



UGANDA TOURISM BOARD

# ANNUAL REPORT

2017/18

Rich Biodiversity  
Gifted by Nature  
Rich Culture & Heritage  
Rich history  
MICE destination  
Business & Investment  
Friendly People



UGANDA OFFERS A FULL TOUR PACKAGE

**RIVERS** LAKES  
**MOUNTAINS** UNIQUE  
WILDLIFE **SCENERIES**  
**CULTURE** ADVENTURE



Bwindi nature walk

ENJOY A  
UNIQUE  
EXPERIENCE  
IN THE PEARL  
OF AFRICA



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## ACRONYMS

ATM	Africa Travel Market
BBD	Big Birding Day
BBW	British Bird Watching Fair
EAC	East African Community
ESAAG	East and Southern Africa Accountant Generals International Conference
FAM	Familiarization
FY	Financial Year
IMTM	International Mediterranean Tourism Market
ITB	Internationale Tourismus-Börse Berlin
MDAs	Ministries, Departments and Agencies
MDR	Market Destination Representatives
MICE	Meetings, Incentives, Conferences, Events/Exhibitions
MTEF	Medium Term Expenditure Framework
MTWA	Ministry of Tourism, Wildlife and Antiquities
UBOS	Uganda Bureau of Statistics
POATE	Pearl of Africa Tourism Expo
UTB	Uganda Tourism Board
UWA	Uganda Wildlife Authority
WTD	World Tourism Day
WTM	World Travel Market
WTTC	World Travel and Tourism Council

# ABOUT UGANDA TOURISM BOARD

Uganda Tourism Board (UTB) is a statutory board under the Ministry of Tourism, Wildlife and Antiquities of the Republic of Uganda. It is the leading marketing and sector regulation agency for tourism, one of Uganda's key economic sectors. Together with the private and public sector as well as the community, it presents Uganda as the most preferred tourist destination by showcasing a variety of our unique and pristine products that separate us from the rest of the world and deliver on the promise of experiencing the Pearl of Africa. UTB ensures that tourism remains an important and vibrant economic pillar through long-term strategic planning, and by forging partnerships, driving innovation and promoting excellence in the tourism sector.

Established by the Uganda Tourist Board Statute 1994, Uganda Tourism Board (UTB) is mandated by the Tourism Act, 2008:

- To formulate, in cooperation and in consultation with the private sector and relevant entities, a marketing strategy for tourism in Uganda
- To implement the marketing strategy and to promote Uganda as an attractive and sustainable tourist destination
- To encourage and promote domestic tourism within Uganda
- To encourage investment in the tourism sector and wherever possible, to direct such investment to the less developed tourism areas
- To promote and sponsor educational programmes and training in the tourism sector including schools, in consultation and cooperation with appropriate entities
- To undertake and commission appropriate research in the field of tourism
- 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
- To manage the tourism development levy in accordance with the best commercial practice and the objects of the Board
- To provide finance and any other assistance to strengthen the private entities in the tourist sector where necessary and appropriate
- To enforce, and monitor standards in the tourism sector;
- 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.

## Vision

The aspirations of UTB as an agency are reflected in the Vision statement. UTB aspires to promote and develop the tourism sector so as to significantly contribute to the overall national GDP. These aspirations are summarized in a vision statement below;

“A sustainably promoted and developed tourism sector contributing very significantly to Uganda's Development”

## Mission

“To coordinate and steer programmes that lead to development of a sustainable and competitive tourism industry in Uganda in partnership with stakeholders.”

## Core Corporate Values

**Customer care:** Pursuit of tourist and stakeholder satisfaction

**Integrity:** We are honest, fair, reliable, sincere and trustworthy

**Teamwork:** We work together to achieve a common goal

**Competiveness:** We are a world class tourism destination with ability to offer products and services that meet the quality standards of the local and world markets.



## BOARD OF DIRECTORS

2016/17 - 2019/20



**Hon. Daudi Migereko**  
**CHAIRMAN**



**Ms. Susan Muhwezi**  
**VICE CHAIRMAN**

### Uganda Tourism Board Committees

The Board constitutes smaller Board Committees that focus on Technical Areas like Human Resource, Finance and Administration, Planning, and Resource mobilization, Tourism Marketing and Promotion, Product Development, Public Relations, Internal Audit and Quality Assurance, among others.

The Board Committees are:

1. Tourism Marketing, Promotion and Product Development
2. Finance, Audit and Administration
3. Quality Assurance
4. Human Resource



**Dr. Tom Davis Wasswa**  
**MEMBER**



**Ms. Edith Kateme- Kasajja**  
**MEMBER**



**Mr. Chemonges Sabila**  
**MEMBER**



**Prof. Suleyman Katende**  
**MEMBER**



**Mr. James Lutalo**  
**MEMBER**



**Mr. Paul Mwanja**  
**MEMBER**



**Mr. Eddy Kirya**  
**MEMBER**



**Ms. Yewagnesh Biriggwa**  
**MEMBER**



**Mr. Stephen Asiimwe**  
**CEO/SECRETARY**

# BOARD CHAIRMAN'S

## MESSAGE



# 10%

Tourism sector  
contribution to GDP  
by 2020

# 2.4%

Tourism sector  
contribution to total  
employment

On behalf of the Board of Directors and management team, I am pleased to present the Uganda Tourism Board Annual Performance Report 2017/18. I would like to acknowledge and thank everyone who has contributed in one way or another, to the progress achieved in the last 12 months towards promoting and placing Uganda on the global map as the preferred tourist destination. 2017/18 was yet another good year for the tourism sector, with international tourist/visitor arrivals recorded at 1.4 million (+6%) and tourism revenues at UGX 2,699.1 billion in 2017 (2.9% of GDP) and is expected to grow by 6.5% to UGX 5,084.8bn in 2018 (WTTC, 2018). The year 2017/18 also saw the tourism sector directly support 229,000 jobs (2.4% of total employment) and this is expected to rise by 4.2% in 2018.

The tourism and travel sector has the power to transform economies through its ability to stimulate economic growth by creating jobs, attracting investment, encouraging entrepreneurship while also contributing to sustainable tourism development by preserving ecosystems and biodiversity, protecting cultural heritage and empowering local communities. With the Board's target of reaching 4 million visitors and contributing 15% to GDP by 2020, UTB undertook various interventions including human resource capacity development along the tourism value chain, strengthened engagement in existing primary markets, identified new visitor segments in emerging markets, improved compliance to standards through sector regulations/enforcement of standards, and amplified publicity of Uganda's tourism offerings to increase product knowledge of potential visitors.

In the FY 2018/19, we shall intensify efforts in marketing and promotion of tourism products in the core, emerging and especially in the domestic market which has the potential to be a key contributor to the economy, engage closely with our stakeholders and industry partners to expand the quality and stock of tourism products as well as strengthen our tourism's global competitiveness.

We thank H.E the President and the Government of Uganda, government agencies, our network of tourism trade partners, and the media for the support extended towards making Uganda a preferred business and leisure destination.

**Hon. Daudi Migereko** | Chairman, Board of Directors



FY 2017/18 was indeed a good year for Uganda's tourism sector with international visitor arrivals and tourism revenues recorded at 1.4 million (1,402,402) and UGX 2,699.1bn billion (USD749.9mn) respectively, according to the UBOS Statistical Abstract (2018) and WTTC Travel & Tourism Economic Impact report (2018).

A slight decrease is reflected in the arrivals from the European market (-5%), Asian market (-3%) and Middle Eastern market (-2%). On the other hand, a significant increase was registered/realized from the American market (+9% - USA, Canada, Other American), the African market (+8%) and the Oceania market (+7%). With UTB targeting to increase arrivals from higher-spending markets like the United States of America, China, Germany as well as the domestic market, we hope to boost tourism revenue contribution to the GDP by more than 10% by 2020.

Following the budget increase from the Government of Uganda, UTB was able to bring on board/facilitate the marketing, promotion and public relations activations of the Market Destination Representatives in the core markets.

Similarly, the support of all relevant government departments at central and local government level provided great synergy in the promotion of the country overseas and in the regulation/enforcement of sector quality and service standards.

We are optimistic about Uganda's tourism prospects for the coming year as we work to position the destination to benefit from the strong outbound travel forecast to grow at over 5% per year for the African region. Visitors and Ugandans can expect more promotional and awareness campaigns, easier access to tourism information and closer engagements with stakeholders to build the capabilities of the industry through stepped up efforts to equip our industry partners for long-term success with training in the critical areas of destination marketing, provision of quality and service standards to improve visitor satisfaction.

We look forward to another exciting year as we continue our journey towards making Uganda the preferred tourist destination in the world.



**Stephen Asiimwe** | Chief Executive Officer

# CHIEF EXECUTIVE OFFICER'S

## MESSAGE





Buffalo herd-Murchison Falls N.P

# GAME VIEWING

# WELCOME TO UGANDA

*The pearl of africa*

Uganda is a land locked country located in East Africa that is about 236,040 sq. km in size It is approximately the size of UK, Ghana, Romania, Laos and Guyana, US state of Oregon and about 71 times smaller than Russia.

Size	236,040 sq. km
Population	42 million people
Climate	tropical - wet in the center, cool in the mountains, two dry seasons (Dec-Feb, June- Aug)
Average Temp	27° C or 80° F



**7%**  
of the world's  
mammal species

**12%**  
of the world's  
bird's species -  
1061 bird species

**50%**  
of the world's  
mountain gorillas

Uganda is also known as the "Pearl of Africa" because of its diverse natural endowments and beauty. It has a rich cultural diversity and is home to over 50 tribes and dialects and about 9 indigenous communities.

#### WILDLIFE HIGHLIGHTS

- Tree climbing lions
- White rhinos
- Variety of butterflies.
- Chimpanzees
- Golden monkeys
- Shoebill storks

#### TERRAIN HIGHLIGHTS

- Snow-capped Rwenzori Mountain
- Lake Victoria; 2nd largest fresh water lake, third deepest lake & source of the world's longest river
- Source of River Nile: the world's longest river with beautiful waterfalls & unique water scenery



#### ACTIVITIES

- Gorilla tracking,
- Bird watching,
- Ecotourism,
- Faith based tourism
- Water sport
- Mountain climbing
- Chimpanzee watching
- Nature guided walks
- Community walks
- Butterfly viewing
- Cultural & heritage sites
- MICE
- Visual arts
- White water rafting

**Rich Biodiversity** | **Geography** - Gifted by Nature | **Culture** with 56 tribes that make Uganda culturally diverse | **Heritage** – Faith, **Oldest surviving practicing kingdoms** | **Rich history** – The Good, The Bad, The Ugly | **MICE destination** – Accessible and great facilities | **Business & Investment** – Favorable and great Return On Investment | **People**- Friendly, warm, courteous, welcoming, and social.

# INTRODUCTION

This is the Uganda Tourism Board Annual Report for the financial year 2017/18. It highlights the tourism sector and organization's performance as well as the challenges faced during implementation of sector initiatives for the period under review.

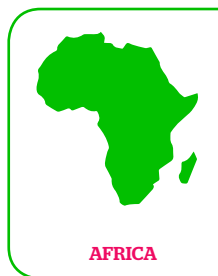
The year 2017/18 brought UTB and the tourism industry a step closer to reaching the target of attracting 4 million visitors to Uganda by 2020. UTB implemented a number of promotion, marketing, sector regulation, quality assurance and public relations initiatives in a bid to stimulate the development of the country's tourism sector. During the period under review, the achievements made were lessened by challenges that UTB will strive to overcome, in close collaboration with sector stakeholders and partners.








## OVERVIEW OF TOURISM SECTOR PERFORMANCE 2017/18

2017/18 was a good year for Uganda's tourism, with both visitor arrivals and tourism revenues registering significant growth. In 2017, the direct contribution of the tourism and travel sector to GDP increased by 11 per cent to reach UGX 2,699.1 billion from UGX 2,423 in 2016 (WTTTC, 2018) while international visitor arrivals hit 1.4 million, a 6 per cent increase from 2016 (UBOS, 2018).



This performance reflects the impact of the investments Government of Uganda ploughed into enhancing our destination attractiveness and awareness through aggressive promotion, marketing and enforcement of industry standards. It is also a testament of Uganda's steady progress towards attaining sustainable tourism development.

## International Visitor Arrivals for the period 2013 - 2017



	2013	2014	2015	2016	2017
 Egypt	2,494	2,658	2,644	3,211	3,196
 Ethiopia	5,432	6,099	6,298	7,020	8,722
 Kenya	380,614	360,664	409,417	352,817	334,788
 Rwanda	280,431	348,175	300,747	362,865	441,994
 Sudan	40,067	49,281	45,221	35,353	36,062
 Tanzania	74,485	57,197	95,933	86,091	89,253
 DR Congo	49,925	55,628	79,430	90,148	99,096
<b>Other</b>	<b>102,535</b>	<b>108,939</b>	<b>107,278</b>	<b>109,508</b>	<b>114,825</b>



	2013	2014	2015	2016	2017
 Canada	9,729	10,424	9,124	9,863	13,109
 USA	56,766	60,226	49,414	57,959	61,775
<b>Other</b>	<b>6,580</b>	<b>5,966</b>	<b>3,045</b>	<b>3,256</b>	<b>2,933</b>



ASIA

	2013	2014	2015	2016	2017
China	10,792	14,633	17,051	19,175	16,842
India	28,647	29,620	26,671	30,210	35,676
Japan	3,889	4,029	3,179	3,791	2,678
Pakistan	3,085	2,419	2,864	3,790	2,379
Other	20,401	19,301	16,194	15,871	13,436



OCEANIA

	2013	2014	2015	2016	2017
Oceania	10,421	8,256	6,153	6,289	6,741
Australia	7,842	6,420	4,969	4,972	5,059
New Zealand	598	840	787	823	820
Other Oceania	1,981	996	397	494	2,379
Others	976	1,530	2,118	1,321	1,052

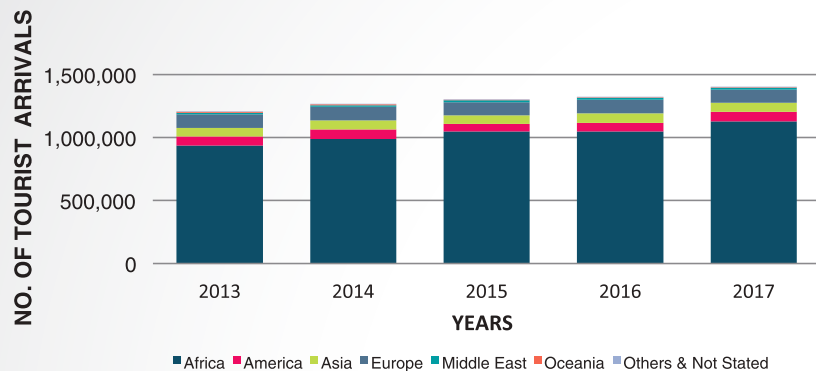


EUROPE

Austria	2013	2014	2015	2016	2017
	1,724	5,623	3,574	3,245	3,035
Belgium	2013	2014	2015	2016	2017
	5,050	5,045	4,623	5,240	5,996
Czechoslovakia	2013	2014	2015	2016	2017
	536	404	497	877	533
Denmark	2013	2014	2015	2016	2017
	3,426	3,513	4,360	5,404	6,493
Finland	2013	2014	2015	2016	2017
	490	612	512	450	421
France	2013	2014	2015	2016	2017
	4,594	4,180	4,694	5,041	5,604
Germany	2013	2014	2015	2016	2017
	11,070	11,824	9,585	10,586	8,273
Ireland	2013	2014	2015	2016	2017
	1,694	1,708	1,601	1,579	1,351
Italy	2013	2014	2015	2016	2017
	7,128	5,859	6,776	7,153	7,377
Netherlands	2013	2014	2015	2016	2017
	7,510	8,781	8,247	9,165	9,955
Norway	2013	2014	2015	2016	2017
	2,543	3,833	3,160	3,228	3,004
Russia	2013	2014	2015	2016	2017
	3,542	5,397	3,582	2,536	2,963
Sweden	2013	2014	2015	2016	2017
	5,670	5,559	5,028	5,265	6,121
Switzerland	2013	2014	2015	2016	2017
	2,896	1,932	2,212	2,298	2,152
UK	2013	2014	2015	2016	2017
	43,009	36,577	40,851	39,539	33,564
Yugoslavia	2013	2014	2015	2016	2017
	24	54	86	56	56
Other	2013	2014	2015	2016	2017
	7,735	9,575	7,242	8,654	7,559

Source: UBOS Statistical Abstract 2018

Fig 1: Number of International Tourist Arrivals from 2013 - 2017



According to the UBOS Statistical Abstract (2018), a slight decrease is reflected in the arrivals from the European market (-5%), Asian market (-3%) and Middle Eastern market (-2%). On the other hand, a significant increase was registered/realized from the American market (+9%; USA, Canada, Other America), the African market (+8%) and the Oceania market (+7%). 18.2% of arrivals to Uganda in 2017 visited for the purpose of leisure, recreation and holidays; 28% for business; 5.6% to visit friends and relatives and 4.8% visited for other reasons.

### Visitor Arrivals by Purpose of Visit

Leisure,  
recreation &  
holidays



2013	2014	2015	2016	2017
188	220	208	238	281

Business &  
Professional



2013	2014	2015	2016	2017
223	232	322	315	403

Visiting Friends  
& Relatives



2013	2014	2015	2016	2017
528	441	453	466	492

Others



2013	2014	2015	2016	2017
267	373	320	304	319

Total

1,206	1,266	1,303	1,323	1,495
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# 16%

growth in visitor arrivals to national parks according to Uganda Wildlife Authority Statistics from 245,725 in 2016 to 285,671 in 2017.

### Most visited national parks in 2017 by numbers

# 93,256   81,660   30,403

Murchison Falls NP   Queen Elizabeth   Lake Mburo

Table 1: Visitor Arrivals to National Parks

National Parks	2013	2014	2015	2016	2017
Queen Elizabeth	70,798	66,844	72,964	85,905	81,660
Murchison Falls	69,193	58,769	65,366	75,360	93,256
Lake Mburo	14,068	26,980	24,979	26,012	30,403
Bwindi Impenetrable	21,695	20,611	16,476	19,522	26,576
Kibaale	10,834	12,097	10,463	11,760	15,728
Semliki	5,752	4,824	10,389	8,214	12,850
Mgahinga Gorilla	8,952	3,033	2,648	3,840	5,505
Kidepo Valley	2,890	4,091	5,663	7,824	11,018
Rwenzori Mountains	2,724	2,758	3,343	3,192	3,633
Mount Elgon	2,096	2,314	2,669	3,335	4,391
Toro Semliki	4,948	564	598	761	651
<b>Total</b>	<b>213,950</b>	<b>202,885</b>	<b>215,558</b>	<b>245,725</b>	<b>285,671</b>

Source: UBOS Statistical Abstract 2018

# 43%

of visits to the national parks  
were foreign non-residents

# 28%

were EAC residents and  
Ugandan students

Table 2: Composition of Visitors to National Parks

National Parks	2013	2014	2015	2016	2017
Foreign non residents	99622	89402	77206	95949	123,237
Foreign residents	16871	15354	14775	15778	14,711
EAC residents	52169	49480	54770	62142	78,684
Students from Uganda	42363	45774	65074	70299	66,463
others	2925	2875	3733	1557	2,576
<b>Total</b>	<b>213,950</b>	<b>202,885</b>	<b>215,558</b>	<b>245,725</b>	<b>285,671</b>

Source: UBOS Statistical Abstract 2018

According to the WTTC Travel and Tourism Economic Impact Report (2018), the direct contribution of Travel & Tourism to GDP in 2017 was UGX2, 699.1bn (2.9% of GDP). This is forecast to rise by 6.5% to UGX2, 874.4bn in 2018. It also primarily reflects the economic activity generated by industries such as hotels, travel agents, airlines and other passenger transportation.

The direct contribution of Travel & Tourism to GDP reflects the 'internal' spending on Travel & Tourism (total spending within a particular country on Travel & Tourism by residents and non-residents for business and leisure purposes) as well as government 'individual' spending - services (excluding commuter services). But it also includes activities of the restaurant and leisure industries directly supported by tourists.

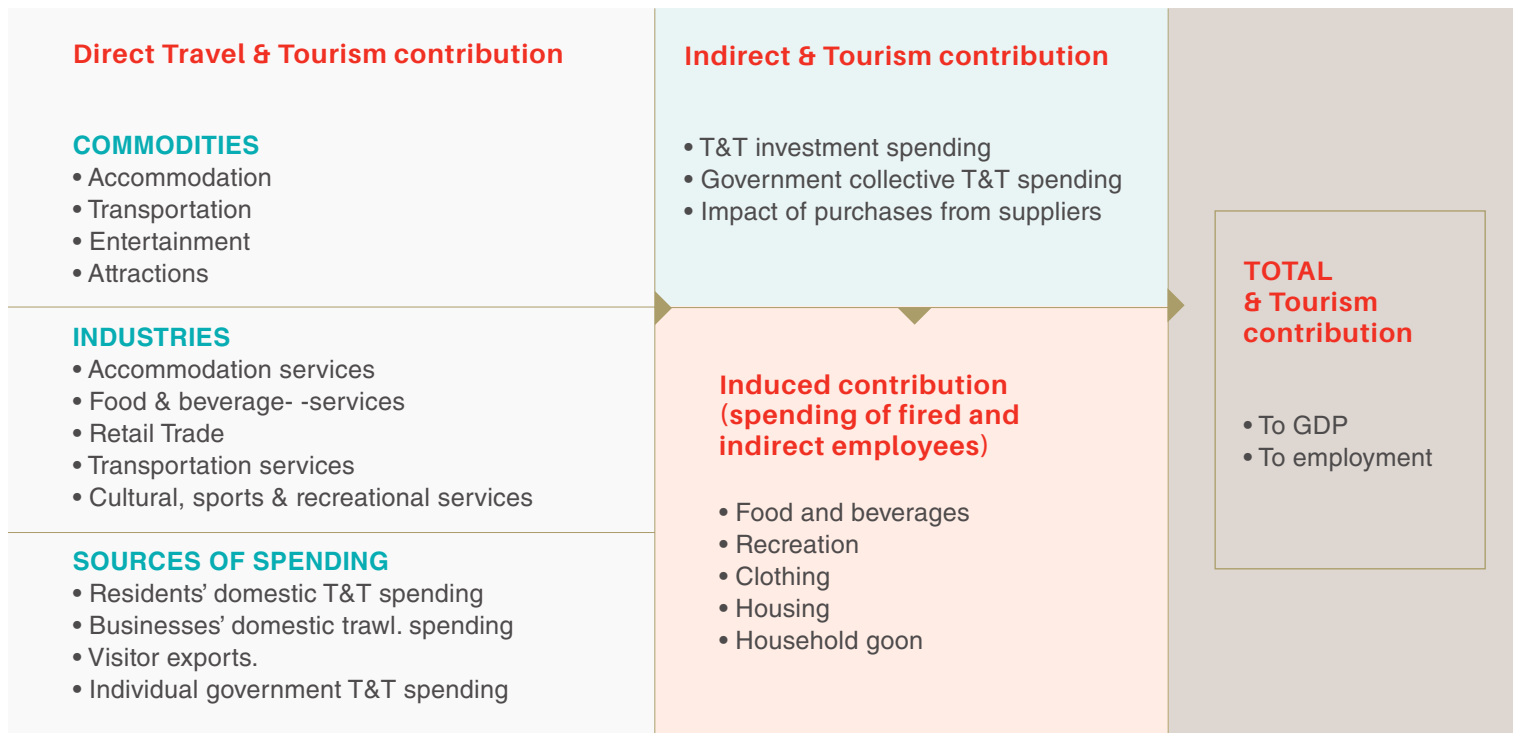
The total contribution of Travel & Tourism to GDP (including wider effects from investment, the supply chain and induced income impacts, was UGX6, 888.5bn in 2017 (7.3% of GDP) and is expected to grow by 6.0% to UGX7, 303.6bn (7.3% of GDP) in 2018.

UGX

# 303.6bn

expected growth of the tourism  
sector's contribution to GDP

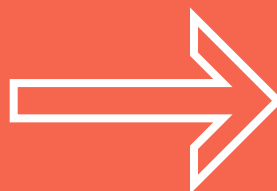
## Travel and Tourism's Contribution to GDP



Source: WTTC Economic Impact of Travel & Tourism Report (2018)

# 229,000

jobs generated by  
Travel & Tourism  
directly in 2017



# 238,500

forecast growth of  
Travel & Tourism  
employment in 2018



## Travel and Tourism's Contribution to Employment

Travel & Tourism generated 229,000 jobs directly in 2017 (2.4% of total employment) and this is forecast to grow by 4.2% in 2018 to 238,500 (2.4% of total employment). This includes employment by hotels, travel agents, airlines and other passenger transportation services (excluding commuter services). It also includes, for example, the activities of the restaurant and leisure industries directly supported by tourists (WTTC, 2018). The total contribution of Travel & Tourism to employment (including wider effects from investment, the supply chain and induced.

# 2.4%

Tourism sector contribution to Uganda's total employment; which includes employment by hotels, travel agents, airlines and other passenger transportation services

Table 3: Summary Vote Performance against Output Indicators

	Activity Indicator	Target	Cumulative Performance
	<b>Tourism Promotion &amp; Marketing</b>		
1	No. of domestic tourism fairs held to showcase Uganda's tourism potential	6	10; (ESAAG, Buganda expo, Empango, Tooro Festival, Acholi expo, WTD, BBD, POATE, etc.)
2	No. of regional marketing events participated in	4	5; (Kwita Izina, Magical Kenya, Nigeria roadshows, Indaba, MICE ATM)
3	No. of International Tourism marketing exhibitions participated in to showcase Uganda's tourism potential	6	9; (WTM London, BBW, Matka, Fitur, ITB, Vakantiebeurs, IMTM, MICE Spain and UAE)
4	No. of promotional materials produced and distributed in the various promotional engagements and markets	30,000	10,000
5	No. of hotels classified	100	25
6	No. of tourism facilities inspected and registered	4,000	4,156
7	No. of tourism facility managers sensitized on standards	600	Trained 80 Hotel food and beverage staff from Jinja and Wakiso district
8	No. of Local Government staff in the major Tourism Districts trained in Quality Assurance	432	40 District Inspectors in the tourist districts of Hoima, Masindi, Gulu, Lira and Soroti
	<b>Tourism Research &amp; Development</b>		
9	Undertake specific tourism trend research to collect data and information to inform and direct marketing, promotion, investment and regulatory activities.	5	1; 2018 POATE M&E study conducted
10	Promote investment in Uganda's tourism sector internationally, regionally and domestically.	3	1 investment conference; Attended the 2nd Giants Club Summit held in Kasane, Botswana
11	Collect, update, store and disseminate tourism information and data		Demand driven

## FINANCIAL PERFORMANCE

The approved UTB budget for FY 2017/18 was UGX 11.481 billion. During the course of the year, UTB acquired additional funding from GoU to the tune of UGX 6.2 billion to facilitate recruitment of 6 MDRs which brought the total budget and release to UGX 17.728 billion by end of FY 2017/18. Of

this, UGX 8.72 billion was spent and UGX 8.6 billion was unutilized. Out of the UGX 17.7 that was released, UGX 11.262 billion was allocated to Tourism Marketing and Promotion, UGX 0.248 billion to Tourism Research and Development, UGX 0.998 to Quality Assurance, UGX 4.36

billion to UTB Support Services and UGX 0.553 billion was allocated to the Development Budget. Due to delays encountered in procurement and recruitment of new staff, some activations were not completed and a portion of the wage bill, together with its related funds was not utilized, see table 4.

Table 4: Summary of FY 2017/18 Budget Performance

Description	Approved Budget	Cash Limits by End Q4	Released by End Q4	Spent by End Q4	% Budget Released	% Budget Spent	% Releases Spent
Wage	1.855	1.392	1.392	1.316	75.0%	70.9%	94.5%
Non-Wage	8.772	10.734	15.602	7.000	177.9%	79.8%	44.9%
Development	0.553	0.163	0.43	0.261	77.8%	47.2%	6.7%
Ext. Financing	0.000	0.000	0.000	0.000	0.0%	0.0%	0.0%
<b>GOU Total</b>	<b>11.181</b>	<b>12.289</b>	<b>17.427</b>	<b>8.577</b>	<b>155.9%</b>	<b>76.7%</b>	<b>49.2%</b>
<b>Total GOU+Ext Fin</b>	<b>11.181</b>	<b>12.289</b>	<b>17.427</b>	<b>8.577</b>	<b>155.9%</b>	<b>76.7%</b>	<b>49.2%</b>
Arrears	0.00	0.00	0.00	0.00	0.0%	0.0%	0.0%
<b>Total Budget</b>	<b>11.181</b>	<b>12.289</b>	<b>17.427</b>	<b>8.577</b>			<b>49.2%</b>
A.I.A Total	0.300	0.179	0.301	0.143	100.4%	47.7%	47.5%
<b>Grand Total</b>	<b>11.481</b>	<b>12.468</b>	<b>17.728</b>	<b>8.72</b>	<b>154.4%</b>	<b>75.9%</b>	<b>49.2%</b>
<b>Total Vote Budget Excluding Arrears</b>	<b>11.481</b>	<b>12.468</b>	<b>17.728</b>	<b>8.72</b>	<b>154.4%</b>	<b>75.9%</b>	<b>49.2%</b>

UGX  
**11.481 bn**  
 approved UTB budget for  
 FY 2017/18



The breathtaking scenery at Kasato confluence



White water rafting on the Nile

# ADVENTURE TOURISM



## PHYSICAL PERFORMANCE

During the reporting period, UTB continued to aggressively undertake various destination marketing and promotion initiatives; register, inspect, license and classify tourism enterprises in a bid to stimulate tourism development and competitiveness.

### Tourism Marketing and Promotion

#### International Promotions

The efforts to promote Uganda internationally in FY 2017/18 involved participating in regional and international tourism fairs, exhibitions and roadshows, seminars, meetings and workshops, advertising campaigns, publicity programmes and the promotion of Uganda’s tourism products.

#### Marketing Uganda to the World

UTB participated in 13 international Tourism and Travel fairs where Uganda’s tourism and investment potential were showcased through: distribution of product information promotional materials, presentations, Business to Business meetings and various marketing and public relations activations conducted by the Market Destination Representatives (MDRs). UTB together with the private sector participate in these expos on annual basis to create tourism business linkages through networking with regional and international hosted buyers and tour operators based in these source markets; raise awareness of the destination’s tourism product offerings and enter strategic partnerships for tourism development through investment promotion. All these lead to increases in visitor numbers and value of tourism businesses created through linkages and investment in the sector.



Marketing Manager Edwin Muzahura handing out Birding Booklets/Informational brochures at the British Bird Watching Fair



Mr. Stephen Asiimwe gifting winners at the Kampala Twins Festival

Table 6: Tourism and Travel Expos, Fairs and Roadshows participated in FY 2017/18

EXPO/FAIR/ROAD SHOW	DATE/MONTH	DESTINATION
<b>European Market</b>		
British Bird Watching Fair	Aug-17	UK
World Travel Market London	Nov-17	UK
The Vakantiebeurs - Utrecht	9th- 14th January, 2018	Belgium, Netherlands and Luxembourg
Fitur (Nordic Travel Fair)	17th - 21st January, 2018	Madrid, Spain
Matka Travel Fair	18th and 21st January, 2018	Helsinki, Finland,
Internationale Tourismus-Börse	7th-11th March, 2018	Berlin, Germany
<b>Middle Eastern Market</b>		
International Mediterranean Tourism Market (IMTM)	5th-8th February, 2018	Tel Aviv, Israel
<b>African Market</b>		
Kwita Izina	September 2017	Rwanda
Magical Kenya	October 2017	Kenya
Indaba	April 2018	South Africa
Pearl Of Africa Tourism Expo	23rd-25th February, 2018	Uganda

## International Events

UTB participated in the Silver Chef Competition held in Rwanda. The competition showcased food from within the region and was a platform to promote Uganda as a culinary tourism destination given the vast variety of foods available in the country. Culinary tourism or food tourism is the exploration of food as the purpose of tourism and is now considered a vital component of the tourism experience thus Uganda's need to position itself as a culinary tourism destination.

For the first time, UTB participated and exhibited Uganda's tourism and investment potential in the Diplomatic Garden Party & Bastille Day Celebrations in Paris, France in July 2017. The event was hosted by La Lettre Diplomatique in celebration of the existence of La Lettre Diplomatique and the French National day known as Bastille Day. The event attracted over 1,200 guests from the diplomatic community in France including Ambassadors; Delegates from UNESCO, OECD; Business Representatives from BMW

Paris, Vivendi, International Commission on Large Dams (ICOLD), Air France, and the International Organization of La Francophonie.

UTB participated in the 2nd Giants Club Summit that was held in Kasane, Botswana (15th – 17th March, 2018). The Giants Club is an initiative of the NGO, Space for Giants, that unites the sitting and former Heads of State of the 4 countries that hold half of Africa's remaining elephants namely; Botswana, Gabon, Kenya and Uganda.

Since the first Summit in Kenya in 2016, major ivory markets have closed and poaching surveys show that in East Africa, at least, the number of elephants being illegally killed is back to pre-crisis levels. More funding is flowing into programmes to protect elephants and their landscapes, more poachers are being successfully prosecuted, and more people are learning about the value of those animals and their habitats.

UTB participated in the Global Greening Initiative that saw the Equator, a famous landmark for Uganda, light green in commemoration of St. Patrick's Day (March 17th, 2018). UTB, in partnership with the Embassy of Ireland and the Irish society in Uganda, gather every March 17th to light up monuments and landmarks in green in celebration of Ireland's national day, St. Patrick's Day, Ireland's foremost patron saint.

This was the 4th year of Uganda's participation in this tourism Ireland's global greening initiative that sees over 200 famous landmarks and iconic sites across the world go green. The aim of the initiative is to enable Ireland renew and strengthen its bonds with other countries though showcasing their popular landmarks and boost tourism. Landmarks are usually tourist attractions that are used to designate places that might be of interest to tourists due to notable physical features or historical significance.

**Promoting the Pearl of Africa Brand Internationally**

UTB renewed the contracts of three Market Destination Representatives (MDR) firms to market and promote Uganda as a preferred tourism destination in the key source markets as follows: PHG for North America (USA and Canada). Kamageo for UK and Ireland. KPRN for Germany. UTB also initiated the recruitment of another set of three MDR firms to market and promote Uganda in the following source markets: China, Japan and Gulf States such as

United Arab Emirates, Qatar, Bahrain, Iraq, Kuwait, Oman, and Saudi Arabia.

These companies support the promotion of countries as attractive tourism and travel destinations and enhance the public's image as a dynamic place to visit, live and work. Since their deployment, they have undertaken a number of destination promotion activities which include; represented Uganda at roadshows and international tourism fairs, engaged in online tourism promotion, held media engagements, coordinated the organization of familiarization for international tourism wholesalers and media to Uganda, radio and TV promos and distributed Uganda's tourism promotional materials abroad, among other activities.



Austria media group hosted by UTB and KPRN

## Improving destination awareness through Familiarization Trips

Familiarization (FAM) trips are used to seek more business to destinations and thus require investment in time, money and forging connections which makes them a key aspect in destination marketing. They are used to equip the intended guests (travel agents, influencers, celebrities, the media, etc.) with first hand destination knowledge and experience which they will share and use to influence their clients and visitors; build credibility for the destinations tourism offering and services, build wider networks in order to proliferate Uganda's tourism business, and strengthen and promote the country's brand.

In a bid to attain wider spread of information on Uganda's tourism products in all source markets, UTB hosted a variety of influencers to familiarization trips with the aim of enhancing cooperation in tourism promotion between Uganda and other

countries. The hosted influencers include:

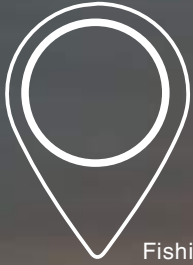
- Mr. Ravichandran Tharumalingam, Malaysian adventure brand Ambassador and acclaimed mountain climber who has conquered Mt. Everest and runs a CBO promoting eco-tourism in Malaysia. He was hosted to an 8 day Mt. Rwenzori expedition with the media (Jan, 2018). This was done in collaboration with Ministry of Foreign Affairs and Ministry of Tourism, Wildlife and Antiquities.
- The Regional Manager of Brussels Airlines in North America, his team and the Japanese Ambassador to Uganda. This was done to strengthen cooperation between Uganda and Japan, North America and Brussels in destination promotion.
- The New Vision Twins Festival and Rotary winners to promote domestic tourism.
- Brandt Guides travel writers competition winners
- CNN Africa that acquired coverage of Uganda's tourism products as follow up on Rough Guides ranking of best African destinations. In September 2016, UTB hosted Rough Guide journalist, Keith Drew, (8th-15th Sept. 2016) to a familiarization trip. During the fam trip, he visited a number of Uganda's tourists attractions, from which several stories were generated. The fam trip was organized under Kamageo, the PR and Marketing firm representing Uganda in the UK and Ireland.
- Zondag journalist, Peter Soete, of Belgium to Murchison Falls NP.
- Fam trip for 17 hosted buyers during the Pearl of Africa Tourism Expo



UTB participated in the Global Greening Initiative that saw the Equator, a famous landmark for Uganda, light green in commemoration of St. Patrick's Day (March 17th, 2018)

# 13

international Tourism and Travel fairs had Uganda's tourism and investment potential were showcased



Fishing at sunset - Lake Victoria

# ADVENTURE TOURISM







Rothschild giraffe - Kidepo Valley N.P

# BIG GAME



## Domestic Tourism Promotions

While countries often tend to focus on international tourism due to the revenue earned through exports, domestic tourism remains the leading form of tourism, representing an important tool for regional economic growth and development. According to UNWTO (2009), domestic tourism is the first form of tourism that was practised and today it continues to account for the most part of this activity by far. According to WTTC, domestic tourism was the key driver of the tourism sector globally, accounting for 73% of total Travel & Tourism spending (US\$3,971 billion) in 2017.

In a bid to grow the interest of Ugandans in participating in tourism, UTB implements a number of initiatives each year to build the domestic market segment and tourism culture, address seasonality of international tourism and within regions, while also dispersing tourists to less visited rural areas, which tend to be overlooked by foreign visitors. During the period, UTB supported and participated in over 10 domestic events aimed at involving nationals and foreign residents in

domestic tourism. These events included:

- The 25th East and Southern Africa Accountant Generals International Conference (ESAAG) that was held in Uganda (26th Feb – 2nd March 2018). The event was hosted by Uganda's Accountant General and it attracted over 800 participants. In order to promote the destination's tourism and tap into the Eastern and Southern African markets, UTB exhibited the country's tourist products at the event and collaborated with the organizers to have tours for 1,100 participants.
- The Big Birding day organized in partnership with Nature Uganda in November 2017. This is a signature birding promotion activity promoting Uganda as the ultimate birding destination.
- The Pearl of Africa Tourism Expo (POATE) that was held in Feb 2018. The Expo attracted 89 Exhibitors and 17 Hosted buyers. Activities undertaken include a familiarization trip for

hosted buyers, exhibitions, B2B meetings, and an Award night. POATE is an annual event held to attract various relevant industries and businesses to the country to foster increased investment in the tourism sector and facilitate travel itinerary development and business linkages in Uganda.

- Sports Events: UTB sponsored the Mbale Open Golf Tournament which attracted over 20 golfers from Kenya.
- UTB also branded the Rugby 7's jersey with [www.visituganda.com](http://www.visituganda.com) for the destination's promotion and visibility during international and domestic matches.
- In partnership with the Uganda Tennis Association (UTA), UTB supported 2018 Uganda Pro Tennis Circuit tournament in attracting 130 players from all over the world.

**UTB organized and participated in World Tourism Day (WTD) celebrations (22nd -27th September, 2018) at Ssesse Islands. The celebrations highlighted the tourism potential of Kalangala district. More than 400 students were inspired in a school outreach while over 5 schools were encouraged to form tourism clubs.**

UTB in partnership with the sector agencies organized preliminary activities. These were parliamentary and public debates, camp fires, cultural food and fashion presentations, school outreaches, site visits, launch of the Tourism Infrastructure Program and Hotel Awards. World Tourism Day is internationally commemorated every September 27 as a way of bringing people together to reflect on the importance and benefits that accrue from tourism. The UN General Assembly declared 2017 as the International Year of Sustainable Tourism for Development and Uganda's event in Kalangala was themed "Unlocking Uganda's Tourism Potential for Sustainable Development".

**Cluster Events:** UTB facilitated over 11 clusters to exhibit at the World Tourism Day celebrations in Ssesse Islands attracting over 200 exhibitors:-

**Buganda Tourism Expo (Aug 2017):** This is held annually to showcase the wealth of Buganda Kingdom's culture, tradition, and heritage.

**Empango:** Held under the theme: 'Transforming Bunyoro-Kitara Kingdom', the 2018 Empango coronation anniversary is a ritual the king performs during his enthronement. This marked the 24th year since King Solomon Iguru I took the throne in June 1994. The event is held annually at the Karuziika Palace in Hoima District.

**Toro festival and the Acholi Cultural Festival (December 2017)**

**Faith-based Events:** UTB supported the organization of the Uganda Martyrs Day celebrations (June 3rd) that attracted many local, regional and international pilgrims.

**Pageant Events:** UTB supported clusters to organize Miss Tourism Uganda pageants activations for the West Nile, Busoga, Acholi & Karamoja segments and the Grande finale held at Serena in October, 2017.

## Creating a positive public image for the destination and the face of Uganda's Tourism

### Public Relations Agencies

UTB recruited a Media monitoring firm to monitor, report and analyze UTB and destination Uganda's media coverage. In order to inform and guide media relations, outreaches and interventions, a media coverage outlook is key. Media monitoring also enables UTB to support the development of the destination brand into a strong brand, track customer behaviour and patterns that enhance targeted marketing and product development, manage the destination's reputation and respond to crisis situations in the shortest time. This also levies the effectiveness of UTB communication campaigns to inform the development of strategies and tactics for future campaigns and acquire market intelligence by tracking competitors.

### Dissemination of Tourism Related Information

One of UTB's core functions is to disseminate tourism-related information to domestic and international tourists. A number (10,000 +) of marketing materials and souvenirs (brochures, videos, maps, coffee, magazines, pens, flash disks, etc.) were produced to support UTB's promotional activities. These promotional materials are marketing tools that create an impression and influence the way the destination and company are seen by potential visitors and investors since they are usually the first point of contact with the destination marketing organizations. Well-designed marketing materials make a good first impression and speak volumes about Uganda's tourism offering and thus play a crucial role in the decision making of a potential visitor or investor in regards to whether or not to come to Uganda.

During the period, UTB produced over 10,000 tourism marketing materials and souvenirs for distribution at International fairs, meetings and domestic events. Additionally, promotional materials were distributed to 37 Missions directly and through the Ministry of Foreign Affairs. In partnership with the MDRs in the key source markets, UTB translated some of these materials into various languages including German and French to support destination promotion activities in these markets.

## Tourism Awareness and Media Publicity

UTB engaged partner agencies under the Ministry of Tourism, Wildlife and Antiquities Joint Tourism Communication Working Group and the Media to promote tourism and handle communication of crisis events that have the potential to discourage tourism arrivals due to the negative effect on the country's image.

## Capacity Building

### Destination Training of Missions Abroad

Embassies and Consulates are important sources of information and help for people travelling abroad. According to the British Foreign and Commonwealth Office, the consular offers a number of services including travel advice, issuance of passports, assistance when people encounter difficulties abroad and help obtain access to justice in foreign missions. Given the potential that Uganda's Foreign Missions have to positively impact tourism flows to the country, UTB regularly trains Missions staff to strengthen their destination marketing capacity and equip them with skills to promote Uganda as a tourism destination. Destination marketing training of Missions abroad is one of the initiatives under UTB which strives to cultivate a diaspora community that is knowledgeable about its country and is empowered to market it in various markets. During the year, UTB conducted destination marketing training for staff in Missions in France, Rwanda and China.

## PRODUCT DEVELOPMENT

### Differentiating Uganda through Product Development

UTB continues to closely engage with the industry stakeholders to expand and consolidate Uganda's stock of tourism products and strengthen its tourism portfolio. Developing new products and improving the quality of the existing ones makes Uganda more competitive as a tourist destination as it enables visitors to stay longer in the country and spend more in order to enrich their experience. UTB therefore needs to guide careful investment in product development and diversification in order to build up unique events and attractions that appeal to potential visitors.

### Growing the faith based tourism product

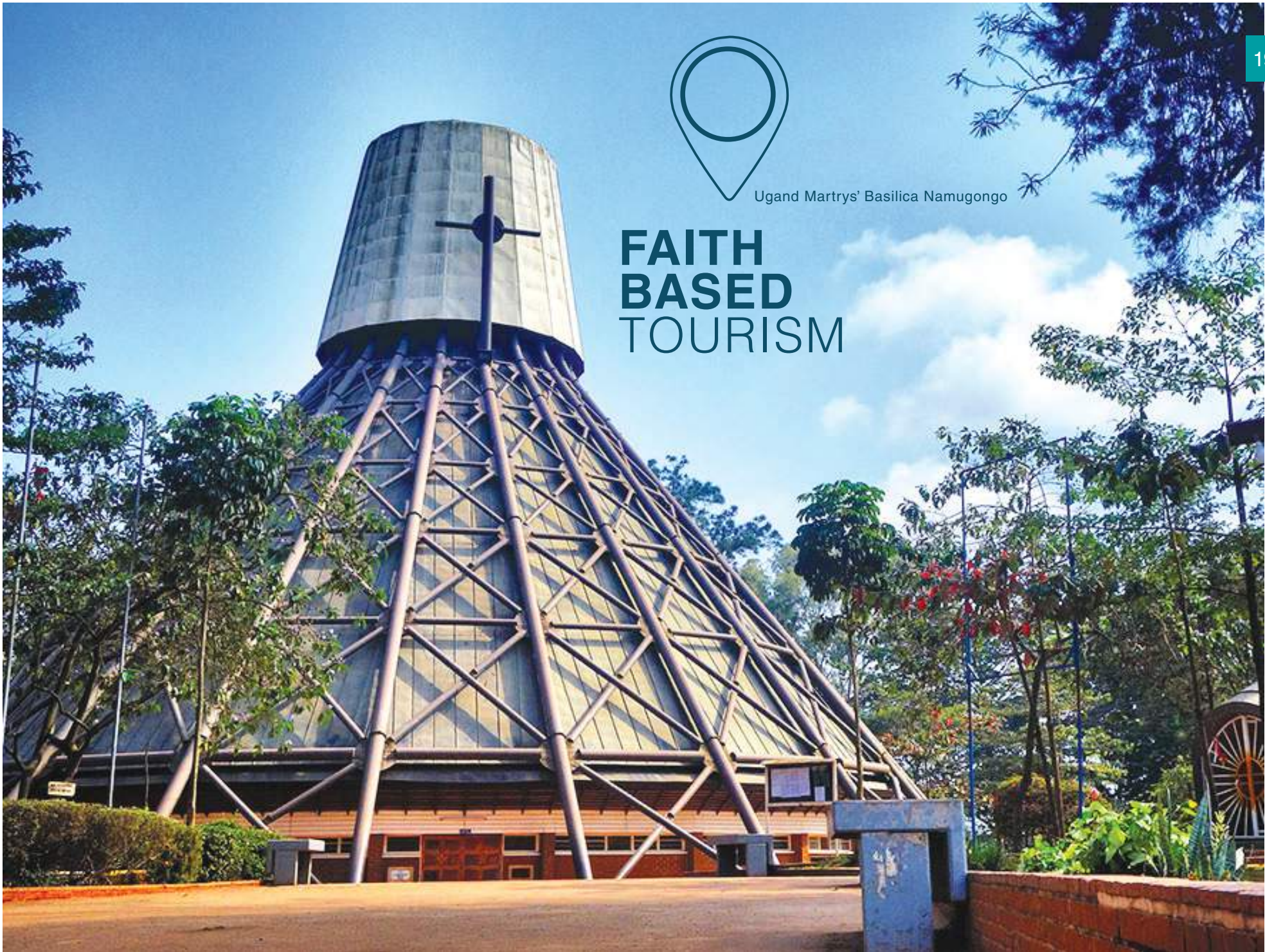
Faith tourism, also known as religious or spiritual tourism, is one of Uganda's main tourism products given its religious diversity with historical links. Faith is deeply embedded in Uganda's cultural, economic and political life. It is one of the oldest forms of tourism which sees people go on religious holidays and pilgrimages to confirm deepen or reflect upon their faith. Over the years, UTB has been at the core in organizing the Uganda Martyrs Day celebrations with an annual arrival of over two million pilgrims from different parts of the world. The pilgrims come to learn about and pay tribute to the martyrs who were killed by Kabaka Mwanga.

The visitor numbers to this particular site are expected to increase in the coming years hence the need to continuously engage the religious fraternity in improving this product and facilities around it to accommodate the bigger numbers. In order to enhance visitor experience, UTB has also sensitized the people in the surrounding areas of Kiira and Namugongo on developing home stays so that the extra accommodation space home owners have is used to earn extra money and provide the tourists with affordable accommodation alternatives. Apart from the Namugongo shrine, UTB is working with industry stakeholders and the religious fraternities to improve on and promote the other significant religious sites like the Bahai temple of faith which is the only one in Africa; the Munyonyo Martyrs shrine; the Polish church in Masindi and Prayer Mountain in Nebbi-the world's smallest church, historical Rubaga and Namirembe Cathedrals among others.



Ugand Martrys' Basilica Namugongo

# FAITH BASED TOURISM





## Positioning Uganda to tap into Sports tourism market

Globally, sports tourism is one of the fastest growing segments in tourism and equates to USD 7.68 billion with more tourists getting interested in partaking in sports activities during their trips whether or not it is the main objective of travel. It refers to the travel which involves either observing or participating in a sports event while staying apart from the tourists usual environment.

After acknowledging the potential of sports tourism to increase visitor numbers, length of stay and spend, UTB supported a number of sporting events during the year. They included:

- The Mbale Open Golf Tournament which attracted over 20 golfers from Kenya.
- In partnership with the Uganda Tennis Association (UTA), UTB supported the 2018 Uganda Pro Tennis Circuit tournament held in May which brought together 130 players from all over the world.

## QUALITY ASSURANCE

The Quality Assurance Department derives its role from the Tourism Act [2008]. 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 the tourists can return, stay longer to spend more and recommend Uganda to their friends and relatives as an experiential tourism destination. In executing quality assurance/sector regulation initiatives, UTB works closely with the Local Government district authorities, the private sector and training institutions for sustainable capacity building and development. To ensure that international and domestic visitors are treated to the quality tourism services and get value for money, UTB conducted various quality assurance initiatives including the following:

### Licensing and Registration of Tourism Enterprises

To encourage greater technology adoption, in collaboration with the National Information Technology Authority (NITA), UTB initiated development of an e-registration, e-licensing and e-classification tool to reduce costs (time and finances) for both the institution and customers, enhance operational efficiency and improve services and customer experience.

### Classification of Accommodation Facilities

Classification of accommodation is the process of rating hotels and accommodation establishments based on either size, the star system, location or ownership and it is aimed at helping both local and international tourists find hotels of a standard they require, increase commitment of hotel and accommodation owners to deliver quality services, determines consumer choice and encourages competition in the industry. It is an important activity done to position the country's service levels and improve the competitiveness index of a country as a tourism destination. During the year, 122 classifiable accommodation facilities in national parks of Lake Mburo, Bwindi and Mgahinga were identified for classification as a result of a Tourism Inventory exercise that saw the registration of 2000 enterprises in 57 districts. Out of the 122 classifiable accommodation facilities, a total of 25 were inspected and classified by East African Community (EAC) Certified Hotel Assessors in order to maintain internationally acceptable standards in accommodation facilities.



Mihingo lodge

# 122

classifiable accommodation facilities in national parks of Lake Mburo, Bwindi and Mgahinga were identified for classification as a result of a Tourism Inventory exercise

## Registration and Inspection of Tourism Accommodation Facilities

Registration and licensing of tourism enterprises and service providers not only creates a database of key sector players but is critical in improving provider commitment to enforce and comply with tourism industry standards, eases surveillance of sector players, and is also a source of non-tax revenue for the government. It also enables the private sector acquire free access to capacity building programmes that improve on their skills and competitiveness in the sector.

As UTB prepares to begin licensing tourism enterprises in FY 2018/19, it completed the following registration activities:

- UTB sensitized, registered and inspected 1,156 accommodation facilities in Kampala, Jinja and Wakiso. In addition, 1,000 tourism enterprises were inspected in the tourist districts of Hoima, Masindi, Gulu, Lira and Soroti to ensure they maintain internationally acceptable service/quality standards. UTB also Registered 2000 tourism enterprises in 57 districts in partnership with Uganda Bureau of Statistics.

## Capacity Building along the Tourism Value Chain

In order to improve tourism standards in the country, UTB conducted a hands-on training for 120 stakeholders along the value chain. These include 80 Hotel food and beverage staff from Jinja and Wakiso districts and 40 District inspectors in the tourist districts of Hoima, Masindi, Gulu, Lira and Soroti.

## TOURISM RESEARCH AND DEVELOPMENT

### Evaluating the impact of the Pearl of Africa Tourism Expo

POATE is an annual tourism event held in Uganda that brings together travel agents, tour operators, hoteliers, destination managers and other service providers from all over the world. It is a platform used to showcase what Uganda's tourism platter has to offer in regard to tourism products, hospitality and quality services, i.e. wildlife, culture, cuisine, nightlife, fauna and flora, heritage among others. The theme for the year was "Rediscover The Pearl!"

Tourism fairs and exhibitions have become an integral activity in the tourism industry. Not only are they marketing instruments for the tourist industry but also platforms used to make contact with potential partners and find new opportunities to collaborate, illustrate and launch new products, develop markets, produce sales leads and orders, and enhance corporate status and image; develop interest, intensify exhibitors and visitor awareness, generate immediate sales, recruit sales representatives, gauge the competition, among other things. Given the fact that such trade shows/exhibitions consume on average 16-20% of the marketing budget for business marketing organizations, it is imperative to gauge their degree of effectiveness towards attaining organizational goals i.e. increasing Uganda's visitor numbers, tourism investment, attractiveness and awareness.

In order to determine the impact of POATE, UTB undertook a monitoring and evaluation exercise to establish baseline figures that would facilitate the measurement of this event's effectiveness towards getting Uganda closer to achieving its tourism development goals and objectives. **Value for money implementation in Destination Promotion and Sector Regulation** In order to ensure that UTB maximizes the impact of every shilling spent to make Uganda the preferred tourist destination in the world, quarterly value for money monitoring and evaluation exercises of all initiatives are conducted.



## Review of UTB Strategic Plan for finalization

In order to steer improved interventions that make Uganda a competitive tourist destination, there is need to regularly review strategies to cater for changes in the tourism industry trends which may affect the attainment of organizational goals. During the year, UTB reviewed its strategic plan in order to align it with key national documents including the NRM government's manifesto, Second National Development Plan, the Tourism Sector Development Plan and the Tourism Development Master Plan.

Changes in tourism technology trends and their revolutionary power that has shaped the way people travel and how destinations market and promote themselves in the global market. Such changes include use of technology/digital platforms in destination marketing and promotion, sector regulation and tourism service delivery. This will enable the sector advance with the global trends and thus remain competitive in the ever changing environment and enhance value proposition, competitive position, and operational excellence to support business goals.

## Review of Sector Performance

The Tourism Joint Sector Review is an annual event where sector stakeholders including

MDAs, Development Partners, private sector, and Civil Society Organizations get together to jointly assess and evaluate sector performance and accountability.

In partnership with MTWA, UTB organized the 2017 8th annual Tourism Sector Review that enabled sector players to jointly evaluate performance and accountability of sector MDAs.

## Preparation of the Budget Framework Paper (BFP) and Ministerial Policy Statement (MPS) for FY 2018/19

UTB coordinated the process of preparation of the institution's Budget Framework Paper and Ministerial policy Statement for FY 2018/19, in a standard format issued by Ministry of Finance, Planning and Economic Development.

## Annual Report 2016/17

The Annual Report for FY 206/17 was finalized and published during the reporting period.



Shoebill stork

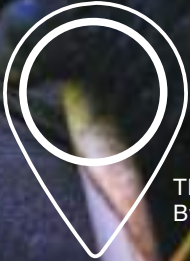
POATE is a platform used to showcase what Uganda's tourism platter has to offer in regard to tourism products, hospitality and quality services



Min. of Tourism, Wildlife and Antiquities Hon. Prof. Ephraim Kamuntu (with microphone) CEO Stephen Asimwe and Ms. Yogi Birigwa at the Pearl of Africa Tourism Expo (POATE)



# INCREASING AWARENESS



The rare mountain gorilla -  
Bwindi Impenetrable National Park

# GORILLA TRACKING

## OPERATIONS AND MANAGEMENT SERVICES

### Human Resource

By close of financial year 2017/18, UTB underwent a reorganization process with the goal of increasing organizational effectiveness and efficiency to execute and deliver its mandate and attain organizational goals. UTB therefore opened up positions for internal and external recruitment to boost the 14 available staff by end of FY 2017/18. With the process carrying on into the FY 2018/19, 27 more positions are expected to be filled. See table 7:

Table 7: UTB Positions opened for External Recruitment

Position	No. of Positions to be filled
Chief Executive Officer	1
Deputy Chief Executive Officer	1
Marketing Manager	1
Manager Legal and Corporate Affairs	1
Quality Assurance manager	1
Finance and Planning Manager	1
Senior Procurement Officer	1
Senior Marketing Officer	1
Senior Public Relations Officer	1
Senior Internal Auditor	1
Senior Accountant	1
Legal Officer	1
Planning Officer	1
Marketing Officer	2
Research, Monitoring and Evaluation Officer	1
Product Development and Investment Officer	1
Classifications Officer	1
Licensing and Inspection Officer	1
Office Assistant	1
Administrative Assistant	1
Executive Assistant to the CEO	1
Digital Marketing Officer	1
MICE Officer	1
Driver Guides	2
Accounts Assistant	1
<b>Total</b>	<b>27</b>

### Human Capital Development

UTB provides its staff with continuous education and training programmes to enhance their skills, build character and increase their competitiveness in the labour industry. In 2017/18, staff capacity in tourism planning and development, PPDA laws, regulations and procedures was strengthened.

### Risk Management and Internal Controls

UTB conducts periodic internal audits to improve levels of compliance with the law, assess regulations and procedures set in place to achieve the vision and mission of the institution. They are also done to increase the level of accountability and efficiency in the management of funds and finances. The auditing process is conducted at the UTB headquarters, consisting of 4 departments and 4 units. During the year, there was mainly one type of audit Financial Management Auditing was conducted and it ensured compliance towards existing financial regulations.

### Financial Management

The financial management of UTB is divided into three main areas: Payment, Budget execution and Accounting. The 2017/18 Budget allocation was distributed among 4 departments and 4 units/divisions for the implementation of

approved Tourism Development Programme in accordance with PFMA (2015) regulations. The financial statements, records and registers of UTB were prepared and maintained according to the PFMA (2015) Guidelines for the Preparation and Presentation of Financial Statements of Ministries, Departments and Agencies (MDAs). The financial statements were also prepared in accordance to Public Sector Accounting Standards as required by the Ministry of Finance, presenting a transparent and fair view of UTB's

state of affairs.

### **Leveraging technology to improve Destination Marketing and Promotion**

UTB is an IT-oriented organization which uses Information Technology (IT) support and services to help improve its tourism promotion activities and internal operations. UTB IT support regularly updates the Uganda's National Tourism Portal to meet user's information requirements. The tourism portal provides tourists with practical

information about the country's tourism products, how to navigate the country, services available, current events, institutional contact information in case of problems encountered.

### **Additional Funding for International Destination Marketing and Promotion**

During the year, UTB successfully lobbied and realized more funding for the re-engagement of the MDR firms and additional MDRs to cover China, Japan and the Gulf states.

By close of financial year 2017/18, UTB underwent a reorganization process with the goal of increasing organizational effectiveness and efficiency to execute and deliver its mandate and attain organizational goals.



Birders getting ready for an expedition

## CALENDAR OF EVENTS

Events	FY 2017/18											
	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
British Bird Watching Fair								■				
World Travel Market London												
The Vakantiebeurs - Utrecht	■											
Fitur (Nordic Travel Fair)	■											
Matka Travel Fair	■											
International Mediterranean Tourism Market (IMTM)		■										
ITB			■									
Kwita Izina									■			
Magical Kenya										■		
Indaba				■								
Nigeria Road shows												
MICE events in Spain, UAE, ATM SA												
POATE		■										
Diplomatic Garden Party & Bastille Day Celebrations in Paris, France							■					
2nd Giants Club Summit held in Kasane, Botswana			■									
Silver Chef Competition		■										
Greening of the Equator/St. Patrick's Day			■									
Familiarization Trips	■											
25th East & Southern Africa Accountant Generals International Conference		■	■									
Big Birding Day											■	
Uganda Pro Tennis Circuit tournament				■								
World Tourism Day									■			
Buganda Tourism Expo								■				
Empango Celebrations						■						
Uganda Martyrs Day celebrations						■						
Miss Tourism Uganda Finals										■		

## ACCOLADES AND HONOURABLE MENTIONS

Uganda Named among Top 5 Destinations to Visit in 2017 by Rough Guides - <http://edition.cnn.com/videos/world/2017/03/13/africa-view.cnn> placing Uganda at the top in the African category.

Uganda emerged 5th African best exhibitor at the 2018 ITB Berlin expo.

UTB, together with members of the tourism fraternity i.e. the Ministry of Tourism, Wildlife and Antiquities and affiliated agencies and private sector attended the 2018 Ekkula Tourism Awards where key players in the tourism industry are recognized for the contribution towards making Uganda the preferred tourist destination.



Uganda was awarded an accolade for 5th best exhibitor at the ITB Berlin

## CHALLENGES FACED DURING THE FINANCIAL YEAR

### Limited staffing

Compared to Kenya, Tanzania and many other countries that have on average 60 - 100 staff, UTB's staffing levels are very low with only 41 staff. Recruitment of more staff will support the efficient and effective execution of the UTB mandate. Most departments and units are understaffed with each having an average of 3 staff thus affecting productivity.

It is only because of the support and partnership between UTB, private sector and Local Government that implementation of tourism development initiatives in the marketing and quality assurance categories are decentralized and easily coordinated.

In addition, there is need to train more hotel classification assessors for the country since the available number (12) is too low to ensure regular and holistic classification and grading of hotels by region. Although it is costly, UTB intends to train an additional 40 assessors in FY 2018/19 to remedy the problem. In 2012, training 20 assessors cost 500 million and this will double considering inflation and exchange rate fluctuations if UTB is to train 40 assessors.

### Lengthy bureaucratic procedures

Long procurement processes greatly affect the implementation of activities as well as funds absorption. Not to mention, the unstable foreign currencies exchange rates which affects spending since more funds are used than what was initially budgeted. UTB will continuously work to improve its procurement planning so as to mitigate this challenge.



Malaysian mountaineer Ravi meets Ministry of Foreign Affairs and Ministry of Tourism, Wildlife and Antiquities Officials

# INTERNATIONAL PROMOTION







CEO flagging off the Quality Assurance team and Hotel Assessors for the Classification Exercise at the National Parks and Game Reserves

# QUALITY ASSURANCE

## IMPLEMENTATION OF THE NATIONAL TOURISM SECTOR DEVELOPMENT PLAN 2015/16-2019/20

Table 8: Strategic Marketing and Sector Regulation Actions as per the Uganda National Tourism Sector Development Plan

Objective	Activities	Status/UTB Performance on the deliverable in 2017/18
To undertake targeted marketing in the core markets and attain annual growth of 10% in arrivals of leisure and business tourists by 2019/20 in these markets.	Advertise, select and recruit PR/advertising agencies in the UK, Germany, USA and China	UTB recruited 3 international PR and marketing firms to represent market and promote Uganda in the source markets of North America (USA and Canada), UK and Ireland, as well as Germany, Austria and Switzerland. UTB also initiated the procurement of another set of three (3) MDR firms to market and promote Uganda in the source markets of China, Japan and the Gulf States(United Arab Emirates, Qatar, Bahrain, Iraq, Kuwait, Oman, and Saudi Arabia).
	Improve access to liability insurance cover among local tour operators to be able to provide confidence in the outbound tour operators and clients	
	Actively participate in tourism trade fairs, with technical support from the PR/ advertising agencies, also focusing on pre-fair activities such as road shows, media presentations, etc.	UTB participated in 13 international Tourism and Travel fairs and showcased Uganda's tourism and investment potential i.e. British Bird Watching Fair; World Travel Market London; The Vakantiebeurs – Utrecht; Fitur (Nordic Travel Fair); Matka Travel Fair; International Mediterranean Tourism Market (IMTM); ITB Berlin; Kwita Izina in Rwanda; Magical Kenya; Indaba South Africa; Nigeria Road shows; MICE events in Spain, UAE, ATM SA and POATE
	Develop a Uganda Tourism Brand and undertake brand management.	UTB collaborates with District Authorities, Office of the Town Clerks and District Health Inspectors in ensuring quality assurance enforcement at the district/Local Government levels.
	Engage and promote Uganda's tourism among the diaspora through organizing and celebrating the Pearl of Africa days in various cities across the source markets	
	Set up a Marketing Advisory Committee to monitor, advise and coordinate marketing activities of UTB, bearing in mind regional representation, key actors and their roles in the sector	

Objective	Activities	Status/UTB Performance on the deliverable in 2017/18
	Organize FAM trips inviting the most influential journalists and tour operators that are most likely to feature Uganda in their portfolio of packages, and targeting high impact operators/journalists with clear terms of engagement	<p>The key familiarization trips organized during FY 2017/18 included:</p> <ul style="list-style-type: none"> <li>▪ Fam trip for Mr. Ravichandran Tharumalingam, Malaysian adventure brand Ambassador and acclaimed mountain climber to an 8 day Mt. Rwenzori expedition with the Media</li> <li>▪ Fam trip for 17 hosted buyers during the Pearl of Africa Tourism Expo</li> <li>▪ Fam trip for the Regional Manager of Brussels Airlines in North America, his team and the Japanese Ambassador to Uganda.</li> <li>▪ Fam trip for the New Vision Twins Festival and Rotary winners.</li> <li>▪ Fam trip for the Brandt Guides travel writers competition winners</li> <li>▪ Fam trip for CNN Africa to acquire coverage of Uganda's tourism products as a follow up on Rough Guides ranking of best African destinations.</li> <li>▪ Fam trip for Zondag journalist, Peter Soete, of Belgium to Murchison Falls NP.</li> </ul>
	Complete the development of the Uganda Tourism Portal with all relevant links and regularly updated.	<p>UTB upgraded the National Tourism Portal and updated the portal with fresh tourism information, as is done on a regular basis.</p> <p>The portal can be accessed on the link: <a href="http://www.visituganda.com">www.visituganda.com</a></p>
	Develop marketing collaterals (in English, Germany, Chinese, Russian, French and Latin), a Sales Manual and a Media Kit and distribute these widely to selected travel stakeholders.	<p>UTB produced over 10,000 promotional materials and souvenirs that were distributed at international fairs, meetings and to 37 Missions directly and through the Ministry of Foreign Affairs</p>
	Undertake regular market research in key source markets.	<p>Due to the high cost of subscribing to international market intelligence companies, UTB mainly used free market intelligence reports from UNWTO, WTTC and the Media Monitoring firm</p>
	Strengthen partnership with faith-based institutions to promote faith-based tourism	<p>UTB supported the preparations for the Uganda Martyrs Day celebrations that attracted numerous local, regional and international pilgrims</p>

Objective	Activities	Status/UTB Performance on the deliverable in 2017/18
	Develop a robust crisis management strategy and implement it	
	Facilitate training from UNWTO on crisis management, taking advantage of Uganda's membership to the organization and standard training approaches used by UNWTO.	
To develop the domestic market in Uganda by promoting events, festivals, day trips and weekend breaks	Develop guidelines for creation of tourism clusters and provide both technical and financial support for establishment of tourism clusters in the regions	UTB facilitated over 11 tourism clusters to exhibit at World Tourism day celebrations in Ssesse Islands and POATE; supported the organization of Miss Tourism cluster activations/pageants; supported and participated in cluster tourism promotion events i.e. Buganda Tourism Expo, Empango, Tooro Festival and the Acholi Festival.
	Develop and implement a calendar of Events and Festivals.	
	Undertake advertising using web-based platforms (social media, websites and blogs) but also tourism promotions prior to major events in local media (TV, radio, newspapers and magazines) as well as outdoor advertising.	UTB maintained its media presence on various social and print media platforms i.e. twitter, facebook, YouTube, Daily Monitor, New Vision, and the East African newspaper to facilitate the wide and timely spread of tourism information throughout all source markets. In FY 2018/19, a digital marketing officer will be recruited to handle online marketing.
	Organize an annual international tourism trade fair in Uganda.	UTB organized the 4 <sup>th</sup> edition of the Pearl Of Africa Tourism Expo which attracted 89 exhibitors and 17 hosted buyers.
	Organize domestic FAM trips with the media to encourage coverage in the electronic media and articles published in the press.	UTB facilitated a number of Media officials to an 8 day Mt. Rwenzori expedition with Mr. Ravichandran Tharumalingam- a Malaysian adventure brand Ambassador and acclaimed mountain climber

Objective	Activities	Status/UTB Performance on the deliverable in 2017/18
	Set up desks or stalls at events that the targeted domestic market segments attend to distribute information and promote events and packages.	<p>UTB supported and participated in a number of business and domestic tourism promotion events including;</p> <ul style="list-style-type: none"> <li>▪ Buganda Tourism Expo</li> <li>▪ Empango celebrations</li> <li>▪ Tooro Festival</li> <li>▪ Acholi Festival</li> <li>▪ Sports tourism events i.e. Pro Tennis circuit tournament, Mbale open golf tournament</li> <li>▪ Silver Chef competition</li> <li>▪ Miss Tourism cluster pageants and activations in Busoga, Acholi, Karamoja and West Nile among others.</li> <li>▪ ESAAG conference</li> </ul>
	Undertake school outreach programs in each of the regions of Uganda to create awareness on the importance of tourism, and trigger formation of school tourism clubs and school tourism trips.	During world tourism day celebrations in Ssesse islands, UTB engaged over 400 students in a school outreach campaign and inspired the formation of over 5 school tourism clubs
	Initiate tourism marketing partnerships with local corporate enterprises to promote the tourism potential of Uganda	
	Promote investment in mid-range B&B accommodation in Protected areas	
Promote and attain a 15% annual increase in regional leisure and MICE travellers to Uganda's key attraction sites and facilities by 2019/20.	Undertake promotion of events and festivals of a regional nature, working with stakeholders that already organize these festivals	UTB supported in organizing and also participated in the tourism events and initiatives undertaken in Bunyoro, Buganda, Busoga, Acholi, Karamoja, Tooro, West Nile, etc.

Objective	Activities	Status/UTB Performance on the deliverable in 2017/18
	Create a MICE Bureau in Uganda	Mice Bureau will be activated at UTB in FY 2018/19
	Participate in regional tourism trade fairs	<p>UTB participated in and coordinated stakeholder participation in a number of regional tourism fairs and expos i.e.</p> <ul style="list-style-type: none"> <li>▪ Magical Kenya Expo</li> <li>▪ Kwita Izina Expo in Rwanda</li> <li>▪ Indaba Tourism Fair in South Africa</li> <li>▪ Nigeria Roadshows</li> </ul>
<p>Improve tourism hospitality service delivery for industry competitiveness</p>	Undertake classification, certification and licensing of tourism facilities and operators along the entire value chain	<ul style="list-style-type: none"> <li>▪ 25 accommodation facilities in national parks inspected and classified by EAC Certified Assessors</li> <li>▪ Inspected and registered 2,156 tourism enterprises in Hoima, Masindi, Gulu, Lira, Soroti, Kampala, Jinja and Wakiso. In partnership with the Uganda Bureau of Statistics (UBOS), UTB also registered 2000 tourism enterprises in 57 districts.</li> </ul>
	Undertake training of one additional cohort of 50 assessors	
	Undertake awareness and sensitization campaigns for standards and certification to enhance compliance	UTB trained 120 tourism service providers along the tourism value chain in minimum quality standards and inspection of tourism establishments i.e. 80 Hotel food and beverage staff from Wakiso and Jinja district; 40 District Health Inspectors in Hoima, Masindi, Gulu, Lira and Soroti
<p>Working with District Authorities</p>	Build capacity in local authorities to enforce quality assurance	UTB collaborates with District Authorities, Office of the Town Clerks and District Health Inspectors in ensuring quality assurance enforcement at the district/Local Government levels.
<p>Implement a sustainable source of funding for the tourism sector.</p>	<p>Undertake tourism levy implementation by the Uganda Revenue Authority to generate estimated US\$9.5 million per year in additional revenue for the sector in 2016/17.</p> <p>Secure a credit line to avail low cost financing to the tourism private sector to facilitate acquisition of specialized tourist transport vehicles.</p>	

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Sunset over Lake Mbuho


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