



TOURISM DEVELOPMENT PROGRAMME

Annual Budget Monitoring Report

Financial Year 2024/25

September 2025

Budget Monitoring and Accountability Unit
Ministry of Finance, Planning and Economic Development
P.O. Box 8147, Kampala
www.finance.go.ug

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Tourism Development Programme

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ABBREVIATIONS AND ACRONYMS

AEWA	The African-Eurasian Migratory Waterbird Agreement
AFWASA	African Water and Sanitation Association
BMAU	Budget Monitoring and Accountability Unit
Bn	Billion
CAOI	Congress of the Commission of Africa and Indian Ocean
CBI	Centre for Promotion of Imports from Developing Countries
CE	Conservation Education
CEDP	Competitiveness and Enterprise Development Project
CITES	Convention on International Trade in Endangered Species of Wild Fauna and Flora
CMS	Convention on Migratory Species
CNN	Cable News Network
DIT	Directorate of Industrial Training
EAC	East African Community
ECD	Economic and Commercial Diplomacy
ESIA	Environmental and Social Impact Assessment
FY	Financial Year
GVTC	Greater Virunga Transboundary Collaboration
Ha	Hectare
HWC	Human Wildlife Conflict
ICCA	International Congress and Convention Association
IFMS	Integrated Financial Management System
Km	Kilometre
LMNP	Lake Mburo National Park
MDA	Ministry, Department and Agency
MICE	Meetings, Incentives, Conferences and Events
MoES	Ministry of Education and Sports
MoFPED	Ministry of Finance, Planning and Economic Development
MoICT&NG	Ministry of Information and Communications Technology and National Guidance
MoTWA	Ministry of Tourism, Wildlife and Antiquities
MoWT	Ministry of Works and Transport
MPS	Ministerial Policy Statement
NDP	National Development Plan
PBS	Programme Budgeting System
PCOs	Professional Conference Organisers
PIAP	Programme Implementation Action Plan
POEs	Professional Event Organisers
PR	Public Relations
SOPs	Standard Operating Procedures
TIMS	Tourism Information Management System
TRDC	Tourism Research and Development Centre
TVET	The Vocation and Education Training Council
UBTEB	Uganda Business and Technical Examinations Board
USh	Uganda Shillings
UHTTI	Uganda Hotel and Tourism Training Institute
UIA	Uganda Investment Authority
UIA	Union of International Associations
UNWTO	United Nations World Tourism Organisation
US	United States
USD	United States Dollar



UTB	Uganda Tourism Board
UWA	Uganda Wildlife Authority
UWEC	Uganda Wildlife Education Centre
UWRTC	Uganda Wildlife Research and Training College
WPA	Wildlife Protected Area



FOREWORD

The Government of Uganda outlined strategies, for FY 2024/25, to restore the economy back to the medium-term growth path with the ultimate vision of a self-sustaining, integrated economy. The strategies emphasized accelerating commercial agriculture, fostering industrialization, and expanding both service sectors and digital transformation. Key areas of focus included enhancing market access and leveraging technological advancements to drive economic growth.

The strategic interventions that were prioritized under various programmes included: roads under Integrated Transport and Infrastructure Services; electricity under the Sustainable Energy Development; irrigation under Agro-Industrialization; Industrial parks under Manufacturing; support to medical schools and science-based research and development under Human Capital Development; as well as oil and gas among others.

The Annual programme assessments have been made, and it was established that performance was fairly good. This implies that programmes are on track, but with a lot of improvements required. The challenges noted, are not insurmountable. These monitoring findings form a very important building block upon which programmes can re-strategize for FY 2025/26.

The government has embarked on the 10-fold growth strategy that demands for enhanced efficiency and effectiveness within programmes. We cannot afford to have fair performance scores hence forth, as this will jeopardize the prospects of doubling the economic growth rates in the medium term.

Partick Ocailap

 For Permanent Secretary/ Secretary to the Treasury



EXECUTIVE SUMMARY

The Tourism Development Programme consists of three sub-programmes, namely: Tourism Marketing and Promotion; Regulation and Skills Development; and Infrastructure and Product Development and Conservation. The summary presents highlights of annual performance from 1st July 2024 to 30th June 2025.

The overall annual programme performance was very good, at 92%. The approved budget for the programme was US\$ 309.9 billion, of which US\$ 302.3 billion was released and US\$ 282.6 billion spent by the end of the financial year. The total funds spent were 93.49% of the total amount released.

Performance

The Tourism Marketing and Promotion Sub-programme overall performance was very good, at 99.5%. Several strategic initiatives were undertaken to boost the destination's tourism visibility and international appeal at key visitor touchpoints. These initiatives included branding the Uganda Investment Authority (UIA) One-Stop Centre, as well as Entebbe International Airport's terminals, lounges, aerobridges, and tourism information centre. Two gorilla sculptures were installed at the airport to enrich visitor engagement.

International campaigns included a six-month "Uniquely Yours" promotion on CNN International and a digital "Explore Uganda" campaign on Expedia, targeting key markets in the USA, UK, Canada, Europe, the Middle East, Asia, and Africa. Additionally, 10,000 branded promotional materials were distributed during domestic campaigns and expos. Uganda also maintained active participation in global tourism policy through its annual subscription to the United Nations World Tourism Organisation (UNWTO), attendance at three UNWTO meetings, and participation in four international tourism expos. Domestically, the Pearl of Africa Tourism Expo was successfully held to showcase Uganda's offerings.

The Regulation and Skills Development Sub-programme overall performance was very good, at 95.8%, by the end of FY 2024/25. Several key milestones were reached, with a total of 1,114 tourism actors registered, surpassing the target of 600. A total of 997 tourism enterprises were inspected, surpassing the target of 400. Enforcement campaigns were also conducted to close unlicensed accommodation facilities in Kampala and Wakiso. Awareness was raised through digital and media campaigns on minimum standards and licensing procedures, while 250 standalone restaurants were profiled for registration, surpassing the target of 100 and 94 accommodation facilities were graded against a target of 100.

In collaboration with the Directorate of Industrial Training, 203 tourist guides were assessed. Strategic engagements were held with the East African Community (EAC) Secretariat on revised classification criteria. Research initiatives included a nightlife study with Tourism Research and Development Centre (TRDC), a visitor flow analysis in the Rwenzori Region with the Centre for Promotion of Imports from Developing Countries (CBI), and the purchase of tourism data from MMGY Global. The Uganda Wildlife Research and Training College (UWRTC) enrolled 355 students, surpassing the planned 240, while 200 students joined the Uganda Hotel and Tourism Training Institute (UHTTI), thereby meeting the target. Additionally, the Uganda Tourism Board (UTB) Strategic Plan for FY 2025/26–2029/30 was developed to guide future sector growth. However, UTB is awaiting the enactment of regulations by the Ministry of Tourism, Wildlife and Antiquities (MoTWA) that will mandate the Board to inspect and license restaurants. However, Uganda has not yet adopted the EAC revised classification criteria and has a limited number of certified hotel assessors.



The Infrastructure, Product Development and Conservation Sub-programme overall performance was good, at 84.91%. Key achievements were registered in wildlife conservation and management, and these included the construction of 5,514 metres of boardwalks, against a target of 5,000 metres, and installation of 4,790 metres of metallic climbing ladders along the Rwenzori Mountain trails at high altitudes exceeded the target of 4,000 metres. These efforts significantly enhanced access and safety in wildlife conservation areas.

Phase One of the construction of the Uganda Museum was at approximately 74% completion. The Uganda Wildlife Policy 2014 was revised, and annual subscriptions to key international conventions, such as the Convention on International Trade in Endangered Species of Wild Fauna and Flora (CITES), Convention on Migratory Species (CMS), the African-Eurasian Migratory Waterbird Agreement (AEWA) and the Gorilla Agreement, were paid.

Uganda participated in three major international meetings related to tourism and wildlife, and 453,212 tourists (97.9% of the target) were hosted in Wildlife Protected Areas (WPAs). Four General Management Plans were developed for key national parks, and the development of the Uganda Wildlife Authority (UWA) strategic plan was 30% complete. Conservation efforts included clearing 4,289 hectares of invasive species, exceeding the target of 2,300 ha and maintaining 200.9 km of electric fence across protected areas, exceeding the target of 178 km.

Subscriptions to the Greater Virunga Transboundary Collaboration (GVTC) and Nature Uganda were fulfilled, 63 wildlife clubs were supported in schools to promote conservation education, exceeding the target of 50 clubs, and 27,575 patrols to combat illegal wildlife activities were conducted, which was above the annual target of 13,904. However, the construction of 50 blocks of ranger accommodation and 20 blocks of waterborne toilets was not done due to lengthy procurement processes.

Challenges

1. Lengthy procurement processes have delayed some of the planned activities.
2. Poor infrastructure, including unreliable internet connectivity, inconsistent electricity supply in protected areas like Murchison Falls National Park, Queen Elizabeth National Park, and Katonga Wildlife Reserve, and the poor condition of some tourism roads, negatively impacts administrative operations, revenue collection, service delivery, and the overall visitor experience.
3. Community hostility and engagement challenges: In regions such as Mt. Elgon, politically driven community hostility has posed significant enforcement challenges. Rangers often encounter resistance, leading to injuries and, in some cases, fatalities. Issues such as illegal grazing, refusal to pay fines, and occasional attacks on tourists further strain community relations and complicate conservation efforts.
4. The delayed implementation of the revised East African Community (EAC) Classification and Grading Criteria places Uganda at a competitive disadvantage compared to neighbouring countries. Out of the required 20, Uganda has approximately nine certified hotel assessors, which hampers the timely evaluation and licensing of accommodation facilities, with only 100 (0.02%) out of 6,000 accommodation facilities licensed.



5. Uganda's negative perception as an unsafe destination, driven by election-related violence, disease outbreaks, negative media coverage, and controversial LGBTQ+ laws, has deterred tourists and hindered international event bidding, resulting in the cancellation of major events and missed opportunities worth USD 9 million in revenues.
6. The delay in establishing the Technical Vocational Education Training (TVET) Council has hindered the launch of new courses at UHTTI and UWRTC, as well as the formation of a Board of Governors at UHTTI.

Conclusion

Overall, the performance of the Tourism Development Programme in FY 2024/25 was commendable, with a 92% success rate. All three sub-programmes – Tourism Marketing and Promotion; Regulation and Skills Development; and Infrastructure, Product Development, and Conservation – achieved substantial progress in line with planned outputs. Strategic investments in destination branding, international campaigns, hospitality regulation, conservation, and skills development contributed to enhancing Uganda's visibility and attractiveness as a tourism destination. The programme achieved strong budget absorption, reflecting effective utilisation of resources.

Recommendations

1. UWA's procurement processes should be carried out timely to prevent loss of time in implementing activities.
2. The Ministry of Works and Transport (MoWT) and the Ministry of Information and Communications Technology and National Guidance (MoICT&NG) should be facilitated to provide and upgrade the necessary infrastructure within the key conservation areas to provide a conducive environment for tourism. Additionally, partnerships with private sector stakeholders and development partners can be leveraged to co-fund infrastructure in these areas.
3. MoTWA should expedite the adoption and implementation of the revised EAC Classification and Grading Criteria to align with regional standards and improve Uganda's tourism competitiveness. Additionally, efforts should be made to build the institutional capacity by recruiting and training more certified hotel assessors to meet the minimum requirement of 20 assessors.
4. Adequate budget allocation and targeted funding should be secured to support grading operations and infrastructure, while exploring partnerships with development partners and the private sector to enhance resource mobilisation and sustain quality assurance efforts in the hospitality industry.
5. MoTWA and MoICT&NG should launch PR and crisis campaigns to highlight Uganda's safety and tourism diversity. Engagement with international media and influencers should be intensified to promote positive narratives. Where possible, national laws should be aligned with global human rights standards affecting tourism. Security at key sites should be strengthened and high-profile events hosted to rebuild traveller confidence.



6. The MoES, in collaboration with MoTWA, should fast-track the establishment of the TVET Council to provide the necessary regulatory and governance framework for technical and vocational training institutions to facilitate the introduction of new, industry-relevant courses and enable the formation of a functional Board of Governors at UHTTI.



CHAPTER 1: INTRODUCTION.

1.1 Background

The mission of the Ministry of Finance, Planning and Economic Development (MoFPED) is: “To formulate sound economic policies, maximise revenue mobilisation, and ensure efficient allocation and accountability for public resources so as to achieve the most rapid and sustainable economic growth and development”.

MoFPED, through its Budget Monitoring and Accountability Unit (BMAU), tracks the implementation of programmes/projects by observing how values of different financial and physical indicators change over time against stated goals, indicators, and targets (how things are working). BMAU work is aligned with budget execution, accountability, and service delivery.

Starting in FY 2021/22, the BMAU is undertaking Programme-Based Monitoring to assess performance against targets and outcomes in the Programme Implementation Action Plans (PIAPs) of the Third National Development Plan (NDP III). Semi-annual and annual field monitoring of government programmes and projects is undertaken to verify the receipt and application of funds by the user entities and beneficiaries, the outputs and intermediate outcomes achieved, and the level of gender and equity compliance in the budget execution processes. The monitoring also reviews the coherence in implementing the PIAP interventions; the level of cohesion between sub-programmes; and the challenges of implementation.

The monitoring covered the following Programmes: Agro-Industrialisation; Community Mobilisation and Mindset Change; Digital Transformation; Human Capital Development; Innovation, Technology Development and Transfer; Integrated Transport Infrastructure and Services; Manufacturing; Mineral Development; Natural Resources, Environment, Climate Change, Land and Water Management; Public Sector Transformation; Sustainable Development of Petroleum Resources; Sustainable Energy Development and Tourism Development.

This report presents findings from monitoring the Tourism Development Programme for the budget execution period of 1st July 2024 and 30th June 2025.

1.2 Programme Goal

The goal of the Tourism Development Programme is to increase Uganda’s attractiveness as a preferred tourism destination. The Tourism Development Programme consists of three sub-programmes, namely: Tourism Marketing and Promotion; Regulation and Skills Development; and Infrastructure, Product Development and Conservation.

The lead MDA for the implementation of the programme is the Ministry of Tourism, Wildlife and Antiquities (MoTWA), with other key implementing agencies being the Uganda Wildlife Authority (UWA), Uganda Hotel and Tourism Training Institute (UHTTI), Uganda Wildlife Research and Training College (UWRTC), and Uganda Tourism Board (UTB).



1.3 Programme Objectives

The specific objectives of the programme are:

- i. Promote domestic and inbound tourism.
- ii. Increase the stock and quality of tourism infrastructure.
- iii. Develop, conserve and diversify tourism products.
- iv. Develop a pool of skilled personnel along the tourism value chain and ensure decent working conditions.
- v. Enhance regulation, coordination and management of the tourism programme. –

1.4 Programme Outcomes and Indicators

The NDP III outlines outcomes and the targets to be delivered under each of the programme objectives.

The indicators in Table 1.1 will be used to measure the progress towards the outcomes of the programme.

Table 1.1: Tourism development outcomes and indicators

Outcome	Indicators
Objective 1: Promote domestic and inbound tourism	
Increased visitor arrivals	Increased visitor arrivals from 1,274,210 to 1,500,000
	Maintained average number of international tourist arrivals from the US, Europe, the Middle East, China and Japan at 225,300 tourists
	Number of domestic visitors to Uganda's key tourist destinations – 966,912
Objective 2: Increase the stock and quality of tourism infrastructure	
Increased stock and quality of tourism infrastructure	Increased number of direct flight routes to Europe and Asia from 6 to 15
	Increased proportion of leisure to total tourists from 20.1% to 30%
Objective 3: Develop, conserve and diversify tourism products	
Increased number of new tourism products	Increased inbound tourism revenues per visitor from USD 1,052 to USD 1,500
Objective 4: Develop a pool of skilled personnel along the tourism value chain and ensure decent working conditions	
Increased skilled personnel	Maintained contribution of tourism to total employment at 667,600 people
Objective 5: Enhance regulation, coordination and management of the tourism programme	
Well-coordinated and managed tourism programme	Level of compliance with tourism service standards (60% enterprises)
	Visitor satisfaction (79%)

Source: NDP III

The key results to be achieved over the NDP III period (FY 20/21 to FY 24/25) were:

- i) Increase annual tourism revenues from USD 1.45 billion to USD 1.862 billion
- (ii) Maintain the contribution of tourism to total employment at 667,600 people
- (iii) Increase inbound tourism revenues per visitor from USD 1,052 to USD 1,500.
- (iv) Maintain the average number of international tourist arrivals from the US, Europe, The Middle East, China and Japan at 225,300 tourists



- (v) Increase the proportion of leisure to total tourists from 20.1% to 30%.
- (vi) Increase the number of direct flight routes to Europe and Asia from 6 to 15.



CHAPTER 2: METHODOLOGY

2.1 Scope

This monitoring report is based on selected interventions in the Tourism Development Programme. The monitoring covered interventions implemented during FY 2024/25 (1st July 2024–30th June 2025). The interventions and respective outputs reviewed under each sub-programme; Ministry, Department, and Agency/(MDAs) are listed in Table 2.1.

Table 2.1: Interventions, outputs, and implementing agencies

Intervention	Outputs	Implementing Agency
Review and implement a national tourism marketing strategy targeting both elite and mass tourism	Brand management	UTB
	Domestic promotion	
	International promotion	
	Uganda Convention Bureau Services	
Develop and implement a framework for conserving natural and cultural heritage.	The Atomic Energy Amendment Bill prepared	MoTWA/UWA/UWEC
	Products modernised and developed	
	Wildlife conservation and protected area management services	
	Uganda wildlife conservation education and awareness services	
	Cultural heritage sites development and maintenance	
	Tourist attractions developed, upgraded and/or maintained	
Provide security at tourist attraction sites, including addressing human-wildlife conflicts.	Infrastructure development and management (Mitigating Human - Wildlife Conflict (HWC) Project)	UWA
	Reduction in the number of HWC incidents	
Implement the tourism curriculum at the Uganda Hotel and Tourism Training Institute (UHTTI).	Education and skills development (number of trainees)	UHTTI
Provide tailor-made training for actors across the entire tourism value chain.	Wildlife research and training services	UWRTC
Strengthen inspection and enforcement of service standards for tourism facilities and tour operators.	Registration, inspection and licensing services	UTB
	Grading and skilling	
	Tourism research	

Source: Author's Compilation

Monitoring involved analysis and tracking of inputs, activities, processes, outputs, and, in some instances, intermediate outcomes, as identified in the Programme Implementation Action Plan (PIAP),



Ministerial Policy Statements (MPSs), and semi-annual and quarterly work plans, progress and performance reports of MDAs.

A total of six out of seven interventions in the MPSs were reviewed. The six reviewed interventions translated into 85% coverage of the approved budget for FY 2024/25. The selected interventions monitored were:

- Review and implement a national tourism marketing strategy targeting both elite and mass tourism segments.
- Provide security at tourist attraction sites, including addressing human-wildlife conflicts.
- Strengthen inspection and enforcement of service standards for tourism facilities and tour operators.
- Implement the tourism curriculum at the Uganda Hotel and Tourism Training Institute (UHTTI).
- Provide tailor-made training for actors across the entire tourism value chain.
- Develop and implement a framework for conserving natural and cultural heritage.

2.2 Approach and Sampling Methods

Both qualitative and quantitative methods were used in the monitoring exercise. The physical performance of interventions, planned outputs, and intermediate outcomes were assessed through monitoring a range of indicators. The progress reported was linked to the reported expenditure and physical performance.

A combination of random and purposive sampling was used in selecting interventions and outputs from the PIAPs, MPSs, and progress reports of the respective MDAs for monitoring.

To aid mapping PIAP interventions against annual planned targets stated in the Vote MPSs and quarterly work plans, a multi-stage sampling was undertaken at four levels: i) sub-programmes; ii) sub-sub-programmes; iii) agency; and iv) project beneficiaries. Regional representation was considered in the selection of implementation sites and outputs.

2.3 Data Collection and Analysis

2.3.1 Data Collection

The monitoring team employed both primary and secondary data collection methods. Secondary data collection methods include: Literature review of key policy documents, including: Ministerial Policy Statements (MPSs) for FY 2024/25; National and Programme Budget Framework Papers; PIAPs, (NDP III) and work plans for the respective implementing agencies; quarterly performance reports; the Budget Speech; Public Investment Plans; approved estimates of revenue and expenditure; project reports; strategic plans; and policy documents.

Review and analysis of data from the Integrated Financial Management System (IFMS) and the Programme Budgeting System (PBS).

Primary data collection methods, on the other hand, include:

- Consultations and key informant interviews with institutional heads, project/intervention managers at various implementation levels.
- Field visits to various sites, for primary data collection, observation, and photography.
- Call-backs in some cases were made to triangulate information.

2.3.2 Data Analysis

The data was analysed using both qualitative and quantitative approaches.

Qualitative data was examined and classified in terms of constructs, themes, or patterns to explain events among the beneficiaries (interpretation analysis) and reflective analysis, where the monitoring teams provided an objective interpretation of the field events. Quantitative data, on the other hand, was analyzed using advanced Excel tools that aided interpretation.

Comparative analysis was done using percentages, averages, and cross-tabulations of the outputs/interventions; intermediate outcome indicators, and overall scores. Performance of outputs/interventions and intermediate outcome indicators was rated in percentages according to the level of achievement against the annual targets. The sub-programme score was determined as the weighted aggregate of the average percentage ratings for the output/intermediate outcomes in the ratio of 65%:35% respectively.

The overall programme performance is an average of individual sub-programme scores assessed. The performance of the programme and sub-programme was rated based on the criteria in Table 2.2.

Based on the rating assigned, a BMAU colour-coded system was used to alert the policymakers and implementers on whether the interventions were achieved or had very good performance (green), good performance (yellow), fair performance (light gold), and poor performance (red) to aid decision making. –

Table 2.2: Assessment guide to measure performance in FY 2024/25

Score	Performance Rating	Comment
90% and above	Green	Very Good (Achieved at least 90% of outputs and outcomes)
70% – 89%	Yellow	Good (Achieved at least 70% of outputs and outcomes)
50% – 69%	Light Gold	Fair (Achieved at least 50% of outputs and outcomes)
49% and below	Red	Poor (Achieved below 50% of outputs and outcomes)

Source: Author's Compilation

Ethical Considerations

Introduction letters from the Permanent Secretary/Secretary to the Treasury were issued to the respective MDAs monitored. Entry meetings were held with the Accounting Officers or delegated officers upon commencement of the monitoring exercise. Consent was sought from all respondents, including programme or project beneficiaries. All information obtained during the budget monitoring exercise was treated with a high degree of confidentiality.

2.4 Limitations

- Limited credible outcome performance data in the programme institutions; in some cases, the analysis was done at the output level.
- Lack of reliable and real-time financial data on donor financing, which was not accessible on the IFMS.
- Limited access to credible expenditure data, especially for agencies/subventions that still operated manual accounting systems.



2.5 Structure of the Report

The report is structured into four chapters. These are: Introduction; Methodology; Programme Performance; Conclusion; and Recommendations.



CHAPTER 3: PROGRAMME PERFORMANCE

3.1 Overall Performance

Financial Performance

The total approved budget for the programme was US\$ 168 billion. The overall budget release was good, at 100%, and expenditure was 98.3% of the release. The programme financing by 30th June 2024 is summarised in Table 3.1.

Table 3.1: Financing of the Tourism Development Programme at 30th June 2025

Sub-Programme/ Cost Centre	Approved Budget (US\$ bn)	Release (US\$ bn)	Expenditure (US\$ bn)	Release as % of Budget	Expenditure as % of Release
Regulation and Skills Development	21,293,886,600	21,293,886,600	20,966,559,600	100	98
Tourism Marketing and Promotion	15,973,687,719	15,973,687,719	15,973,687,719	100	100
Infrastructure, Product Development and Conservation	130,855,171,471	130,855,171,471	126,630,824,946	100	97
Total	168,122,745,790	168,122,745,790	163,571,072,265	100	98.3

Source: IFMS and PBS Quarterly Reports FY 2024/25

Physical Performance

The overall performance of the programme was very good, at 92%. Between the reporting periods, visitor satisfaction rose from 79% to 83%, and direct employment along the tourism value chain significantly increased, from 350,000 to 803,691 people. Compliance with tourism service standards also improved, rising from 60% to 67%. The average annual hotel room occupancy rate increased from 50% to 53.2%, while accommodation capacity expanded from 195,005 to 350,550 rooms.

Despite these developments, some targets were not met: the contribution of tourism to total employment reached 7.2%, against a target of 8.5%; and its contribution to GDP was 6.6%, compared to the target of 8.5%. Additionally, only 65.3% of the tourism arrivals target was achieved. On the wildlife front, the population of antelopes and elephants increased from 168,184 to 175,590 and from 7,588 to 7,975, respectively. However, the growth in lion and mountain gorilla populations fell short of targets, with only 292 lions realised out of a 652 target, and 459 mountain gorillas compared to the expected 586. A summary of the physical performance is shown in Table 3.2.

Table 3.2: Summary of performance of the Tourism Development Programme for FY 2024/25

Sub-Programme	Performance (%)
Regulation and Skills Development	96
Tourism Marketing and Promotion	95
Infrastructure, Product Development and Conservation	85
Overall Performance	92

Source: Author's Compilation



3.2 Regulation and Skills Development Sub-programme

The sub-programme objective is to ensure adequate regulation of the programme and a skilled labour force. The outcome indicator for the sub-programme is the number of tourism facilities licensed to operate and number of skilled personnel trained to work on the tourism programme.

The planned interventions under the sub-programme are: Strengthen inspection and enforcement of service standards for tourism facilities and tour operators; Implement the tourism curriculum at the Uganda Hotel and Tourism Training Institute (UHTTI); Strengthen/develop the legal and policy framework and mechanisms to ensure decent working conditions in the industry so as to reduce incidents of exploitation; and Provide tailor-made training for actors across the entire tourism value chain.

The overall sub-programme performance was good, at 90.8 % (Table 3.3). Nationwide sensitisation and awareness campaigns were conducted to promote the enforcement of tourism regulations and service standards, with materials produced and disseminated widely within Uganda. Significant progress was made in regulatory activities, with 250 restaurants profiled, inspected, and registered, exceeding the target of 100. A detailed analysis of the performance of the Regulation and Skilling Sub-programme interventions is presented in Annex 1.

Table 3.3: Performance of interventions under the Regulation and Skills Development Sub-programme

Intervention	Performance Rating	Remarks
Strengthen inspection and enforcement of service standards for tourism facilities and tour operators.		Good performance of 97.6%. Nationwide sensitisation campaigns on tourism regulations and service standards were conducted, significantly exceeding targets for profiling, inspecting, and registering restaurants and tourism enterprises, while also completing the UTB Strategic Plan for FY 2026/27–2030/31.
Implement the tourism curriculum at the Uganda Hotel and Tourism Training Institute (UHTTI).		Very good performance of 100%. The enrolment target was met and students were placed for internship and supported.
Provide tailor-made training for actors across the entire tourism value chain.		Fair performance of 75%. The enrolment target at UWRTC was exceeded. However, the construction of the girls' hostel was not undertaken.
Average intervention performance		Very good performance of 90.8%

Source: Author's Compilation

3.2.1 Strengthen inspection and enforcement of service standards for tourism facilities and tour operators

The intervention is jointly implemented by MoTWA and UTB. The planned outputs under the intervention were registration, inspection and licensing services, grading and skilling.

The financial performance of the intervention was good, at 97.6%. The budget for the intervention was US\$ 1,071 billion, which was released, and US\$ 1,062, which was spent during the financial year 2024/25. The intervention was measured under two outputs: a) Registration, inspection and licensing services, and b) Grading and skilling.

a) Registration, inspection and licensing services

A total of 395 hotel and restaurant establishments were registered, against a target of 200. The tour and travel operators registered were 523, against a target of 200. The number of tour guides registered was 196, against a target of 200. The hotel and restaurant establishments inspected were 411, against a target of 200. On the other hand, 586 tour and travel companies were inspected, against a target of 200. A total of 302 hotel and restaurant establishments were licensed, against a target of 200. Additionally, 1,186 tour and travel companies were licensed, against a target of 200, and 59 tour guides were licensed, against a target of 200.

b) Grading and skilling

A total of 94 accommodation facilities were graded, against a target of 200, and 203 guides were assessed, against a target of 200. The delayed implementation of the revised EAC Classification and Grading Criteria places Uganda at a competitive disadvantage compared to other member states that have already implemented these standards, such as Kenya, Rwanda, and Tanzania. The lag in alignment affects our competitiveness in the hospitality sector, a key determinant in destination competitiveness and travel decision making.

3.2.2 Strengthen/develop the legal and policy framework and mechanisms to ensure decent working conditions in the industry to reduce incidents of exploitation

The intervention was primarily executed by the Ministry of Tourism, Wildlife and Antiquities (MoTWA). Key deliverables included the development of the Tourism Information Management System (TIMS), which had reached 85% completion. However, the system faced challenges in migrating from the consultant's servers to MoTWA's own infrastructure. Additionally, the intervention supported the retooling of MoTWA through the procurement of various equipment such as computers, laptops, and printers to enhance staff capacity in carrying out their responsibilities.

3.2.3 Implement the tourism curriculum at the Uganda Hotel and Tourism Training Institute (UHTTI)

This intervention was mainly implemented by UHTTI. The planned outputs under the intervention were hotel and tourism training services provided. A total of 246 students were enrolled, against a target of 200, whereas 232 students graduated during the 15th graduation ceremony, and all students were placed on industrial training. Semester examinations were administered to 100% of the students. The construction of the girls' hostel was at 28% completion rate. However, the institute was running without a Board of Governors because of the delay in appointing the Vocation and Education Training Council (TVET) responsible for approving the new board.



A section of the girls' hostel under construction at UHTTI, Jinja



3.2.4 Provide tailor-made training for actors across the entire tourism value chain

This intervention was mainly implemented by Uganda Wildlife Research and Training College (UWRTC). The planned outputs under the intervention were wildlife research and training services provided. The institute was able to enroll 355 students, more than the planned 240. This increase was made possible by the expansion of accommodation facilities and lecture rooms, which was facilitated through the implementation of the World Bank-funded Competitiveness and Enterprise Development Project (CEDP).

Two internship training programmes for students were conducted and 120 students facilitated. A total of 226 students graduated, against a target of 100, and this was due to the delay in releasing examination results for the academic year 2021/2022 first intake by the Uganda Business and Technical Examinations Board (UBTEB). This led to graduating two intakes for the academic years 2021/2022 (first intake) and 2021/2022 (second intake) at the same time, thus increasing the number of graduands. One training workshop for 30 staff to implement e-library was not conducted. The college has not been able to introduce new courses because of the lack of the TVET Council responsible for approving new courses.

Table 3.4: The level of achievement of the Regulation and Skills Development Sub-programme indicators

Indicator	Target	Achieved	Reason for Variation/Remarks
Level of compliance to tourism service standards by enterprises (%)	50%	41.10%	Delays in the renewal of licenses significantly contributed to the underachievement of targets. Compliance with established standards requires all entities to possess a valid operating licence, which is subject to annual renewal. Prolonged renewal processes disrupted operational continuity, thereby impacting performance outcomes.
Number of trainings conducted to nurture local hospitality sector enterprises	4	3	Budget shortfalls
No. of accommodation and restaurant facilities registered	200	395	Increased awareness and utilisation of the e-registration service and enhanced stakeholder sensitisation
No. of tour and travel companies registered	200	523	
No. of tour guides registered	200	196	
No. of accommodation and restaurant facilities inspected	200	411	Collaboration with Local Government officials, including district and city tourism and Commercial Officers, was instrumental in facilitating the inspection of tourist facilities upcountry, ensuring broader coverage and effective coordination at the local level.
No. of tour and travel companies inspected	200	586	
No. of accommodation and restaurant facilities licensed	200	302	a) The enforcement exercise was met with a positive response, with a growing number of facilities showing willingness to comply



Indicator	Target	Achieved	Reason for Variation/Remarks
No. of tour and travel companies licensed	200	1186	and obtain the required licences. b) Issuance of licenses for tourist guides is contingent upon the completion of the assessment exercise conducted by the Directorate of Industrial Training (DIT). It cannot proceed until this process is finalised.
No. of tour guides licensed	200	59	
No. of accommodation facilities graded	100	94	Accommodation facilities that expressed interest in star rating required additional time to adequately prepare for the assessment exercise.
No. of tour guides assessed	200	203	

Source: Field Findings and MoTWA Q4 Reports

Challenges under the Sub-programme

- 1) The delayed implementation of the revised East African Community (EAC) Classification and Grading Criteria places Uganda at a competitive disadvantage compared to neighbouring countries. Out of the required 20, Uganda has approximately nine certified hotel assessors, which hampers timely evaluation and licensing of accommodation facilities, with only 100 (0.02%) out of 6,000 accommodation facilities licensed.
- 2) The delay in setting up the TVET Council has hindered the introduction of new courses and the establishment of a new board for UHTTI.

Conclusion

The Regulation and Skilling Sub-programme made good progress. The successful implementation of awareness campaigns, surpassing regulatory targets, and the development of the UTB Strategic Plan demonstrate strong progress in strengthening tourism governance and planning for sustainable sector growth.

Recommendations

MoTWA should expedite the adoption and implementation of the revised EAC Classification and Grading Criteria to align with regional standards and improve Uganda's tourism competitiveness. Additionally, efforts should be made to build institutional capacity by recruiting and training more certified hotel assessors to meet the minimum requirements.

The MoES, in collaboration with MoTWA, should fast-track the establishment of the TVET Council to provide the necessary regulatory and governance framework for technical and vocational training institutions. This will facilitate the introduction of new, industry-relevant courses and enable the formation of a functional Board of Governors at UHTTI.

3.3 Tourism Marketing and Promotion Sub-programme

The sub-programme is responsible for promoting and marketing Uganda as a tourism destination both domestically and internationally. The planned intervention under the sub-programme is to review and implement a national tourism marketing strategy targeting both elite and mass tourism segments.

The sub-programme performed well, achieving 95.19% performance, with a budget, release, and expenditure totalling US\$ 15.973 billion.



Performance of Interventions

The overall performance of the interventions under the sub-programme was very good, at 99.5% (Table 3.5). Some of the highlights under the sub-programme include the branding of tourism touchpoints with the “Explore Uganda” identity in both domestic and international markets. Domestic tourism campaigns were created and disseminated through digital platforms. City tourism products were identified and profiled for development, marketing, and investment promotion. Support was extended to stakeholders in preparing bids and hosting global meetings, conferences, and events. Additionally, membership of global MICE (Meetings, Incentives, Conferences, and Exhibitions) associations was secured. A detailed performance analysis for the Tourism Marketing and Promotion Sub-programme is presented in Annex 2.

Table 3.5: Intervention performance for Tourism Marketing and Promotion Sub-programme

Intervention	Performance Rating	Remarks
Review and implement a national tourism marketing strategy targeting both elite and mass tourism segments		Very good performance, at 99.5%
Overall intervention performance		Good performance, at 99.5%

Source: Authors' Compilation

3.3.1 Review and implement a national tourism marketing strategy targeting both elite and mass tourism segments

The intervention is jointly implemented by MoTWA and UTB. The planned outputs under the intervention were: Tourism investment, promotion and marketing; Brand management; Domestic promotion; International promotion; Uganda Convention Bureau Services; Leadership and management; and Communication and public relations. The intervention performance was very good, at 99.5%.

a) Tourism Investment, Promotion and Marketing

The total budget for this output was US\$ 56.8 million, all of which was released and spent. As part of the activities, tourism signage was installed in six cities – Mbarara, Jinja, Mbale, Soroti, Lira, and Arua – to enhance the visitor experience. Additionally, signage works for the Uganda Martyrs Trail (Central Circuit) were concluded, with 19 out of the targeted 21 signs successfully put up. However, the Uganda Tourism Board (UTB) is still awaiting formal clearance from the Fort Portal City Authority to proceed with signage installation in that jurisdiction. Furthermore, all five planned tourism product audits were conducted, along with a profiling study of cultural, heritage, adventure, nature, and sports tourism products across Karuma Hydro Power Plant, the Albertine Region, Mbale City, Mbale District, and Kapchorwa District. As part of the promotional efforts, two product catalogues were also developed: The *Destination Uganda* catalogue and the *Religious Tourism* catalogue.



Left to right: Tourism signage at Kasubi Tombs and another along Masaka-Mbarara Highway

b) Brand Management

A total of US\$1.382 billion was allocated for the output, and the entire amount was released and utilised. Though the target was to brand a single visitor touchpoint, the Uganda Tourism Board (UTB) surpassed this by branding the Uganda Investment Authority (UIA) One-Stop Centre along with several strategic locations at Entebbe International Airport. These included the aerobridges, arrival and departure terminals, lounges, and the tourism information centre, thus significantly boosting brand visibility across key government offices and visitor touchpoints.

Additionally, UTB completed the installation of two gorilla sculptures at Entebbe International Airport to further enrich visitor engagement and experience. In line with its international marketing strategy, UTB planned one major campaign and successfully executed a six-month “Uniquely Yours” campaign on CNN International and its digital platforms, targeting key markets in the USA, Europe, the Middle East, Africa, India, China, and the Asia-Pacific region. Complementing this effort, a six-month *Explore Uganda* digital promotional campaign was carried out on Expedia, in partnership with the Uganda High Commission in London and the Embassy of Uganda in Washington, D.C., focusing on high-value market segments in the USA, Canada, and the UK. Furthermore, 10,000 branded promotional materials were produced and distributed to stakeholders and prospective visitors during domestic campaigns, tourism expos, and familiarisation tours to enhance destination awareness.

c) Domestic Promotion

The total budget for this output was US\$ 264 million, which was fully released and spent. As part of the planned activities, UTB, in partnership with various stakeholders, successfully commemorated World Tourism Day on 27th September 2024 in Kasese District. Additionally, UTB executed the *Uniquely Ours* domestic tourism social media campaign aimed at promoting luxury, adventure, marine, culinary, and nightlife experiences across all regions of Uganda. This campaign leveraged strategic influencer partnerships with well-known personalities to drive engagement and increase visibility of Uganda’s diverse tourism offerings.

d) International Promotion

The total budget for this output was US\$ 80.5 million, which was fully released and spent. Key achievements included destination training for Uganda's Missions in New Delhi, Abu Dhabi, Turkey, Washington, and Germany, equipping them to support destination promotion and the execution of the



National Marketing Strategy. Additionally, 70 private sector partners were sensitised on the joint implementation of the strategy.

As part of international promotion efforts, UTB produced and disseminated online advertisements for the *Explore Uganda* campaign across platforms such as Expedia, Explore Uganda's social media channels, and CNN Travel's digital platforms. The *Uniquely Ours* influencer campaign was also boosted on international social media to enhance the global visibility of Uganda's luxury, adventure, marine, culinary, and nightlife experiences, featuring local influencers.

In addition, UTB developed Standard Operating Guidelines for expos, roadshows, destination showcases, influencer marketing, and content creation. However, out of the six Standard Operating Procedures (SOPs) initially planned, only four are currently under development, specifically, guidelines for digital marketing, destination presentations, and Meetings, Incentives, Conferences and Exhibitions (MICE). Dissemination of these SOPs to the private sector for validation and implementation is scheduled for the next quarter.

e) Uganda Convention Bureau Services

The total budget for this output was US\$ 398.8 million, which was fully released and spent. The Uganda Tourism Board (UTB) had initially planned to submit 10 bids to host various international events but exceeded the target by submitting 12 bids. Out of these, UTB successfully secured four bids: the 2026 International Federation of Environmental Health and World Congress the 2025 African Travel Content Creators Conference, the 2025 and 2026 African Engineering Week and General Assembly, and the 2025 SITE Executive Summit, in partnership with the African Union Humanitarian Agency and other stakeholders. However, 16 planned bids were not submitted due to a lack of commitment and support from identified local ambassadors, as well as the absence of subvention funds. This has deterred tourism and led to the loss of international events and investments worth over USD 9 million.

UTB also renewed Uganda's memberships of global MICE associations, including the Union of International Associations (UIA), the International Congress and Convention Association (ICCA), and the Society for Incentive Travel Excellence (SITE), as planned. Uganda's MICE tourism offerings were promoted through the global *MICE Magazine* platform to enhance international visibility and market reach. UTB conducted two tailored MICE trainings for 44 Professional Conference Organisers (PCOs), Professional Event Organisers (POEs), and venue representatives to strengthen their capacity to bid for and host international conferences. Additionally, 45 private sector associations were trained in competitive bidding for international meetings and conferences.

The organisation successfully carried out six planned MICE destination surveys. These included two venue-focused assessments, i.e., the 2024 MICE Sector Venue Performance Survey and the MICE Exhibition Venue Audit. Additionally, four delegate surveys were conducted during key events: the 2025 African Water and Sanitation Association (AfWASA) International Congress and Exhibition; the 11th Congress of the Commission of Africa and Indian Ocean (CAOI) of the International Federation of French Teachers; the 43rd Annual AAPAM Roundtable Conference; and the 2024 Rotaract Africa Summit.

f) Leadership and Management

The total budget for this output was US\$ 1.412 billion, which was fully released and spent. UTB planned to strengthen seven strategic partnerships for tourism development, all of which were



successfully achieved. Key milestones included the renewal of UTB's strategic partnership with the Emirates Group to enhance the global promotion of Uganda as a premier tourism destination.

In collaboration with the Ministry of Foreign Affairs (MoFA) and Uganda's diplomatic missions, UTB also reviewed the Economic and Commercial Diplomacy (ECD) Framework to refine strategies aimed at increasing tourist arrivals by 20% over the next four years. Development of the Uniquely Ours Digital Marketplace was initiated in partnership with Tripesa to enhance bookings, sales, and the digital visibility of Uganda's tourism services. Uganda's tourism offerings were showcased at major international expos; FITUR in Spain, ITB Berlin in Germany, and SATTE in India. This was in collaboration with the MoTWA, Uganda Wildlife Authority (UWA), Uganda Tourism Association (UTA), the Ecotourism Association of Uganda (EAU), and the Uganda High Commission in New Delhi.

Regionally, UTB promoted cluster tourism events such as the Ateker Cultural Festival in Soroti, the 2nd Elgon Half Marathon in Mbale, the Karamoja Festival, Ekyoto ha Empaango in Fort Portal, and the Thelugi Festival in Kasese, Rwenzori Region. Seven of Uganda's diplomatic missions in the UK, Washington, UAE, Paris, Turkey, Canberra (Canada), and China actively supported CNN and Expedia destination promotion campaigns, market research, familiarisation tours, and tourism investment initiatives. Additionally, UTB partnered with TotalEnergies Uganda Limited to develop the Explore Uganda destination app, further strengthening digital engagement with prospective tourists.

g) Communication and Public Relations

The total budget for this output was US\$ 994 million, which was fully released and spent. UTB successfully implemented its planned quarterly activities to enhance tourism communication and public relations. Key achievements included two strategic media editorial engagements with 80 regional editors from Eastern Uganda to promote positive tourism coverage, as well as targeted engagement with private sector partners on crisis communication to mitigate negative publicity about Destination Uganda.

UTB also collaborated with 25 editors from 10 mainstream media houses to boost positive content on Uganda's destination appeal and held a *Tourism Konnect* session with 22 editors focused on faith-based tourism. In addition, tourism information showcasing Uganda's unique heritage was disseminated through both broadcast and print media. A nationwide PR campaign was executed to raise awareness and encourage compliance with tourism facility registration, licensing, and classification standards. Media articles and broadcasts highlighting Uganda's tourism experiences and addressing travel advisories were produced and distributed across platforms including the *Daily Monitor*, the *New Vision*, NBS, and CNN Travel.

Periodic PR support was delivered to provide tourism updates and regulatory information. UTB also produced and distributed 500 sets of corporate promotional materials to public and private sector partners. Furthermore, partnerships were established with the media, the Ministry of Health, and the Government Communicators Forum to build stakeholder capacity in crisis management, reaching 80 participants. Quarterly media monitoring was conducted across print, broadcast, and online platforms to assess tourism coverage and its impact on public perception, and these insights were shared with sector partners. A destination perception survey is currently ongoing; however, limited stakeholder responsiveness has extended the timeframe for completion to ensure adequate representation and data accuracy.



Challenges under the Sub-programme

- Uganda's image as an unsafe destination driven by political unrest, disease outbreaks, anti-LGBTQ+ laws, and insufficient financial support. This has deterred tourism and led to the loss of international events and investments worth over USD 9 million.
- Limited MDA facilitation to host key Meetings, Conferences and Events (MICE) and low awareness of MICE promotion.

Conclusion

Overall, the Uganda Tourism Board (UTB) effectively utilised its allocated budget to implement a wide range of activities across tourism investment, promotion, branding, and public relations, achieving most planned targets (95.19%) and enhancing the country's visibility in both domestic and international markets. However, challenges such as limited stakeholder responsiveness, lack of subvention funds, and regulatory delays highlight the need for strengthened partnerships, sustained funding, and improved coordination to fully realise Uganda's tourism potential.

Recommendations

1. MoTWA should strengthen collaboration between UTB, Uganda Media Centre, the Ministry of Foreign Affairs, and private sector associations to ensure unified messaging, positive media reporting and strategic communication
2. There is need to establish a dedicated national MICE fund (subvention funds) to support bidding, hosting, and marketing of high-profile events by MDAs.

3.4 Infrastructure, Product Development and Conservation Sub-programme

The objective of the sub-programme is to conserve and preserve the natural and cultural heritage. The planned interventions under the sub-programme are: Develop and implement a framework for conserving natural and cultural heritage; and Provide security at tourist attraction sites, including addressing human-wildlife conflicts.

The overall performance was good, at 87.1%. The sub-programme had a total budget of US\$130,855 billion, which was all released, and US\$126,630 billion (97%) of the release was spent by 30th June 2025. The population of antelopes exceeded the target of 168,184, reaching 175,590. Similarly, the elephant population surpassed the target of 7,588, with an actual count of 7,975. However, the lion population fell short of the target of 652, achieving only 292. Likewise, the population of mountain gorillas was below the target of 586, with 459 individuals recorded. The performance of the outputs under the Infrastructure, Product Development and Conservation Sub-programme is summarised in Annex 3.

Table 3.6: Performance of interventions under the Infrastructure, Product Development and Conservation Sub-programme by 30th June 2025

Intervention	Performance rating	Remarks
Develop and implement a framework for conserving natural and cultural heritage		Good performance of 87.1%
Average output performance		Good performance of 87.1%

Source: Author's Compilation



3.4.1 Develop and implement a framework for conserving natural and cultural heritage

The planned outputs under the intervention are: Product modernisation and development policies; Regulations and standards; Wildlife conservation and protected area management services (UWA); Uganda wildlife conservation education and awareness services (UWEC); Cultural heritage sites development and maintenance; Protection, development and maintenance services; Tourist attractions developed, upgraded and/or maintained.

a) Product Modernisation and Development

The total budget for this output was US\$ 10.16 billion, which was fully released and spent. A total of 5,514 metres of boardwalks were constructed along the trails of the Rwenzori Mountains, exceeding the planned target of 5,000 metres. In addition, 4,790 metres of metallic climbing ladders were installed on the steep slopes of the mountain trails, surpassing the initial target of 4,000 metres. Capacity-building efforts were undertaken for key stakeholders, including the training of 300 porters and guides from local community associations to enhance their skills and service delivery. To further support mountaineering operations in the area, 20 assorted communication equipment items, including walkie-talkies and satellite phones, were procured.

b) Policies, Regulations and Standards

The total budget allocated for this output was US\$ 2.223 billion, of which 100% was released. Out of this, US\$ 2.214 billion was utilised. As part of the ongoing revision of the 2014 Uganda Wildlife Policy, the Technical Working Group conducted national and regional stakeholder consultations. However, the Uganda Wildlife (Farming and Ranching) Regulations were not finalised due to limited funding.

In line with regulatory oversight, all quarterly inspections of all conservation areas were successfully conducted to ensure compliance with established policies and laws. Similarly, the planned quarterly inspections of wildlife use right-holders were carried out to ensure adherence to CITES regulations and national wildlife utilisation guidelines. Additionally, the four scheduled meetings of the National Wildlife Crime Coordination Taskforce were held to strengthen coordination and response to wildlife crime across the country.

c) Wildlife Conservation and Protected Area Management Services (UWA)

The total budget for this output was US\$ 302 billion, of which US\$ 120 billion was released and only 102 billion spent. A total of 744 community scouts were trained in the management of problem animals across protected areas, exceeding the target of 500. To support wildlife research and habitat management, 25 research studies were facilitated, far surpassing the planned five. The construction of five new radio masts in Sinyu, Wanaale, Ajai, Kazingo, and Ruhija was successfully completed as planned. Over 4700 ha of invasive species were cleared, against a target of 2300 ha, and over 200.9 km of electric fence was set up in Murchison Falls National Park (MFNP) and Queen Elizabeth National Park (QENP), against a target of 178 km.

In terms of capacity building, 80 senior officers, out of the planned 100, were trained in command and control. However, the planned facilitation of 30 staff to pursue certificate and diploma studies, along with refresher training for 200 rangers at UWRTI, did not take place due to the ongoing merger and restructuring of UWEC and UWA. Construction works for 50 blocks of ranger accommodation and 20 blocks of waterborne toilets are currently in progress, delayed by extended procurement processes.



Left to right: Removal of invasive species and an electric fence in MFNP

d) Uganda Wildlife Conservation Education and Awareness Services (UWEC)

The total budget for this output was US\$ 13.928 billion. However, a supplementary was granted due to the increased need for conservation education and awareness and, therefore, a total of US\$ 17.620 billion released and spent. A total of 63 wildlife clubs were supported to enhance conservation education in schools, exceeding the initial target of 43. Although eight international conservation events were planned, participation increased to nine. Exhibit Guided Tours engaged 350,674 learners out of the planned 360,000 and 572,828 visitors, significantly surpassing the target of 90,000. Additionally, 143 interns from various higher institutions of learning were trained in conservation education, surpassing the initial target of 50.

Four strategic partnerships were created to expand UWA's conservation education portfolio. Although breeding was targeted for seven species, only 28% success was achieved; ongoing efforts include monitoring the breeding behaviour of African grey parrots and completing works on a new aviary. Zoo animal health management efforts were extended to 1,196 individual animals, well above the 400 initially targeted, with 541 species receiving veterinary interventions and consistent health maintenance. A total of 26 educators were trained, out of a planned 27 under the "Connect, Understand, and Act" framework of the Get Educated Programme. All 14 planned maintenance works on animal facilities were completed. However, only three out of the planned eight radio talk shows were aired.

In addition to the above funding, UWEC received a total of US\$ 6.3 billion, which was all spent to set up a satellite zoo in Mbale. The following works were planned and have been completed: construction of the Administration Block; construction of the perimeter wall; landscaping; construction of toilets; construction of the lion exhibit and holding facility; the grazers exhibit; and the bird aviary. However, more work was pending, e.g., the drainage of the entire place, including the animal exhibits needed to be improved. There is also a challenge of petroleum and solid waste next to the boundary wall of the facility, which poses environmental and animal safety risks.



Left to right: The new Administration Block and the lion exhibit at the Mbale Satellite Zoo

e) Cultural Heritage Sites Development and Maintenance

The total budget for the output was US\$ 9.29 billion, which was fully released; however only US\$ 9.11 billion was spent. Guidelines and regulations for the management of sites and monuments were developed to enhance their preservation and sustainable use. A total of 14 heritage sites were maintained, and 14 out of the planned 25 sites were successfully titled. The nine remaining sites were affected because the process involves several stakeholders, such as kingdoms and Local Governments, that MoTWA has no control over.

The national sites and monuments database was validated as planned, and research was facilitated on two rock art sites. Additionally, 12 community outreach activities were conducted in schools to raise awareness about cultural heritage. A comprehensive master plan, along with site-specific management plans for Bigo bya Mugenyi and related sites, was completed.

The Kikorongo Equator Monument and Mugaba Palace were completed, with the latter including interior designs and exhibitions. Rehabilitation of 18 mass grave sites was completed, although they still lack guides and caretakers for their maintenance and safety. Additionally, the Rock Art file for the Lake Victoria region was finalised and submitted to UNESCO for consideration. Renovation works at the Uganda Museum reached approximately 75% completion. However, construction of visitor facilities at Amuru Hot Springs and Guruguru Hills had not commenced, and the development of the Kabalega and Mwanga Site in Dokolo for tourism was only 25% complete, falling short of the planned 50% target by the end of the financial year, and the development of site digital models, marketing documentaries, videos, and brochures was not achieved.



Left to right: A mass grave at Kikyusa Sub-county, Bamunanika County, Luweero District

f) Protection, Development and Maintenance Services

The total budget for this output was US\$ 1.305 billion, which was fully released; however only US\$ 1.136 billion was spent. Outreach activities were successfully conducted in 20 schools and communities across the four regions of Uganda, as planned. Additionally, four monitoring visits were carried out to assess activities related to museum services. Conservation and routine maintenance of galleries were provided at the Uganda Museum as well as at the regional museums in Kabale and Soroti, ensuring the preservation and functionality of these cultural institutions.

g) Tourist Attractions Developed, Upgraded and/or Maintained

The total budget for this output was US\$ 12.52 billion, which was fully released and spent. The construction of various facilities at the Source of the Nile reached a completion rate of 81%. These developments include a modern pier, a suspended glass bridge, sanitary facilities, restaurant amenities, a reception area, an observatory deck, and docking decks, among others. These enhancements aim to boost the site's tourism appeal and visitor experience.

Additionally, five large billboards were installed at key locations: at the Main Gate, along Cliff Road, the Jinja-Iganga Road, the Nile Bridge, and within Jinja Town. This was to promote the Source of the Nile, enhancing marketing and visibility efforts.



Left to right: Some of the billboards installed at the entrance of the Source of the Nile and along the road

At the Kitagata Hot Springs site, significant progress (80% completion) was made through the construction of a guard house, installation of electrical and mechanical systems, and completion of finishing works on the walls, ceilings, and floors. This development enhances safety and infrastructure at the popular site.

Two ranger outposts were constructed in Lake Mburo National Park (LMNP) to support wildlife protection and park management efforts. To ensure effective oversight, four project implementation, monitoring, and supervision reports were produced. Moreover, one staff member received specialised training in tourism development, contributing to capacity building within the sector.



Left to Right are the Two ranger posts constructed in Lake Mburo National Park

In addition to the above developments, the Maro Eco-Tourism Centre in Tororo was facilitated for the development of a comprehensive master plan and various infrastructure improvements. Key among these were enhancements to site accessibility, the installation of a three-phase electricity line, and the establishment of a modern irrigation system for demonstration purposes. These interventions are intended to boost the centre's capacity to attract visitors and serve as a model for sustainable eco-tourism development.



Challenges under the sub-Programme

- Uncompleted or delayed projects due to external dependencies and procurement bottlenecks.
- Unaddressed environmental risks and infrastructure gaps, for example the inappropriate waste disposal next to the Mbale satellite zoo and risk of floods.

Conclusion

Overall, significant progress was made across various heritage conservation, wildlife management, and tourism development initiatives, with several targets surpassed and key infrastructure projects completed. However, challenges such as funding constraints, inter-agency coordination issues, and environmental concerns highlight the need for strategic planning, strengthened partnerships, and improved implementation frameworks moving forward.

Recommendations

1. To accelerate heritage site titling and reduce project delays, MoTWA should formalise inter agency coordination with stakeholders and streamline procurement processes, particularly for infrastructure development.
2. To address funding gaps, MoTWA should prioritise and ring-fence regulatory budgets while exploring alternative financing sources such as donor support, Public-Private Partnerships (PPPs), and environmental trust funds.
3. To mitigate environmental and safety risks at the Mbale satellite zoo, UWA should engage the Local Government authorities to ban the unregulated local waste management.
4. UWA should also implement a phased infrastructure improvement plan to manage the drainage of the facility.



CHAPTER 4: CONCLUSION AND RECOMMENDATIONS

4.1 Programme Conclusion

The Tourism Development Programme demonstrated commendable performance in FY 2024/25, with substantial progress achieved across all three sub-programmes. Strategic investments in branding, promotion, regulation, skills development, and infrastructure significantly enhanced Uganda's visibility and competitiveness as a tourism destination. The programme budget was utilised to meet most planned targets, completing key projects and surpassing several benchmarks, particularly in governance, conservation, and marketing. Nevertheless, persistent challenges – including limited stakeholder engagement and regulatory delays – underscore the need for strengthened coordination, sustainable financing, and robust implementation mechanisms to fully unlock the sector's potential and ensure long-term, inclusive growth.

4.2 Recommendations

1. UWA's procurement processes should be carried out in a timelier manner in order to prevent loss of time in implementing activities.
2. The Ministry of Works and Transport (MoWT) and the Ministry of Information and Communications Technology and National Guidance (MoICT&NG) should be facilitated to provide and upgrade the necessary infrastructure within the key conservation areas to provide a conducive environment for tourism. Additionally, partnerships with private sector stakeholders and development partners can be leveraged to co-fund infrastructure in these areas.
3. MoTWA should expedite the adoption and implementation of the revised EAC Classification and Grading Criteria to align with regional standards and improve Uganda's tourism competitiveness. Additionally, efforts should be made to build institutional capacity by recruiting and training more certified hotel assessors to meet the minimum requirement of 20 assessors.
4. MoTWA should secure adequate budget allocation and targeted funding to support grading operations and infrastructure, while exploring partnerships with development partners and the private sector to enhance resource mobilisation and sustain quality assurance efforts in the hospitality industry.
5. MoTWA and MoICT&NG should launch PR and crisis campaigns to highlight Uganda's safety and tourism diversity. Engagement with international media and influencers should be intensified to promote positive narratives. Where possible, national laws should be aligned with global human rights standards affecting tourism. Security at key sites should be strengthened and high-profile events hosted to rebuild traveller confidence.
6. The MoES, in collaboration with the MoTWA, should fast-track the establishment of the TVET Council to provide the necessary regulatory and governance framework for technical and vocational training institutions to facilitate the introduction of new, industry-relevant courses and enable the formation of a functional Board of Governors at UHTTI.
7. UWA should develop a comprehensive drainage improvement plan and stricter enforcement of environmental regulations, including surveillance and public awareness, at the Mbale satellite Zoo in order to address poor drainage and illegal waste dumping near the facility.



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ANNEXES

Annex 1: A detailed analysis of the performance of the Regulation and Skilling Sub-programme interventions

Intervention	Out put	Financial Performance			Physical Performance		
		Annual Budget (US\$)	% of Budget Received	% of Budget Spent	Annual Target	Cum. Achieved Quantity	Physical Performance Score (%)
Strengthen Inspection and enforcement of service standards for tourism facilities and tour operators.	Nationwide sensitisation and awareness campaigns on enforcing tourism regulations and service standards produced and disseminated.	20,000,000	100	100	3	3	100
	100 restaurants profiled, inspected and registered.	74,400,000	100	100	100	250	100
	400 tourism enterprises inspected (tour and travel operators, and designated accommodation facilities).	214,600,000	100	100	400	997	100
	100 accommodation facilities inventoried.	116,240,000	100	100	100	153	100
	100 accommodation facilities graded and classified.	235,760,000	100	100	100	94	94
	UTB Strategic Plan FY 2026/27 –2030/31 developed	150,250,000	100	100	1	1	100
	UTB Annual Work Plan and Budget, Budget Framework Paper and Ministerial Policy Statement for FY 2025/26 developed.	75,200,000	100	100	1	1	100
	Annual and quarterly performance reporting for FY 2024/25.	26,676,600	100	100	1	1	100
	Project proposals developed for tourism development.	2,700,000	100	100	1	6	100
	Market intelligence on international and domestic tourism trends collected.	23,200,000	100	100	2	2	100
	End-of-term evaluation of UTB Strategic Plan conducted (2020/21 – 2024/25)	50,000,000	100	100	1	1	100
	UTB Risk Management Policy reviewed.	50,000,000	100	100	1	1	100



	Audit, risk and retooling MoTWA.	32,330,000	100	73.625	4	3	75
Implement the tourism curriculum at the Uganda Hotel and Tourism Training Institute (UHTTI).	Implement tourism curriculum.	16,693,200,000	100	99.994	1	1	100
Provide tailor-made training for actors across the entire tourism value chain.	Tailor-made training for tourism value chain,	3,529,330,000	100	90.995	4	3	75
Average Outputs Performance							96.2
Outcomes Performance							
Outcome Indicator				Annual Target	Achieved		Score (%)
Contribution of tourism to total employment (%)				0.085	0.072		85
Number of people directly employed along the tourism value chain				350000	803691		100
Level of compliance with tourism service standards (% enterprises)				60	67		100
Visitor satisfaction				79.00%	83.00%		94.9
Average Outcomes performance							95.79
Overall sub-programme Performance							95.79

Source: Field Findings and MoTWA Q4 Reports



Annex 2: Performance of the Tourism Marketing and Promotion Sub-Programme by 30th June 2025

Intervention	Out put	Financial Performance			Physical Performance		
		Annual Budget (US\$)	% of Budget Received	% of Budget Spent	Annual Target	Cum. Achieved Quantity	Physical Performance Score (%)
Review and implement a national tourism marketing strategy targeting both elite and mass tourism segment.	Tourism touchpoints branded with Explore Uganda in the domestic and international markets.	263,100,000	100	100	1	1	100
	Explore Uganda brand communication campaigns produced.	1,000,000,000	100	100	1	1	100
	10,0000 sustainable assorted promotional collateral for Explore Uganda produced.	119,080,000	100	100	10000	10000	100
	World Tourism Day 2024 commemorated.	64,000,000	100	100	1	1	100
	Domestic tourism campaigns produced and distributed on digital channels.	200,000,000	100	100	1	1	100
	Explore Uganda brand digital marketing and advertising conducted on online platforms.	80,528,000	100	100	1	1	100
	Stakeholder support provided in bid preparation and hosting global Meetings, Conferences and Events.	169,200,000	100	100	10	15	100
	Membership to Global MICE associations acquired.	35,570,000	100	100	3	3	100
	Destination capacity in destination MICE promotion strengthened.	85,130,000	100	100	2	2	100
	Destination MICE research conducted and published.	108,900,000	100	100	6	6	100
	Strengthened partnerships for tourism development.	418,179,719	100	100	7	7	100



	UTB publics engaged in tourism promotion on mass media platforms.	522,440,000	100	100	4	4	100
	Communication with internal and external publics streamlined on mass media platforms.	53,700,000	100	100	4	4	100
	PR support provided to improve destination reputation in media.	397,880,000	100	100	4	4	100
	Media monitoring undertaken.	20,000,000	100	100	4	4	100
	Product signage established for Uganda Martyrs Trail and cultural sites across the country.	44,000,000	100	100	21	19	90.4762
	City tourism product profiled for development, marketing and investment promotion.	12,800,000	100	100	3	3	100
	Assorted office furniture procured.	5,180,000	100	100	1	1	100
	One heavy-duty printer procured.	30,000,000	100	100	1	1	100
	One motorcycle procured.	10,000,000	100	100	1	1	100
Average Outputs Performance							99.5238
Outcomes Performance							
Outcome Indicator				Annual Target	Achieved	Score (%)	
Average annual hotel occupancy rate (room occupancy rate, %)				0.5	0.532	100	
Contribution of tourism to GDP (%)				8.50%	6.60%	78	
Number of visitors to National Parks and UWEC				1007789	968263	96	
Tourism arrivals				2102486	1371895	65	
Accommodation capacity (No. of rooms)				195005	350550	100	
Proportion of leisure to total tourists (%)				30%	19.20%	84	
Average Outcomes Performance							87.1
Overall Sub-programme Performance							95.19

Source: Field Findings and MoTWA Q4 Reports



Annex 3: Performance of the Infrastructure, Product Development and Conservation Sub-programme by 30th June 2025

Outputs Performance							
Intervention	Out put	Financial Performance			Physical Performance		
		Annual Budget (US\$)	% of budget received	% of budget spent	Annual Target	Cum. Achieved Quantity	Physical performance Score (%)
Strengthen inspection and enforcement of service standards for tourism facilities and tour operators.	Product development and modernization.	10,160,000,000	100	100	4	4	100
	Policies, regulations and standards.	2,223,000,000	100	99.59514	4	4	100
	Cultural heritage sites development and maintenance.	9,290,000,000	100	98.15931	4	3	75
	Protection, development and maintenance services.	1,305,000,000	100	87.04981	4	4	100
	Tourist attractions developed, upgraded/maintained.	12,520,000,000	100	100	4	4	100
	Staff costs, including wage, NSSF, and gratuity for 3,200 UWA staff paid.	62,504,467,522	100	95.6099	12	12	100
	Fixed operating expenses (rent, utilities, cleaning; canteen and guest house expenses; uniforms and protective gear, insurance, maintenance of transport and office equipment) for 22 wildlife protected areas paid.	30,601,653,949	100	96.57329	12	12	100
	50 PACU staff and 500 community scouts trained in management of problem animals.	36,000,000	100	96.5339	50	50	100
	60 District Vermin Control Officers trained.	30,000,000	100	100	60	61	100
	500 wildlife scouts recruited, trained and equipped.	32,000,000	100	100	500	744	100



5 research studies facilitated to generate information for management of wildlife and their habitats	450,000,000	100	100	5	25	100
4 GMPs for MFPA, BINP, MGNP and KVNP developed.	874,550,000	100	90.68555	4	4	100
UWA Strategic Plan developed.	224,500,000	100	100	1	1	100
100 senior officers trained in command and control.	154,000,000	100	100	100	80	80
30 staff facilitated to undergo certificate and diploma studies at UWRTI.	60,000,000	100	75.6045	30	0	0
Open park days implemented in 4 parks.	60,000,000	100	100	1	1	100
50 blocks of ranger accommodation constructed.	7,370,797,590	100	0	20	0	0
20 blocks of waterborne toilets constructed.	2,000,000,000	100	0	20	0	0
Assorted transport equipment (18 vehicles and 10 drones) procured.	5,100,000,000	100	100	14	13	92.8571429
4 translocations implemented.	284,730,000	100	100	4	4	100
Plan for lion reintroduction developed and infrastructure designs in place.	9,350,000	100	100	1	1	100
4 ESIs (lion breeding, Bugungu, TSWR airstrips and 1 other for infrastructure development in PAs) undertaken.	300,000,000	100	95.485	4	4	100
2300 ha of invasive species cleared in all PAs	2,696,140,000	100	97.92076	2300	4289	100
13,904 patrols conducted across all PAs to mitigate illegal wildlife activities.	5,064,223,492	100	98.75888	13904	27575	100
178 km of electric fence maintained (MFNP – 44 km, and QENP –134 km)	258,052,600	100	55.80117	178	209	100



	5 regional meetings with political leaders, religious, cultural leaders and transport operators conducted to solicit support for wildlife conservation.	427,610,000	100	100	5	5	100
	9 regional and international meetings/workshops participated in.	1,060,743,500	100	100	9	9	100
	Annual membership subscription to conservation bodies (GVTC) paid.	539,600,000	100	94.98836	1	1	100
	5 National Day celebrations (Independence, Liberation, Tarehe Sita, Women's Day, Labour Day) participated in.	304,000,000	100	100	5	5	100
	45 wildlife clubs supported to enhance CE in schools.	200,000,000	289.9065	100	45	63	48.2914319
	General guided conservation education tours conducted for 360,000 learners and 90,000 other visitors at UWEC.	50,000,000	130.702	100	360000	350575	74.506851
	Plant resources maintained and enhanced in 20 exhibits and forest ecosystem	20,000,000	55	100	20	11	100
	Zoo animal health management Improved for 400 individual animals,	2,306,000,000	187.98786	100	400	1196	100
	Capacity building and maintenance works.	11,552,000,000	108.7777	100	4	4	91.9306064
Average Outputs Performance							87.1348833
Outcomes Performance							
Outcome Indicator				Annual Target	Achieved		Score (%)
Population of Antelopes				168,184	175,590		100
Population of Elephants				7,588	7975		100
Population of Lions				652	292		45
Population of Mountain Gorillas				586	459		78
Average Outcomes Performance							80.8
Overall Sub-programme Performance							84.91

Source: Field Findings and MoTWA Q4 Reports





Plot 2 -12 Apollo Kaggwa Road
P. O. Box 8147, Kampala - Uganda
www.finance.go.ug