Saudi Arabia and the United Arab Emirates, and the East African States of Kenya, Rwanda, Tanzania, Burundi and South Sudan). As a result, a significant portion of the budget is devoted to maintaining our presence in these source markets through Market Destination Representatives (MDRs). They include: Aviareps Japan, Aviareps Gulf States, P.H.G China, P.H.G USA, Kamageo and KPRN. During the year under review, UTB, through the MDRs, continued marketing activations in these source markets to bolster Uganda's presence as a viable tourist destination.

#### **f. Closing the tourism information gap**

Through destination training, UTB equips various Ugandan missions with tourism information to support their destination marketing and promotion efforts. During the year, trainings were conducted for the Missions in Rwanda, Malaysia and New York. UTB also produced content for the 'scientific' Martyrs Day celebrations for offline and online media.



*UTB Board Chairman with P.H.G USA officials at the Canada Road Show*



*An American couple enjoys rolex during the rolex festival*

#### **g. Positioning Uganda as the preferred leisure destination at strategic trade platforms**

In 2019/20, UTB represented Uganda's tourism industry at 12 domestic, regional and international tourism trade shows and 146 Ugandan exhibitors participated at these shows. The trade shows were: POATE (Feb 2020), Rwenzori Investment expo, New York Times Travel Show (January 2020), Vakantiebuers expo (January 2020), Japan Association of Travel Agents expo (October 2019), UAE Convention, Magical Kenya (October 2019), Akwaaba travel market (October 2019), Canada road show (Edmonton, Vancouver and British Columbia), United States of America Tour Operators (December 2019) and World Travel Market

UK (November 2019). Unfortunately, UTB and the travel trade were unable to represent the country at expos the destination was scheduled to attend between the period of February to June 2020. This was due to the outbreak of covid-19 that led to most events getting postponed or cancelled. They included IMEX Berlin and ITB Berlin.

#### **h. Strengthening stakeholder partnership for diversified tourism promotion and market segmentation**

UTB partnered with Uganda Airlines to boost the destination's presence and awareness in the markets the national carrier flies to.



**UTB currently markets to 22 countries (United Kingdom - England, Scotland, Wales and Northern Ireland, Germany, Switzerland, Austria, Japan, China, United States of America, Gulf States - Bahrain, Iraq, Kuwait, Oman, Qatar, Saudi Arabia and the United Arab Emirates, and the East African States of Kenya, Rwanda, Tanzania, Burundi and South Sudan).**

## MICE TOUISM PROMOTION

Through the Uganda Convention Bureau (UCB), Uganda is marketed as a viable destination for Meetings, Conferences/Conventions and Events/Exhibitions.

**Strategic objective 1:** To increase tourist arrivals (volume)

**Strategic objective 3:** To increase job creation

**Strategic objective 4:** To increase investment in the sector

### a. Securing business events

During the year under review, UCB supported the bidding efforts of stakeholders in the medical, government and lifestyle sectors to secure three business events i.e. the G77 Summit, The AIDS and Sexually Transmitted Diseases conferences, and 2022 Velocity Conference. Together, the submitted bids are an estimated USD 5 Million/UGX 19 Billion with the potential to attract over 10, 000 delegates to Uganda between 2020 and 2022.

### b. Positioning Uganda as the preferred MICE destination at strategic trade platforms

During the period, UCB represented Uganda's tourism industry at two international business trade shows, two

international conferences and three national conferences and an estimated 100 Ugandan exhibitors participated at these shows. The six trade platforms were: Meetings Africa expo in South Africa (February 2020), IBTM world expo in Spain (November 2019), the Forum of South African Business in Africa (FOSABU) Summit (October 2019) in Uganda, Uganda-Tanzania Business Forum (September 2019) at which Uganda was confirmed as the venue for the next Business forum scheduled for 2020, 64th Commonwealth Parliamentary Conference (September 2019) and the National Conference on governance and service delivery in developing economies (October 2019).

UCB also renewed its membership to the International Congress and Convention Association (ICCA), one of the leading MICE industry associations. Uganda's membership is necessary in order to source for more association meetings, events and conferences from the ICCA database which is the largest database for MICE association business. The more Uganda hosts, the higher its rankings grow and maintaining this membership ensures the country's qualification and improved ranking as the 6th highly competitive MICE destination in Africa.



*Mrs. Susan Muhwezi (UTB Board Director) with participants at IBTM World Expo*

## PARTNERSHIPS AND PUBLIC RELATIONS

UTB continues to strive to strengthen its media relations to foster meaningful partnerships with the local and international media through two way communication. This ensures that Uganda's tourism message is more effectively communicated at home and abroad.

**Strategic objective 1:** To increase tourist arrivals (volume)

### a. Improving destination perception

UTB held 2 media roundtables and various media out-reaches with the objective of setting the tourism agenda and updating the public about the destination. By June 2020, a total of 72 media houses were engaged.

Events such as POATE 2020, the Stay Home, Stay Safe campaign, IBTM expo, African birding expo, Independence Day, and World Tourism Day all received significant media coverage, with the PR team working closely with the respective business units in charge and coordinating online and offline communications.

### b. Tourism Konnect

Created in August 2019, Tourism Konnect is a platform that facilitates tourism knowledge exchange between the public and private sector. During the year, valuable insight and knowledge was shared in the areas of: tourism taxation and incentives, marketing opportunities

in the sector, adaptability of the sector to covid-19, domestic and religious tourism promotion. The platform proved valuable as the Board was able to improve the availability and accessibility of key marketing and investment information to its stakeholders. By May 2020, Tourism Konnect registered an increase in attendance from 52 to 349,093 people.

### c. Streamlining Communication

As part of building UTB's crisis management capability and streamlining communications with staff and external public, a Communication Policy was developed. This is aimed at ensuring that the communications align with the objective of increasing visitor arrivals through creating a favorable destination perception amongst travelers by means of positive messaging. Positive destination messaging in the media is especially valuable during times of crises that have a negative effect on the way potential visitors perceive a country.

### d. Generating content for increased publicity

In 2019/20, content pieces aimed to publicize the destination and UTB activities were developed for multimedia publishing. The content included among others; press releases, TV Commercials, Radio Adverts, Still adverts (Print and Online) i.e. Independence Day, Destination Uganda Ad at Magical Kenya, World Tourism day and Mzansi Travel Advertorial



*Amos Wekesa, Uganda's Tourism Ambassador Ntare Guma Mbaho, Claire Mugabi (UTB Marketing Manager) and fellow influencers at the launch of Back to the Source Campaign*





Participants of the Tourism Connect Conference



UTB officials share a moment during the South Africa-Uganda Business Summit



Lilly Ajarova Chief Executive Officer UTB gives her remarks during the Tourism Connect Conference

PRODUCT DEVELOPMENT & INVESTMENT PROMOTION

The product development and tourism investment promotion programme aims to support the diversification of the tourist product offerings for increased tourist arrivals and attract both local and international investment to the sector by means of closing the existing information gap on available and potential product development and investment opportunities.

- Strategic objective 1: To increase tourist arrivals (volume)
- Strategic objective 2: To increase tourist satisfaction, stay and spend (value)
- Strategic objective 3: To increase job creation
- Strategic objective 4: To increase investment in the sector

a. Improving availability and accessibility to tourism investment information and data

During the year, UTB completed three product profiling studies to facilitate the provision of curated information on key products to support their promotion for increased product awareness, regionally balanced visitor arrivals and product investment<sup>1</sup>. They included:

**The Ankole region.** Key products profiled for tourism promotion are: the Mugaba Palace, the magnificent long horned cattle reflective of the Ankole brand and lifestyle, L. Mburo National Park, Queen Elizabeth National Park, and the beautiful landscape of the Ankole Region.

**The Equator.** To enrich the tourist experience at one of Uganda’s unique flagship products, UTB developed investment concepts and designs for all the areas the Equator crosses right from L. Victoria to Kikorongo. The designated six sites suitable for investment are: Kayabwe, Entebbe, Kazo, Kikorongo, Kayinja, Ntara, Kamwenge and Ntuusi. These were presented to the Sector Working Group for development into bankable projects for their sustainability.

**Lake Victoria and River Nile.** The two water resources were identified to have great potential for marine tourism investment. The profiling study designated eight tourism

development zones along both marine resources for development of various tourism products such as: luxury hotels, water sports activities (jet skiing, etc.), and cruises. The zones are: Entebbe, Jinja, Ssesse Islands, Sango Bay, Dolwe Islands, Moyo-Adjumani sites, Packwach-Ajai Wildlife Reserve Region, Murchison Falls Conservation Area.

b. Product diversification for increased tourist arrivals

**Dark tourism.** In partnership with the Kitgum Local Government, UTB supported the launch of the Kony War Museum in Kitgum. Uganda is not exempt from countries that have a dark history such as Rwanda, Germany, South Africa, etc., from which it can capitalize on to boost its tourism performance. The dark tourism product segment is one that is promoted by various countries that presents an opportunity to offer a varying product to visitors interested in this segment. This product is one of the many that will enable Uganda develop this product segment and diversify its tourism offering.

**Product audit and assessment conducted for the Cycad village** in Kitagwenda district for development and promotion as prehistoric species.

The Cycad is believed to have been a delicacy for the now extinct good dinosaurs. This implies that the Cycads have been in existence for 65 million years. Uganda is home to 3 species of the Cycads in areas of Moyo, Kitagwenda and Jinja Districts. UTB undertook a media awareness campaign of the existence of the Cycads in the areas of Kitagwenda and these are in plenty and are ready to host visitors. Further still, research on the other areas (Jinja and Moyo) was done and support for construction of the Cycad trail in Kitagwenda that includes community encounters, coffee tourism, the Mpanga River and Queen Elizabeth National Park was undertaken. Development of this product targets the adventurous nature lover traveller since these plants exist in forests near water sources and also appeals to the heritage tourist whose interest is in archeological plants that have withstood the test of time.

1. Please visit the “visit Uganda” website to access the above listed resources: Ankole Product Portfolio; Equator Product Investment Portfolio and the Catalogue on Marine Tourism Investment Opportunities along River Nile and Lake Victoria

*The sprawling savannah on the border of Queen Elizabeth in Kasese*





TOURISM RESEARCH, PROJECTS AND PRIVATE SECTOR DEVELOPMENT

I. TOURISM RESEACH

UTB continues to grow its research and insights’ capability to provide strategic and actionable insights for the organi- zation and the tourism sector.

- Strategic objective 1: To increase tourist arrivals (volume)
- Strategic objective 2: To increase tourist satisfaction, stay and spend (value)
- Strategic objective 3: To increase job creation
- Strategic objective 4: To increase investment in the sector

During the year under review, UTB conducted two studies to understand the travel motivation factors of our visitors and the impact of the covid-19 pandemic on Uganda’s tourism sector. Both studies were conducted in part- nership with the Ministry of Tourism, Uganda Bureau of Statistics and the private sector tourism associations.

Tourism Expenditure and Motivation Survey (TEMS)<sup>2</sup>.

Key findings from the study: the visitor average length of stay in Uganda is 8.3 nights; the average expenditure per visitor per trip is USD 569; majority purpose of visit is Visiting Friends and Relatives (VFR); main source of tourist information was friends and relatives, majority of the visitors are male; visitors reported a high level of satisfaction with the services and products of the destination. Kenya is the leading source market for

Uganda (26.4%) followed by UK, Tanzania and the United States of America; overseas visitors stay longer and are the longest staying leisure visitors compared to the MICE market segment. The study’s recommendations have been incorporated in the tourism development programme of the Third National Development Plan (2020/21-2024/25).

The impact of Covid-19 on Uganda’s Tourism Sector<sup>3</sup>.

Conducted in June 2020, the study provided valuable insights into the areas greatly affected by the pandemic that included: An estimated decline in tourist arrivals by 1 million by end of December 2020 translating into a loss of up to USD 1.06 billion (UGX 3.91 trillion) in forex earnings; An estimated loss of USD 367.2 million (UGX 1.37 trillion) from tourist product bookings (74.6%) due to cancella- tions from March to June 2020; An estimated loss of USD 320.8 million (UGX 1.19 trillion) by hotel businesses due to cancelled hotel room bookings (75.2%); Uganda’s MICE industry registered 85% cancellation of conferences that were booked to be hosted in Uganda in 2020; Tour and Travel Businesses registered a loss of USD 30.4 million (UGX 0.11 trillion) due to client cancellation of bookings (92.2%) for 2020 and; A 74.4% loss of jobs was recorded in the sector.



2. Please visit the “visit Uganda” website to access the comprehensive report on the 2019 Tourism Expenditure and Motivation (TEMS)  
3. Please visit the “visit Uganda” website to access the comprehensive report on “The Impact of Covid-19 on the Tourism Sector in Uganda”



## II. PROJECTS

During FY 2019/20, UTB with support from the Ministry of Tourism, Wildlife and Antiquities made progress in mobilizing additional revenue to complement the government's efforts in financing its tourism development strategies/initiatives.

### a. Competitiveness and Enterprise Development Project (CEDP)

The development objective of the Competitiveness and Enterprise Development Project for Uganda is to improve the competitiveness of enterprises by providing support for:

- The implementation of business environment reforms, including land administration reform and;
- The development of priority productive and service sectors. The project has five components.

Of the five components under development by the project, tourism competitiveness development is the third. The goal of this component is to provide support to the tourism sector through strengthening public and private sector stakeholders and their collaboration to develop a competitive tourism offering.

Project funds allotted to facilitate the execution of tourism marketing and promotion interventions for FY 2020/21 to FY 2021/22 is UGX 16.00 billion

### b. Bankable projects

As a result of the tourism product audits and profiling activities undertaken by UTB to identify products for development, numerous potential bankable projects have emerged. They include:

**The Equator.** Investment concepts and designs were developed for all areas crossed by the Equator i.e. Kayabwe, Entebbe, Kazo, Kikorongo, Kayinja, Ntara, Kamwenge and Ntuusi.

**Marine Tourism product development on Lake Victoria and River Nile:** Eight tourism development zones were

designated for development of tourism products such as luxury hotels, water sports and cruises, among others. The zones include: Entebbe, Jinja, Ssesse Islands, Sango Bay, Dolwe Islands, Moyo-Adjumani sites, Packwach-Ajai Wildlife Reserve Region and Murchison Falls Conservation Area. To guide investment further, a marine tourism investment catalogue is available for download for detailed information on product development requirements.

### c. City tourism development initiative for Entebbe, Kampala and Jinja

City tourism is one of the fastest growing travel segments worldwide and the changing nature of city tourism becomes increasingly apparent in many cities.

In May 2019, the Cabinet of Uganda approved the creation of 15 cities, in a phased manner, over the course of the next three years. They include; Fort Portal, Arua, Gulu, Jinja, Mbarara, Mbale, Hoima, Entebbe, Lira, Kabale, Masaka, Moroto, Nakasongola, Wakiso and Mukono. As the country embarks on the creation of these cities, it is important to acknowledge the importance of integrating tourism in their development agendas and visions.

It is against this background that the Uganda Tourism Board will undertake a city tourism development initiative over the medium term to develop the urban tourism segment of Uganda. In terms of proximity, Entebbe, Kampala and Jinja are the cities selected to kick start the implementation of the initiative. For a tourist travelling to Uganda by air, Entebbe and Kampala are the gateway to the rest of the country. The three cities harbour a pool of tourist attractions ranging from natural attractions (Water bodies, Beaches, Zoos, Botanical Gardens, etc.) to non-nature based attractions (historical sites, religious sites, MICE, etc.). These offer a wide range of activities and experiences to be partaken by potential short and long stay tourists.

The dimensions of the project to be tackled in FY 2021/22 include: human capital development and standards enforcement in the hospitality industry; product profiling, and marketing and promotion of the 3 key cities.

Key activities to be undertaken:

- i. Tourism Product profiling in the 3 cities
- ii. Printing and dissemination of Product Literature
- iii. Capacity building along the Tourism Value Chains (cab drivers, guides, etc.)
- iv. Branding Entebbe International Airport and Monuments (Digital Branding using LED Screens)
- v. Register, Inspect and License tourist service providers
- vi. Classify accommodation establishments

### III. PRIVATE SECTOR DEVELOPMENT

In a bid to promote investment in the tourism sector, UTB undertakes profiling studies geared towards identification of tourism products in need of development by private sector and government. They include:

**The Ankole region.** The Ankole Region was profiled to identify key products at their different stages of development in the region. Key products profiled for tourism promotion are: the Mugaba Palace, the magnificent long horned cattle reflective of the Ankole brand and lifestyle, L. Mburo National Park, Queen Elizabeth National Park, and the beautiful landscape of the Ankole Region.

The major purposes of the profile was to;

- Highlight the product offering in the region thus providing information to the tourism stakeholders especially Government, Tour Operators & Tourists
- Act as guideline for prospective and existing investors that wish to invest or re-invest in the region

The resultant product portfolio was distributed to focal district personnel in charge of tourism in the Ankole districts. The portfolio facilitated development of district tourism strategic plans of Ntungamo and Rubirizi districts.

**The Equator.** The Equator only passes through 13 countries worldwide. To enrich the tourist experience at one of Uganda's unique flagship products, UTB

developed investment concepts and designs for all areas crossed by the Equator right from L. Victoria to Kikorongo. Six sites were designated for investment: Kayabwe, Entebbe, Kazo, Kikorongo, Kayinja, Ntara, Kamwenge and Ntuusi. As a pilot, 3 of the 6 points were selected for development by Government, private sector or Public Private Partnership (PPP), given the prevailing tourism and investment activities in those areas. They include; Nfo (Entebbe), Kayabwe (Mpigi) and Kikorongo (Kasese).

- The Equator area located in Kikorongo is majorly owned by Uganda Wildlife Authority (UWA) which has since issued concessions to interested investors for its development as guided by published equator designs and concepts.
- The area in Kayabwe that is majorly owned by Private Sector was enlisted for investment in the UIA magazine of Projects. UTB is also in discussions with Uganda National Roads Authority (UNRA) to build the planned Kayabwe monument since it is located in the confines of the road reserve.
- Nfo Island was listed as a PPP and advertised in the UIA annual booklet to attract intending investors for its development.

**Lake Victoria and River Nile.** Uganda is known world over for its numerous fresh water lakes and rivers with its flagship product being the Source of the Nile, the longest river in the world. The two water resources were identified to have great potential for marine tourism investment. The profiling study of both water bodies revealed eight tourism development zones for tourism development namely; Entebbe, Jinja, Ssese Islands, Sango Bay, Dolwe Islands, Moyo-Adjumani sites, Packwach-Ajai Wildlife Reserve Region and Murchison Falls Conservation Area. Numerous investment opportunities such as establishment of luxury hotels, water sports and cruises were identified and published in the UIA projects catalog investment by private sector or government under PPP arrangement.

Additionally, familiarization trips for prospective investors were organized to support promotion of the areas and further research in the Entebbe and Jinja zones will be conducted to widen the investment portfolio of Lake Victoria.

## QUALITY ASSURANCE AND SECTOR REGULATION

The quality assurance programme aims to deliver a quality tourist experience expected by international and domestic tourists through enforcing tourist standards by means of registration, inspection and licensing tourist service providers, grading establishments and developing industry capacity to deliver top-notch professional services to visitors.

**Strategic objective 2:** To Increase tourist satisfaction, stay and spend (value)

The level of compliance of Uganda's tourism enterprises to global tourism service standards needs enhancement for increased competitiveness of the destination. The quality of services offered to tourists plays a big role in meeting customer expectations, creating return visitors (loyal customers), increasing visitor length of stay and spend and word of mouth advertising. The competitiveness of a country's tourism sector also lies with the capability of the hospitality industry to deliver satisfactory services to visitors.

### **Strengthened enforcement of standards through registration, inspection, licensing and classification of tourism enterprises**

Uganda Tourism Board registered and inspected 3,858 accommodation facilities in the districts of Kampala, Wakiso (Central), Western, Eastern and Northern Uganda to monitor adherence to industry acceptable standards<sup>4</sup>.

In addition, two tourist sites in Gulu and Eastern Uganda (i.e. Kagulu hill site, Aruu Falls and Fort Patiko sites) were inspected to ascertain readiness to host delegates of the 64th Commonwealth Parliamentary Conference.

UTB also registered 551 tour and travel companies, of which 171 were eligible for inspection and licensing. In addition, 509 tour guides were registered and await accreditation by UTB and the Directorate of Industrial Training (DIT). As of June 2020, total number of registered companies stood at 586 with 285 licensed from March 2019.

In partnership with the Tourism Police, UTB conducted a vulnerability security risk audit assessment on compliance of visitor registration, fire-fighting equipment, and security and safety standards of 40 tourist facilities in the greater Kigezi region (Bwindi Impenetrable N.P, Mgahinga Gorilla N.P, Kisoro and Kabale). The recommendations from the assessment will be implemented by tourist facilities to ensure adherence to the industry standards.

UTB also developed Standard Operating Procedures (SOPs), guidelines and minimum standards for tour and travel companies, tour guides and accommodation facilities to improve and promote the delivery of professional services in the sector.

In partnership with Ministry of Tourism and the private sector, UTB developed protocols on the preparedness and response to Covid-19 pandemic for the tourism and hospi-

**The level of compliance of Uganda's tourism enterprises to global tourism service standards needs enhancement for increased competitiveness of the destination.**

4. See appendix for list of districts covered during inspection





tality industry in Uganda with the aim of supporting the private sector to recover from an unparalleled crisis with public health as the primary concern. These protocols will continuously be revised and updated as new information and guidance is received from the Ministry of Health and the World Health Organization.

### **Skilling of tourist service providers along the tourism value chain in minimum standards**

During the year, UTB skilled 823 tourist service providers in various disciplines such as: customer care, professional conduct, product packaging, hotel management standards and Standard Operating Procedures. They include:

- 38 site guides at the tourist sites of Kagulu hill, Aruu Falls and Fort Patiko.
- 150 public health inspectors in Western Uganda<sup>6</sup> for enhanced enforcement and monitoring of compliance to accommodation acceptable standards.
- 25 hotel owners and managers in Gulu
- 50 hotel general managers in partnership with the Uganda Hotel Owners Association (UHOA)
- 560 hotel managers in the districts of Lira, Mbale, Gulu, Masaka, Kampala, Entebbe, Mukono, Jinja, Kabarole, Mbarara, and Lyantonde were trained on Standard Operating Procedures for the tourism and hospitality sector.

In addition, UTB in partnership with sector skills council, Directorate of industrial training (DIT) and ENABEL supported the development of an accreditation syllabus for tour guides<sup>6</sup>.

### **Classification of hotel and accommodation establishments**

The Board reviewed and developed new criteria and tools for classification of establishments as well as registration, inspection and greening of tourist sites in January 2020, with implementation expected upon approval from the East African Community (EAC).

The revised grading criteria will especially be purposeful in the next countrywide classification exercise that will begin in FY 2020/21.

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5. See appendix for list of districts of origin of PHIs

6. Tourism Act (2008), section 7 subsection k; Tour Guides Regulations (2014), chapter 3 and 4

7. To view the Safer Tourism Seal, please visit <https://safertourismseal.com/2020/09/23/uganda-tourism-board>

## Adapting to Covid-19

In June 2020, UTB developed Covid-19 Standard Operating Procedures for the tourism and hospitality sector. The new normal in doing business brought about by the pandemic necessitated the swift adaptability of various sectors, tourism inclusive, to enable businesses to continue operation amidst the pandemic. It was because of such collective efforts undertaken by UTB and the government in containing the spread of the virus that Uganda would be awarded with a “Safer Tourism Seal” from the Safe Tourism Organization in September 2020. The seal supports the destination’s attractiveness to potential visitors as it is perceived as a safe and secure destination devoted to protecting the travelling population from contracting the virus<sup>8</sup>. (<https://safertourismseal.com/2020/09/23/uganda-tourism-board/>)

UTB conducted a risk audit assessment of 25 quarantine centers in Kampala and Wakiso in May 2020. The assessment revealed that : the centers at the time lacked requisite protective gear for their staff, prior training for the centers was not done to handle the situation, some centers created their own SOPs to enable them resolve the situation at hand (some centers), social distancing guidelines were not followed since most facilities were faced with congestion, centers reported the high cost of meeting suspects dietary needs, and facility owners expressed their concern over their ability to win back the confidence of their customers as healthy facilities after serving as quarantine centers and requested for government’s interventions in coming up with POST-COVID 19 marketing strategies to restore their image. The recommendations from the study informed the development of SOPs for the tourism sector.



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8. Tourism Act (2008), section 7 subsection k; Tour Guides Regulations (2014), chapter 3 and 4

## SUPPORT SERVICES

### a. Improved stakeholder coordination in tourism promotion

The tourism sector relies on the seamless interaction with other sectors to deliver memorable tourist experiences and position the country as must-visit destination. In order to build the inter and intra sectoral synergies needed to develop the sector, UTB executes a partnership strategy that involves the engagement of stakeholders in execution of various joint initiatives. In FY 2019/20, UTB achieved notable feats with the support of its partners in the areas of tourism promotion, sector regulation and skilling. They include:

- Tourism police for enforcement of regulations and fraud case handling/management
- UHOA in skilling different service providers
- Ministry of local government and public health inspectors in inspection of accommodation establishments
- Uganda Airlines for tourism promotion to increase destination awareness in markets it flies to and improved connectivity in the regional market.
- UBOS and MTWA in conducting tourism research and surveys.
- Provision of investment information to the tourism sector through the Tourism Konnect platform (i.e. tax subsidy opportunities available to the sector/tax information). Partners included: UIA, AUTO, URA, NSSF, UNDP, among others.
- The Uganda Communications Commission (UCC) to promote Uganda as a filming location and support the creation of a positive image for the destination through film.

### b. Achieving Operational Efficiency.

UTB recognizes that its operations need to be more agile to tap into opportunities, while adapting to the rapidly evolving macro environment. To this end, it is

making steps to optimize the use of existing resources and streamline its underlying processes. Key initiatives include: development of the UTB Communications policy, financial management manual, greening policy, and an ICT policy which aims to holistically transform the operations of the Board through digitization for improved service delivery by means of enhanced access to and timely receipt of services to clients domestically and internationally.

UTB also undertook routine maintenance and upgrade of its IT infrastructure, including the storage servers, the intranet system, enhanced network security and monitoring, and network connectivity to meet its target on system availability and IT security.

### c. Investing in Employees health.

UTB continued to implement its human capital welfare strategy, which aims to create a motivated and healthy work force that effectively contributes to achieving the organization's goals. During the year, UTB implemented an employee wellness programme to promote organizational health during the pandemic.

### d. Skills development.

UTB continued to implement its skills development programme which aims to improve performance and organizational effectiveness. The Board acknowledges that skills development is key to aligning human capital with the organization's strategic deliverables. Learning and development interventions undertaken in 2019/20 include:

- Benchmark training in sector regulation and Product Development (Licensing Frameworks, grading and classification, Product Development Framework) in Rwanda, Kenya, South Africa and Malaysia
- Corporate Strategic Management
- i. East and Southern Association of Accountant Generals (ESAAG)



- ii. Accountant Generals' Workshop
- iii. Fraud Audit and Investigation
- iv. E-Tourism and Content Development for Digital Marketing
- v. Familiarization study of Kigezi region conducted to equip staff with tourism product knowledge.

### **e. Risk Management and Internal Control**

The Board maintains focus on Risk management and internal controls.

#### **Internal Controls**

The following internal control measures are in place;

- i. UTB has an Audit Committee responsible for monitoring the efficiency of internal controls and effectiveness of risk management procedures. This is done through independent reviews by internal audit and risk coordination by the risk coordinator.
- ii. There is an established internal audit function to undertake regular monitoring of effectiveness of internal controls and procedures.
- iii. The internal audit function prepares and submits quarterly internal Audit reports to the Board Audit committee.

#### **Risk management functions in place**

UTB is committed to establishing and maintaining best practices of risk management to meet its strategic objectives, accountability requirements and stakeholder expectations. Therefore as a measure to adequately manage risk, management established a risk management manual and policy for the institution. Below are the different measures undertaken by UTB to manage risk:

- i. UTB has the Finance and Administration Committee of the Board that ensures risks are being controlled and

managed effectively. It also advises the Board on the effectiveness of the risk management function.

- ii. In place is a risk management office which implements risk management processes, advises on risk management, monitors the application and effectiveness of risk management, and coordinates appropriate and timely delivery of risk management information.
- iii. UTB has appointed Risk champions who are in charge of Identifying and managing risks faced by the entity, and reviewing risks on regular basis.
- iv. Quarterly risk management reports are submitted and reviewed by the Finance and Administration Committee of the Board.

### **f. Gender and Equity Responsiveness/mainstreaming in UTB**

#### **Women empowered to contribute to the tourism sector.**

In a bid to close the gender equality gap through raising awareness of the tourism economic opportunities available for exploitation by women and girls in the tourism sector, UTB participated in the Global Goals World Cup tournament (GGW Cup). This was done through information campaigns run on the Board's website and social media.

The GGW Cup is a unique football tournament that uses sports to mobilize advocacy and action towards the implementation of 17 UN Sustainable Development Goals.

Improved access to translated tourism information. In partnership with the MDRs, UTB translated tourism promotional information in the languages of the country's source markets i.e. German, Chinese, Japanese, among others.









## 1.4 FINANCIAL INFORMATION

### Statement of financial performance FY 2019/20

#### Budget Performance FY 2019/20

Budget Category	Approved Budget	Released by End Q4	Spent by End Q4	% Budget Released	% Budget Spent	% Releases Spent
Recurrent Wage (Bn)	1.855	1.855	1.809	100.0%	97.5%	97.5%
Non-Wage (Bn)	23.156	15.680	15.475	67.7%	66.8%	98.7%
Devt. GoU (Bn)	0.155	0.106	0.106	68.4%	68.4%	99.9%
Total Budget	25.167	17.641	17.391	70.1%	69.1%	98.6%

The approved budget for FY 2019/20 was UGX 25.167 Bn of which 17.641 Bn (70.1%) was released and UGX 17.391 Bn (98.6%) of the release was spent by close of year. Wage comprises the salary for staff during the period. Of the approved annual wage (UGX 1.855 Bn), 100% was released (UGX 1.855 Bn) and 97.5% of the release was spent (UGX 97.5%). The unspent balance on wage relates to staff that exited the institution during the FY 2019/20.

Non-wage comprises of all expenditure relating to operational activities of UTB. Of the approved annual non-wage (UGX 23.156 Bn), UGX 15.680 Bn was released (67.7%) out of which UGX 15.475 Bn (98.7%) was spent. The major activities funded under this category included: Market Destination Representatives, POATE 2020, participation in international expos, Influencer campaigns, and the roll out of the nationwide Standard Operating Procedures (SOPs) of COVID-19, among others.

Development comprises funds dedicated to the retooling of the institution. This majorly covers costs related to acquisition of ICT equipment, furniture, machinery and office equipment as well as transport equipment. Of the annual development budget (UGX 0.155 Bn), UGX 0.106 Bn (68.4%) was released and spent (99.9%). Under this category, UTB was equipped with working tools such as computers and furniture.

The shortfall in the annual budget release (30%) was attributed to the outbreak of covid-19 pandemic during quarter three which led to a drastic fall in government revenue performance that further affected quarter four releases. This hindered the implementation of quarter three and four activities as the limited government resources were diverted to the priority sectors of health to combat the spread of the pandemic.

### 1.5 CHALLENGES

The outbreak of Covid-19 pandemic in the second half of the financial year affected the execution of various initiatives aimed at increasing the popularity of Uganda as a leading tourist destination in the international, regional and domestic markets. This was due to the restrictions placed on gatherings and travels that came as a prerequisite to preventing the spread of the pandemic both internally and internationally as directed by H.E the President. The activities halted were; the classification and grading exercise, participation in expos, registration and inspection of tourism enterprises and capacity building initiatives for tourism service providers along the value chain.

# Gallery



*UIFW Organizer Santo Anzo (L) and Uganda Tourism Board CEO Lilly Ajarova (R)*



*Ethiopian Ambassador to Uganda, Alemtsehay Meseret attended the Ekyooto Cultural Exhibition*



*Hon Kiwanda having a drumming moment with the Ndere Troupe*



*UTB officials with Ambassador Dorothy Samali Hyuha during destination training for staff at Uganda High Commission in Malaysia*



*Kyabazinga and UTB CEO pose for a picture at the Kagulu Rock summit*



*SECAM delegates tour Namugongo Martyrs Shrine during the conference held in Uganda in July 2019*

## Lists of Board Members and Board Committees

Board Committees	Members
<b>Finance &amp; Planning</b>	Mr. Ronald Kaggwa- Chairman
	Mr. Vivian Lyazi
	Mr. Paul Mwanja
	Eng. Sooma Ayub
	Ms. Yewagnesh Biriggwa
<b>Human Resource &amp; Administration</b>	Ms. Susan Muhwezi- Chairperson
	Mr. Chemonges Sabilla
	Ms. Yewagnesh Biriggwa
	Mr. Kirya Eddy
<b>Marketing</b>	Mr. Kirya Eddy - Chairman
	Ms. Yewagnesh Biriggwa
	Eng. Sooma Ayub
	Mr. Vivian Lyazi
<b>Quality Assurance</b>	Prof. Katende Suleyman- Chairman
	Mr. Vivian Lyazi
	Mr. Chemonges Sabilla
	Ms. Susan Muhwezi
<b>Audit</b>	Mr. Paul Mwanja- Chairman
	Mr. Kaggwa Ronald
	Mr. Kirya Eddy
	Prof. Katende Suleyman
	Ms. Susan Muhwezi



### List of districts of inspected accommodation facilities

Region	Districts covered
<b>Western Uganda</b>	Kiryandongo, Masindi, Buliisa, Hoima, Kagadi, Kibale, Kyegegwa, Kyenjojo, Bundi-bugyo, Ntoroko, Kabarole, Kamwenge, Kasese, Kiruhura, Kazo, Mbarara, Isingiro, Rwampara, Sheema, Bushenyi, Rubiriizi, Mitooma, Ntungamo, Rukungiri, Kanungu, Rukiga, Kabare, Rubanda, Kisoro
<b>Eastern Uganda</b>	Jinja, Kamuli, Iganga, Kaliro, Namutumba, Bugweri, Bugiri, Namayingo, Busia, Tororo, Butaleja, Manafwa, Mbale, Serere, Sironko, Kapchorwa, Kweni, Kumi, Soroti, Katakwi.
<b>Northern Uganda</b>	Moroto, Amudat, Napak, Nakapiripiriti, Kotido, Lira, Dokolo, Apac, Agago, Lamwo, Otike, Pader, Alebtong, Kole, Abim, Gulu, Kitgum, Amuru, Nwoya, Oyam, Amolatar, Arua, Adjumani, Moyo, Yumbe, Maracha, Koboko, Nebbi, Zombo

### List of districts of origin of PHIs in western Uganda

Region	Districts covered
<b>Western Uganda</b>	Kiryandongo, Masindi, Buliisa, Hoima, Kagadi, Kibale, Kyegegwa, Kyenjojo, Bundi-bugyo, Ntoroko, Kabarole, Kamwenge, Kasese, Kiruhura, Kazo, Mbarara, Isingiro, Rwampara, Sheema, Bushenyi, Rubiriizi, Mitooma, Ntungamo, Rukungiri, Kanungu, Rukiga, Kabare, Rubanda, Kisoro)





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