



Tourism Product Development in Uganda: a Strategic Stance

Economic Growth Forum III
Kampala, August, 22nd, 2019

Prof. Wilber Manyisa Ahebwa & Dr. Philip English



Overview - International Tourism

- ▶ Tourism is the largest industry in the world and one of the most promising in terms of future growth potential
- ▶ Sustained growth over last 5 years will continue as incomes ↑
- ▶ With increased demand vs static supply- No risk of price decline or fluctuations globally – instead prices likely to ↑
- ▶ Labour-intensive, both low- and high-skilled
- ▶ Good for regional development
- ▶ Absolute advantage - notably wildlife, culture for Africa

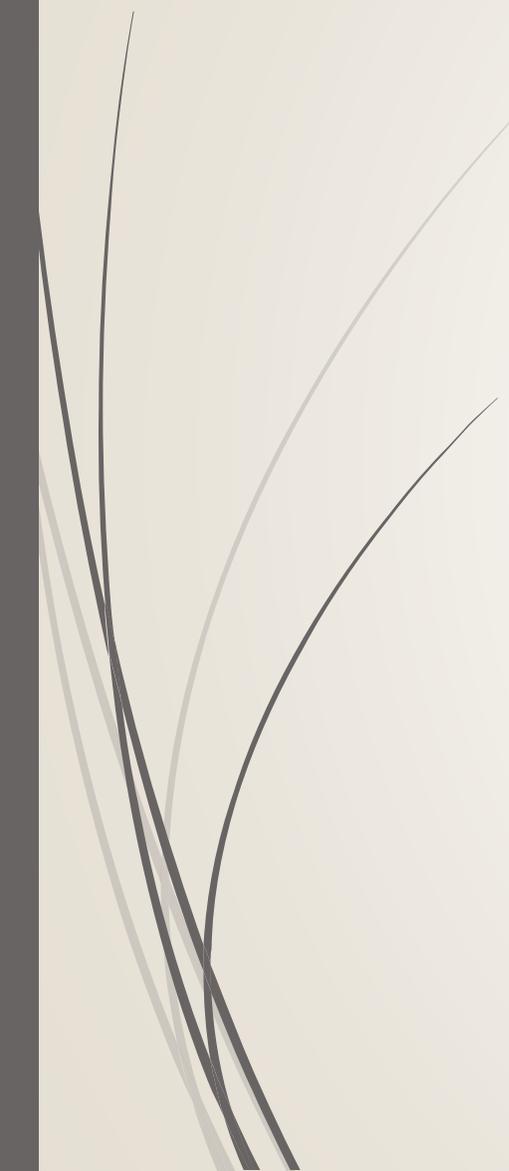


Tourism in Uganda- Overview

- One of the fundamental pillars driving Uganda's economy
- Generated USD 1.453 bn in forex in 2017 (MTWA,2018)
- Positive growth trend over the last 5 years/ **though slow with leisure segment- 20% vs 60% and over 75% for Kenya and TZ respect.**
- With potential to increase sustainable production, productivity and value addition
- Product development and diversification- One area for value addition through tourism
- Tackling products will increase length of stay, expenditure, investment and eventually employment and earning opportunities for the population.
- Great potential given wildlife, scenery, weather, people
 - **Mountain gorillas/ Equator/ are rare assets**
- Not hindered by land-locked nature of Uganda as manufactured goods

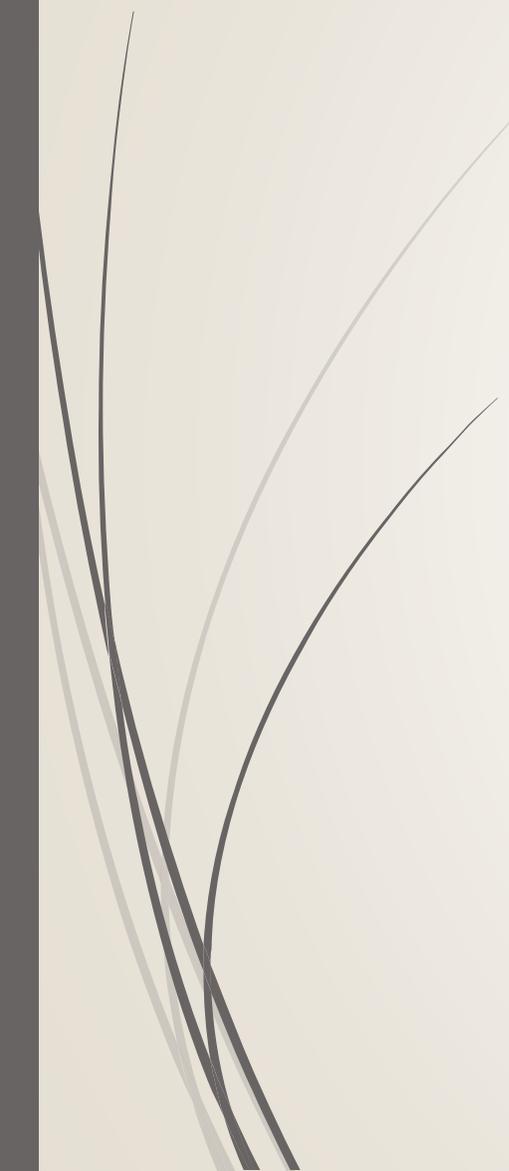


Points of Emphasis from previous Presentation

- International leisure tourism has the greatest potential to serve as an engine of growth given the huge size of the market. The current market share of 20% should be expanded;
 - Domestic tourism can be important for the industry, but its net contribution to the economy as a whole will be limited;
 - The quality of all tourism products must be improved with better training of staff;
 - Government's first priority in marketing tourism should be branding and selling the country as a whole;
 - Government and the private sector need to build a cooperative relationship, whereby the public sector can leverage the initiatives of private entrepreneurs, and ensure that its policies and investments are informed by private sector experience.
- 



Strategic Guidance on Product Development

- Drawn largely from private sector stakeholders with input from public sector
- 

Gorilla trekking

- ▶ Remains number one product for Uganda.
- ▶ Distinguishes Uganda from its main competitors, Kenya and Tanzania.
- ▶ Provides Uganda with an iconic tourism asset,
- ▶ With insecurity in DRC and Expensive permits in Rwanda vs demand growth, Uganda enjoys an enviable position.
- ▶ As demand begins to exceed supply increasing the fee during the high season is justified
- ▶ Make Gorilla trekking a world-class experience (**Roads, Planned Towns, Capacity Development for local service providers**) and use it for extended visits to other parts of the country.
- ▶ In a high season, give preference to tourists booking a full 7-14 day trip to Uganda
- ▶ Avail online permit booking system through Ugandan tour operators for effectiveness and transparency
- ▶ Through research, exploit options for increasing supply of permits through more habituations and conservation of Enchuya forest into a National Park
- ▶ No relaxation on the rules governing gorilla trekking (tourists, time etc)

Wildlife safaris

- ▶ For safaris, Murchison Falls NP currently comes first in Uganda
- ▶ Though driven by oil extraction, bridge construction will address the Ferry issues vs tourist crossing.
- ▶ Take note of potential incompatibility of oil drilling and wildlife tourism and pay utmost attention to environmental protection and safeguarding the needs of the tourism industry.
- ▶ Being one of the top three iconic tourist attractions in Uganda, develop **Murchison Falls** further by constructing a glass bridge and a high end facility on top of the falls
- ▶ Building a dam will be product destruction and should be dropped
- ▶ Anti-poaching, management of human-wildlife conflict and invasive spp key in QENP.
- ▶ Positive safari experience in QENP will augment hotel investment and associated multiplier effects
- ▶ The custodian of the national parks is UWA. Merging it with MTWA may lead to loss of some of its best staff, and control over its budget, as well as its critical capacity to react quickly to emergencies, including animal-human conflicts.

Bird-watching

- ▶ Uganda is blessed with an extraordinary diversity of birds (over 1000 species), so this is certainly an asset to be exploited.
- ▶ Bird watchers tend to visit for longer durations, given the long list of species to be found, and the amount of time needed to find them.
- ▶ Less demanding in terms of wildlife management as poaching and human-wildlife conflicts not a major problem.
- ▶ Bird guiding very demanding, so the need for training is greater.
- ▶ But bird-watching will remain a small part of wildlife tourism. It is not a question of one or the other.
- ▶ Both bird-watching and wildlife safaris can be profitable for the industry and the country if properly managed.
- ▶ Both should be promoted in government marketing efforts, while the private sector can adjust their products according to the strength of demand and their respective competencies.

Chimpanzee trekking

- ▶ This is an underdeveloped product which needs more attention and can be as rewarding as gorilla trekking.
- ▶ Only 50 forests in Africa offer the potential for chimpanzee trekking, and 20 of them are in Uganda and easily accessible from Kampala.
- ▶ Many of the locations with chimpanzees are in national forests rather than national parks. Thus, it is necessary for the National Forest Authority to commit to developing this product, including the habituation of chimpanzees.
- ▶ Development of this product would strengthen NFA financial base and thereby improve their capacity to protect the forests.
- ▶ The NFA should become a more active partner in the tourism industry in Uganda.
- ▶ KFNP is being over-exploited for tourism purposes, and tourists are now complaining about the quality of the experience and raising questions about the impact on the chimps. Need to urgently revisit policies and monitoring practices in Kibale.



The source of the Nile

- ▶ One of Uganda's iconic attractions is the source of the Nile.
- ▶ Has become a moderately successful hub for adventure tourism, based on whitewater rafting, bungee jumping, and zip lining.
- ▶ Unfortunately, the site is largely undeveloped. The colourful history of the search for the source of the Nile could support a small museum, but there is not so much as an information center. Nor is there a café or restaurant.
- ▶ Invest in some modest facilities and to encourage a private entrepreneur to accompany them.
- ▶ It is an interesting excursion for business persons and conference attendees, thereby encouraging them to extend their visit- MICE.
- ▶ Need for a master plan specifying areas for public and private sector investment.

Mountain climbing

- ▶ The Rwenzori Mountains present another tourism opportunity unique to Uganda.
- ▶ Promote peak trekking, but also 1-3 day hikes in the lower altitudes.
- ▶ Three circuits (by private sector and UWA) exist and should be encouraged to develop their product and services.
- ▶ Train and certify guides to minimize the risk of accidents which could harm the reputation of the Rwenzoris.
- ▶ There is need to put in place proper safety and rescue mechanisms to assure climbers of safety.
- ▶ Mount Elgon presents another opportunity more akin to Mount Kilimanjaro-large volcano, its summit is much more accessible. Its wildlife, waterfalls, caldera and caves, combined with uncrowded trails, could be an attractive alternative as Kilimanjaro becomes more and more popular.
- ▶ Mount Elgon may have important value as part of a second, Eastern tourism circuit- Need to invest in training and marketing

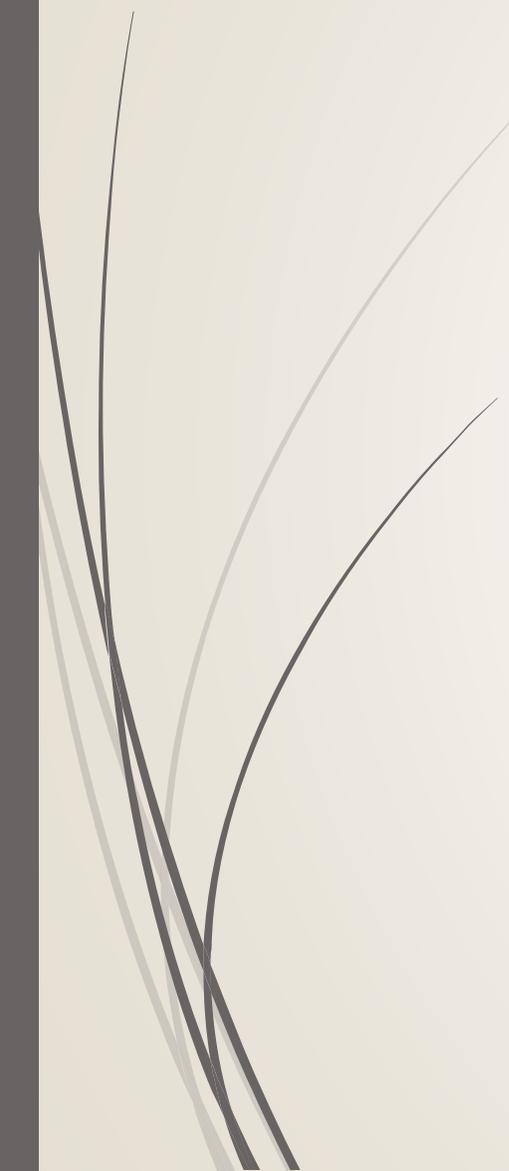


Cultural tourism

- ▶ After wildlife, tourists also want to have cultural experiences and get to know the people.
- ▶ The Kasubi Tombs fire and slow efforts to restore this WHS - Fast track
- ▶ Re package and promote the National Museum in Kamapala
- ▶ Outside of Kampala, many communities are eager to host tourists for short visits or overnight stays.
- ▶ Local governments have a role to play and could be trained to improve their effectiveness.
- ▶ The Uganda Community Tourism Association has done good work in the past and needs financial support to assist in the development of cultural and community tourism.
- ▶ A new souvenir development project should help communities draw on their culture to participate in the tourism industry.
- ▶ Many of the arts and crafts currently sold to tourists come from neighbouring countries. The project will need to combine fresh artistic ideas with a sound business approach, well informed by potential demand and having a clear marketing strategy.

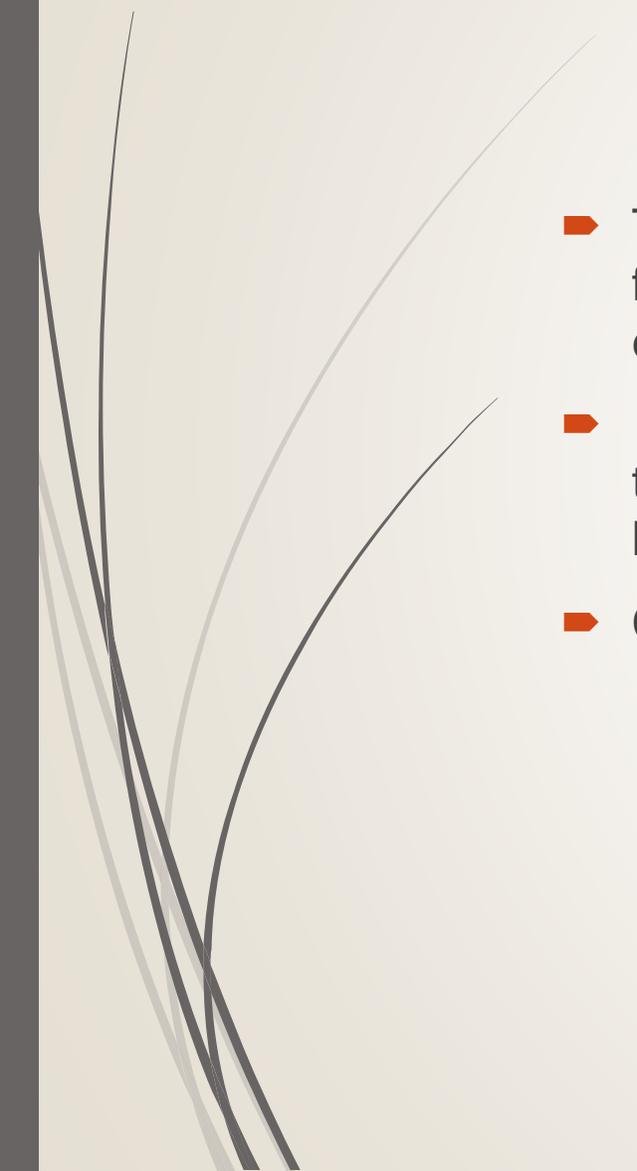


MICE tourism

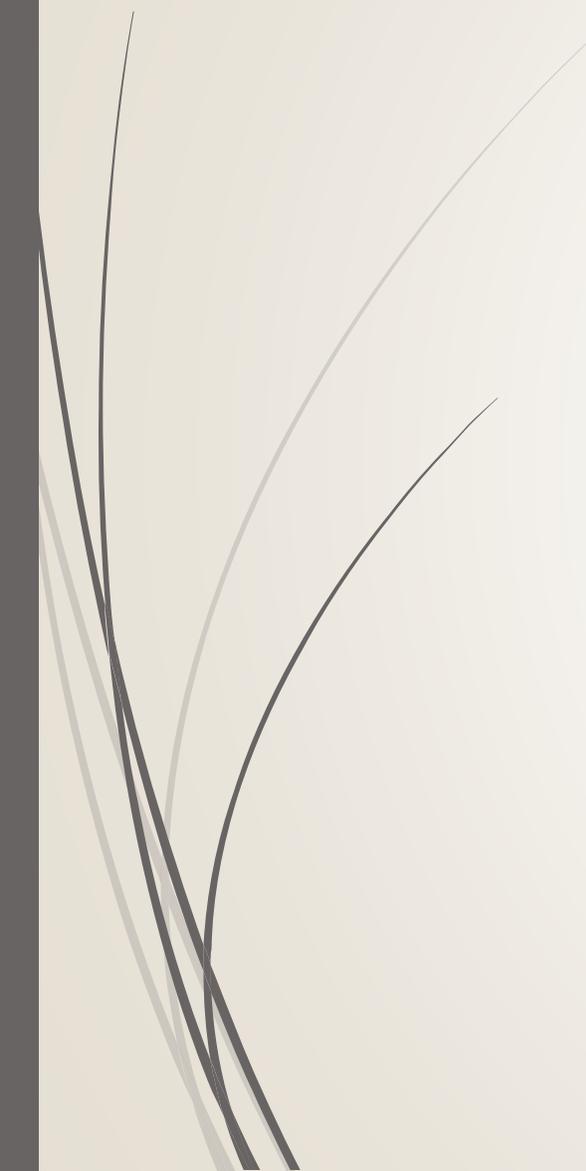
- ▶ New opportunity since conference organizers are always looking for new locations to provide variety for their participants, Uganda can position vs Kenya and Rwanda.
 - ▶ One key to successful MICE tourism is a dedicated convention bureau with a business culture and strong links to the private sector.
 - ▶ UTB should attract experienced personnel to market Uganda as a conference destination and ensure that the many aspects of a successful conference are in good hands.
 - ▶ Build a conference center at Entebbe by government is a welcome ideal. This should cross checked with private sector (Rupararia Group) plan for the same. If possible, a PPP would be more appropriate.
- 



Human Resource Development



- ▶ The quality of human resources may not appear to be a product as such, but every form of tourism depends critically on the quality of the services rendered by employees.
- ▶ There is general agreement in the industry that Uganda needs to invest more in training if it is to compete with other countries in the region in fields of guiding, hotel management.
- ▶ Completion of HTTI should be fast tracked and necessary instructors developed



Tourism Circuits in Uganda



The classic wildlife circuit

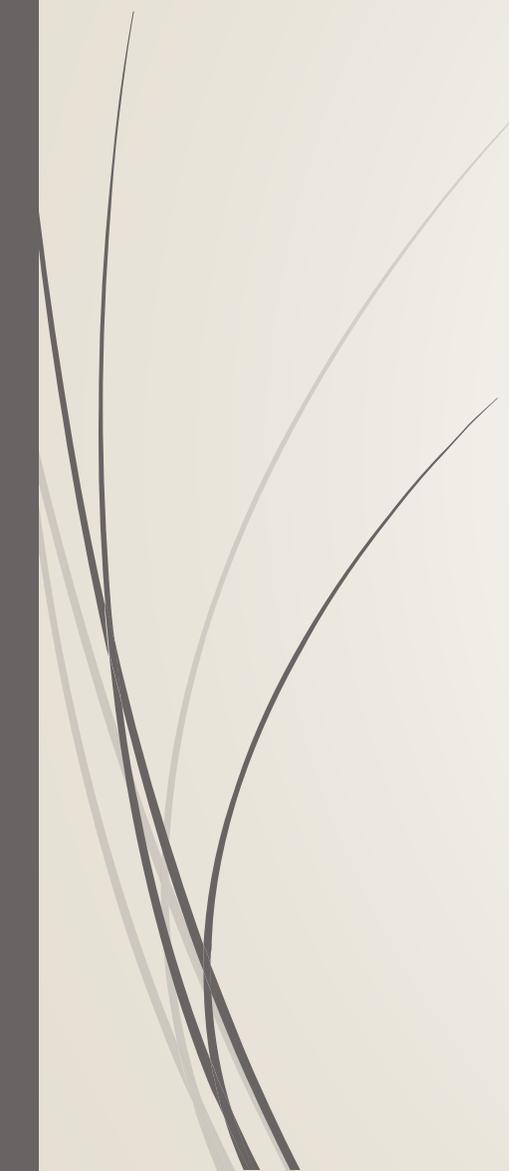
- ▶ The most common and popular is a Western circuit which includes Murchison ,Queen, Kibale and Bwindi or a variation of this which concentrates on the last three in the southwest.
- ▶ This circuit is certainly the product which the authorities should be prioritizing.
- ▶ It keeps the tourist in the country much longer, and it spreads out the impact of their spending geographically.
- ▶ Fix Tourism roads in this circuit- prioritize one stretch from Masindi to Fort Portal
- ▶ Lake Bunyonyi is an attractive addition to this circuit which seems to be under-exploited.
- ▶ Numerous small hotels are already located on the lake, but tourists sometimes complain about the lack of activities and road access from Kabale.
- ▶ Addition of modern rest stops along the route. This is particularly important for female tourists. Build new facilities which can then be managed by the local authorities, or rented out or sold to the private sector.
- ▶ Another idea would be additional monuments marking the crossing of the equator and enhancing the equator experience

A new wildlife and adventure circuit

- ▶ Time to start thinking about a second circuit in the Eastern part of the country. Kidepo Valley National Park already enjoys a good reputation for its game viewing, as well as the cultural dimension offered by the Karamoja people.
- ▶ But it is so isolated that most tourists fly in and out. With lower population densities in this part of Uganda, there is good potential to develop other game parks. This could begin by converting Pian-Upe Wildlife Reserve into a National Park.
- ▶ Private tour companies are very positive about its potential, while regretting the lack of decent accommodation at present. Giving it national park status would encourage accommodation/hotel investment.
- ▶ Eventually, one could envisage a circuit which includes the source of the Nile, Mount Elgon, Pian-Upe and Kidepo Valley. The last stretch to Kidepo Valley is long so it will be important to have good roads and rest stops.
- ▶ It would also be a good idea to invest in some improvements in the airstrip in Kidepo Valley for those who still prefer to fly in, or perhaps to fly out after taking the road in.



Conclusion



- ▶ Uganda has a wealth of options for the tourist. This should be the first message in the government's efforts to market the country.
- ▶ Having put Uganda on the international tourism market, and underlined the variety of experiences available, the private sector will then be best placed to assess the preferences of their clients and design products accordingly.
- ▶ The government would be well-advised to coordinate closely with the private sector before undertaking any investments in tourism infrastructure or products, and to leverage private initiatives.
- ▶ If the private sector is not willing to invest in a product, the risks to the government going alone will be high.

Conclusion cont..

Meanwhile, there are many demands for government intervention – or lack thereof – to support existing products. The top ten can be summarized, roughly in order of priority, as follows:

- Cancel the plans to build a dam at Murchison Falls;
- Drop plans to merge the UWA with the ministry of tourism;
- Maintain and further improve the gorilla trekking product by investing in road access;
- Restore Queen Elizabeth National Park to its former status through better control of poaching and invasive weeds;
- Further improve Murchison Falls National Park by completing the bridge across the Nile and limiting disruption caused by oil drilling;
- Pave the worst sections of the road from Masindi to Fort Portal;
- Reduce the pressure on chimpanzees in Kibale Forest National Park and develop alternative trekking opportunities through the National Forest Authority;
- Promote MICE tourism by exploring the potential for a partnership with the private company prepared to invest in a convention center and hotel in Entebbe;
- Brand and intensify marketing efforts for destination Uganda with an emphasis on the rich range of possibilities
- Strengthen training for human resources at all levels of the value chain;

Thank you for your attention



How should government participate in the development of the sector to harness its full potential, apart from providing infrastructure?

Boopen Seetanah

University of Mauritius

International Center for Sustainable Tourism and Sustainability

WTO Chair Programme



UNIVERSITY OF
MAURITIUS



WTO CHAIRS
PROGRAMME

UGANDA TOURISM

Uganda



Government of Uganda - recognises Uganda's exceptional range of natural and cultural tourism assets and the importance of tourism, and identified it as a priority sector in Its National Development Plans and the Vision 2040

Total contribution of T&T standings at around 8% ; Share of employment of 6.7% ; and Tourist arrivals around 1,800,00

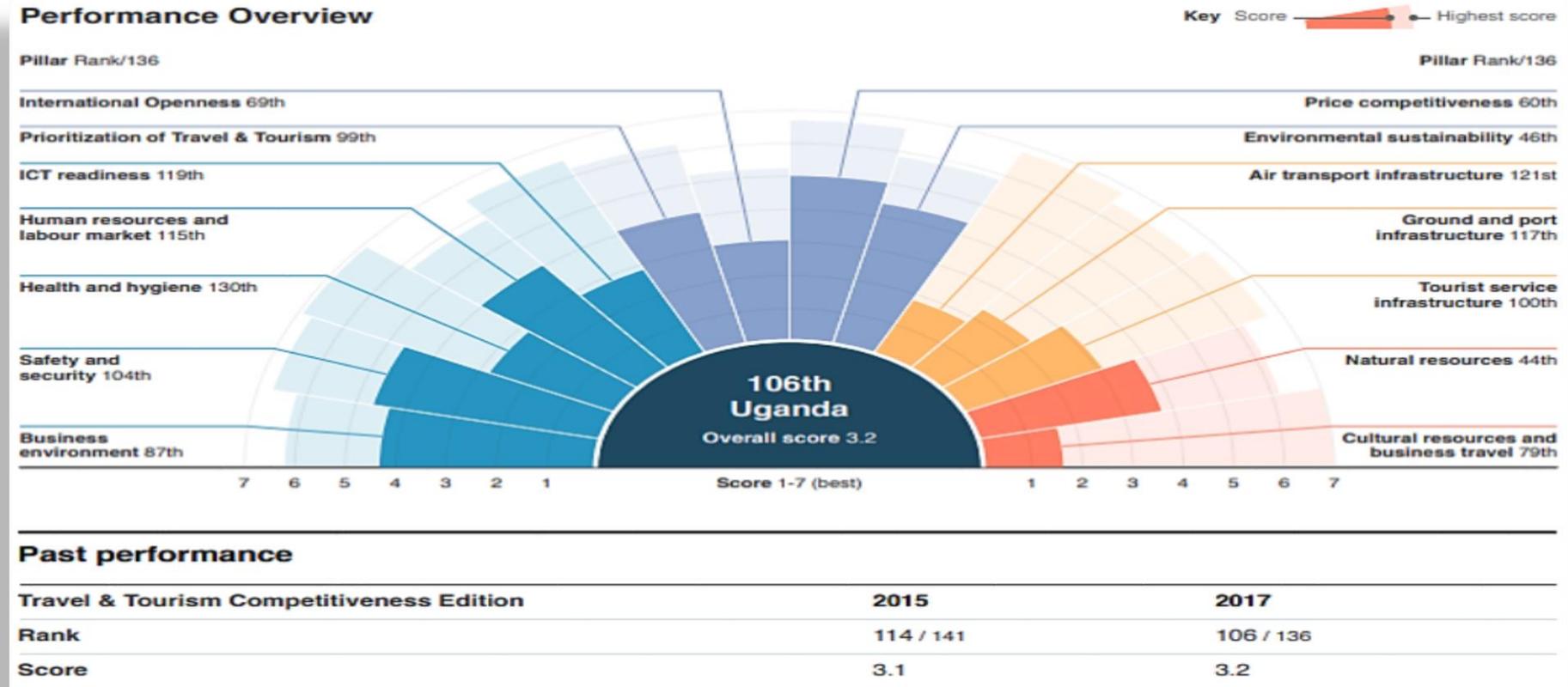
Top 20 T&T GDP growth in the world (WTTC, 2019)

2019 research on the contribution of this sector to economic growth validate important economic impact (over the period 1990-2018, 1% increase in tourism arrival has increased GDP by 0.5%)

THE TRAVEL & TOURISM COMPETITIVENESS 2017

Key Highlights

- Visa requirements (8th)
- Known Species (17)
- World Heritage sites (30)
- Attractiveness of Natural assets (30)
- Natural resources(44)
- Environmental sustainability (46th)
- Effectiveness of Marketing (78)
- Country Branding strategy (89)
- T&T expenditure (94th)
- Openness of BASA (103th)
- Human Resources (115th)



T & T Competitiveness Index (Rank)		
	2015	2017
Kenya	78	80
Mauritius	56	55
South Africa	48	53
Tanzania	93	91
Uganda	114	106

**How should Government participate
in the sector to harness its full
potential?**

Marketing Promotion of the destination and Branding

2019 Results of Survey among prospective tourists (n = 150)

- Awareness of Uganda as a tourist destination - significantly lower than average level.
- Most tourists outside Africa cited South Africa and Kenya as their potential future destination in Africa.

- African tourists were much more aware about the attractions in Uganda compared to those outside the African continent.

- 6 out of every 10 prospective visitors heard about Uganda and its attractions by **word-of-mouth.**(validated by **Joint research on 600 outgoing tourist at Entebbe in 2019**)

- When exposed about the main attractions in Uganda, the reported likelihood to visit Uganda increased substantially.

- Main barrier with respect to the progress of the tourism industry in Uganda: the current low level of awareness, specially among targeted markets such as Europe, Australia and China.
- Country rating as one the world's top ten destinations by industry giants such as Lonely Planet and National Geographic Traveller: Until recently, little was being done in the way of promotion for Uganda's tourist attractions.

- Extensive marketing and promotion is highly needed in Uganda: Will help open up and unveil Uganda's uniqueness to the potential travellers.
- Private sector players say that they have to spend half of their time selling the country before they can sell their own product.
- UTB alone cannot market - a collective effort.
- The case of Mauritius Tourism Promotion Agency (MTPA) and the tourism stakeholders.

<u>% of Tourism Promotion budget/Total Budget</u>				
Year	Kenya	South Africa	Mauritius	Uganda
2010			0.4568548	
2011			0.3920678	
2012			0.437214	
2013			0.3793118	
2014	0.17		0.3655337	
2015	0.20		0.4963052	
2016	0.16	0.08	0.4314117	
2017	0.40	0.08	0.4042877	0.06
2018	0.40	0.0800		0.053
2019		0.0810		0.062
		0.09		

- Government should allocate more funds for marketing of the destination (recently attributed to the success of Kenya and Tanzania).
- More pro-active use of the Internet to promote Uganda is required:
 - Existing web-site needs to be upgraded and linked to other industry sites and platforms.
- Quality Video about Uganda and its Wild Life (compared to South Africa which has a superior branding, even though in reality more thrilling in Uganda).
- Improved overseas representation is also needed (PR)
- Familiarisation trip → all concernedincentives required.

- Research have recently shown that over the period 1979 to 2010: a 1% increase in tourism promotion budget led to a 0.1-0.15% increase in tourism arrival (Seetanah, 2015)
- Seetanah (2019) → 1970-2015 for Mauritius → could reach 0.2 % increase.

Branding

- Uganda tourism brand is relatively weak: lacks a clear identity and is not well recognised outside the borders and seems to have not fully defined what Uganda is capable of offering
- Low level of funds available for marketing → poor marketing and communication of the brand promise.
- UTB and other stakeholders need to support the converting of the 'Uganda - Pearl of Africa' slogan into a fully-fledged tourism brand for the country.
- Or rebranding → create a new Brand for Uganda's tourism (in consultation and by professional tourism consultants/firms
- Use your accolades.
- Collaborate with the TV giants : Nat Geo (2016) → 10 million people watched gorillas
- Tap on celebrities visit.

Uganda has earned a number of accolades, most notably being: voted best destination in 2012 by Lonely Planet; Bwindi Impenetrable Forest National Park voted the best birding place in Africa by the World Birding Authority; the Virungas identified as one of the top 20 places to visit in the world by National Geographic.

Weak statistical and research base

- UTB → limited capacity to undertake research on its own for use when making marketing decisions.
- Important to have reliable and credible statistics for effective decision-making at all levels.
- Need to fully understand the provenance and behaviour of tourists that visit Uganda and one needs the right in:
 - Market demand/research studies need to be carried out in the major source and prospective markets to provide information on potential tourists' perceptions, attitudes, holiday requirements (for effective marketing)
- Ministries and UTB need to collaborate with Universities and research centres (there are also sizeable research grants from donors outside)
- The **monitoring and evaluation** of the strategies, marketing expenses and PR firms is crucial.

For instance Mauritius Tourism Authority and MTPA working in collaboration with University of Mauritius (UoM) and its research centres with respect to the conduct of research + Tourism Satisfaction Survey(TSI) + price observatory

Human capital, formation and Training

Human capital formation and Training

- Human Resource Development in tourism is a fundamental part of the enabling environment in tourism. Investments in human capital aim at increasing labour productivity and improving the quality of customer service.
- **Addressing skills gaps and addressing areas with scarce skills**, as well as through broader interventions relating to the establishment of a conducive environment for new entrants.
- Importance of regular Training Needs Analysis (TNA)... HRDC(Human Resource Development Council) role in Mauritius+ ITAC (Industry Training Advisory Committee)

Research :

- The Quality and competitiveness of the tourist offer directly depends on Human capital investments (Folarin, Oladipupo, Ajogbeje and Adeniyi, 2017; Metilelu, 2016; Tatarusanu, Onea and Zait, 2016).
- Becker (1996) → the company should invest equally in human capital development as it invests in equipment and production
- Hajiyeva et al.(2019) → if the number of graduates of higher education institutions increases by 1.0, the added value in tourism averagely will increase by 0.005 million USD (5000USD) per year for the case of Azerbaijan.

- At lower skill levels, there are also problems given the weakness of available training institutions.
- Hoteliers claim that the training really starts when an employee begins to work for them.
- The quality of both training and equipment at the Hotel and Tourism Training Institute (HTTI) is in need of upgrading.
- Most crucially, such a school must benefit from active participation by the local private sector to ensure that the training meets their needs

- *Hotel School of Mauritius*
 - Practicum in hotel
 - Work PT and study as well programme
 - Hotel school → Own restaurant to public and work with hotel
 - Hotel school undertake catering contract/MICE and events
- *Other Dedicated school for hospitality (Polytechnics+ Hotel Academies)*
- *International best practice*
 - Couple of renowned international training institute
 - Going Abroad programme (placement)
- *Tourism as subject a 'O' and 'A' level*

- *Importance Tourist Guide training*

- Continuous training of the existing and potential guides as well as the staff in the hospitality industry is very crucial.

- Especially For Uganda case:

- Tour guides : most important actors to ensure the success of a safari holiday.

- His or her knowledge and personality are critical in making the experience enjoyable, given the long time spent with the client.

- Recent study on around 1600 SMEs engaged in the tourism sector identified/realised the need for training and support from government on that.

- Mauritius as well same case....recent Diploma in tour guiding...even for taxi start engaging (tap funding from EU Switch programme)

Regulation of the Market and Star Rating

Regulatory framework

- Number of Unregulated players who operate outside the discipline and authority of the trade associations
- Security norms, safety and quality assurance are crucial in tourism development
- Regulatory framework is critical.
 - To license, set standards, guidelines, code of practice, regulate and supervise tourist enterprises
- To promote the sustainable development of the tourism industry

- One aspect is **grading of hotels**.
 - Eases its marketing and guests will be given the right information about the establishment thereby reducing disappointments.
 - Expected delivery leads to guest satisfaction, repeat business, and customer loyalty among others.
- Some kind of standardization is required to ensure consistent and comparable service quality
- Instil Trust which is crucial

- **Required:** Reliable system which grades and certifies the hotel's quality, including its facilities and services as meeting a certain international level.

- *Grading of hotel*

 - The Tourism Grading Council of South Africa (TGCSA)

 - Tourism Authority (Star Rating Committee)

- Importance of good State Business Relationships and Consultation.

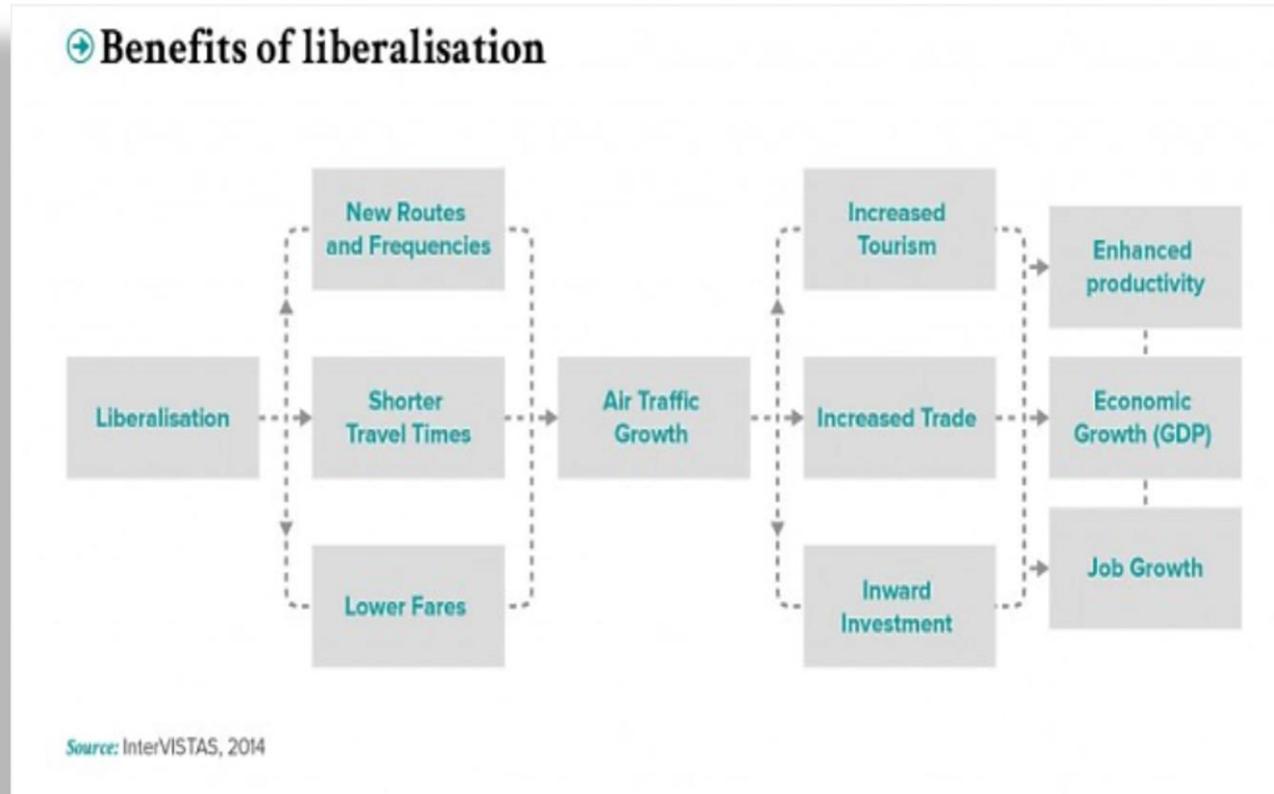
Research Evidences :

- McKercher (1998): safety and security within a destination is a qualifying element of a country's tourism sector
- Graefe (1998): future risk and safety anxiety as stronger forecasters of not choosing one or more destinations.
- Seetanah (2014): 1700 tourists in Mauritius confirm the importance of sound regulatory framework for tourism trust
- Tefera and Govender (2015)
=>customer loyalty is associated with the hotel grading

Air Access and Openness

Air Access and Openness

- Importance of air access liberalisation for remote region highlighted



- The Mauritian and South African/Kenyan experience

- *Backed by research findings*

ComMark Trust(2006):

Passenger volumes on the main route between South Africa and Kenya (Johannesburg-Nairobi), increased by 69%.

Myburgh et al (2006):

- Air fares were, on average, 18% lower on liberalised routes than non-liberalised routes,
- Liberalised routes to/from Johannesburg experienced a 23% increase in passenger volumes for SADC

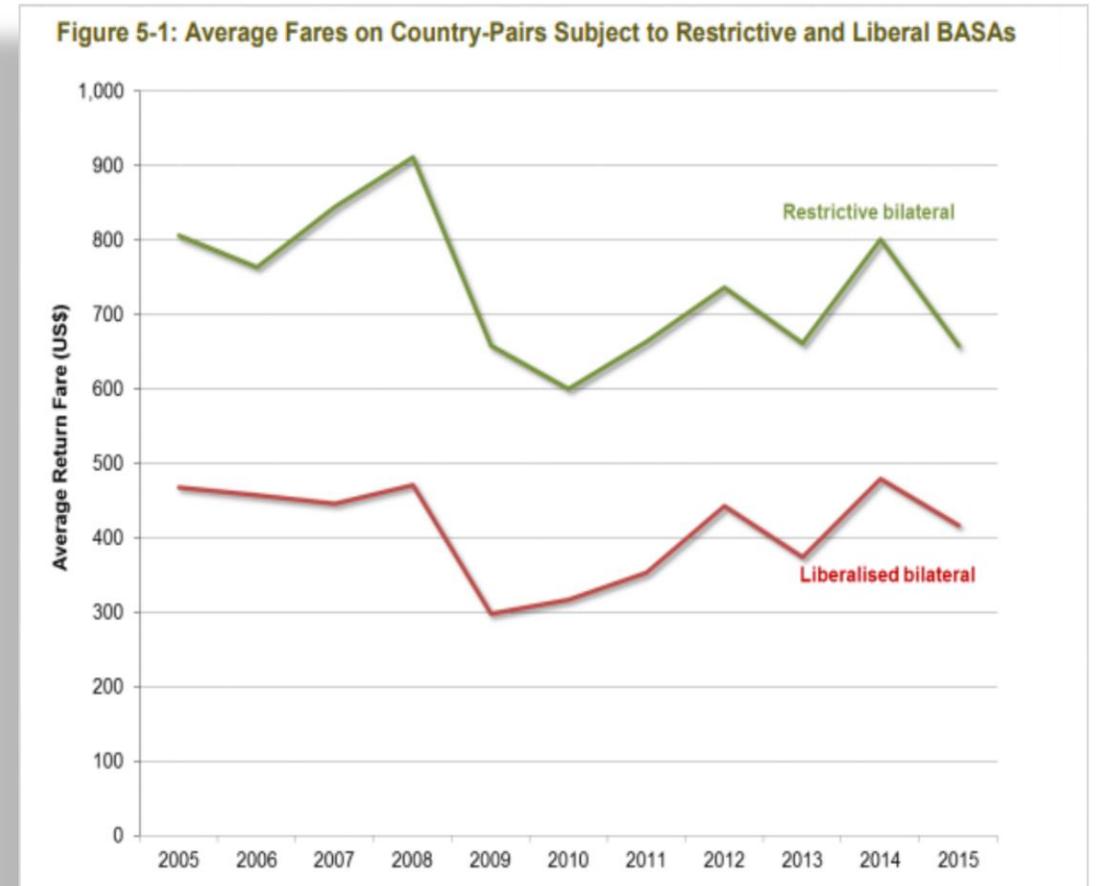
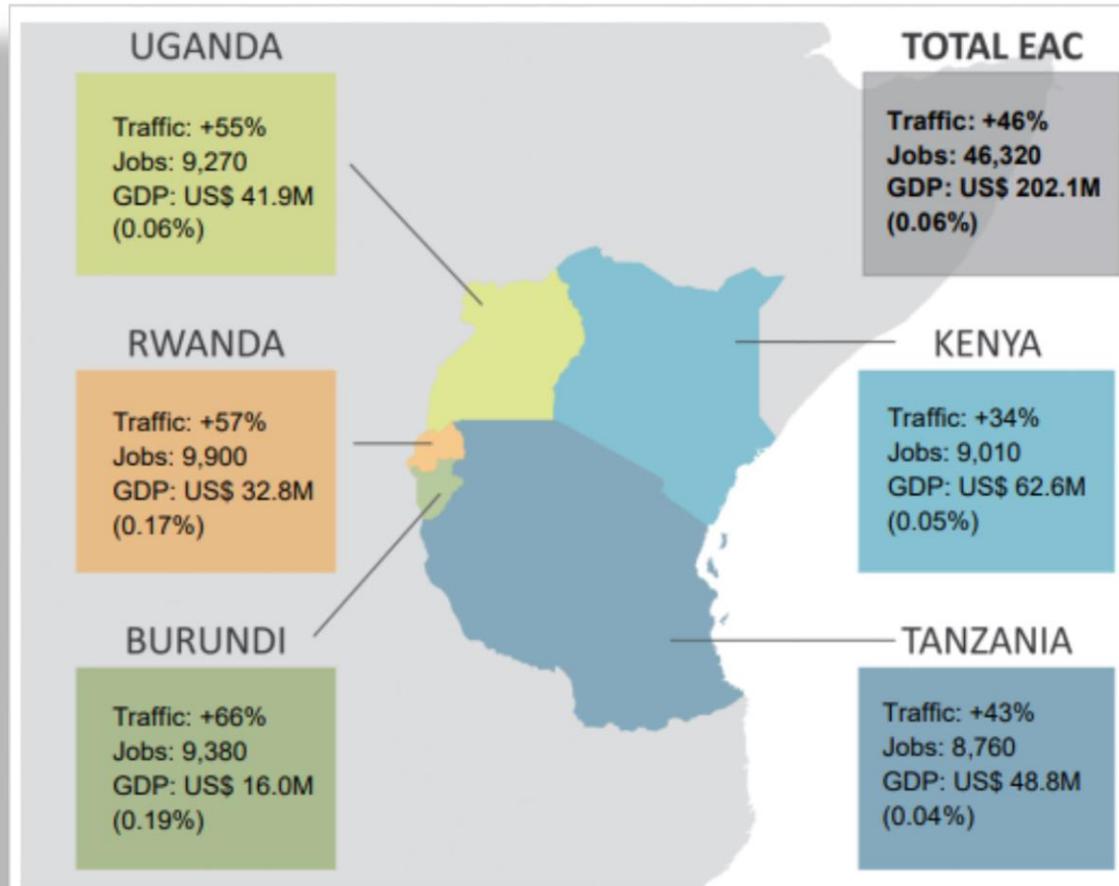
Abate (2013):

Routes operating under liberal bilaterals had 35-38% higher frequency levels than restrictive bilaterals, all else being equal

Seetanah et al (2019) - air access liberalisation more impact than marketing promotion.

Quantitative analysis, based on data from **East Africa**

- Liberalisation leads to 9% lower average fares and a 41% increase in frequencies, which in turn stimulate passenger demand (Intervista, 2015)



- Air access beyond the region - Mauritius good case study

- Uganda major Wild Life destination => but not many tourists outside Africa
 - Tanzania and Kenya - decent arrivals from Europe and increasingly from the East.

- China and some other emerging source markets growing at double digit levels.

- Chartered flights under certain conditions

Recommendations

Tourism Promotion

- Increase tourism promotion budget is crucial + Channel the funds judiciously (market research)

- Joint marketing and promotion of Uganda tourism products by the UTB together with private sectors such as hoteliers, local communities, airlines and tour operators is highly encouraged.

- Enhance Tourism Statistical base +Market and Tourism Research
 - ➔ Work with Universities and other centres of excellence.

- Monitoring and Evaluation is critical
 - ➔ Adequate funds should be devoted in this line budget.
 - ➔ Set up of a formal monitoring committee reporting to the PS/Minister

Human capital, formation and Training

Regular Skills Gaps
Analysis in the
tourism sector
(Private /Public)

Re-engineer the Hotel
Training School

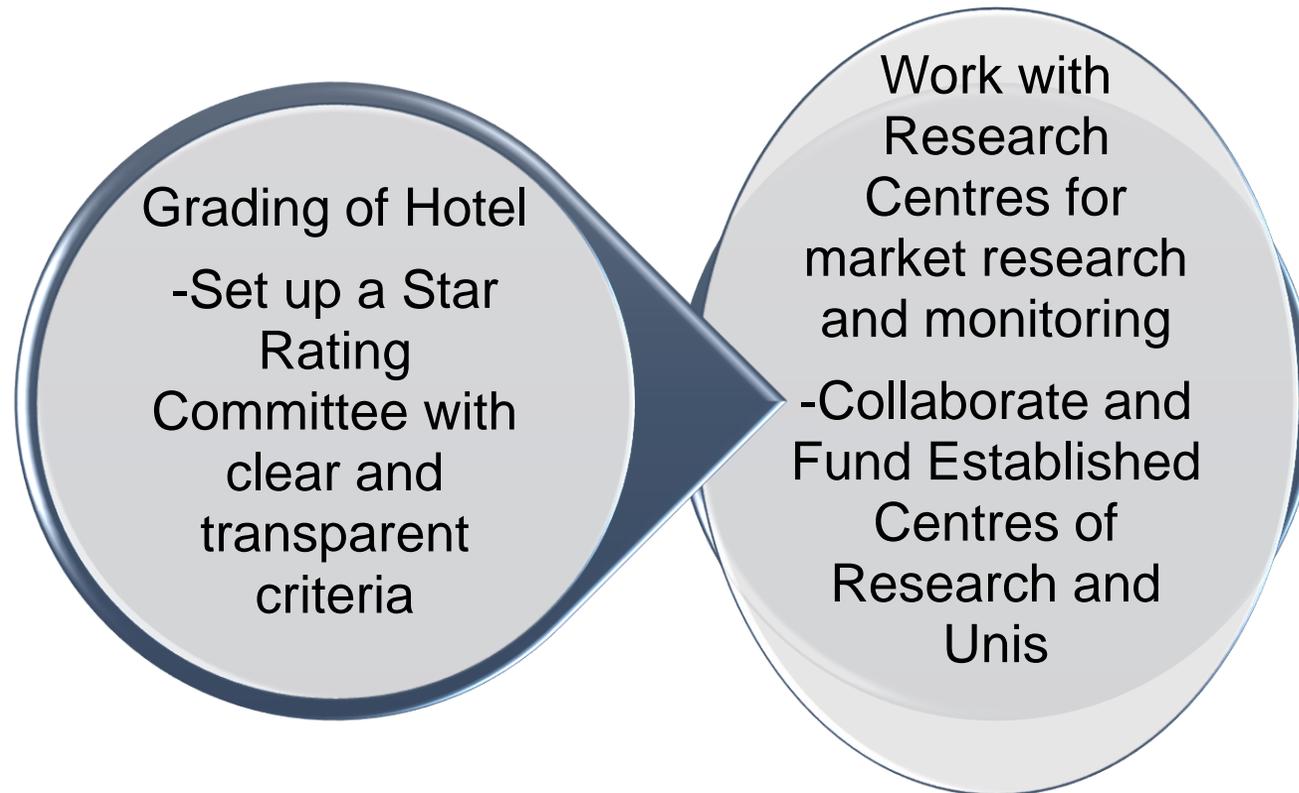
- equipped with own restaurant
- Practicum in hotels as part of training.
- Manage by international School

-Encourage and Invite Renowned International training institute

-Encourage Hotel Academies (With the right incentives)

Tourist Guide
Training is a must

Regulatory Framework

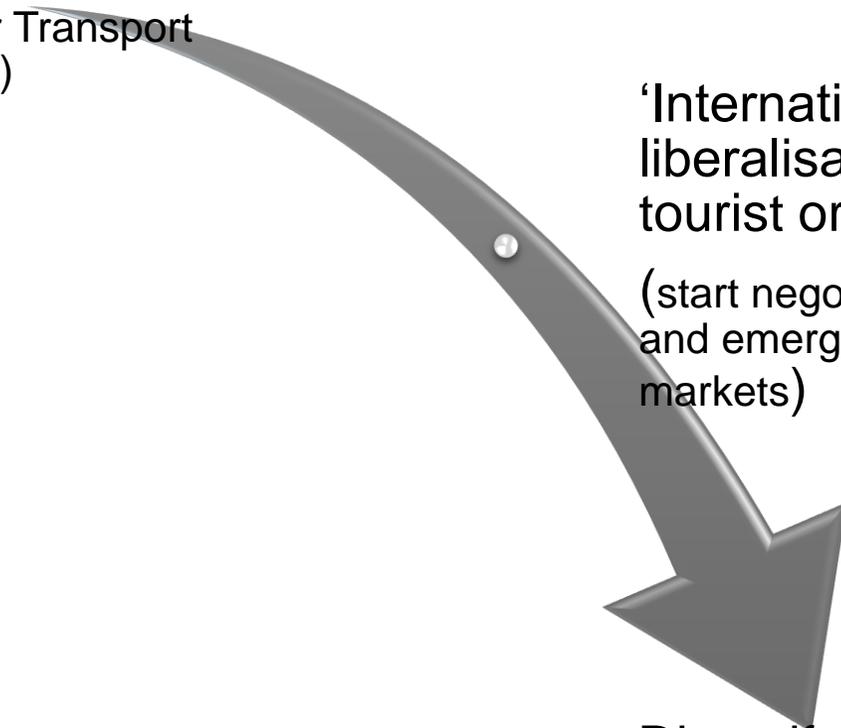


Air Access Liberalisation

Reconsider Regional
liberalisation
(Single Africa Air Transport
Market)

'International
liberalisation' to major
tourist origin markets
(start negotiation with major
and emerging tourism origin
markets)

Diversify to new
emerging markets



Thank you!



UGANDA TOURISM BOARD



DESTINATION UGANDA

Uganda's Tourism: Performance and Policy Implementation



Presentation Menu



- ❖ **Tourism for Growth: Key Objectives of Government**
- ❖ **Tourism for Growth: Recent Performance**
- ❖ **Tourism for Growth: Policy Implementation**
- ❖ **Recommendations from EGF I and II**
- ❖ **Recommendations from EGF I and II: Tracking Implementation**
- ❖ **Challenges**
- ❖ **Way Forward**



Tourism for Growth: Objectives of Gov't



- ❖ **To increase contribution of tourism to GDP from 9% in 2012/13 to 15% in 2019/20**
- ❖ **To increase market share for tourism**
- ❖ **To increase and diversify the stock of tourism products**
- ❖ **To increase the stock and quality of human capital along the tourism value chain and create new jobs**
- ❖ **To improve coordination, regulation and management of the tourism sector**
- ❖ **To increase conservation of natural and cultural heritage**
- ❖ **To increase tourist satisfaction, stay and spend: (Double foreign exchange earning from US\$ 1.35 billion in 2015 to US\$2.7 billion in 2020)**



Tourism for Implementation

Growth:

Policy



Recommendations from *Economic Growth Forum I*

- ❖ **Increase market share for tourism by increasing and diversifying market products in the sector**
- ❖ **Increase the stock of human capital along the tourism value chain**
- ❖ **Improve coordination, regulation, and management of the tourism sector**

Recommendations from *Economic Growth Forum II*

- ❖ **Identify priority areas for development and investment**
- ❖ **Increase public relations efforts and coordinate marketing efforts**
- ❖ **Develop and upgrade priority infrastructure (e.g. roads, regional airports, energy and internet access near tourist sites)**
- ❖ **Prioritize specific products to develop in order to diversify the sector**
- ❖ **Protect and conserve wildlife by properly managing ecosystems, combating poaching, and ensuring community support in conservation efforts**
- ❖ **Decentralize tourism development**
- ❖ **Clarify the mandates of government institutions involved in tourism**



Recommendations from EGF I : Tracking Implementation



- ❖ **Coffee tourism was launched as a new product together with the construction of a community coffee house in Mt. Rwenzori**
- ❖ **Refurbishment works were initiated for flagship tourism products i.e. the Equator, Source of the Nile and Mt. Rwenzori.**
- ❖ **Product audit and tourism product portfolio developed for Greater Ankole Region**
- ❖ **Agro tourism development guidelines developed as an initial step in development of agriculture as a tourism product**
- ❖ **Established a partnership with LG and District Health Inspectors to conduct registration, sensitization and inspection of accommodation facilities across Uganda**



Recommendations from EGF I : Tracking Implementation



- ❖ **Digitized the registration and licensing process to save on costs of time and improve convenience in service delivery**
- ❖ **Strengthened partnership with law enforcement and districts to weed out rogue tourism service providers along the value chain.**
- ❖ **Joint Tourism Security Committee constituted to support the arrest and prosecution of tourism fraud cases in the country**
- ❖ **Regular capacity building programmes undertaken for tourism service providers across the country in adherence to minimum quality and service standards**



Recommendations from EGF II: Tracking Implementation



1. Priority areas identified for Development and Investment:

- ❖ Marine tourism i.e. L. Victoria & R. Nile was zoned into 9 industrial parks for tourism investment
- ❖ The equator: 6 points identified for investment promotion and tourism development i.e. Ntusi, Kiruhura; L. George; Kikorongo – Kasese; Entebbe and Kayabwe – Masaka Road
- ❖ Source of The Nile
- ❖ Hot Springs and Spa tourism i.e. Kitagata
- ❖ Kagulu Hill
- ❖ Souvenir and craft industry development
- ❖ Mt. Rwenzori Infrastructure development
- ❖ Uganda Convention centers in Entebbe and Jinja



Recommendations from EGF II: Tracking Implementation



2. Increase public relations efforts and coordinate marketing efforts:

- ❖ 60 Media officials trained in responsible media reporting and patriotic journalism
- ❖ Partnerships formed with media houses for sponsorship and dissemination of tourism information through TV programs and newspaper articles
- ❖ Working with Embassies and MDRs in marketing/PR

3. Develop and upgrade priority infrastructure

- ❖ Tourism Roads: In FY 2019/20, an additional Ushs 57.8 billion provided to UNRA to embark on the South-West tourism circuit. Other tourism roads will be sequenced over the medium and long term.
- ❖ Aerodromes: Support will be provided for rehabilitation of aerodromes to facilitate domestic flights in FY 2019/20.



Recommendations from EGF II: Tracking Implementation



4. Prioritize specific products to develop in order to diversify the sector

- ❖ **The Equator; Source of the Nile; Mt. Rwenzori; Kagulu Hill; MICE; and Uganda Martyrs.**

5. Decentralize tourism development

- ❖ **Empowerment of Regional clusters in tourism promotion and marketing of their respective regions through provision of promotional collateral, publicity of cultural and heritage events, product knowledge training, etc.**
- ❖ **LG initiated the recruitment of district tourism officers to help decentralization of tourism**

6. Clarify the mandates of government institutions involved in tourism

- ❖ **The 2008 Tourism Act is currently under review to support the clarification of the sector's MDA mandates.**



Challenges



- **Low competitiveness of Uganda as a Tourist Destination (106th out of 136 countries – WTTC Report 2017)**
- **Health and Hygiene (130th out of 136)**
- **Limited product knowledge of destination Uganda in all markets, even the domestic one: Over reliance on Gorilla and Chimps**
- **Limited Incentive Regime including high cost of capital in the sector**
- **Inadequate IT readiness: 116/136 position (WTTC, 2017)**
- **Limited MICE venues for international standards esp for large meetings**
- **Lack of Statistics for both product and location level**
- **Inadequate Domestic Tourism**
- **Infrastructure limitations and limited affordable accommodation facilities**



Way Forward



- ❖ **Product audits and portfolios** will be conducted and developed for Northern Uganda, Karamoja, L. Victoria and R. Nile.
- ❖ **Classification process** for hotel and accommodation establishments will be digitized in FY 2019/20
- ❖ **Branding of Destination Uganda:** UTB will establish and roll out new POA brand which will improve/help focus and garner more recognition of destination Uganda since it enhances the country's visibility.
- ❖ **Development of Product Development and Diversification Strategy:** UTB will develop and implement a product development strategy in collaboration with MoTWA, UWA, regional clusters, community based associations, select government entities and private sector



Way Forward....



- ❖ **Leverage Technology in Tourism:** Use of technology to enhance the marketing, advertising and promotion of the destination, improve data collection and digitization of tourism surveys, classification, licensing and registration of tourism enterprises/improve coordination of classification, inspections, data collection and dissemination between UTB and district officials/counterparts, crime prevention through immediate contact/access of clients to requisite entities, dissemination of tourism information.
- ❖ **Promotion of Investments in Tourism:** UTB will profile viable investment opportunities in the country for promotion.
- ❖ **M.I.C.E as a new product:** Use MICE as a product for attracting investments and business tourists



Thank You

