



A HANDBOOK FOR IMPLEMENTATION OF  
NDPIII GENDER AND EQUITY COMMITMENTS

# TOURISM DEVELOPMENT PROGRAMME





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## ACRONYMS AND ABBREVIATIONS

GEB	Gender and Equity Budgeting
LGs	Local Governments
MDAs	Ministries, Departments and Agencies
M&E	Monitoring and Evaluation
NDP	National Development Plan
PIAP	Programme Implementation Action Plan
UCAA	Uganda Civil Aviation Authority
UTA	Uganda Tourism Association
UTB	Uganda Tourism Board

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# FOREWORD

It is mandatory for Ministries, Departments, Agencies (MDAs) and Local Government (LGs) to address gender and equity issues in formulation of Budget Framework Papers and Ministerial Policy Statements. However, there are still issues of capacity to effectively achieve this objective. The last five consecutive assessments of compliance for Gender and Equity Budgeting, by the Equal Opportunities Commission's, revealed persistent limited capacity of MDAs to discern gender and equity issues. It was also noted that the gender and equity issues being addressed were not necessarily aligned to the commitments in the National Development Plans.

A lot of effort was put into mainstreaming gender and equity commitments in the third National Development Plan (NDPIII). These were integrated at the strategic level, as well as in the 20 programmatic areas. In order to mobilise the MDAs and LGs to ensure effective implementation of the NDPIII gender and equity commitments, programmatic handbooks have been developed.

These handbooks spell out the gender and equity issues under each programme; the proposed interventions in NDPIII, the related actions in the Programme Implementation Action Plan, and performance indicators. In addition, there are emerging gender and equity issues resulting from COVID-19 effects that were agreed on during the dialogue with all programme stakeholders.

I urge you to use this tool, to prioritise interventions that will foster inclusive growth and development which the country is pursuing



Ramathan Ggoobi  
**Permanent Secretary/Secretary to the Treasury**

## KEY DEFINITIONS

### Gender

Socially constructed roles and responsibilities assigned to men/women, girls/boys in a given culture or location.

### Equity

Fairness and justice in the treatment of individuals or groups of people; distribution of resources; provision of opportunities and services; and protection under the law. It takes into account, varying abilities/capacities, geographical disparities, demographical and social-economic differences.

### Gender Issue

This is a state/condition/ situation of inequality/imbalance between males and females because of gender roles; discrimination/ neglect and/or marginalisation within society.

### Equity Issue

Unfair and unjust situations that put the lives of the vulnerable in dire poverty, limited access to services and a state of hopelessness.

### Gender and Equity Responsive

This is the ability of an individual or agency to consider the needs of women, men, boys and girls in light of their age, disability, or geographical location and take appropriate action.

### Gender and Equity Budgeting

Gender and Equity Budgeting (GEB) is an approach of allocating and utilising government resources and programs taking into consideration of the different needs, interests and constraints of the various categories of people without any discrimination and addressing any imbalances that exist.

### Programme

A group of related interventions/outputs that are intended to achieve common outcomes within a specified timeframe.

### Sub-Programme

A group of related interventions/outputs contributing to a programme(s) outcomes at the MDA level.

## **Programme Implementation Action Plan (PIAP)**

A detailed description of the activities, targets and resources required to deliver a programme within a given timeframe. The PIAP operationalises the NDPIII Programme and is it from the PIAPs that MDAs are expected to draw their strategic plans.

## **Indicators**

This is a quantitative (calculable) or qualitative (perception) factor or variable that provides a simple and reliable means to measure achievement, to reflect the changes connected to an intervention, or to help assess the performance.

## **Commitments**

These are pledges/obligations to be fulfilled in terms of outputs and outcomes.

## **Interventions**

These are actions to be undertaken to solve an identified problem/issue.

## **Outcome**

The consequence of an action.

## **Outcome Indicator**

A measure of whether the program is achieving the expected effects/changes in the short, intermediate, and long term.

## **Intermediate Indicator**

A measure of progress to achieving a higher-level goal/end result.





## 1.0 Introduction

This Handbook spells out the gender and equity issues as well as planned interventions/actions in the Tourism Development Programme during the third National Development Plan (2020/21 to 2024/25) period.

### 1.1 Background

The Third National Development Plan (NDP III), comes at a time when Uganda, like the rest of the world, is confronted with the COVID-19 pandemic. Now more than ever, the slogan of the Sustainable Development Goals of leaving none behind is critical. Fairness of treatment to the needs of people in all walks of life is vital for development. Gender equity is required in all aspects of life including; education, health, nutrition, decent employment, access to economic assets and resources, political opportunities and freedom from coercion and violence for men and women, boys and girls and the elderly. Gender and equity are crucial to ensure that gender issues are integrated into all national policies, plans and programs for development.

It is mandatory for Ministries, Departments, Agencies (MDAs) and Local Government (LGs) to address gender and equity issues in the formulation of Budget Framework Papers (BFPs) and Ministerial Policy Statements (MPSs). However, there are still issues of capacity to effectively achieve this objective. The Equal Opportunities Commission's last five consecutive assessments of Gender and Equity Budgeting (GEB) compliance of Budget Framework Papers and Ministerial Policy Statements revealed the persistent limited capacity of MDAs to discern gender and equity issues. It was also noted that the gender and equity issues being addressed were not necessarily aligned to commitments in the National Development Plans.

Challenges and lessons from NDPI and NDP II<sup>1</sup>, showed seven (7) persistent gender and equity sensitive concerns. These include:

- The large proportion of households still stuck in the subsistence economy
- High cost of electricity,
- Persistent vulnerabilities and wide-regional disparities in attaining required poverty reduction targets,
- Low investment in social protection systems,
- The poor quality of education characterised by the low levels of literacy and numeracy, coupled with the high rate of school dropouts,
- High burden of disease amidst low functionality of health facilities, and
- Undernutrition among children and women remains high.

A lot of effort was made to mainstream the gender and equity commitments in the NDPIII. These were integrated at the strategic level, as well as within the 20 programmatic areas. There is a need to ensure effective implementation of these gender and equity commitments by MDAs and LGs.

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<sup>1</sup>These are listed in the NDPII background

## 1.2 Justification for the Handbook

To avoid slow implementation of the gender and equity responsive interventions, there is a need to mobilise MDAs and LGs. This necessitates the development of a mobilisation tool. This Handbook, to facilitate the mobilisation, spells out the gender and equity issues; proposed interventions and performance indicators.

The Handbook will simplify the integration of gender and equity responsive interventions into the Budget Framework Papers and Ministerial Policy Statements. This will strengthen the capacity of MDAs and LGs that has been inadequate.

## 1.3 Intended Users of the Handbook

This Handbook is intended for officials involved in planning, budgeting and monitoring at Central and Local Government levels, however, other stakeholders can also use it.

### 1.3.1 Primary Users

The primary users of the Handbook are the Programme Leadership Committee; Programme Technical Committee, Programme Working Group and Technical Working Group Sub-committees; specifically, decision-makers (Ministers, Permanent Secretaries, Directors, Commissioners, Programme/Project Managers). Technical officers and politicians in charge of planning, budgeting, implementation, monitoring and evaluation can also use it.

### 1.3.2 Secondary Users

These will include Civil Society Organisations (CSOs), Researchers, Development Partners, Academia, Gender and Equity Trainers plus Assessors.

## 2.0 How to use the Handbook

The Handbook shall be used in the preparation of Budget Framework Papers for MDAs and Local Governments, and Ministerial Policy Statements for MDAs and Missions (table 1). The BFPs and MPSs are policy documents structured for both reporting and planning purposes. The users should ensure integration of gender and equity outcomes, interventions, outputs and their respective indicators across all the sections.

Users should clearly highlight how the intended target population has accessed, participated, benefited from the interventions as well as their disaggregation in terms of location - (rural, urban, hard-to-reach and hard-to-stay), equity - (children, youth, elderly, persons with disabilities, chronically sick and other vulnerable groups), gender - (women/girls, men/boys) and inclusiveness of the interventions. The above-mentioned parameter should also be given priority during annual and quarterly work plan development and reporting at all levels.

**Table 1: How to use the Handbook during the Planning and Budgeting Process**

No.	Section of the BFP	Section of MPS	Application of the Handbook	Example
1	Overview	Overview	Indicate desired gender and equity outcomes, objectives, spent budget, medium-term allocations and projections.	Deepen decentralisation and citizen participation in local development
2	Past Performance	Achievement at Half Year	<p>These should be drawn from the outcome performance indicators – the change desired when gender and equity issues are addressed.</p> <p>Indicate the gender and equity issues among the key performance issues to be addressed by the sector. Select these from the list of gender and equity issues.</p> <p>Indicate whether any gender and equity issues were addressed in the previous FY.</p> <p>List the outputs derived from the interventions that you carried out. These can be picked from the gender and equity issues and proposed strategies/ interventions.</p>	<p><b>Outcome</b> Increased tourism arrivals</p> <p><b>Outcome indicators</b> Contribution of tourism to GDP (%) from (7.8%) in 2020/21 to (8.5%) in 2020/21</p> <p><b>Outputs completed</b> National Tourism Marketing Strategy developed</p> <p>Brand manual, logos, slogans and materials developed, produced and rolled out</p> <p><b>Output indicators</b></p> <ul style="list-style-type: none"> <li>• No. of international tourist arrivals</li> <li>• Level of implementation of the National Tourism Marketing Strategy</li> </ul>
3	Medium Term Plans	Medium Term Plans	Indicate medium-term plans by listing which interventions shall be carried out in accordance with the planning framework i.e., NDP III.	<p><b>Medium-term plans</b> Increase access to tourist sites and creation of awareness</p>
4		Current Year Plans	Indicate key sector output and outcome performance indicators to show that gender and equity issues have been addressed.	<p><b>Planned outputs</b> Roads upgraded and paved and accommodation improved</p>
5	Outcome, intermediate outcome indicators	Outcome, intermediate outcome indicators		<p><b>Intermediate outcome</b> Increased tourism arrivals</p> <p><b>Intermediate outcome indicator</b> No. of domestic visitors to Uganda's key tourist destinations</p>

### 3.0 Gender and Equity Responsiveness in the Tourism Development Programme

Budgeting is the tool through which Government translates its priorities into public services. The government has also prioritised Gender and Equity as the best approach to inclusive national development and equitable distribution of resources, opportunities, and wealth. Therefore, Gender and Equity Planning and Budgeting is an approach of allocating and utilising resources taking into consideration the different needs, interests, and constraints of the various categories of people without any discrimination and addressing any imbalances that exist.

Tourism Development is one of the 20 Programmes of the NDPIII and it operationalises objective one of **increasing the stock and quality of tourism infrastructure**. The Programme seeks to address key challenges with the tourism sector which include:

- i. Limited branding, marketing and promotion of the sector
- ii. Inadequate tourism infrastructure due to low investment in tourism infrastructure
- iii. Undeveloped, narrow product range and under-conserved
- iv. Inadequate and unskilled manpower/personnel
- v. Depletion of natural and cultural heritage
- vi. Weak institutional policy and regulatory framework due to weak coordination, outdated and non-deterrent laws and small staff strength

Most of these challenges are part of the gender and equity issues which when addressed shall improve the livelihood of Ugandans especially the vulnerable persons.

**Therefore, the objectives of the programme are to:**

- i. To promote domestic and inbound tourism
- ii. To increase the stock and diversify tourism products and services
- iii. To develop a pool of skilled personnel along the tourism value chain and ensure decent working conditions
- iv. To enhance regulation, coordination and management of tourism

#### 3.1 Gender and Equity Issues and their Responsive Interventions in the Tourism Development Programme

This section elaborates the gender and equity issues in the Tourism Development Programme and how they affect programming for inclusive development. It is intended to guide users to effectively implement gender and equity responsive interventions. Table two (2) highlights the gender and equity issues and their justifications, related interventions, outputs and corresponding actions in the Programme Implementation Action Plan (PIAP).

**Table 2: Gender and Equity Identified Issues and their Responsive Interventions in the NDP/PIAP**

Sub-Programme	Gender/Equity Issue	Justification/Impact of the Gender and Equity Issue	Interventions in the NDP/PIAP	Outputs in the PIAP	Corresponding Actions in the PIAP	
<b>Infrastructure, Product Development and Conservation</b>	Limited information on various non-traditional sites	There is inequity in the distribution of traditional and cultural sites. This affects the participation of other regions in tourism development.	Improve and diversify product offerings	Diverse and improved product ranges developed	<ul style="list-style-type: none"> <li>Facilitate the development and profile of new tourism products with a special focus on non-traditional tourism sites</li> <li>Develop and market non-traditional tourism sites e.g farms, industrial parks, historical monument</li> </ul>	
	Lack of age-specific tourism packages	Limited participation of Ugandans in tourism limits their enjoyment of the benefits from this sector. Vulnerable groups are always excluded from accessing and benefiting from the tourism industry.			Promote institutionally based tourism to Ugandans using school tours, work-based tours etc;	
	Limited engagement of wildlife host communities in conservation and reservations	The limited engagement of communities in wildlife protection and management results in increased conflicts between communities and tourism authorities.				Undertake consultations and upgrade Key Wildlife Reserves and Natural Central Forest Reserves
	Underdeveloped regional tourism products	The regional imbalance in tourism development limits the enjoyment of returns from tourism e.g employment opportunities especially for the youth and women			Four regional tourism product portfolios developed	Develop regional tourism product portfolios

Sub-Programme	Gender/Equity Issue	Justification/Impact of the Gender and Equity Issue	Interventions in the NDP/III	Outputs in the PIAP	Corresponding Actions in the PIAP
	<p>Limited participation of the local private sector in the tourism value chain</p>	<p>Local businesses lack adequate capacity to meaningfully participate in the tourism industry, thus limiting opportunities and consequently leading to loss of incomes.</p>	<p>Nurture local private sector to participate in local, regional, and global tourism value chains through training and credit extension</p>	<p>Participate in local, regional and global tourism value chains</p>	<p>Provide fiscal incentives for building the capacity of local businesses to engage in local, regional and global tourism</p>
	<p>Poor accessibility to tourism sites</p>	<p>Poor accessibility to tourism sites limits the population from touring and enjoying the benefits from this sector. The most affected being vulnerable groups (children, women and PWDs).</p>	<p>Expand, upgrade and maintain tourism national transport infrastructure and services</p>	<p>Improved roads to Bigo Byamugenyi, Nyero, Patiko, Emin Pasha's Fort</p>	<p>Develop and improve the roads (207km) to cultural heritage sites of Bigo Byamugenyi, Nyero rock paintings</p>
	<p>Poor accessibility to regional tourism sites</p>	<p>The poor state of aerodromes at the regional level limits inflow of tourists and employment opportunities for the vulnerable in the sector.</p>		<p>Strategic aerodromes rehabilitated</p>	<p>Engage Uganda Civil Aviation Authority (UCAA) to rehabilitate four strategic aerodromes</p>
	<p>Limited access to marine or water routes</p>	<p>Undeveloped water routes and the associated infrastructure limits movement by the vulnerable persons.</p>		<p>Rehabilitate marine routes including 20 docking piers on Lake Victoria and Lake Albert</p>	<p>Construct/ rehabilitate/ upgrade marine or water routes including 20 docking piers on L. Victoria, L. Albert, Mulehe, Kyahapi, L. Mbuuro, L. Kyoga, Bunyonyi.</p>

Sub-Programme	Gender/Equity Issue	Justification/Impact of the Gender and Equity Issue	Interventions in the NDP/III	Outputs in the PIAP	Corresponding Actions in the PIAP
	Limited access to real-time tourism information	Lack of information on the available tourism sites reduces the inflow of tourists, especially to the less known locations.		Tourism information centres established in various regions including Busoga, Teso, Bukedi and Karamoja	Establish an online tourism information hub for the entire country
	Limited availability of ICT infrastructure in wildlife protected areas	Limited ICT infrastructure denies the vulnerable groups opportunity to enjoy and benefit from this sector.	Expand, upgrade and maintain tourism national transport infrastructure and services	ICT infrastructure extended in all the 22 Wildlife Protected areas	Extend ICT infrastructure
	Low levels of ownership of intellectual property rights	Low levels of ownership of intellectual property rights affect the vulnerable persons especially the youth, women and older persons from participating in the tourism value chain since they do not own tourism sites or venues used in the tourism value chain.	Establish trade and services facilities including insurance, banking, sports and recreation, cultural and craft facilities and services at different tourist attraction points and tourist information centres	High-quality exportable handicrafts at tourist centres	Support artisans acquire Intellectual property for innovations
	Limited job training	Limited knowledge among the youth and women hinders them from being employed in the sector.	Provide skills through internship and apprenticeship programs	On-job trainings conducted for the private sector	<ul style="list-style-type: none"> <li>Engage enterprises to participate in on-job trainings.</li> <li>Identify and train staff in the private sector</li> </ul>



Sub-Programme	Gender/Equity Issue	Justification/Impact of the Gender and Equity Issue	Interventions in the NDP/III	Outputs in the PIAP	Corresponding Actions in the PIAP
	Lack of land ownership mechanisms	Several natural and historical heritage sites lack land titles and this threatens their existence and sustainability since they can be claimed by unscrupulous people.	Maintain the integrity of cultural or heritage sites and monuments	Maintained integrity of Cultural heritage sites and Monuments	Process land titles for natural/historical heritage sites
	Limited regional museums	The few regional museums deny the youth from learning more about their heritage.	Develop Regional Museums	Modernise and equipped regional museums	Five Regional Museums developed/modernised.
	Lack of an inclusive gender and equity responsive awareness on cultural heritage and conservation in Uganda	Limited awareness about the tourism program affects vulnerable persons from accessing, participating and benefiting from the sector.		Programs on Natural and cultural/ heritage conservations launched	Conduct program and create public awareness on Cultural Heritage Conservation in Uganda
	Limited participation of the youth and children in local tourism	Many youth and school-going children do not participate in local tourism because they are unaware of the different tourism potentials.	Promote natural and cultural/heritage conservation		Undertake outreaches to communities and schools/institutions
	Lack of gender and equity responsive information management system for the tourism sector	Lack of an online Tourism Information Management system (TIMS) limits the participation of vulnerable persons in the sector, hence creating increased unemployment.	Develop and operationalise a Tourism Information Management System	An online portal developed for the Tourism Information Management System	Develop and operationalise an online Tourism Information Management System (TIMS)

Sub-Programme	Gender/Equity Issue	Justification/Impact of the Gender and Equity Issue	Interventions in the NDP/III	Outputs in the PIAP	Corresponding Actions in the PIAP
	Lack of gender and equity-specific data on the tourism program	Inadequate information on the performance of the sector affects planning to improve the services especially for vulnerable persons (children, women, youth and PWDs).		Tourism research studies and surveys conducted and the Tourism Satellite Account produced	Conduct regular surveys and studies on tourism performance
	Limited enforcement of standards to ensure high-quality services in the tourism sector	Lack of enforcement compromises the services offered by the actors in the industry and this affects mostly the vulnerable persons employed in the sector.	Strengthen inspection and enforcement of service standards for tourism facilities and tour operators	Capacity building conducted for the actors in quality assurance of tourism service standards	Register and inspect accommodation facilities
	Non-articulation of the gender and equity issues in policy and regulatory standards	Lack of a regulatory framework and mechanisms encourages indecent working conditions in the industry and hence increased incidences of exploitation of the locals engaged in the small businesses in the sector.	Develop and enforce policies, standards and regulations	Policies, Standards and regulations developed for tourism, management and utilisation of Natural and Cultural Heritage Resources	Develop regulations and standards to operationalise the Museums and Monuments Bill once enacted.
	Inadequate information on trade and market	Limited information on trade and market hinders development of the sector and reduces	Increase private sector investment in tourism.	Tourism investment bankable projects market and taken up	Develop the promotional material (digitise material for virtual tours of investment sites, videos, online documentation), marketing the projects for investment (dissemination through various

Sub-Programme	Gender/Equity Issue	Justification/Impact of the Gender and Equity Issue	Interventions in the NDP/III	Outputs in the PIAP	Corresponding Actions in the PIAP
	services for job creation	employment opportunities for the youth and women in the sector.	Increased investments in Joint ventures, wholly private, Public-Private Partnerships in tourism services and infrastructure		channels- participation in promotional activities, media, exhibitions e.tc)



## 4.0 Programme Gender and Equity Performance Assessment

The Tourism Development Programme aims at achieving several outcomes namely:

- Increased tourism receipts
- Increased employment /jobs created along the tourism value chain
- Improved wildlife ecosystems
- Improved accessibility to tourism goods and services
- Improved compliance to tourism service standards

**These outcomes are gender and equity responsive and are measured for five (5) years of the NDP III against their respective indicators of:**

- Contribution of tourism to GDP (%)
- Annual foreign exchange earnings (USD-Bn)
- Average inbound tourism revenues per leisure tourist (USD)
- Number of international tourism arrivals from the US, Europe and China
- Average annual hotel occupancy rate
- Number of Ugandans visiting key tourist attractions
- Number of people directly employed along the tourism value chain

**Table 3: Selected Gender and Equity Output Performance Indicators**

Objective	Intervention	Output	Indicators	Baseline FY2017/18	Targets (Financial Year)				
					2020/21	2021/22	2022/23	2023/24	2024/25
<b>Programme: Tourism Development</b>									
		Review and implement a national tourism marketing strategy targeting both elite and mass tourism segments by							
<b>Promote domestic and inbound tourism</b>	a. <b>Brand Image:</b> Build a positive and competitive image of the destination by increasing market presence in key source markets and improving destination awareness in domestic and key source markets	National Tourism Marketing Strategy developed	Tourism Marketing Strategy	0	1	0	0	0	0
			Level of implementation of the National Tourism Marketing Strategy, %	-	30	50	100	100	100
			No. of International tourist arrivals (Million)	1.4	0.785	1.126	1.706	1.877	2.102
			Proportion of leisure to total tourists, %	20.1	22	24	28	28	30
		Brand manual, logos, slogans and materials developed, produced and rolled out.	Proportion of Ugandan enterprises associating with Uganda's brand, %	-	10	12	15	20	25
			No. of 360 roll-out campaigns done in the regional and international source markets	N/A	4	4	4	4	4

Objective	Intervention	Output	Indicators	Baseline FY2017/18	Targets (Financial Year)				
					2020/21	2021/22	2022/23	2023/24	2024/25
			No. of 360 roll-out campaigns done in the domestic market	N/A	4	4	4	4	4
		Promotional materials such as notebooks, flash disks, shirts, fliers etc.	No. of tourism promotional materials produced, ('000s)	40	60	60	70	80	
		Domestic tourism intensified with domestic tourism initiatives including drives/campaigns	No. of domestic drives /campaigns conducted	4	6	6	6	6	
			No. of Ugandans Visiting Tourist sites (National Parks, Museums and UWEC)	434,000	464,38 0	496,88 6	531,668	568,88 5	651,31 7
		Digital marketing implemented	No. of digital marketing campaigns undertaken in the source markets	0	2	4	6	8	10
	Build market structures to promote access to Source markets through representation and tourism information centres		No. of products with digital marketing Materials developed	-	-	2	1	2	1

Objective	Intervention	Output	Indicators	Baseline FY2017/18	Targets (Financial Year)				
					2020/21	2021/22	2022/23	2023/24	2024/25
		Market Destination Representative firms hired and deployed in key markets	No. of MDR firms contracted in key source markets	3	7	8	10	12	12
		Information centres designed and constructed in designated tourism development	No. of information centres constructed/ established (cumulative)	1	1	1	2	2	2
		Destination management system developed.	Level of development of the Destination Management System, %	0	5	10	30	60	100
	c. Establish a Market Intelligence Framework to monitor trends and status of Tourism Growth	Market Intelligence Framework	Market Intelligence Framework in place	0	0	1	-	-	-
	1.2 Develop international, regional and connectivity with countries already attracting large	Regional aerodromes developed	No. of regional aerodromes developed (Arua, Gulu, Pakuba, and Kasese)	0	0	1	1	1	2



Objective	Intervention	Output	Indicators	Baseline FY2017/18	Targets (Financial Year)				
					2020/21	2021/22	2022/23	2023/24	2024/25
	numbers of tourists and for domestic markets. In particular, upgrade and expand Entebbe airport and regional aerodromes	Entebbe airport upgrade completed	No. of airlines with flights into Uganda	14	15	15	17	17	
			No. of direct flight routes to America, Europe, Asia, etc.	6	10	12	14	15	
		Domestic tourists increased	0.95	1.01	1.04	1.07	1.1		
1.3	Develop a more robust public/private sector system to collect and analyse information on the industry in a timely fashion. In particular, establish partnerships with domestic, regional and international airlines/carriers	Tourism Information Management System developed	Level of development of the Tourism Information Management System, %	5	60	100	100	100	
			No. of tourism information centers established	0	1	2	1	1	
	1.4 Upgrade handling and negotiation capacity of frontier services and foreign intermediaries								
	a. Train Ugandan diplomats to support tourism marketing and handling, and Visa/consular staff in customer care	Ugandan diplomats and Visa/consular staff trained to support tourism marketing and handling and in customer care.	No. of Ugandan diplomats and Visa/consular staff trained to support tourism marketing and handling in customer care ( <i>all missions abroad</i> ) e- visa operational	N/A	100	200	250	500	
				None	Yes	Yes	Yes	Yes	

Objective	Intervention	Output	Indicators	Baseline FY2017/18	Targets (Financial Year)			
					2020/21	2021/22	2022/23	2023/24
	b. Introduce mechanisms to allow online purchase or preapproval of visas	Mechanisms introduced to allow online purchase or preapproval of visas	Proportion of visas preapproved or purchased online, %	None	-	50	50	70
		Improved coordination with intermediaries	Global tourism competitiveness	106/136	100/136	97/136	93/136	90/136
<b>2. Increase the stock and quality of tourism infrastructure</b>	<b>2.1 Expand, upgrade and maintain tourism infrastructure and services</b>							
	a. Improve the road for southern access to Bwindi National Park	Roads upgraded and paved	Kms paved roads	0	40	40	40	50
	b. Build a bridge across the Nile at Murchison Falls National Park	A bridge constructed across the Nile at Murchison Falls National Park	Level of completion of the bridge, %	0	50	100		
	c. Relocate and upgrade the airstrip at the periphery of Kidepo Valley National Park	Airstrip constructed at the periphery of Kidepo Valley National Park	Level of completion of construction of Airstrip at the periphery of Kidepo Valley National Park	0	40	60	80	100
	d. Expand, upgrade and/or maintain National tourism roads	National tourism roads expanded, upgraded and/or maintained	Km. of identified tourism roads network paved	765	1,100	1,300	1,400	1,500

Objective	Intervention	Output	Indicators	Baseline FY2017/18	Targets (Financial Year)			
					2020/21	2021/22	2022/23	2023/24
	e. Improve infrastructure around Mt Elgon	Mt. Elgon trails improved with infrastructure and facilities	Proportion of the required Mt. Elgon tourism infrastructure developed, %	5	15	20	22	25
	f. Improve and/or maintain access to Protected Areas	Trails inside protected areas maintained	Length of maintained trails	2,000	2,100	2,200	2,200	2,300
	g. Construct/rehabilitate /upgrade marine/water routes including 20 docking piers on Lake Victoria and Lake Albert	Marine/water routes developed/ upgraded including 20 docking piers and access roads on Lake Victoria constructed/ rehabilitated	No. of piers/docking facilities (including the access roads) constructed/ rehabilitated at selected islands (Bugala, Ngamba, Dolwe, Buvuma etc) and identified areas such as Port Bell, Jinja, Mukono (Bule), Muronyo, Entebbe (Port Alice and Nakiwogo), Ggaba, Butebo, Lutoboka and Lambu, etc	2	4	4	5	5
			No. of cruise ships and water buses provided					
	h. Develop and improve the roads to cultural heritage sites of Bigo Byamugenyi archaeological	Roads leading to cultural heritage sites of Bigo Byamugenyi	Km of road upgraded	-	-	-	-	15

Objective	Intervention	Output	Indicators	Baseline FY2017/18	Targets (Financial Year)					
					2020/21	2021/22	2022/23	2023/24	2024/25	
	heritage, Nyeru, Patiko, Emin Pasha's fort	archaeological heritage, Nyeru, Patiko, Emin Pasha's fort improved	Nyeru (10kms)	-	-	-	-	-	10	
			Patiko (37kms)	-	-	-	-	-	37	
			Emin Pasha's Fort (40kms)	-	-	-	-	-	40	
			Barlonyo (12kms)	-	-	-	-	-	12	
	2.2 Support the development and/or upgrade of accommodation and conference facilities of all types and sizes as well as leisure attractions and facilities (including, restaurants, bars and cafes)									
	a. Increase the number of hotel rooms and food and beverage facilities	Room stock increased	No. hotel rooms available	97	2,000	4,000	7,000	11,000	15,000	
	b. Facilitate the establishment of International hotel chains	International hotel chains established	No. of international hotel chains established	4	5	6	7	8	9	

Objective	Intervention	Output	Indicators	Baseline FY2017/18	Targets (Financial Year)				
					2020/21	2021/22	2022/23	2023/24	2024/25
	c. Construct a National Convention Centre to scale up MICE tourism	National Convention Centre established	Level of development of the National Convention Centre	0	10 <sup>2</sup>	30 <sup>3</sup>	70 <sup>4</sup>	90 <sup>5</sup>	100 <sup>6</sup>
	2.3 Support the private sector to provide low-cost accommodation facilities in protected areas	Accommodation and catering services developed and/or upgraded in protected areas	No. of tourist accommodation rooms in protected areas						
	2.4 Develop digital capability in the tourism industry to market and improve access to products								
	a. Provide fast, accessible and reliable internet connectivity to all wildlife protected areas and other major tourists' attractions	Access to fast accessible and reliable internet connectivity in PAs	No. of wildlife protected areas with fast accessible and reliable internet connectivity	0	2	4	6	8	12
	b. Promote use of e-tourism services	e-tourism services provided	Proportion of tourism service providers (Tour operators, accommodation, recreational/ tourism site) that	-	30	40	50	60	70

Objective	Intervention	Output	Indicators	Baseline FY2017/18	Targets (Financial Year)				
					2020/21	2021/22	2022/23	2023/24	2024/25
			offer online services such as bookings						
			No. of tourism circuits connected to the internet						
			Permitting processes automated and permit management systems developed	-	1	-	-	-	-
			No. of water dams constructed in protected areas	0	1	2	3	3	3
	Construct water dams in Toro Semuliki Wildlife Reserve, Lake Mburo National Park, Kidepo Valley National Park, Murchison Falls National Park, Pian Upe Wildlife Reserve and Bokora Matheniko Wildlife Reserve savannah wildlife protected areas	Water dams established in selected savannah wildlife protected areas							
	2.6 Establish trade and service facilities, including; insurance, banking, sports and recreation, cultural and craft facilities and	Trade and service facilities established	No. of tourist stopovers developed.	0	1	-	-	1	1
			No. souvenir and craft facilities /centres	-	1	-	1	1	1

Objective	Intervention	Output	Indicators	Baseline FY2017/18	Targets (Financial Year)				
					2020/21	2021/22	2022/23	2023/24	2024/25
	services at the different tourist attraction points		established/rehabilitated						
<b>Develop, conserve and diversify tourism products</b>	3.1 Develop new tourist attraction sites profiled by region to include new products such as: Community tourism; Adventure tourism further enhanced by developing hiking, climbing and cable cars in the Rwenzori Mountains; Water-based (maine) tourism; e.g. from Semuiki National Park to East Madi wildlife reserve through Lake Albert, Semuiki river and River Nile; MICE; Agrotourism	Tourist attractions developed, upgraded and/or maintained (Source of the Nile, Kagulu Hill and Namugongo)	No. of tourism products upgraded/developed (cumulative) 2	4	6	8	9	10	
	3.2 Upgrade, maintain and redevelop existing tourist attraction sites profiled by region to include new products like dark tourism, culinary tourism, adventure tourism, wellness tourism, war tourism	Tourist attractions developed, upgraded and/or maintained	No. of existing Tourism Products upgraded and maintained						
			Source of the Nile and Namugongo developed into major domestic tourism centres	-	-	-	1	1	

Objective	Intervention	Output	Indicators	Baseline FY2017/18	Targets (Financial Year)				
					2020/21	2021/22	2022/23	2023/24	2024/25
	3.3 Diversify tourism products eg cultural and map potential across the country including conducting hazard risk and vulnerability mapping for tourism areas	Tourism products profiled by region to include new products like dark tourism, culinary tourism, adventure tourism, wellness tourism, war	No. of regional tourism product portfolios developed  Cultural and creative resources <sup>7</sup>	0	2	2	2	1	
	3.4 Establish and enforce quality marks/ standards for the tourism industry and its sub segments through regular inspection and grading of tourism-related facilities such as accommodation, attractions, beaches, restaurants and travel as well as enforce service standards for tour operators	Quality marks/ standards enforced through regular inspecting, grading of tourism-related facilities such as accommodation, attractions, beaches, restaurants and travel	No. of tourism enterprises inspected, graded and classified  No. of star-rated hotels, lodges, apartments, hostels, camping sites, etc  Level of facilities/ operators complying to standards, %	3,000	4,000	4,500	5,000	5,000	
	3.5 Develop competitive tour packages (including transportation, lodging, and excursions)	A competitive tour package	No. of tour Packages developed  Visitor satisfaction <sup>8</sup> , %	91	121	160	190	240	300
				30	35	40	45	48	50
				0	2	4	6	8	10
				73	74	75	76	77	78

<sup>8</sup> A measure of demand side attractiveness value, based on current and future competitiveness



Objective	Intervention	Output	Indicators	Baseline FY2017/18	Targets (Financial Year)				
					2020/21	2021/22	2022/23	2023/24	2024/25
			% of package tourists to total tourist arrivals	8.8	9.8	10.8	11.8	12.8	13.8
	3.6 Provide security at tourist attraction sites including addressing human-wildlife conflicts	Tourism police strengthened	Tourism police units recruited, trained and equipped	Yes	Yes	Yes	Yes	Yes	Yes
			Joint Tourism Security Committee strengthened	1	1	1	1	1	1
		Adequate accommodation for tourism security personnel provided	Proportion of tourism sites/facilities with appropriate safety and rescue facilities, %	10	11	12	13	14	15
		Human-wildlife conflicts managed	No. of new ranger outposts established in protected areas	-	5	5	5	5	5
			Kms of protected areas fenced off	0	60	160	260	400	500
	3.7 Develop and implement a framework for conserving natural and cultural heritage	Uganda National Museum upgraded	Uganda National Museum upgraded	10% <sup>51</sup>	30% <sup>52</sup>	90% <sup>53</sup>	70,000 54	80,000	100,000
		Regional museums established/	No. of Regional museums established/ developed	3	-	-	1	1	1

Objective	Intervention	Output	Indicators	Baseline FY2017/18	Targets (Financial Year)				
					2020/21	2021/22	2022/23	2023/24	2024/25
		developed at Jinja, Soroti, Moroto, Arua, Fort Portal and Gulu	No. of tourists visiting museums and cultural heritage sites	55,000	60,000	80,000	110,000	150,000	200,000
		New national and regional theatres established	New national and regional theatres in place	0		1			1
		Key Wildlife Reserves and Natural Central Forest Reserves upgraded to National Park status	No. of Key Wildlife Reserves and Natural Central Forest Reserves upgraded to National Park status	10	-	-	3	-	5
	3.8 Strengthen enforcement against tourism crime	Reduced tourism crime	No. of security incidents at various tourist attraction sites						
	3.9 Remove evasive species in protected areas	Spread of evasive species controlled	Proportion of Protected Areas encroached by invasive species, %	30	29	28	27	26	25
4. Develop a pool of skilled Personnel along the tourism value chain and	4.1 Implement the tourism curriculum at the Uganda Hotel and Tourism Training Institute (HTTI)	HTTI curriculum revised and implemented	Reviewed HTTI curriculum operationalised	-	-	1	--	-	-
			No. of tourism and hotel professionals certified under new HTTI curriculum						

Objective	Intervention	Output	Indicators	Baseline FY2017/18	Targets (Financial Year)				
					2020/21	2021/22	2022/23	2023/24	2024/25
ensure decent working conditions			Proportion of Ugandans employed in tourism and hospitality industry at managerial & supervisory levels						
	4.2 Provide tailor-made training for actors across the entire tourism value chain								
	a. Develop the Jinja and Kasese institutes to international standards	UHTTI infrastructure developed (training application hotel, classrooms, labs, admin block)  Students enrolled at Uganda Hotel and Tourism Training Institute (UHTTI)-Jinja (UHTTI)-Jinja	Level of development of UHTTI infrastructure (training application hotel, class rooms, labs, admin block), %  No. of students enrolled Uganda Hotel and Tourism Training Institute (UHTTI)-Jinja	10 <sup>910</sup>  380	100  400	100  500	100  500	100  500	100  100
		UWRTTI infrastructure developed	Level of development of UWRTTI infrastructure	5 <sup>11</sup>	90	100	100	100	100

Objective	Intervention	Output	Indicators	Baseline FY2017/18	Targets (Financial Year)				
					2020/21	2021/22	2022/23	2023/24	2024/25
		(classrooms, labs, admin block, fence, staff housing, guest house, etc)	(classrooms, labs, admin block, fence, staff housing, guest house, etc), %						
		Students enrolled at Uganda Wildlife Research Training Institute (UWRTI)	No. of students enrolled at Uganda Wildlife Research Training Institute (UWRTI)	240	240	250	300	300	300
	b. Provide	a financing framework for this training							
	4.3 Incentivise the private sector to provide skills through internship and apprenticeship programs	Incentives provided	No. of incentives provided to the private sector	0	0	1	1	2	3
		Partnerships with the private sector created for apprenticeship projects	No. of private sector companies partnered with	0	-	4	6	8	10
	4.4 Nurture local hospitality sector enterprises for participation in local, regional and global tourism value chains	Capacity built for local hospitality sector enterprises for increased participation in local, regional and global	No. of trainings conducted to nurture local hospitality sector enterprises	0	2	4	6	8	10

Objective	Intervention	Output	Indicators	Baseline FY2017/18	Targets (Financial Year)				
					2020/21	2021/22	2022/23	2023/24	2024/25
		tourism value chains							
		Tourism Business Development Services strengthened through best practice training and benchmarking	Proportion of hospitality enterprises complying to international standards	35	40	45	48	50	50
	4.5 Establish and operationalise a tourism investment fund to enable private investors to get access to affordable finance.	A tourism investment fund established and operationalised by BOU	Tourism Investment Fund in Place	0	-	-	1	-	-
	4.6 Strengthen/ develop the legal and policy framework and mechanisms to ensure working conditions in the industry to reduce incidences of exploitation	Policies, Standards and regulations developed for the Management and Utilisation of Natural and Cultural Heritage Resources.	No. of tourism establishments accessing affordable financing from BOU						
			No. of regulations and standards developed to operationalise the Uganda Wildlife Act 2019						
			No. of regulations and standards developed to operationalise Museums and						

Objective	Intervention	Output	Indicators	Baseline FY2017/18	Targets (Financial Year)			
					2020/21	2021/22	2022/23	2023/24
5. Enhance regulation coordination and management of the tourism	5.1 Develop a Tourism Information Management System	An online portal developed for the Tourism Information Management System	Monuments Bill once enacted. Level of completion of the online Tourism Information Management System (TIMS)	Audit of the TIMS done	50%	100%	-	-
	5.2 Establish quality marks/ standards for grading of tourism-related facilities such as accommodation, attractions, beaches, restaurants and travel	Quality marks/ standards for grading of tourism-related facilities	No. of quality marks/ standards for grading of tourism-related facilities developed	0	0	1	0	0
	5.3 Strengthen inspection and enforcement of service standards for tourism facilities and tour operators	Capacity building conducted for the actors in quality assurance of Tourism service standards	No. of tour and travel agents registered and trained. No. of tour guides registered, trained, assessed and licensed (5-10% growth rate)	370	500	500	500	500
	5.4 Strengthen partnerships	A framework developed to strengthen	No. of accommodation and restaurant facilities registered, inspected A framework developed to strengthen public/	1,000	3,000	3,600	3,900	4,200

## 5.0 Emerging Issues

During the dialogue held with stakeholders in the Tourism Development Programme, the following were the emerging issues for consideration in the midterm review of the National Development Plan (NDPIII) 2020/21 to 2024/25 and NDPIV

- Land ownership is a challenge since majority of the tourism sites are located on un-titled land.
- There is need to title land where the tourism sites are located.
- There is need to exploit the Public Private Partnerships (PPPs) in order to get more funding and support from both sectors.
- There is need to activate the tourism potential in the local governments.
- There is need for cultural institutions to participate in tourism promotion.

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