

UGANDA TOURISM BOARD ANNUAL PERFORMANCE REPORT FY 2018/19



**UGANDA IS
A BIRDERS'
PARADISE, WITH
11% OF THE
WORLD'S BIRD'S
SPECIES**



Destination Uganda

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

Contents

Introduction	3
Overview of Global Tourism Performance/Outlook	4
Overview of Uganda's Tourism Sector Performance	4
Tourism Promotion, Marketing and Product Development	4
Domestic and Niche Tourism Promotion	4
Regional Tourism Promotion	7
International and Source Market Tourism Promotion	7
Advertising and Branding	9
Familiarization and Tourism Ambassador Programme	10
Product Development and Investment	12
Public Relations and Communications	13
Accolades and International Media exposure	14
Quality Assurance	15
Registration, inspection and licensing	15
Capacity Building for QA	15
Tourism Case Management	16
Tourism Research and Development	16
UTB Support Services	17
Contribution towards commitments of the national planning frameworks	20
National Development Plan 2 targets using National Standards Indicators Framework	20
The Sustainable Development Goals	24
Implementation of the NRM manifesto	24
Financial Performance	32
Budget Performance for the Period Ended June 30th 2019	32
Challenges and Plans to Improve Performance	32
Planned Performance Targets for FY 2019/20	33
Annexes	34



**TREE CLIMBING
LIONS ARE
ENDEMIC TO
UGANDA - ISHAHA
SECTOR, QUEEN
ELIZABETH PARK**

Acronyms

UTB	Uganda Tourism Board
MTWA	Ministry of Tourism, Wildlife and Antiquities
UWA	Uganda Wildlife Authority
EAC	East African Community
BBD	Big Birding Day
BBW	British Bird Watching Fair
WTM	World Travel Market
FAM	Familiarization
ATM	Africa Travel Market
WTD	World Tourism Day v
ITB	Internationale Tourismus-Börse Berlin
IMTM	International Mediterranean Tourism Market
MDAs	Ministries, Departments and Agencies
MDR	Market Destination Representatives
MICE	Meetings, Incentives, Conferences, Events/Exhibitions
MTEF	Medium Term Expenditure Framework
UCDA	Uganda Coffee Development Authority
FUFA	Federation of Football Association
UGU	Uganda Golf Union
WWF	World Wildlife Foundation
UCC	Uganda Communications Commission
AFCON	African Cup of Nations
AWF	African Wildlife Foundation
PR	Public Relations
CEDP	Competitiveness and Enterprise Development Project

1

INTRODUCTION

This is the Uganda Tourism Board Annual Report for the financial year 2018/19. It highlights the organization's performance and the challenges faced during implementation of sector initiatives for the period under review.

The year 2018/19 brought UTB and the tourism industry a step closer to reaching the target of attracting 2 million visitors to Uganda by 2020. UTB implemented a number of promotions, 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.

1.1 Overview of Uganda's Tourism Sector Performance

2018 visitor arrivals are estimated to have grown by 7% to 1.5 million (UBOS, 2018), the contribution of the tourism and travel sector to GDP rose by 7.7 per cent to reach UGX 8,364.6 billion from UGX 6,888.5 billion in 2017 (WTTTC).

OVERVIEW OF GLOBAL TOURISM PERFORMANCE AND OUTLOOK

1.4 BILLION

international tourist arrivals (+6%), consolidating 2017 strong results and proving to be the second strongest year since 2010

7% INCREASE

in Tourist arrivals from Africa in 2018 (North Africa at +10% and Sub-Saharan +6%), reaching an estimated 67 million arrivals

+10% INCREASE

Increase in arrivals from the Middle East grew above the world average

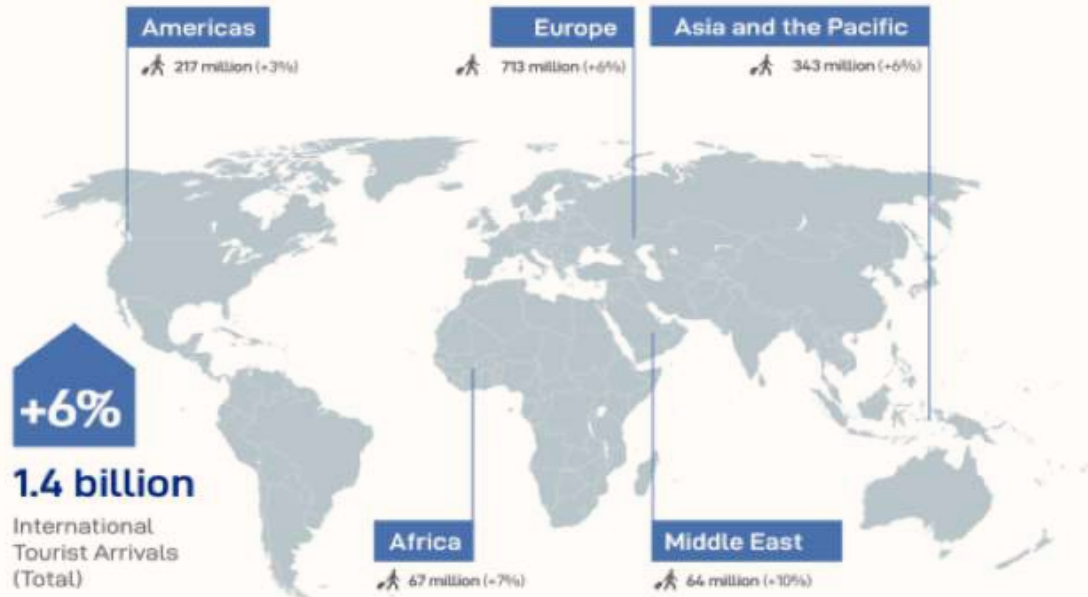
6% INCREASE

Increase in arrivals from Asia, the Pacific and Europe grew

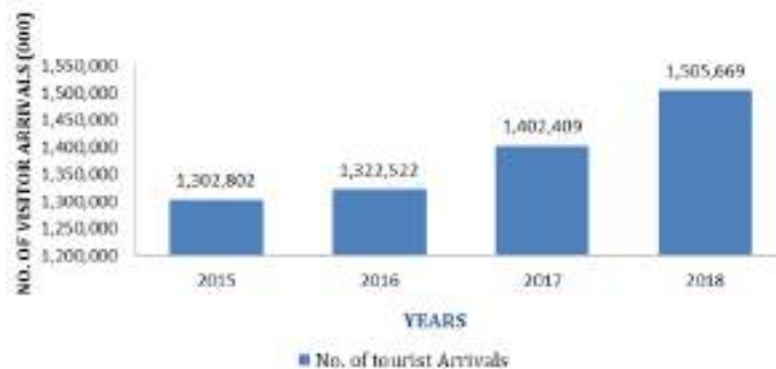
3-4% INCREASE

for 2019, forecast by UNWTO in line with the historical growth trend

International Tourist Arrivals 2018



INTERNATIONAL VISITOR ARRIVALS
2015 - 2017



2

TOURISM PROMOTION, MARKETING AND PRODUCT DEVELOPMENT

Domestic and Niche Tourism Promotion

In 2018/19, UTB participated in 22 domestic events in support to tourism stakeholders' promotion efforts to promote domestic tourism through tourism campaigns, cultural and heritage events, niche tourism promotion activations, sports events and meetings. Promoting the various tourist products, events and experiences throughout the year encourages Ugandans to explore their country instead of travelling overseas thus reducing the outflow of currency. The following domestic activations and events were leveraged to promote domestic tourism

Tulambule Uganda Campaigns

UTB undertook 3 Tulambule Uganda campaigns for media personalities and influencers across 3 regions (Eastern, Northern and Western Uganda) in

partnership with the private sector, MTWA and UWA.

The initiative improved the awareness, product knowledge and publicity of Uganda's tourism products amongst Ugandans and followers of the hosted media personalities and influencers that are located across the continent and in the diaspora.

Media reach of over 2 Million viewers and publicity was done through the social media platforms of the hosted personalities and influencers, the UTB sponsored NBS travel show which airs weekly on NBS channel. In the future, UTB, in partnership with NBS television, will create a Visit Uganda/Tourism Uganda TV channel showcasing only tourism information, sites and attractions, tourism services and facilities, among others.



1: Zari Hassan with Hon. Minister Kiwanda, former UTB Deputy John Ssempebwa, Ministry of Tourism & UTB Officials at the Tulambule Campaign Launch

Regional Cluster Cultural and Heritage Events

UTB supported 3 regional tourism events under the regional cluster framework developed to decentralize promotion and marketing of tourism in the different regions of Uganda. They included: **Buganda expo, Tooro royal tour & Acholi cultural festival**

Uganda National Cultural Center Expo

Culture and heritage is one of the products UTB markets to the world given the rich variety of tribes and cultures in Uganda. UTB boosted the conservation of these resources through these events which attract visitor numbers and tourism spending.

Religious/Faith based tourism events

To promote faith-based tourism in Uganda, UTB participated in and promoted several religious events to raise awareness of Uganda's religious tourism products amongst this niche tourism segment i.e. pilgrims, faith/spiritual tourists to

increase visitor arrivals and attract tourism spending. This was done sponsorship of the events, distribution of promotional materials and tourism information during the events.

The religious events supported include:

- **Uganda Martyrs day:** The largest

religious event in Uganda that attracts an average of 2 million visitors from the different regions of Uganda and East African, SADC region and West African Countries i.e. Kenya, Nigeria, Zambia, among others.

- **St. Matia Mulumba day**
- **Bishop Janani Luwum day**
- **Wii Polo Martyrs Day**



2: Mrs. Claire Mugabi handing over UTB contribution for Martyrs Day Celebrations to the Anglican Church

Sports Tourism

To position Uganda as a preferred sports tourism destination in the region, UTB provided support and assistance to domestic, regional and international sports events including: Let's Tour Uganda Championship held November 2018

Under the theme "*Showcasing Uganda Tourism Potential through Cycling*", UTB supported the Uganda Cycling Association (UCA) to organize the 5-day event which attracted over 250 participants from Uganda, Rwanda, Tanzania, Burundi, South Sudan, Kenya, Eritrea, Ethiopia, Sudan and Democratic Republic of Congo (DRC), Cameroon, Nigeria and South Africa.

Golf Tournaments Sponsorship

In 2018/19, UTB signed a memorandum of understanding with the Uganda Golf Union (UGU) to promote the destination through golf tourism niche segment. Under the partnership, UTB sponsored and

participated in a total of 7 golf tournaments held across Uganda in Jinja, Kampala, Arua, Mbarara, Mbale, Fort Portal and Namulonge.

The tournaments attracted participants from 48 international golf operators and 34 local golf operators and clubs.

The partnerships facilitated the sponsorship of 6 golf tournaments across Uganda through a golf tourism campaign that resulted into increased visitation from the domestic and regional markets (Kenya) to different regions of Uganda and thus increased spending in the respective districts where the tournaments were held.

Soccer

In 2018/19, UTB signed a memorandum of understanding with the Federation of Uganda Football Association (FUFA) to promote the destination through National Soccer League: Uganda Cranes.



Eddy Mukasa & Edward Kabuchu share a light moment during the Golf Tourism Launch Tournament at Serena Kigo



Mr. Eddy Kiirya & Ms. Lilly Ajarova signing off the MOU with FUFA

Avian Tourism

Uganda was promoted as a bird watching destination at the Africa Big Birding Day and Africa Birding Expo (6th -9th Dec, 2018). UTB in collaboration with Nature Uganda hosted the annual event which brought in participants and 10 hosted buyers from UK, Brazil, USA, Brazil and birding students from Makerere University. Activities included: bird watching excursions across Uganda and African Birding Photo Exhibition held at the Sheraton Hotel.

The expo is one of the creative platforms developed by the Private Sector to promote Uganda's bird watching packages and network with potential tourists and Birding Associations from the international and domestic market.

Culinary Tourism

Uganda's rich culture and heritage is reflected in its varied cuisine, positioning the country as a potential food tourism hub. In 2018/19, UTB supported in organizing the Rolex festival, one of the destination's unique selling points in the culinary tourism segment.

MICE

Inter-Governmental Authority on Development (IGAD) Delegates Dinner

UTB in collaboration with IGAD hosted 50 UN representative delegates at Ndere Cultural center on 29th Nov, 2018. The cultural Gala, a platform leveraged to promote Uganda's tourism and investment opportunities, was also attended by the Ministry of Foreign Affairs and was led by Rose Malango, the UN Resident Coordinator. The delegates composed of representatives Namibia, Egypt, Ethiopia, Kenya, America, Malawi, Uganda and Zimbabwe.

Uganda Diaspora Exchange Event

UTB participated in the Uganda Diaspora Event held on 28th Dec, 2018 to promote the destination's tourism and investment potential to over 1000 members of the diaspora community. With remittances accounting for 5% of Uganda's GDP (\$1.2 Bn ~ Shs 4.5 Trillion), the diaspora community presents a great potential partner for tourism development in regards to investment and enhancing tourism promotion efforts in their respective foreign countries of residence.

UGANDA'S RICH
CULTURE AND
HERITAGE IS
REFLECTED IN ITS
VARIED CUISINE,
POSITIONING THE
COUNTRY AS A
POTENTIAL FOOD
TOURISM HUB



You need to caption this pic

Annual Youth Conference (23rd to 25th November 2018)

In a bid to raise awareness on tourism resource management and conservation for sustainable tourism development amongst the youth, UTB participated in the 2018 National Youth Conference on Climate Change organized by the Office of Prime Minister.

ICT4D Conference

UTB distributed tourism and investment information at the 11th global ICT4D Conference which brought together public, private and civil society organizations from across the humanitarian and international development community to deliberate over matters of employing innovations in information and communications technology to increase impact in addressing humanitarian and development challenges.



5: Mr. Daniel Irunga sells Uganda to Former Nigerian President, Mr. Olusegun Obasanjo



Indaba Tourism Fair South Africa

Minister of Tourism shows off Uganda Gold Award at the Indaba Tourism Fair as UTB Deputy CEO, Mr. Bradford Ochieng looks on

Iconic National And Historical Events

Independence Day, NRM Liberation Day and World Museums Day

Regional Tourism Promotion

With 80% of Uganda's visitor arrivals originating from African countries, UTB continues to strengthen the destination's tourism presence at various tourism and travel expos, fairs and other promotional events held in the African Region.

UTB marketed Uganda's tourism and investment potential at 8 tourism and travel expos:

Kwita Izina in Rwanda, Magical Kenya expo, Kili Fair in Tanzania, Cairo International Fair in Egypt, Meetings Africa Expo in South Africa, Intra African Trade Fair in Egypt



World Travel Market Africa in South Africa

Ms. Lilly Ajarova shares a light moment with Ugandan tour operators during the Africa Travel Market Expo in Cape Town

In collaboration with the private sector, UTB builds business linkages with potential investors and tourism associations in these target markets to facilitate the inclusion of Uganda on itineraries and disseminate tourism information, among other activities.

UTB also participated in the development of the Joint EAC Tourism Marketing Strategy

that aims to promote the EAC member states as a block and thus improve its competitiveness in the global market.

International and Source Market Tourism Promotion

UTB recruited 6 Market Destination Representatives (MDR) to promote the destination in the source markets of UK and Ireland, Germany, Austria and Switzerland, North America and Canada, China, Japan and The Gulf States (Bahrain, Iraq, Kuwait, UAE, Saudi Arabia, Qatar and Oman.

With FY 2018/19 marking the first stages of engagement of emerging markets in Uganda's tourism and investment, UTB's destination promotion efforts are set to receive a great boost with the newly signed MDRs i.e. P.H.G China and Aviareps for the Japanese and Gulf States market.

The activities undertaken by MDRs include:

Consumer outreach to create awareness, promote and market

the destination in the target source markets

Public relations management to enhance the image of destination Uganda in the various source markets and handle crisis management

Travel trade outreach which involves linking the Uganda tour operators to tour operators in the given source markets to include Uganda in their itineraries and sell it.

Media outreach to manage media relations and work with top travel media to promote and market the destination and make media placements.

Represent Uganda at different events, exhibitions and roadshows aimed at promoting destination Uganda in the target source markets.

Organize familiarization trips for travel trade and travel media



Ministry of Tourism, UTB Board of Directors & UTB CEO at the ITB Berlin Expo

from the target source markets to build their product knowledge and experience. This new-found knowledge enables them to sell the destination to the different target audiences.

Product training for the travel trade and travel media to facilitate understanding of Uganda's tourism products

Advertising and promotion of the destination through marketing campaigns e.g. online campaigns, influencer campaigns, etc.

UTB marketed Uganda's tourism and investment potential at 10 expos and 2 events in the international market. They included:



- British Bird Watching Fair in Rutland
- World Travel Market London
- KPRN Road show in 5 cities in Germany
- New York Times Travel Show
- International Mediterranean Tourism Market in Israel
- ITB Berlin Expo
- Arabian Travel market in Dubai
- IMEX Frankfurt, Germany
- China-Africa Economic and Trade Expo
- Uganda Canadian Diaspora Business Expo in Canada



MDRS REPRESENT UGANDA AT DIFFERENT EVENTS, EXHIBITIONS AND ROADSHOWS AIMED AT PROMOTING DESTINATION UGANDA IN THE TARGET SOURCE MARKETS

International Events

African Wildlife Fund Event in New York (July 2018)

In 2018/19, UTB was invited to attend the Nickelodeon International and African Wildlife Foundation (AWF) Premiere Wildlife Special Launch Event in New York, at the UN General Assembly. This was a follow up to the production of Nickelodeon International's Together for Good and African Wildlife Foundation (AWF) Wildlife Special mini-series that was shot in Uganda in March 2018. The destination's visibility was given another push, especially the wildlife resources/tourism product, since Nickelodeon is estimated to have average viewership of 1.31 million in the US alone and 500 million globally. The educational mini-series was created to inspire children to raise awareness about endangered wildlife and empower them to become change-makers

Cannes Film Festival in France

For the first time, UTB together with Uganda Communications Commission (UCC) attended the Festival de Cannes: Pavillion Afrique section. UTB was able to generate leads with 3 film / movie producers to

undertake film production in Uganda i.e. from South Africa, Canada and Nigeria. In the future, UTB hopes to expand its engagement in the featured festival de Cannes sections from 1 – 2 (Pavillion de Afrique and Market Section) in order to bring out the most tourism value in promotion of Uganda as the preferred film destination.

African Cup of Nations Tournament in Egypt (AFCON)

In partnership with FUFA, UTB promoted the destination through the national football team at the AFCON tournament, held in Cairo, Egypt.

A number of promotional activations were also undertaken during this period:

Investment meetings were held with Egypt's top trade partners and investors to sell Uganda as a one stop destination for tourism and investment to tap into Egypt's tourism market

The destination gained international exposure through interviews made on leading international media including CNN and Al Jazeera

Destination awareness and advertising implemented through branded jerseys and bus wrapping. This was done in partnership with foreign mission of Uganda in Egypt.

UTB's Senior PR Officer, Ms. Sandra Natukunda and Board Director, Mr. Chemonges have a photo moment with UCC Officials at the Festival de Cannes in France





Advertising and Branding

During the reporting period, UTB undertook the following advertising and branding activities:

Advertising

Advertising was done using various approaches including hiring advertising agencies, direct bookings with media, forming partnerships, collaborating for events & special programmes and through digital media platforms.

Domestic Market Advertising

For the domestic market, UTB's advertising campaigns and activities were mainly

focused in the districts of Kampala and Jinja. The campaigns were implemented via the mediums of billboards and LED boards. Which were placed at strategic points to advertise tourism promotional content along the Jinja Nile Bridge, Oasis Mall, Kitgum House, Wandegeya, Nyonyi Gardens, and at Entebbe Airport.

Global Market Advertising

To maintain Uganda's visibility as a go-to tourist destination, UTB worked with the 3 MDRs in core markets to develop online campaigns. This collaboration successfully garnered a global viewership of 4.3 billion.

UTB Social Media Channels

In order to reach out to larger audiences and promote more of Uganda's tourism products and opportunities, UTB utilized social media platforms such as Facebook, Twitter, and Instagram. **UTB Facebook, Twitter and Instagram channels recorded # views respectively.**

Branding

To raise awareness and visibility of Uganda through sports, UTB partnered with FUFA to become the National Football Team's Branding Partner.



Malaysia Tour Operators show off their Gorilla Trekking Certificates at Bwindi Impenetrable Forest NP



11: Hon. Kiwanda Suubi Godfrey , State Minister for Tourism, hands over a Visit Uganda branded Uganda Cranes Jersey to First Deputy Prime Minister of Uganda, Hon. Kirunda Kivejinja

As a result, the Visit Uganda brand received exposure in 30 countries during AFCON and a total viewership of 8000 during the Ndejje tournament in China. The Visit Uganda logo was featured on the Jerseys of the national football team and the Ndejje University team which participated in a football tournament in China.

Strategic Tourist Spots

UTB completed phase 1 of the branding exercise of Entebbe International Airport in the Arrivals Section.



12: UTB's Senior Marketing Officer, Mr. Daniel Irunga, takes a tour of the newly branded Arrivals Terminal of Entebbe International Airport

Familiarization and Tourism Ambassador Programme

In order to increase the distribution of tourism product information in all source markets, UTB implements familiarization and tourism ambassador initiatives and engages prominent and influential individuals and companies in tourism and investment promotion.

These individuals and companies are well known, have influential circles of friends, impressive social media presence, large fan bases and network of contacts that can be leveraged to promote the destination, i.e. local and foreign investors, travel media, local and international celebrities, and travel trade officials

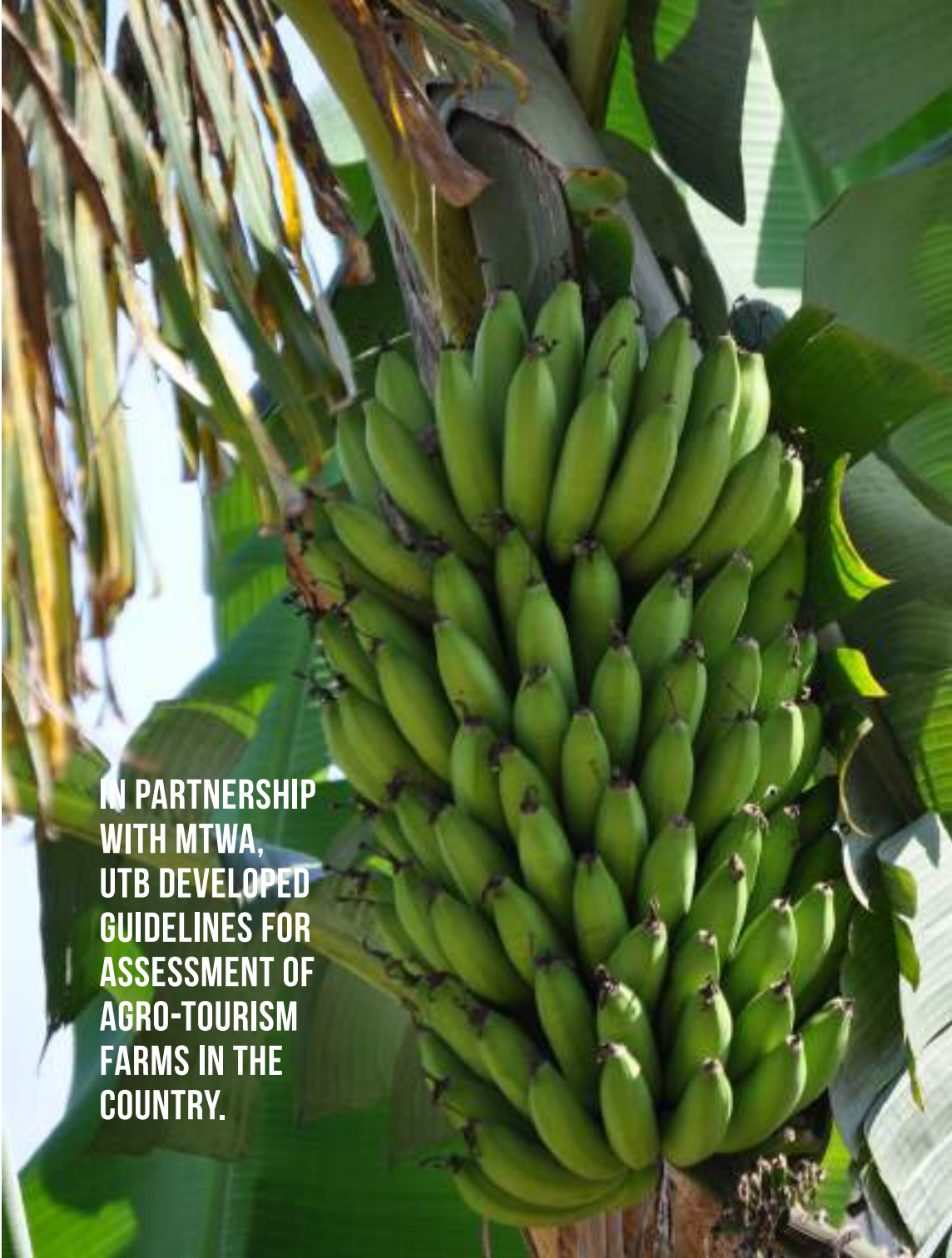
During the period, UTB showcased Uganda's tourism products and investment potential through familiarization trips organized for various investors, media personalities and influencers, MDR representatives from the domestic, international and regional source markets.

A total of 38 guests from eight countries (Israel, China, USA, Costa Rica, UK, Uganda, India, and Malaysia) participated in 11 fam trips organized in FY 2018/19. 10 guests were representatives from travel agencies, 7 were media representatives/tourism ambassadors, while 19 were corporate guests. They include:

- Tulambule ne Zari to Western Uganda
- Zarinah Hassan and Iryn Namubiru to western Uganda
- Tulambule Northern and Eastern Uganda
- Salvador (Patrick Idringi), Moses Golola, Gaetano Kaggwa, Anita Fabiola and Marcus Kwirikiza to eastern and northern region of Uganda
- Gengis Khan, South African investor
- Glenn and Terry Jampol fam trip to Kibaale NP
- P.H.G China fam trip to Jinja and Entebbe
- Horst Schulze and Global Leadership Summit fam trip to Kidepo NP
- Miss Uganda North America, UK and Miss Tourism 2018 fam trip to Bwindi NP, Eastern Uganda and Karamoja.
- Israel celebrities fam trip to Western Uganda
- As a follow up to the Israeli visit in February 2019, UTB in collaboration with private sector organized a fam trip for a group of Israeli celebrities. As a result, Uganda's tourism was highly publicized in Israel through the media which has led to 5 more trips for big Israeli groups being booked for the rest of the year.

**THE VISIT UGANDA BRAND
RECEIVED EXPOSURE IN
30 COUNTRIES DURING
AFCON AND A TOTAL
VIEWERSHIP OF 8000
DURING THE NDEJJE
TOURNAMENT IN CHINA**

- Malaysian tour operators fam trip to Entebbe and Western Uganda
- Barry Lamford and Shane Kueller, evangelical influencers from North America fam trip to Murchison Falls NP
- As a result, UTB received a proposal to build a MICE Convention Bureau in Entebbe
- Bollywood visit to Uganda fam trip around Kampala, to Jinja and Karamoja
- Bollywood familiarization visit for movie producers and the Travel Agents Federation of India (TAFI) led to the booking of the TAFI convention to be held in Uganda in 2020.
- The familiarization programme generated Ugx 1.5 Bn worth of commercial value from 10 published feature articles in domestic and international publications (Travelution Magazine, New Vision, etc.), 3 documentaries and 1 online media broadcasts (I took a selfie with a gorilla) and USD 8 Million worth of investment (MICE convention bureau construction in Entebbe plus two luxury lodges in Murchison & Kidepo National Park).



**IN PARTNERSHIP
WITH MTWA,
UTB DEVELOPED
GUIDELINES FOR
ASSESSMENT OF
AGRO-TOURISM
FARMS IN THE
COUNTRY.**

Product Development and Investment

In 2018/19, UTB undertook the following product development and investment promotion activities:

The Equator

UTB developed architectural and landscape designs for 6 Equator points namely; Ntusi, Kiruhura, L. George, Kikorongo – Kasese, Entebbe and Kayabwe – Masaka Road. As one of Uganda's flagship tourism products, these designs will facilitate the product improvement efforts of GOU and potential investors.

Product Audits

UTB conducted a product audits and developed a product portfolio for the Greater Ankole Region. This will help address the gap in tourism product information for the region and facilitate development of regional specific and differentiated tourism marketing tools, tourism products and investment.

Coffee Tourism

UTB collaborated with the Uganda Coffee Development Authority (UCDA) and the private sector to launch coffee tourism as a product. UTB further empowered

communities to reap from this product by partnering with WWF, UWA, MTWA and the Busongora Farmers Association to construct and launch the Rwenzori Coffee House in March, 2019.

Agro Tourism

In partnership with MTWA, UTB developed guidelines for assessment of agro-tourism farms in the country. 150 applications were received from farmers interested in opening up their farms for agro-tourism. In FY 2019/20, farm visits will be conducted to assess their readiness to host visitors/tourists.

Product Knowledge

UTB trained and sensitized Rwenzori cluster stakeholders and regional district authorities in implementation of the Rwenzori region marketing strategy, business plan and brand manual.

African Investment Summit

As a member of the African Tourism Board, Uganda was invited to present its tourist and investment opportunities during the Africa Travel Market expo held in Cape Town, South Africa.





Public Relations and Communications

UTB continues to coordinate and implement communication, publicity and public relations activities that align with its vision and mission to promote Uganda as a top tourist destination both locally and internationally. In order to manage the perception and image of the institution and destination at large amongst the general public, the private sector and the international community, UTB conducted a number of PR and communications initiatives in 2018/19. They included:

Public Relations Agencies

UTB coordinated and monitored the performance of 2 public relations agencies which were appointed to promote Uganda

and monitor media activity in selected markets. The public relations activities served to complement the respective marketing strategies implemented in Africa within the markets such as Uganda, EAC region, South Africa and Egypt. UGX 1.5 Billion worth of media publicity value was successfully generated through the public relations activities.

Domestic Publicity

Media publicity

UTB coordinated print, electronic and social media coverage throughout FY 2018/19. Press interviews with local mainstream media such as television and radio stations as well as local and international print

media were part of the effort to provide greater coverage to UTB's events. Among the participating media outlets were the Daily Monitor, New Vision, UBC, NTV, NBS, Bukedde, among others. Written materials for publicity and promotions were published in print media, electronic media and online news. Over 100 press/media releases were issued to members of the media during the year.

Promotional Support

Brochures

A range of brochures were produced and printed in various languages to support UTB's promotional activities. In 2018/19, an estimated 100 million units of brochures were produced. These included travel guide booklets, map series, calendar of events, and festival guides. MDRs (KPRN, Kamageo, P.H.G China & North America & Aviareps) also cooperated in the effort to publish numerous brochures that were translated into 3 different languages including German, French, Chinese, Japanese and Arabic.

Destination Uganda Magazine

UTB, in collaboration with private sector, produced a total of 100,000 destination magazines for distribution at expos and tourism and travel events attended in the target markets.

Marketing Collateral

In 2018/19, UTB with support from CEDP produced a total of 169,600 collateral items for display and souvenirs. Among the items produced were pens, flash drives, bags, fridge magnets, scarves, water bottles and key holders. These items were distributed amongst sector stakeholders locally and internationally.

For the corporate segment, UTB produced a total of 100 corporate marketing collateral items for staff and industry stakeholders i.e. UTB branded executive diaries and calendars.

Media Training

As part of the effort to improving the perception and awareness of UTB and Destination Uganda, UTB conducts media trainings. During the year, 50 Media Officials including Editors and Senior Reporters were trained in patriotic journalism and responsible media/crisis reporting.. Responsible tourism reporting supports overall tourism growth, foreign exchange and GDP contribution to the economy as it is an effective tool used to counter negative travel advisories that occur as a result of crises such as disease outbreaks, political unrest, etc.

Media Perception Survey

In order to understand media perceptions and use them to inform the UTB media relations strategy, UTB conducted a media perception index and survey. The Survey was uploaded on Survey Monkey, a leading online research platform for ease of administration.

https://www.surveymonkey.com/summary/r1MUGiKriOAcL9yDD7FG_2BaIapJJMTOKfR5z8mwFzEZvtdEsDm2R3eQ2x9dOidzhR.

The findings of the media perception index were used to guide the creation of a media relations strategy.



16: Hon. Ephraim Kamuntu receives the Gold Award during Indaba Tourism Fair



what materials are these now?



Mr. Stephen Asimwe receives a copy of the 1000 Places to See before You Die Publication during the New York Times Travel Show

Accolades and International Media exposure

In 2018/19, Destination Uganda received a number of awards and Honourable mentions that have continued to propel Uganda towards international recognition. Among the awards received were:

- “Best Exhibitor” at the Indaba Travel Show
- “#1/25 Most Beautiful Place around the World”
- According to CNN Travel’s “Most Beautiful Places around the World”, Bwindi Impenetrable Forest beat

DESTINATION UGANDA RECEIVED A NUMBER OF AWARDS AND HONOURABLE MENTIONS THAT HAVE CONTINUED TO PROPEL UGANDA TOWARDS INTERNATIONAL RECOGNITION

24 other places to be the top ranked beautiful place in the world.

- <https://www.cnn.com/travel/article/worlds-most-beautiful-places/index.html>
- “#16/19 on the National Geographic Travelers Cool List for 2019”
- The magazine’s hotly anticipated annual “Cool List” names the must-see destinations set to hit headlines for a given year. The destinations placement is credited to the relatively affordable prices for Mountain Gorilla trekking in Uganda over Rwanda’s, as well as their steadily rising population that is considered as one of Africa’s great conservation stories.
- <https://www.nationalgeographic.co.uk/travel/2018/12/cool-list-2019>
- “#16/52 Fodor’s Travel Go List 2019”
- The internationally recognized guidebook publisher and travel authority also featured Uganda on its annual Go List as one of the 52 destinations to visit in 2019.
- <https://www.fodors.com/news/photos/fodors-go-list-2019>
- “#12/1000 Places to See Before You Die”
- Acclaimed travel writer, Patricia Schultz, listed Uganda as one of the 1000 places for travelers to see before they die, in her latest edition of the New York best seller publication. The publication was released during the New York Times Travel Show held in New York, USA

3

QUALITY ASSURANCE

UTB 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 or to recommend Destination Uganda to their friends and relatives.

Registration, inspection and licensing

- UTB registered a total of 123 tour guides and 191 tour and travel companies. Also, in collaboration with Local Government and respective Local Councils, UTB registered and inspected 2,066 accommodation facilities in Northern Uganda (603), Eastern Uganda (578), Kampala (424) and Wakiso Districts (461)
- UTB developed an E-Registration and Licensing system that has cut the costs and time of acquiring licenses by tourism enterprises, service delivery and statistical data collection. By the end of financial year, UTB licensed 56 Tour and Travel companies using the system.

Capacity Building for QA

UTB enhanced skills of 1,575 stakeholders along the value chain, through capacity building programmes that included hands on training. Those trained were 38 cab drivers; 616 tourism enterprise owners and managers; 600 site, tour and driver guides; and 321 Public health inspectors.



whatever these members are doing at HTTC in Jinja

A person wearing a red jacket, black pants, and a grey hat is climbing a snow-covered mountain. The climber is positioned in the lower right quadrant of the frame, facing away from the camera. The mountain is covered in snow and has large icicles hanging from the edges. The background shows a dark, rocky cliff face under a clear blue sky.

**SCALING THE
RWENZORI MOUNTAIN
RANGES IS “BUCKET
LIST” ACTIVITY FOR
MOST TOURIST WHO
VISIT UGANDA**

4

TOURISM CASE MANAGEMENT

In a bid to enforce and monitor standards in the sector, UTB undertook the following operations in partnership with law enforcement and respective district officials:

- Closed one tourism accommodation facility in Kapchorwa that was not compliant with minimum quality standards
- Arrested immigration officers that allegedly fleeced money from tourists over tourist visa acquisition at the airport
- Apprehended and prosecuted 2 cases of rogue tour operators who defrauded tourists.

Tourism Research and Development

Encompassing the institution's planning, research, monitoring and evaluation functions, a number of achievements were recorded in FY 2018/19.

Visitor Satisfaction Survey

In 2018/19, UTB in partnership with MTWA conducted a pilot visitor satisfaction survey at Entebbe International Airport to support collection of information on visitor profiles and satisfaction in terms of service, quality of information provided, facilities and professionalism they have interfaced with during their stay in Uganda.

Capacity Building for QA

UTB enhanced skills of 1,575 stakeholders along the value chain, through capacity building programmes that included hands on training. Those trained were 38 cab drivers; 616 tourism enterprise owners and managers; 600 site, tour and driver guides; and 321 Public health inspectors.



An Enumerator interviews a tourist during the Visitor Satisfaction Survey at Entebbe International Airport

Tourism Investment Opportunities

In order to identify and document unique attractions and viable investment opportunities across Uganda that can be exploited for tourism investment promotion and development, UTB commenced a study and profiled undertakings on marine tourism investment opportunities along the River Nile and Lake Victoria in 2018/19. The is aimed at boosting Uganda's tourism investment promotion efforts by easing investment decision making process of all potential investors. It will also support the development of the majorly unexploited marine tourism resources in Uganda.

Launch of UTB Strategic Plan

In 2018/19, UTB successfully launched its strategic plan which will guide the institution in planning and implementing tourism promotion activities and efforts for 2018/19-2019/20. UTB is optimistic that the tourism landscape in the country will score many successes in the future. Although the industry faces many challenges and obstacles, UTB will achieve the Government's target of 4 million tourist arrivals and USD 2.7 billion in tourist receipts by the year 2020. The promotional strategies and programmes for 2018-2020



Hon. Ephraim Kamuntu, UTB Board of Directors and CEO at the Launch of UTB Strategic Plan

are geared towards achieving this goal hence calls for close cooperation with local and international partners and stakeholders to attain this goal.

UTB Annual Performance Report FY 2017/18

The UTB Annual Performance Report aims at providing accurate information to stakeholders on the performance of the institution in the previous year. UTB produced and disseminated the performance report to major stakeholders.

Review of Sector Performance

UTB participated in the 2018 Tourism Joint Sector Review that brings together

all the different stakeholders to engage in dialogue, review status, monitor expenditure, progress, and performance in the implementation of the national tourism sector plans and overall National Development Plan II.

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

UTB coordinated the process of preparation and submission of the institution's Budget Framework Paper and Ministerial Policy Statement for FY 2019/20 to Ministry of Finance, Planning and Economic Development.

5

UTB SUPPORT SERVICES

Human Resource

By close of financial year 2018/19, the reorganization process was 97% complete with most positions filled. At the beginning of the financial year, UTB recruited internally and externally that saw a total of 26 positions filled by end of June 2019.

Table 1: UTB Positions filled by end of FY 2018/19

Position	No.
CEO	1
D/CEO	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

Position	No.
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
Total	26



An Enumerator interviews a tourist during the Visitor Satisfaction Survey at Entebbe International Airport

Launch of Breathtaking Uganda Tourism Campaign

Launch of Hilton Hotel and TWED Partnership

UTB took part in the groundbreaking ceremony

Greening of the Nile Bridge

In collaboration with the Irish Embassy, UTB supported the St. Patrick's Day greening of the Nile Bridge. .

Destination Promotion through Foreign Missions

Tourism night during French-Uganda Friendship week

Engagement of Foreign Missions in destination promotion

UTB collaborated with foreign missions of Egypt, South Africa and New York to promote Uganda's tourism and investment opportunities during the AFCON, Cairo International Fair, Africa Travel Market and New York Times Travel Show events respectively. UTB also equipped the missions with promotional collateral to support their promotion efforts.

2019 Ekuula Tourism Awards

UTB participated in the 2019 Ekkula Tourism Awards held annually to honour industry stakeholders and organizations that have contributed to the nation's tourism industry.

Launch of MV Vanessa

Stakeholder Consultation

UTB hosted over 50 local stakeholders to a breakfast stakeholder engagement meeting to discuss matters on current sector performance and the EAC Joint Marketing Strategy.





With the process carrying on into the FY 2019/20, 1 more position (Accounts Assistant) is expected to be filled.

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 2018/19, staff capacity was strengthened in the areas of: GOU public finance management, PPDA laws, regulations and procedures, GOU planning and budgeting processes, sustainable tourism management and development. This was instrumental in orientation of the newly recruited staff majority of who were from the private sector. Newly recruited staff undertook familiarization trips to Eastern and Western Uganda to improve their product knowledge as part of their induction into the tourism sector.

Internal Audit

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 5 units, namely:

- Departments: Marketing, Quality Assurance, Finance and Legal
- Units: Human Resource; Research, Planning, Monitoring and Evaluation; ICT; PR and Communications; and Administration.

In 2018/19, an Operations Audit was conducted to ensure compliance towards the existing controls, guidelines, policies and regulations for each field/area of audit. In line with this, 10 risk assessments were undertaken for the functional areas of: financial reporting and

compliance, payroll and salaries, advances and travel, procurement management, quality assurance, marketing and product development, public relations, assets and store management, fleet management and non-tax revenue.

Financial Management

The financial management of UTB is divided into three main areas: Payment, Budget Execution and Accounting. The 2018/19 Budget allocation was distributed among 4 departments and 4 units/divisions for the implementation of approved Tourism Development Programme in accordance with PFMA –Public Finance Management System (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 performance.

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 as well as internal operations. UTB IT support handles the regular update of Uganda's



AN OPERATIONS AUDIT WAS CONDUCTED TO ENSURE COMPLIANCE TOWARDS THE EXISTING CONTROLS, GUIDELINES, POLICIES AND REGULATIONS FOR EACH FIELD/AREA OF AUDIT

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 and institutional contact information in case of problems encountered. In partnership with NITA (U) National Information Technology Authority, an ICT policy was developed to guide consistent uptake of the latest digital and technological innovations in the tourism industry. As the world embraces the upcoming phenomenon of "smart tourism", which is the application of technology and platforms to augment tourists' experiences, the destination needs to position itself accordingly.

Stakeholder Engagement

Coffee and Tourism Symposium

As the destination prepared to hold its first ever coffee and tourism symposium in 2019, UTB, in collaboration with Ministry of Tourism, Ministry of Agriculture, UCDA and Uganda Local Government Association, supported the inaugural coffee and tourism symposium and exhibition and hosted world-renowned coffee enthusiasts Glen and Jerry Jampol to a familiarization trip to Kibaale NP.

Tourism Joint Security Committee

In a bid to improve sector coordination in handling criminal cases brought forth by tourists who are victims of scams, a committee consisting of Tourism Police and private sector stakeholders was constituted for effective follow up of criminal matters in the sector. By close of FY 2018/19, the committee had supported the prosecution of 4 cases brought to the notice of UTB.

UTB PROVIDES ITS STAFF
WITH CONTINUOUS
EDUCATION AND TRAINING
PROGRAMMES TO ENHANCE
THEIR SKILLS, BUILD
CHARACTER AND INCREASE
THEIR COMPETITIVENESS IN
THE LABOUR INDUSTRY



**MAGICAL SCENERY,
MURCHISON FALLS**





CONTRIBUTION TOWARDS COMMITMENTS OF THE NATIONAL PLANNING FRAMEWORKS

National Development Plan II targets using National Standards Indicators Framework

Indicator	METADATA						
	Description						
	Definition & Standard Classification	Unit of Measure	Disaggregation	Compilation practices	Data Source	Computation method	
Percentage Contribution of Tourism to GDP (%)	This is the total value added from tourism industry expressed as a percentage of the total GDP	Percent	By type of Industry (Accommodation, Transport, Food and beverages, travel agencies, sports and recreation services, Visitor attractions, cultural services, other products)	Data is collected on tourism consumption of all non-residents and residents within the territorial boundary of the country	MTWA, UBOS, BOU	The summation of value added from all tourism industries divided by the total GDP multiplied by 100.	
Annual change in tourist arrivals (%)	This is the percentage increase or decrease in the total number of non-resident visitors who come to the country for a pleasure trip, holiday, business, family affairs, mission, meeting and religious purposes and stay for at least one night in a collective or private accommodation in the country.	Percent	National level, Sex, Age,	Data is collected on all travelers entering or leaving the country at all national border points. The data collected includes arrivals by border point, country of usual residence, sex and age group, purpose of visit, mode of transport and length of stay, region of origin	MIA (DCIC), UBOS, MTWA	This is computed as the difference of the Summation of all total tourist arrivals in the current and previous year divided by the summation of the previous year and multiplied by 100 or Data is computed as a percentage change in total arrivals between two consecutive years.	

Indicator	METADATA						
	Description						
	Definition & Standard Classification	Unit of Measure	Disaggregation	Compilation practices	Data Source	Computation method	
Percentage of the population directly employed in Tourism Industry	This is the total number of people employed in tourism related activities expressed as a percentage of the total population of the country.	percent	Sex, Nationality	Data is collected on the total number of people working in tourism related activities/ tourism industries	MTWA reports, UBOS	Summation of all people working in tourism related activities divided by the total population of the country multiplied by 100	
Tourism export earnings- Million US\$	This is the total expenditure by international tourists within the territorial boundaries of the country	USD	By type of Industry (Accommodation, Transport, Food and beverages, travel agencies, sports and recreation services, Visitor attractions, cultural services, other products)	Data is collected on all non-resident visitors leaving the country at the exit points	Inbound Tourist Survey	This is computed as total tourist arrivals multiplied by the mean daily expenditure per tourist multiplied by the average length of stay	
Length of stay by foreign tourists (days)	This is the average number of days spent by foreign tourists	Days	Purpose Region of Origin	Data is collected on all travellers entering or leaving the country at all national border points.	UBOS, MIA	This is computed as a summation of total days spent by all tourists in a specific period divided by the total No. of tourists in the same period	

		Baseline	Available data			Targets			Comments/ Limitations	Sources of Discrepancies between national and Global figures
Accessibility and availability of Data	Periodicity of production	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20			
MTWA annual reports, MTWA website	Annually	347,000	3.1%	2.2%				Difficulty in segregation of part time workers in tourism related activities		
MTWA annual reports, MTWA website	Annually	1,312	1,350	1,371	1,450					
MTWA annual reports, MTWA website	Annually	7	7	7.2						

Development Goals

Tourism as an economic powerhouse is the third highest world category in export earnings in 2015, representing 10% of world GDP, 30% of services exports and 1 out of

every 10 jobs in the world. Tourism has the potential to contribute, directly or indirectly to all of the goals. In particular, it has been included as targets in Goals 8, 12 and 14 on

inclusive and sustainable economic growth, sustainable consumption and production (SCP) and the sustainable use of oceans and marine resources, respectively.

Implementation of the NRM manifesto

S/N	MANIFESTO COMMITMENTS FOR TOURISM SECTOR	BASELINE FY 2015/16	ANNUAL PLANNED OUTPUT	ACTUAL OUTPUT FY 2015/16 - 2018/19	CUMULATIVE PROGRESS	REASONS FOR VARIANCE
1	Increase investment in tourism promotion and marketing and strengthen the Uganda Tourism Board (UTB) to tell the story of Uganda's tourist attractions to the world	11.5 Bn	Destination Uganda's tourism and investment potential marketed to the world at tourism expos, fairs and road shows in all target source markets	Destination Uganda annually marketed to the world at expos held in core and emerging source markets i.e. UK; USA & Canada; Germany, Switzerland & Austria; EAC Member States; South Africa; Egypt; Israel; Japan; China & The Gulf States	GOU investment in tourism promotion & marketing increased by 52% from Ugx 11.5 Bn in 2015/16 to Ugx 17.5 Bn in 2018/19. This further increased to 25.2 Bn for FY 2019/20 representing a 119.13 % increase from 11.5 Bn. Destination Uganda tourism and investment potential showcased at: WTM Africa and UK, IBTM, New York Travel Show, Meetings Africa, Indaba, Canada road show, JATA, British Bird Watching, Vakantiebeurs, Magical Kenya, KiliFair, POATE, Kwita Izina, Arabian Travel Market, International Mediterranean Tourism Market, African Birding Expo & Big Birding Day, etc.	Increased budget allocations from 11.5 Bn to 17.5 Bn enabled UTB to participate in more international and regional expos and undertake more domestic tourism promotion events over the years i.e. from the average of 5-6 expos a year to 9-10 expos in a year.

S/N	MANIFESTO COMMITMENTS FOR TOURISM SECTOR	BASELINE FY 2015/16	ANNUAL PLANNED OUTPUT	ACTUAL OUTPUT FY 2015/16 - 2018/19	CUMULATIVE PROGRESS	REASONS FOR VARIANCE
2	Funding tourism promotion and marketing will be further increased to enhance presence in the existing tourism source markets of Europe, USA and intensified in new ones such as China	0	Market Destination Representatives recruited in 3 core markets and 3 emerging markets to intensify destination marketing and promotion	Recruited 3 MDRs in the 3 core markets of Canada and North America (P.H.G), UK & Ireland (Kamageo) and German speaking Europe (KPRN) and 3 MDRs for China (P.H.G); Japan and the Gulf States (Aviareps)	6 MDRs in 3 core and 3 emerging markets recruited to increase destination awareness in Canada and North America, UK & Ireland, German speaking Europe, China, Japan and the Gulf States. An MDR for the African Market will be recruited in FY 2019/20	Increased budget allocation of Ugx 6.2 Bn in 2017/18 onwards was advanced to UTB to facilitate the recruitment of MDRs for the target source markets i.e. 3 core markets & 3 emerging markets
3	Enhance commercial diplomacy to increase focus on tourism promotion and marketing by Uganda's missions abroad	11	Strengthen capacity of Uganda's Missions to promote Uganda's tourism and investment potential	Destination training undertaken in Uganda's Missions in the regional and international markets to improve on their product knowledge Promotional materials distributed to foreign missions in New York, China, South Africa, UK, EAC member states, Egypt and France.	14 Missions equipped with product knowledge and promotional materials/collateral to facilitate destination promotion in the source markets of UK, New York, Washington, France, Canada, Germany, Kenya (2), Tanzania, Rwanda, South Africa, Egypt, Israel, and Malaysia.	As UTB plans to expand the destination's tourism marketing and promotion engagements to different source markets in the long haul i.e. the African region, North & South East Asia, Oceania, Latin America, etc., the focus for the current period is to strengthen the destination promotion capacity of Missions in the currently engaged source markets of UK, USA & Canada, Germany, Austria, Switzerland, Japan, China & the Gulf States.

S/N	MANIFESTO COMMITMENTS FOR TOURISM SECTOR	BASELINE FY 2015/16	ANNUAL PLANNED OUTPUT	ACTUAL OUTPUT FY 2015/16 - 2018/19	CUMULATIVE PROGRESS	REASONS FOR VARIANCE
4	Continue with the programmes of branding the country and its tourism products, including continuing to work on improving the image of the country abroad, which was damaged by past leaders		New Pearl of Africa Brand developed, launched and rolled out in all source markets Destination branding and advertising undertaken at strategic points across Uganda	Procurements initiated for Pearl of Africa brand manual development Phase 1 branding of Arrivals Section at Entebbe International Airport UTB undertaken Tourism promotional content developed and advertised on electronic and print billboards in and around Kampala and the Nile Bridge	Procurements initiated for brand development and roll out with the new POA launch scheduled for FY 2019/20	
5	Promote water sport on lakes and rivers to attract tourists		Catalogue of Marine Tourism Investment Opportunities on L.Victoria and R.Nile developed and distributed to stakeholders	Consultant procured to research and profile marine tourism opportunities on L.Victoria and R.Nile	Procured consultant to research and profile marine tourism opportunities on L.Victoria and R.Nile	

S/N	MANIFESTO COMMITMENTS FOR TOURISM SECTOR	BASELINE FY 2015/16	ANNUAL PLANNED OUTPUT	ACTUAL OUTPUT FY 2015/16 - 2018/19	CUMULATIVE PROGRESS	REASONS FOR VARIANCE
6	Develop new products, as part of the tourism diversification drive, including construction of canopy walk bridges in the Bwindi and Kibaale national parks to ease animal viewing.		Develop and launch Agro tourism and Coffee tourism as full-fledged tourism products Refurbishment works for 6 Equator points completed Product Portfolios for 3 Tourism Development Areas developed and distributed to sector stakeholders	<p>UTB supported the launch of the Busongora Farmer's Association Coffee House in Kasese in partnership with MTWA, UWA, WWF and Busongora Farmer's Association. UTB partnered with the Uganda Coffee Development Authority (UCDA) and the private sector to launch coffee tourism as a product. Architectural and landscape designs for 6 Equator points developed i.e. Ntusi, Kiruhura; L. George; Kikorongo – Kasese; Entebbe and Kayabwe – Masaka Road</p> <p>150 farms identified as models for agro tourism development to host visitors/tourists. Product Audits for the Greater Ankole Region undertaken</p>	<p>UTB supported the launch of the Busongora Farmer's Association Coffee House in Kasese in partnership with MTWA, UWA, WWF and Busongora Farmer's Association. Partnership formed with the Uganda Coffee Development Authority (UCDA) and the private sector to develop the Coffee tourism product. Architectural and landscape designs for 6 Equator points developed 150 farms identified as models for roll out of agro tourism Product Portfolio for the Greater Ankole Region developed</p>	<p>Readiness Assessment exercise for the 150 farms identified for roll out agro tourism/to host tourist visits to be conducted in FY 2019/20</p>

S/N	MANIFESTO COMMITMENTS FOR TOURISM SECTOR	BASELINE FY 2015/16	ANNUAL PLANNED OUTPUT	ACTUAL OUTPUT FY 2015/16 - 2018/19	CUMULATIVE PROGRESS	REASONS FOR VARIANCE
7	Continue to support the regional tourism promotion clusters, including supporting the development of district and zonal tourism associations in key tourism areas of the country	10	10 regional cluster cultural and heritage tourism events supported and promoted	An average of 5 Regional cluster tourism promotion events supported and leveraged to promote domestic tourism annually i.e. Festivals: Imbalu, Acholi Cultural; Empango, Empaako; Buganda Expo, etc. Marketing and promotional collateral/materials produced and disseminated to regional clusters Rwenzori Regional cluster marketing strategy, business plan and brand manual developed in collaboration with WWF, EU, MTWA, UWA, Rwenzori cluster and French Facility for Global Environment.	Regional tourism events supported and leveraged to promote domestic tourism i.e. Imbalu, Acholi Cultural festival; Empango festival for Bunyoro cluster, Empaako festival in Tooro region; Buganda Expo, Karamoja Cultural festival, Regional Cluster Miss Tourism Competitions; International Community if Banyakigezi (ICOB); Faith based events - Wii Polo, Bishop Hannington & St. Matia Mulumba; Gorilla in the Mist Rally, World Tourism Day celebrations in Fort Portal, Lira, Kalangala and Jinja, etc.	

S/N	MANIFESTO COMMITMENTS FOR TOURISM SECTOR	BASELINE FY 2015/16	ANNUAL PLANNED OUTPUT	ACTUAL OUTPUT FY 2015/16 - 2018/19	CUMULATIVE PROGRESS	REASONS FOR VARIANCE
8	Support the media to play an effective positive role in the promotion and marketing of tourism	1 Media training held every year	<ul style="list-style-type: none"> i. Media trained in responsible media reporting ii. Media kits developed and distributed to various media focal points iii. Partnerships with Media formed to support production and dissemination of tourism information on various media platforms iv. Media engagements and conferences held to facilitate dissemination of tourism information 	<ul style="list-style-type: none"> i. Media kits developed and distributed to various media focal points ii. UTB partnered with NBS to showcase tourism promotional content on a weekly show (NBS Travel Show) iii. Media engagements and conferences held to facilitate dissemination of tourism information on print, digital, radio and social media iv. 50 media officials (editors and senior reporters) trained in patriotic journalism and responsible media/crisis reporting 	<p>Annual training of media officials conducted in patriotic journalism and responsible media/crisis reporting</p> <p>Media kits developed and distributed to various media focal points</p> <p>Media partnerships formed for tourism promotion and advertising with NBS</p>	

S/N	MANIFESTO COMMITMENTS FOR TOURISM SECTOR	BASELINE FY 2015/16	ANNUAL PLANNED OUTPUT	ACTUAL OUTPUT FY 2015/16 - 2018/19	CUMULATIVE PROGRESS	REASONS FOR VARIANCE
9	Invest in and promote sports to enhance the marketing of Uganda when our sportsmen and sportswomen excel.		Partnerships for tourism promotion through sports formed	4 MOUs signed with the Federation of Uganda Football Association (FUFA), Uganda Cycling Association (UCA), Uganda Golf Union (UGU) & Uganda Tennis Association (UTA), to promote the destination through sports.	Branding rights acquired for the National Soccer League Jerseys & Sports Apparel An average of 3 sport events supported and leveraged annually to promote the domestic tourism across Uganda i.e. 5 Golf tournaments in 4 golf tournaments in Mbale, Tooro, Jinja and Mbarara; Regional Cluster Wildlife Runs, Gorilla in the Valley Motor Rallies, Uganda Pro Tennis Circuit Tournament , Rugby and Let's Tour Uganda Championship)	



FINANCIAL PERFORMANCE

Budget Performance for the Period Ended June 30th 2019

Budget Category	Approved Budget FY 2018/19 (Billion US\$)	Release	Expenditure
Wage recurrent	1.855	1.855	1.784
Non-wage recurrent	14.803	14.803	14.763
Development	0.553	0.553	0.553
NTR/AIA	0.300	0.192	0.191
TOTAL	17.512	17.406	17.292

99.4% of UTB approved budget was released by Government of Uganda in the FY 2018/19 and 99.4% of the budget released was spent during the same financial year. This is attributed to the staff restructuring/ reorganization and proactive work plan and budget implementation strategies.

Challenges and Plans to Improve Performance

- Negative publicity for the destination due to the kidnap of American tourist
- Delayed release of remaining budget resources due to low collection of URA thus affecting timely implementation of Q4 activities.

- Ebola outbreak in western region of Uganda affected timely execution of activities intended to be conducted in that region
- Low Staffing Levels and Capacity: The staff element of the agency is below 60% leaving a lot of gaps in the implementation of activities. The Ministry of Finance and Ministry of Public Service are to be engaged to provide more funding for the required UTB staff structure.
- Limited capacity to conduct classification: UTB will train hotel assessors and automate the classification process in FY 2019/20.
- Lack of Tourism Statistics and Data: UTB will conduct 2 tourism studies i.e. A Domestic Tourism Survey and Quarterly Accommodation and Occupancy Rate Surveys will be undertaken in FY 2019/20. UTB will continue to participate in the sector initiatives which are aimed at improving tourism statistics.

Planned Performance Targets for FY 2019/20

Vote Function Outputs	Key Outputs
Tourism Marketing & Promotion	<ul style="list-style-type: none"> ▪ New Pearl of Africa Brand developed, launched and rolled out to all source markets ▪ Market Destination Representative (MDRs) for the African market recruited in addition to 6 MDRs representing destination Uganda in 3 core and 3 emerging source markets. ▪ Undertake digital marketing and advertising on all media platforms, in all source markets. ▪ Destination Uganda tourism and investment potential exhibited at 10 international, regional and domestic expos and fairs. ▪ Production of promotional materials for dissemination at tourism promotion and marketing events, to inter and intra sectoral stakeholders. ▪ Strengthen and create partnerships for Destination marketing and Promotion with Ugandan Foreign Missions (MOFA) and the Foreign Missions in Uganda ▪ Establishment of UCB and activation of the MICE Business Plan
Public Relations and Communications	<ul style="list-style-type: none"> ▪ Media monitoring undertaken and tourism initiatives publicized ▪ Media engagement and capacity building in responsible media reporting ▪ Production and distribution of Destination publications and magazines
Product Development & Investment	<ul style="list-style-type: none"> ▪ Product portfolios for the Karamoja and Northern regions of Uganda developed ▪ National Product Development and Diversification Strategy developed ▪ Tourism Investment publications produced and disseminated ▪ Support stakeholders in the refurbishment of existing products and development of new tourism products ▪ Equip stakeholders with product and investment knowledge
Quality Assurance	<ul style="list-style-type: none"> ▪ Registration, inspection and Licensing of Tourism Enterprises undertaken ▪ Classification of accommodation establishments in the 5 regions of Uganda ▪ Automated Classification Tool developed ▪ Training of Hotel Assessors conducted ▪ Capacity building of Tourism enterprises and service providers along the value chain in quality assurance and hospitality service standards
Tourism Research and Development	<ul style="list-style-type: none"> ▪ Undertake tourism research studies, collect and disseminate tourism statistics i.e. domestic tourism research study, production and dissemination of quarterly accommodation statistics ▪ Mobilize resources for tourism development through development of Project concepts and proposals ▪ Development of UTB Strategic Plan in line with NDP III (2020/21-2024/25) ▪ Annual work plan and budget for FY 2020/21 and Annual performance report FY 2018/19 developed and disseminated



**UGANDA IS
HOME TO THE
WORLD FAMOUS
MOUNTAIN
GORILLAS**



UGANDA TOURISM BOARD
5th & 6th Floor Lugogo House
Plot 42, Rotary Avenue (Lugogo Bypass), Kampala
P.O. Box 7211 Kampala, Uganda

☎ +256 (0) 414 342 196/7 ✉ info@utb.go.ug 🌐 www.visituganda.com

📍 Uganda Tourism Board | Visit Uganda 📍 Uganda Tourism Board (@UgTourismBoard) | Twitter
Uganda Tourism Board (@UgTourismBoard) | Twitter Visit Uganda (@visit_Uganda) | Twitter