



POST-COVID-19 RECOVERY BUSINESS PLAN FOR UTB



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EXECUTIVE SUMMARY

he outbreak and global spread of novel corona virus in late December 2019 in China created worldwide socio-economic shocks as the virus infected over 6.6million with COVID-19 disease and killed more than 400,000 People by 5th June 2020. These shocks affected all sectors of every economy irrespective of the differences in economic advancement. Tourism is one of those sectors that have been affected globally. The effects are created both by the pandemic and the measures that several governments put in place to contain the pandemic. Estimates indicate that the pandemic could lead to an annual decline of between 60% and 80% in tourism arrivals in 2020. This could translate into a loss of 850 million to 1.1 billion international tourists as well as a loss of US\$910 billion to US\$1.2 trillion in export revenues from tourism. These losses could cost 100 to 120 million direct tourism jobs globally.

In Uganda, over 450,000 direct jobs are at risk of being lost as the country is losing US\$130million from tourism per month. The entire private sector (as well as public sector) has been affected in form of lost revenue, inability to pay workers, maintain their enterprises and having challenges with statutory obligations. It has also eroded the funds that would be invested in marketing and skilling of their employees.

Over the next five years, projections indicate that Uganda may lose up to US\$5billion from international tourism alone. This would also imply a loss of US\$1.2billion in tax revenue from tourism. Accommodation facilities would suffer up to 43% of these losses, with restaurants (15%), handicrafts (16%), and transport companies (8%) also losing significantly. At the same time, these enterprises are expected to meet the new needs of the visitors directly implying adoption of anti-Covid Standard Operating Procedures (SOPs), rebranding, selling more and better products, digitization of internal operations and marketing activities, as well as professionalizing of their enterprises which will require heavy investment.

The purpose of this Recovery Business Plan is to highlight the impacts of Covid-19 to the tourism sector and to devise strategies to guide UTB's operations into the recovery of the tourism sector in Uganda.

This plan outlines the strategic interventions that will be undertaken over the next two years to facilitate the recovery of the sector. These actions are a direct result of engagement with over 150 tourism stakeholders in Uganda, review of recommendations of stakeholders in different digital discussions held in the



sector since March 2020, benchmarking on what other destinations are doing, and review of current literature from authoritative agencies such as UNWTO, WTTC, World Bank among others. The strategies and actions in the plan directly target to address the needs of the end user (consumer), needs of the supplier, and the needs of the destination as a whole. These actions directly target the following key issues of concern to the sector:

- a) Visitor confidence building in destination Uganda
- b) Marketing support for destination Uganda
- c) Product development to diversify the experience offering
- d) Skilling, Quality assurance and Private sector regulation to protect and serve the guests
- e) Financial support to the enterprises

By addressing the issues listed above, the plan shall achieve four main outcomes;

Outcome One:

Strong tourism value actors.

Over the next two years, UTB will engage other Government institutions and development partners to ensure that the tourism suppliers namely accommodation facilities, tour operators, tour guides,

destination sites, restaurants, community tourism initiatives and handicraft sellers do not collapse. They should have enough resources to maintain basic operations, do improvements in their offers, adjust to the new normal, make better plans and be ready for return to business

Outcome Two:

Increased Arrivals, focusing on maintaining and building confidence of the source market stakeholders in order not to lose the gains Uganda had made in these markets.

It will be important to keep the existing clients and ensure that they do not cancel their trips to Uganda but push them to the time when they are able to come and enjoy our destination. We will also be working hard to appeal to new clients looking for destinations that can help them recover from the stress of the pandemic, taking advantage of the effective approach used by Uganda to contain the spread of the virus. From the core and emerging markets, UTB is targeting to receive increased numbers of leisure and business tourists, directly and indirectly resulting from the planned interventions.

At the regional level, at least 15% of the travelers from the East African Community (EAC) member states should go beyond Kampala into Uganda's attraction sites to cover the gap created by international visitors

in the short run but also build up on the National Park (NP) traffic in the long run.

There should be an increase in the number of domestic travelers to the key attraction sites of Uganda. As a result, Uganda should benefit from increased jobs, investment, foreign exchange, conservation and local community development directly attributable to tourism.

Outcome Three:

A professionalized tourism private sector:

As part of recovery, the tourism private sector should be organized, well-regulated and with skilled manpower. The sector should have well trained operators across the value chain, delivering services that meet and exceed consumer expectations. All the operators will be registered, licensed and graded (where possible) thus promoting the new brand of destination Uganda. There should be a critical mass of operators running international certification programs, and having partnerships with medium and large outbound agents in source markets. By the end of the implementation period, there should be remarkable digitization of services and adherence to ethical practices of competition.

Outcome Four:

Market-driven Tourism Product Development

UTB will seek to work with other the relevant partners to re-plan, redesign and develop the existing tourism sites and products to comply with the required Standard Operating Procedures for health safety, hygiene, sanitation and social distance.

In addition, diversification of tourism products will be undertaken to encourage more varied experiences, long stay by the visitors and more expenditure by the tourists.. Culture is an area that will be emphasized in this plan for tourism development as well as partnerships with Operation Wealth Creation's Agri-led Programme and the private sector. Diversifying tourism products will reduce dependence on gorilla and chimpanzee tracking as Uganda's main attraction and take pressure off the increasingly challenging effort to accommodate a growing number of visitors while keeping conservation as a priority at the same time.

In order to achieve the above outcomes, UTB will implement the following strategies over the period of 24 months commencing from July 2020.

- 1) Work with the stakeholders to undertake crisis response measures so as to promote safety and health of both visitors and employees in the tourism sector.
- 2) Undertake Public Relations & Communications to create proper awareness of the new measures among others.
- 3) Undertake digital destination Uganda marketing activities in the core and emerging markets.
- 4) Create publicity, establish networks and promote destination Uganda in selected countries in Africa to increase the leisure and MICE travelers to Uganda.
- 5) Develop the regional EAC tourism market

- and increase arrivals to major tourism sites of Uganda.
- 6) Develop the domestic tourism market and increase arrivals to major tourism sites of Uganda.
- 7) Sector skilling, digital transformation and professionalization of the tourism private sector in Uganda.
- 8) Undertake business registration, licensing and standards enforcement across the tourism and hospitality value chain.
- 9) Support development and diversification of tourism products to meet the needs of targeted market segments.

For each strategy, a number of precise strategic actions have been developed based on:

- i. The need to adhere to the Ministry of Health guidelines on prevention of the spread of COVID-19. One of these key considerations is the strong emphasis on avoiding crowds or activities that gather people in large numbers.
- ii. Estimations indicating that the vaccine will not be available until after March 2021. However, we assumed that it would take about another 12 months to mass produce the vaccine, transport it around the world and have the populations vaccinated. This means that travel restrictions may not be eased for the next 1.5 years.
- iii. Efficiency. The focus is on activities that are generally viable and known to deliver

- impact at a minimal cost. Therefore high impact low cost activities have been suggested.
- iv. Interests of the consumers and suppliers. Consumers need safety, protection and value for money. The crisis needs will require more availability of spaces for enjoyment, avoidance of crowded places, safety/cleanliness, professional services and diverse products.

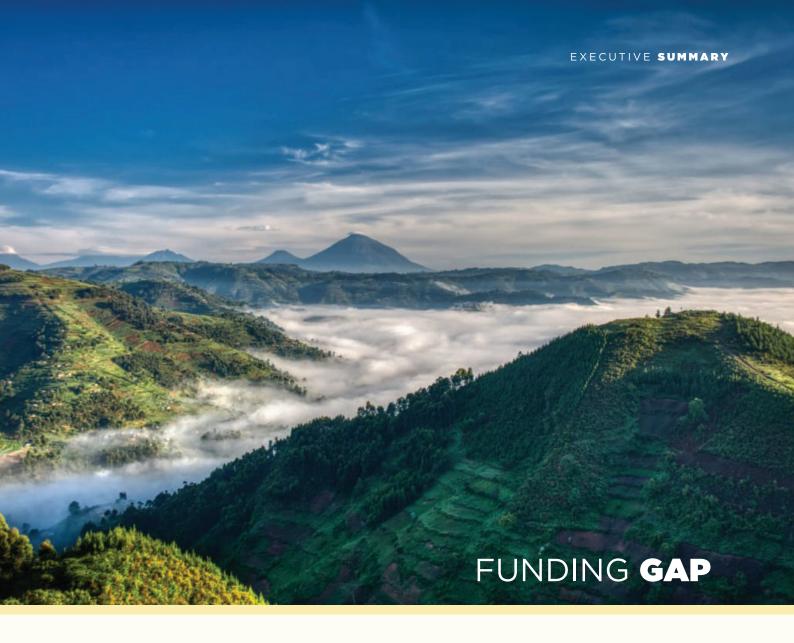
It is expected that implementation of the plan will take a multi-stakeholder approach. Effective execution of this strategy will require among others building of sound partnerships between UTB and different stakeholders. For instance, UTB will need to partner with the local governments to support in the implementation of actions such as product development, quality assurance, regional marketing and promotion. UTB is going to develop a partnership strategy and will to engage private sector actors in and outside of tourism who can support in the implementation of the plan.

Stakeholder roles have been provided in the Implementation Matrix and the Monitoring & Evaluation framework. Monitoring, Evaluation and Reporting will form a critical feature of the implementation of this recovery plan. This will provide concepts, processes and tools to help in structuring the plan for collecting, analyzing and disseminating information about UTB's role in recovering the tourism industry. The main goal of the M&E function is to provide a systematic guide for tracking progress and demonstrating results in the recovery process and beyond.

BUDGET SUMMARY

Implementation of the recovery plan over a two-year period will require a total of UGX 237,578,520,000. This investment will support regeneration of tourism to 1.6 million arrivals by the year 2025.

Recovery Activities	Year 1(UGX)	Year 2 (UGX)	Total (UGX)	%
Strategy 1: Crisis response to promote safety and health of both visitors and employees in the tourism sector	16,349,266,667	12,447,933,333	28,797,200,000	12%
Strategy 2: Undertake Post Covid Public Relations & Communications	10,830,000,000	7,428,000,000	18,258,000,000	8%
Strategy 3: Develop the domestic tourism market and increase arrivals to major tourism sites of Uganda	9,307,389,286	6,075,510,714	15,382,900,000	6%
Strategy 4: Develop the regional EAC tourism market and increase arrivals to major tourism sites of Uganda	13,736,000,000	4,610,000,000	18,346,000,000	8%
Strategy 5: Create publicity, establish networks and promote destination Uganda in selected countries in Africa to increase leisure and MICE travelers to Uganda	13,415,625,000	11,034,375,000	24,450,000,000	10%
Strategy 6: Undertake digital destination Uganda marketing activities in all core and emerging markets	44,012,681,310	25,604,768,690	69,617,450,000	29%
Strategy 7: Sector skilling, digital transformation and professionalization of the tourism private sector in Uganda	9,210,070,500	4,786,499,500	13,996,570,000	6%
Strategy 7.1: Business registration, licensing and standards enforcement across the tourism value chain	9,155,287,618	4,075,112,382	13,230,400,000	6%
Strategy 8: Support development and diversification of tourism products to meet the needs of targeted market segments	19,631,428,571	13,498,571,429	33,130,000,000	14%
Research and Monitoring	1,010,000,000	1,360,000,000	2,370,000,000	1%
TOTAL	146,657,748,951	90,920,771,049	237,578,520,000	100 %



The above Recovery Business Plan budget presents a funding gap of UGX 164,478,520,000 for the two year period. The funding gap for year one is UGX 110,107,748,951 while the figure for year two is UGX 54,370,771,049

Budget Analysis Item	Year 1(UGX)	Year 2 (UGX)	Total (UGX)
Recovery Business Plan BUDGET	146,657,748,951	90,920,771,049	237,578,520,000
GoU Funding	27,000,000,000	27,000,000,000	54,000,000,000
CEDP Funding	9,250,000,000	9,250,000,000	18,500,000,000
NTR	300,000,000	300,000,000	600,000,000
Funding Gap	110,107,748,951	54,370,771,049	164,478,520,000

Note: UTB will organise resource mobilization drive to address the funding gap. See Table 6.1

SECTION ONE: INTRODUCTION

1.1 About Uganda Tourism Board

he Uganda Tourism Board (UTB) is the regulatory authority and destination market organization with the responsibility of standardization, quality assurance, promoting and marketing Uganda as the preferred tourism destination in Africa. UTB works closely with other government agencies and the private business operators.

UTB regulates the travel and tour businesses, tour guides and the commercial accommodations in Uganda. It is tasked with the inspection of all tourist services and facilities to ensure conformity with international standards.



1.1.1 The Mandate

Established by the Uganda Tourist Board Statute [1994], Uganda Tourism Board (UTB) is mandated by the Tourism Act, [2008] to undertake the following;

- a) To formulate, in cooperation and in consultation with the private sector and relevant entities, a marketing strategy for tourism in Uganda
- b) To implement the marketing strategy and to promote Uganda as an attractive and sustainable tourist destination
- c) To encourage and promote domestic tourism within Uganda
- d) To encourage investment in the tourism sector and wherever possible, to direct such investment to the less developed tourism areas
- e) To promote and sponsor educational programmes and training in the tourism sector including schools, in consultation and cooperation with appropriate entities
- f) To undertake and commission appropriate research in the field of tourism
- h) To manage the tourism development levy in accordance with the best commercial practice and the objects of the Board
- i) To provide finance and any other assistance to strengthen the private entities in the tourist sector where necessary and appropriate
- j) To enforce, and monitor standards in the tourism sector;
- k) To inspect, register, license and classify tourist facilities and services; and
- I) To undertake any other functions prescribed by or under this Act, any other law or as directed by the Minister.

1.1.2 Vision and Mission

UTB Vision:

A sustainably promoted and developed tourism sector contributing significantly to Uganda's development.

UTB Mission

To coordinate and steer improved interventions that lead to the development of a sustainable and competitive tourism industry in Uganda in partnership with stakeholders.

1.1.3 Core Corporate Values of the Uganda Tourism Board

- a) Customer Commitment
- b) Team Work
- c) Integrity
- d) Competitiveness
- e) Sustainability

1.2 Tourism in national development agenda

The Uganda Vision 2040 identifies tourism as a fundamental opportunity that should be harnessed as a matter of priority to facilitate socio-economic transformation of Uganda into a prosperous upper middleincome country. The sector is expected to contribute towards job creation, foreign exchange earnings, investment promotion, poverty reduction and conservation promotion.

In order to realize its potential, the National Development Plans I & II set out a number of programs to support tourism development. The programs consistently focused on a number of priorities that included marketing and promotion, tourism product development, human resource development, tourism management and regulation, tourism asset conservation and private sector development among others.

These issues featured prominently in the Tourism Policy 2014, the Tourism development Master Plan 2014 - 2024, the tourism sector development plan 2015/16 -2019/20, and the NRM manifesto 2015/16 - 2019/20.

Significant gains have been made in the last decade, and to consolidate these gains, the third national development plan 2020/21 -2024/25 focuses on maintaining tourism as a priority sector with even more ambitious targets.

NDPIII looks at harnessing the potential of tourism by increasing Uganda's attractiveness as a preferred destination. It anticipates the sector to:

- a. Increase annual tourism revenues from US\$1.37 billion in 2017/18 to US\$2.5 billion by 2024/25;
- b. Increase the contribution of tourism to total employment from 667,600 to 1,100,000 people;
- c. Increase average expenditure per leisure visitor from \$1,052 to \$1,239;
- d. Increase the number of International Tourist arrivals from 1,402,409 2,102,486 tourists;
- e. Increase the proportion of leisure to total tourists from 20.1% to 30%;
- f. Increase the number of direct flight routes to Europe and Asia from 6 to 15.

1.3 Statement of Purpose

The Recovery Business Plan is to guide UTB's operations into the recovery of the tourism sector in Uganda.

Tourism Recovery Business Plan Alignment to NDPIII Aspirations

The overall goal of NDPIII is "Increased Household Incomes and Improved Quality of Life of Ugandans".

In order to achieve this goal, five specific objectives were outlined for implementation:

- 1. Enhance value addition in key growth opportunities;
- 2. Strengthen the private sector to create jobs;
- 3. Consolidate and increase the stock and quality of productive infrastructure;
- 4. Enhance the productivity and social wellbeing of the population; and,
- 5. Strengthen the role of the state in guiding and facilitating development.

The plan fully recognizes that Uganda is well-endowed with abundant natural resources, and its major thrust is how to harness and sustainably use these resources for socio- economic development for the benefit of current and future generations of Ugandans. Government plans to harness both government and private sector strengths, in a mixed economy approach, to grow Uganda's real economy through domestic production of goods and services.

The NDPIII laid out 18 Programmes to promote a coordinated approach to the achievement of the development objectives. This tourism recovery plan responds to ten of these programs as outlined below:

Programme	Programme goal	Contribution of the tourism recovery business plan
Agro-industrialization Programme	Aims to increase commercialization and competitiveness of agricultural production and agro-processing.	Support for survival, emergency and growth of tourism enterprises provides an essential market avenue for agricultural products.
Tourism Development Programme	Aims to increase Uganda's attractiveness as a preferred tourist destination.	The plan focuses on building confidence and attracting more domestic, regional, African and international tourists to Uganda's tourist attractions.
Natural Resources, Environment, Climate Change, Land and Water Management Programme	Aims to stop, reduce and reverse environmental degradation and the adverse effects of climate change as well as improve utilization of natural resources for sustainable economic growth and livelihood security.	By driving tourism traffic to natural tourism assets, the plan will be contributing directly the revenues needed to undertake natural resource conservation.
Private Sector Development Programme	Aims to increase competitiveness of the private sector to drive sustainable inclusive growth.	UTB plans to strengthen partnerships with the private sector, support their operations and professionalize them to deliver quality services that allow them to grow and make more contributions to national development.

Programme	Programme goal	Contribution of the tourism recovery business plan
Manufacturing Programme	Aims to increase the product range and scale for import substitution and improved terms of trade.	Growth and expansion of tourism is envisaged to provide market access to the Ugandan manufacturing sector. Tourism is projected as a strong consumer of hard and soft drinks, processed food stuffs, construction materials, and lots of appliances used in the hospitality industry in the post-Covid era.
Digital Transformation Programme	Aims to increase ICT penetration and use of ICT services for social and economic development.	The whole conceptualization of the plan implementation is hinged on digitization of the tourism sector. The functions of marketing, product development, quality assurance, skilling and professionalizing the sector will take advantage of modern ICTs to leverage impact and results.
Human Capital Development Programme	Aims to increase productivity of the population for increased competitiveness and better quality of life for all.	Skilling and re-skilling of the tourism sector human resources across the entire value of the sector lies at the heart of the recovery plan.
Community Mobilization and Mindset Programme	Aims to empower families, communities and citizens to embrace national values and actively participate in sustainable development.	Tourism recovery will create opportunities for the rural poor and marginalized communities to participate in economic activities and improve livelihoods. The approach to product development, and skilling integrates mobilization of local communities, the youth and women to take center stage in the revamping of tourism.
Public Sector Transformation Programme	Aims to improve public sector response to the needs of the citizens and the private sector.	In this plan, UTB is slated to play a facilitative role to ensure that the strategic actions and programs are implemented to the benefit of the various stakeholders across the value chain of tourism.
Regional Development Programme	Aims to accelerate equitable regional economic growth and development.	A focus on product development, strengthening of collaborations with the local governments and promotion of domestic tourism is premised on promotion of regional development. This is further anchored on the tourism development areas, enshrined in both the Tourism master plan and the tourism policy.



1.5 Tourism and the Global Development Agenda

In addition to the Uganda Vision 2040 and NDPIII expectations of tourism, the Global Agenda 2030 also expects tourism in Uganda to contribute to the attainment of the Sustainable Development Goals (SDGs).

In particular the Agenda expects tourism stakeholders to create jobs, and promote local culture and products (SDG 8); to contribute to elimination of poverty through revenue generation, employment and trade (SDG 1); mitigation of climate change impacts (SDG13) through responsible travel, protection of natural resources for tourism and revenue generation from conservation.

The sector will also support SDG 15 to protect, restore and promote sustainable use of terrestrial ecosystems, sustainably manage forests, combat desertification, and halt and reverse land degradation and halt biodiversity loss.

In the far horizon, Agenda 2063 also targets increasing the contribution of tourism to GDP. The EAC Vision 2050 prioritizes joint interventions in the tourism sector that are: competitively priced; cost effective and have a high return on investment through the issuance of an East African Visa; standardized joint classification of hotels and joint marketing efforts presenting the EAC as one tourism destination.



2.1 Pre-pandemic performance of the Tourism Sector in Uganda

Over the past 20 years, the tourist arrivals into Uganda have steadily increased from 205,000 in 2001 to over 1.5 million arrivals in 2018. Uganda's tourism has registered an increase in revenue in the 2018/2019 financial year whereby over \$1.6 billion was received compared to \$1.45 billion in 2017. This makes the country's tourism sector the top foreign exchange earner.

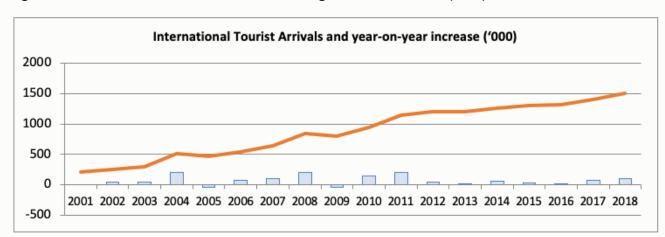


Figure 1 – International tourist arrivals to Uganda 2001-2018 ('000)

Source: Uganda Bureau of Statistics

The direct contribution of Tourism to GDP in 2017 was UGX 2,699.1bn (2.9% of GDP) while the total contribution including wider effects from investment, the supply chain and induced income impacts, was UGX 6,888.5bn in 2017 (7.3% of GDP), up from UGX6, 171.5bn in 2016 (figure 2).

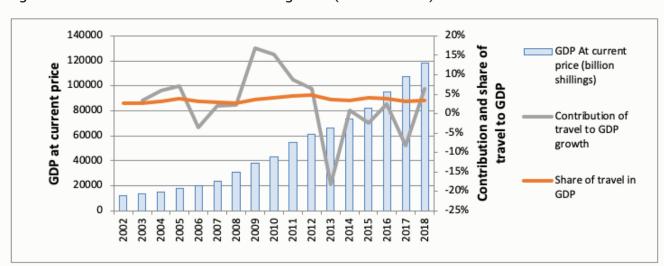


Figure 2 – GDP and share of travel in Uganda (2002 – 2018)

Source: Adapted from URA (2020)

While the travel industry's contribution to GDP growth fluctuates from year to year, in line with the performance of other economic sectors, the share of travel in GDP has remained consistent over the last 15 years. This means that the tourism sector and GDP are growing in a similar trend.

In terms of contribution to employment in the economy, Tourism generated 229,000 jobs directly in 2017 (2.4% of total employment). This includes employment by hotels, travel agents, airlines and other passenger transportation services (excluding commuter services). The total contribution of Tourism to employment (including wider effects from investment, the supply chain and induced income impacts) was estimated to 605,500 jobs in 2017 (6.3% of total employment).

The Uganda Wildlife Act, 2019 - Section 86 (2d), provides for revenue sharing where 20% of the park entry fees collected from visitors entering wildlife protected areas(PAs) is given to the local government(s) of the parishes surrounding the wildlife protected area from which the fees were collected. Through this scheme, and from 2005 to 2017, the Authority generated over 18 billion shillings for revenue sharing in support of community projects within parishes that lie adjacent to PAs (UWA 2018).

Gorilla tourism is the single most important asset over which Uganda has an absolute comparative advantage when compared to Kenya and Tanzania. Overall, the total

economic impact of national parks for the year 2019 can be evaluated as the sum of the entrance to National parks (US\$ 6,655,007), the Gorilla permits (US\$ 31,303,200) and the Chimps permits (data not available). Altogether, visitors' expenditures in parks was estimated at around US\$ 40 million in 2019.

From these benefits, the Uganda Wildlife Authority has a program aiming at achieving Wildlife Sustainable Conservation for livelihoods improved community and harmony between people and wildlife in the PAs. As an example, a total of 116 communitybased group initiatives in Murchison Falls National Park, Rwenzori Mountain National Park, Queen Elizabeth National Park, Mt. Elgon National Park and Kibale National Park were financially and technically supported to implement projects that range from tree planting, chilli growing, bee keeping, and water projects among others.

Although tourism benefits the private sector, government revenue which is attributable to tourism is significant. The following is a rough estimate of tourism revenues to government for the fiscal year 2018:

Licensing: The costs incurred by tourism business in complying with licensing requirements is conservatively estimated by the Ministry of Finance at UGX 3,3 billion (US\$ 0,9 million) - not including the licenses issued by local governments (trade licenses).

- Visa: For the year 2018, revenue from visa fees amounted to over US\$ 10 million (by applying the costs of visa fees to visitors from Europe, The Americas and Oceania only).
- Corporation Tax: In the latest Uganda household survey report (2009/2010), tourism accounted for only 9% of the total number of informal businesses in Uganda . Making the assumption that the informal sector receives a share of the tourist expenditure below its market size (9%), the income tax should apply to at least 95% of tourist expenditure in Uganda (UWA not being tax exempt) - USD 144 million. If its multiplying effect is accounted for, tourism impact on government revenue is even more substantial.
- Service charges: For the ITC (2011), local spending on hotels and restaurants accounted for 59% of all international tourist expenditures. Service charges therefore represented about \$41 million for the year 2018.
- VAT: It only applies to hotels and restaurants within the Kampala district that represent 23% of all accommodation businesses registered in Uganda. We have used the contribution of hotels and restaurants to GDP for the year 2018. The approximate amount of revenue from the VAT (\$ 75 million) is the weighted average of the different occupancy rates in Kampala (45%) and outside of Kampala (22%). VAT collections from

- the hotels and restaurants in FY 2018/19 were estimated at UGX 87,83 billion (US\$ 2,37 billion) from both foreign and domestic residents.
- In addition to existing taxes, hotels are now obliged to collect a 6% withholding tax from suppliers to remit to government (URA).

Overall, international tourism's contribution to the tax base was estimated at a minimum of US\$ 300 million (UGX 1126 Billions) for the year 2018.

2.2 Effect of COVID-19 on tourism

The outbreak of the Novel Coronavirus (Covid-19) in Wuhan China in December 2019 has since spread across the globe with over 6.6million people infected and more than 400,000 lives lost. The spreading of this virus has led to numerous social, economic and health impacts. The tourism sector has been one of the hardest hit with borders closed, air traffic grounded and travel restrictions across the globe.

According to UNWTO's report on COVID -19 Related Travel Restrictions, as of 20th April, 100% of all worldwide destinations had introduced travel restrictions in response to the pandemic: 97 destinations (45%) had totally or partially closed their borders for tourists, 65 destinations (30%) had suspended totally or partially international flights and 39 destinations (18%) were implementing the closing of borders in a more differentiated manner by banning the entry for passengers from specific countries of origin. By 30th May 2020, more than 98% of international borders were still closed.

As a result of these restrictions, the United Nations World Tourism Organization (UNWTO) estimates that the pandemic could lead to an annual decline of between 60% and 80% in international tourism arrivals when compared with 2019 figures.

Scenario analysis has shown that depending on the speed of containment and duration of travel restrictions and border shutdowns, international tourist arrival declines could range between 58% and 78% for 2020.

A 58% decline is expected for July (best case scenario) and 78% decline for early December (worst case scenario). These scenarios imply a loss of 850 million to 1.1 billion international tourists as well as a loss of US\$910 billion to US\$1.2 trillion in export revenues from tourism. These losses could cost between100 to 120 million direct tourism jobs.

Before the COVID-19 pandemic, Africa was on an upward trajectory, with arrivals increasing from 34.8 million in 2005 to 68.4 million in 2019. Arrivals to Sub-Saharan Africa (SSA) more than doubled from 20.8 million to 44.4 million international tourists over the same period.

The tourism industry from SSA is largely wildlife based and countries from this region earned more than US\$12.4 billion

from wildlife tourism alone annually (UNWTO, 2018). It was estimated by CBI (2015) that about half of all wildlife trips around the world took place in this region. Uganda is one of those countries tapping into this trade, with 90% of the country's products regarded as nature-based.

However, the outbreak of COVID-19 has shattered the global tourism industry and therefore that of Africa. It is believed that this crisis is by far the greatest that tourism has faced since the Second World War. Nevertheless, as with the past, tourism is expected to recover faster than other sectors. In the past (after Sept. 11th in 2011, SARs outbreak in 2003, and global economic recession in 2009), the longest that tourism took to recover was ten months. Even with the current crisis, recovery is expected by the final quarter of 2020 but mostly in 2021 (UNWTO, 2020).

However, domestic demand is expected to recover faster than international demand. Based on previous crises, leisure travel is expected to recover quicker, particularly travel for visiting friends and relatives, than business travel (UNWTO, 2020). In particular, experts expect the recovery of international travel to be more positive in Africa, with most of them believing it is still possible in 2020.

Effects on the Ugandan 2.2 tourism sector

The socio-economic impacts of COVID-19 on the tourism sector of Uganda have been widely studied (UNDP, 2020; AUTO, 2020; UTB, 2020: UTA, 2020; EPRC, 2020). All actors along the value chain of tourism have been significantly affected. These include airlines, tour operators, travel agents, accommodation facilities, destination sites, restaurants, community-based initiatives, handicraft producers and sellers among others.

There have also been significant indirect effects arising out of the numerous backward and forward linkages that tourism has with other sectors.

Unlike other business sectors, tourism revenue is permanently lost because unsold capacity – for instance in accommodation - cannot be marketed in subsequent years, with corresponding implications for employment in the sector.

Table 1 is a breakdown of estimated monthly foreign exchange losses from tourism in Uganda for the year 2020 as informed by the foreign exchange gains from 2018.

Table 1: Potential monthly losses from tourism in Uganda, 2020

	Share of arrivals	Share of Foreign exchange gain (2018) USD Mil
JAN	8.2%	130.9
FEB	7.4%	117.8
MAR	7.9%	126.7
APR	8.1%	130.3
MAY	8.8%	141
JUN	7.4%	119.1
JUL	8.7%	139.4
AUG	9.5%	151.3
SEP	8.4%	134.1
OCT	7.8%	124.9
NOV	8.2%	130.8
DEC	9.6	153.7

Source: UNDP, 2020

From a Macroeconomic perspective, the pandemic represents a direct average loss of approximately USD130 million for each month during which the industry is not operating. However, the induced impacts on tourism related-sectors are likely to be bigger as it includes all backward linkages with local producers.

Five year estimated impact of 2.3 COVID 19 on tourism in Uganda

The distribution of international arrivals by category of visitors for the last 15 years, will help to forecast the impact of the pandemic on the tourism sector for the next five years. Leisure visitors represented about 20% of all international visitors to Uganda in 2018. These visitors are not likely to be back before June to September 2021, based on travel seasons.

- a) Leisure visitors represent about 20% of all arrivals to Uganda. Majority of these are above 45 years, an age group that is vulnerable to COVID-19. They may take longer to do long distance travel than the younger people.
- b) Tourism suppliers such tour operators, safari lodges, community projects and national parks will be dramatically impacted, as most of their customers are leisure visitors.
- c) Cities, where business visitors are mostly staying, should benefit more than secondary destinations from the recovery. This is likely to be rather similar for the VFR market
- d) The recovery is going to be slower for the leisure markets given the economic impact of the pandemic on households.

Finally, looking at how the pandemic has been more or less stabilized worldwide.

in Uganda, the best scenario would be that it should last for 6 months from March -August 2020 before it stabilizes. From all of the above information, it confirms that Uganda should not expect to recover before June 2021 for the leisure market.

For other market segments, such as "business tourists", the recovery will depend on business sectors. As quarantine measures are more likely to be enforced in many countries, business tourists will have to take this into account. It won't affect those with long average length of stay but it will definitively encourage traders to identify local partners or to use online strategies.

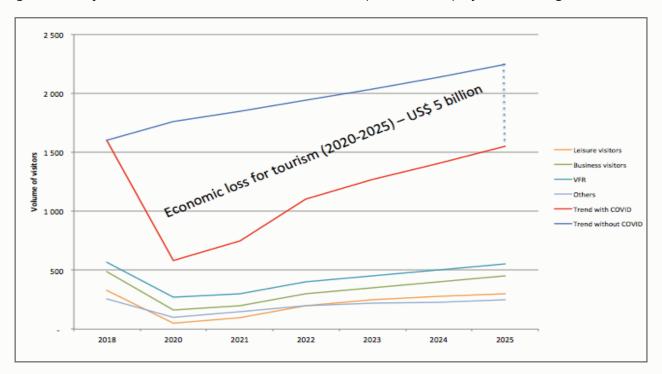
For VFRs, there is no precise data on their origin. While the return of European and American in the diaspora should take longer, the regional VFRs should recover more quickly, including for religious events.

The "other" category is generally represented bv students and researchers. Mainly composed of young people not vulnerable to COVID, it should also resume with the reopening of the borders. This is as far as the economic repercussions of the health crisis will allow.

With regards to the different assumptions made above, the months in which we can count on the first tourist arrivals in Uganda after the boarders have been re-opened and the new normal SOPs have been implemented. Then, with a better understanding of available and efficient treatment for COVID, and perhaps the discovery of a vaccine, the volume of arrivals will slowly increase 2021 before a stronger momentum is achieved from 2022 onwards. It had been assumed that tourism arrivals would grow

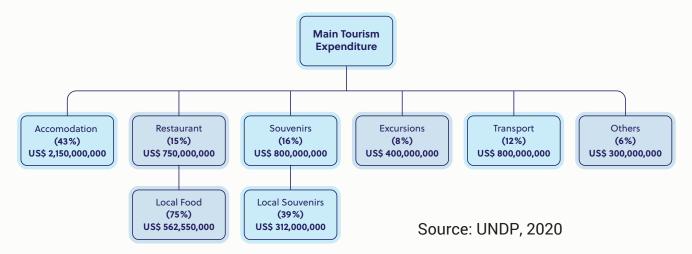
at a rate of 5% per annum. However, the difference in the number of arrivals over a 5-year period (2020-2025) will be more than 5 million. Based on the level of average spending per traveler, this represents a shortfall of almost US\$ 5 billion over the same period.

Figure 3: Projected trends in international Visitors (2020 - 2025) by market segments



Using the breakdown of visitor spending based on ITC's 2012 value chain analysis, if all market segments were to be affected the same way by the pandemic, the loss suffered by the different actors in the sector could be as shown in figure 4.

Figure 4: Estimated loss over 5 years (2020 - 2025) per node of the value chain



However, these estimates do not fully reflect the impact of the pandemic since the leisure market segment is more affected than the others. For this category, the value should be considered as a minimum. As an example, tour operators are poised to make revenue losses worth UGX170 billion for 2020 and have had more than 20,000 trips cancelled or postponed (AUTO, 2020). With the looming uncertainty, up to 38% of the companies face likelihoods of bankruptcy, 20% are facing legal suits from clients because they had made payments to partners who are not willing to refund, and up to 63.4% face losing their good employees. These impacts are expected to spill over to UWA that is poised not sell gorilla permits worth UGX50 billion in 2020. Safari lodges near protected areas, local community initiatives and tourist guides are likely to suffer immensely as a result of the consequences suffered by tour operators.

Overall, the outbreak of COVID-19 will have a number of long-term impacts posed on the tourism sector of Uganda:

a) Loss of tourism assets. Uganda has 40 enterprises that conserve wildlife for tourism purposes, including UWEC, Ngamba Island, the Rhino sanctuary and the snake park among others. These enterprises almost entirely depend on tourism revenues to look after the wildlife. Thus, a lack of visitors places these enterprises in a position where they cannot feed the wildlife, pay workers and ensure basic maintenance.

- b) Tourism resource conservation stress. UWA has already reported a spike in encroachment and other poaching, wildlife crimes. This calls for intensified monitoring of the parks, and other engagements that generally require financial resources. However, UWA has been depending on internally generated funds to run operations and these funds come from tourism activities. Without income, it will be hard to pay workers, buy monitoring logistics, maintain tracks, and ensure the integrity of the wildlife protected areas.
- c) Loss of business revenue by the private sector. The pandemic has created widespread cancellations of bookings for safaris, accommodation, events, and other travel deals. These cancellations have resulted into lost income to the tourism operators rendering difficulties to pay workers, utility costs, basic maintenance and statutory obligations. Other sectors depending on tourism such as suppliers of produce, animal products, electricity, fuel, etc. have lost income. Tourism companies have already started laying off workers, are defaulting on statutory obligations, loan repayments and face extreme financial stress. A number of them are going to shut down, others will face legal suits and several of those with loans will lose their properties. This is going to distort the supply system of tourism services. The outbound suppliers are likely to find other destinations to sell as a result.

- d) Livelihoods are significantly impacted as local communities have lost all sources of income and are reverting to subsistence farming and a number of illegal activities such as poaching, charcoal burning and destruction of the environment. Tour guides have lost income, and jobs and with them wives, children, relatives and other dependents are suffering. Youth-owned Small and Medium Enterprises (SMEs), and women have suffered significant impacts. Poverty will definitely increase, undermining Uganda's ability to attain SDG 1 and the Uganda's Vision 2040.
- e) Impending loss of critical tourism human capital. A lack of business has already started to push tourism workers to other sectors. Tour guides are looking elsewhere to ply their driving skills, just as all of the other employees. They are exiting with well-developed tourism knowledge and skills which can only be accumulated over time. Furthermore, the employees who are redundant are "rusting", retracting on the skills they had built. This means that the pandemic is exacerbate the important human capital that had been built over the last 20 years.
- f) Loss of revenue to Government Big Conferences such as the G77 summit, World Health Summit meant to bring in over 10.000 business visitors were cancelled or postponed due to Covid 19. Additionally, the inability for leisure visitors to visit the country will affect

the expected tourism revenue from VAT, Corporation Tax among others. Being the largest foreign exchange earner, the sector contributes to the stability of macroeconomic fundamentals i.e. Balance of Payment (BoP), Price, etc. Therefore, without the expected tourism revenue, the Government will seek to borrow to finance its development needs further indebting the country.

The above projected impacts of the pandemic will only serve to undermine the competitiveness of the tourism sector in Uganda. The country is on the verge of losing the gains it had made in key markets and all the good work that had been made to build the sector nationally.

It is therefore imperative for government to support the tourism sector. Government has the responsibility of steering the sector out the crisis and help to avoid the projected loss of USD5billion over a five-year period and the impending socio-economic problems.

As part of the recovery process, the should also Government harness the opportunities that the crisis has created. Indeed, a return to the pre-pandemic state is good, but coming out stronger, better and ready to compete should be the ultimate aim. The crisis should only help the Government's resolve to bolster the recovery path of the tourism sector.

2.4 Core issues to address during the recovery

A number of issues will need to be attended to by Government. These issues are briefly described below:

Visitor confidence building in destination Uganda

There is a great level of uncertainty about when travel will resume again. The pandemic has distorted health systems and thus the procedures and protocols that destinations will adopt need to not only be developed but also communicated. Visitors who postponed their trips to later dates need to know what the country is doing to ensure safety and security.

The sector needs guidance on the SOPs and what these will mean for important activities such as primate tracking. They need guidance on how group activities will be handled and when the destination will be open. In a nutshell, communication on the preparations being made and the readiness of destination Uganda is very important.

There is need to harmonize SOPs across the value chain actors and with the regional and international tourism stakeholders. Guided by both UNWTO and WHO, the SOPs will go a long way in harmonizing expectations, build visitor confidence and promote visitor safety.

Marketing support for destination Uganda Uganda had built good momentum in arrivals over the past five years:

- 20.8% increase in arrivals from North America
- 11.5% in the South African market
- 48.9% growth in arrivals from Denmark
- 21.7% growth in arrivals from Sweden
- 20.7% growth in arrivals from the Netherlands
- 19.4% growth in arrivals from France
- 3% increase in the Middle East market.

The competitive advantage of Uganda in the North American market was 1.517 (Canada) and 2.130 (USA) in 2017 meaning that Uganda's share of North American tourism arrivals was 1.5 (Canada) and 2.1(USA) times greater than the share of these categories of outbound tourists in the competing destinations (appendix 2).

While experiencing a decline for the U.K market, the absorption of tourists from U.K. by Uganda was greater than the absorption of tourists from U.K by the other regional destinations (with the exception of South Africa). Both the U.K and Germany generated more than 55% of European tourism arrivals to Uganda although the markets were not growing anymore. Similarly, while Uganda experienced a decrease in international arrivals from Asia in 2017, it is a relatively preferred destination for tourists from China.

As part of the recovery, Uganda needs to make better choices on which markets to target, and the strategies to use to deliver the desired results. Overall, aspects of consistent destination branding, market intelligence, digital marketing, targeted marketing activities to both the buyers and the influencers (insurance firms, large operators, travel journalists, area specialists, and digital media among others), and product diversification should be given priority over the next two years.

These issues will be focal areas of action in the international as well as the regional and domestic markets.

Uganda has consistently received visitors from the EAC region yet there were minimal marketing interventions. The middle class, expatriates, international visitors stopping in the neighbouring countries and students should be core segments to focus upon. The domestic market has similar market segments, including the corporate and government agencies.

The latter can be helpful in spreading the tourism money in the country and they can choose to have their activities from different destinations in the country. A focus on regional and domestic markets will not only help to harness their vast potential but will also speed up recovery and ensure longterm insulation of the sector from inbound travel volatilities

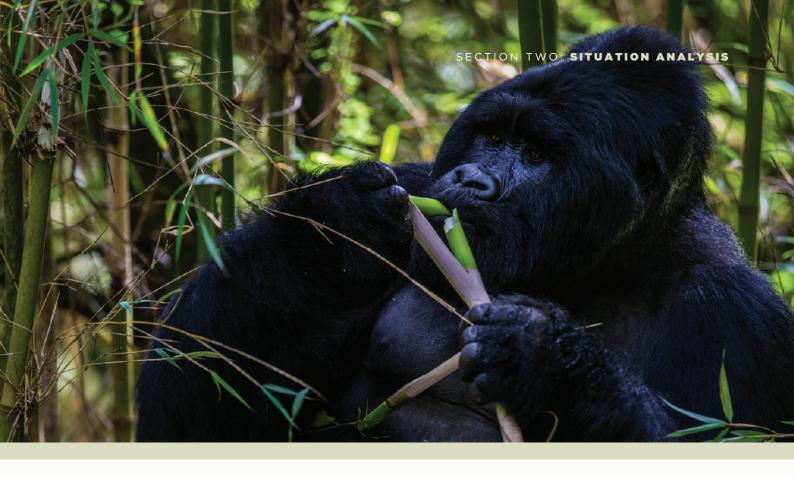
Product Development

For a long time, Uganda has depended on nature-based products, which underutilised and underdeveloped. For instance, for every 1 tourist per square km on Uganda's national parks, Kenya and Tanzania received 10 tourists. The country has also been promoted as a gorilla destination in Europe (CBI, 2020), and few (if any) other products have been sold in the core and emerging markets (MTWA, 2020). Moreover, the country is hardly sold as a primary destination but rather as an add-on to the wildlife or water-based safaris. This bias in the market has been attributed to inadequate product development and promotion.

COVID-19 places the need to re-plan, redesign and redevelop our tourism sites and enhance. diversify and develop tourism products in Uganda, and ensure that the destination is no longer perceived as just a gorilla destination. This is primarily because visitors will need less crowded, pristine and rewarding destinations that can help them recover from the stress of the pandemic.

This points to the need for niche products as well as a focus on sustainable tourism product development. Uganda's vast tourism assets remain in potential form with a number of issues that will need to be addressed as part of the recovery.

Of importance will be ensuring a proper match between the various segments of the market with their preferred tastes and preferences. Thus, UTB is going to take a market driven



approach to product development, ensuring that sustainability and inclusive needs are catered for. In the first two years, it will be important to harness ongoing private sector product development initiatives to churn out products quickly while setting a base for development of signature products in the long-term.

Skilling, Quality assurance and Private sector regulation

While progress has been made to regulate and quality assure services offered in the sector, the volume of work needed to ensure sector professionalism is still big. Outbound operators and tourism consumers expect quality services and a certain level of standard that are internationally comparable acceptable across destinations. COVID-19 outbreak calls for improvement in the quality of service that consumers will receive after the pandemic.

This means that tourism enterprises have to be registered, licensed, graded and certified to be able to live with the new normal but also meet the post-Covid client needs. This means that as the sector re-opens there has to be a great level of professionalism with properly run businesses, well skilled manpower and adoption of internationally acceptable standards

Financial support to the sector

and indeed government fully understands that financing is the lifeblood of tourism enterprises. With financial support, a myriad of sector problems could be solved and others avoided. In particular, financing to support modest operations as the sector awaits a resumption of business is vital. In pursuit of short-term financial support, there are opportunities to start discussions on long-term financing of the sector as this has been one of the areas that Government has been considering.



3.1 Intended recovery outcomes for destination Uganda

The Uganda Tourism Board is targeting to achieve four broader outcomes by the end of the plan implementation period.



Driven by digitalization: Product, Operations, Marketing and Communication.

Outcome One: Strong Tourism Value Actors.

Over the next two years, government will ensure that the tourism suppliers namely accommodation facilities, tour operators, tour guides, destination sites, restaurants, community tourism initiatives and handicraft sellers do not collapse. They should have enough resources to maintain basic operations, do improvements in their offices, adjust to the new normal, make better plans and be ready for return to business.

Outcome Two: Increased Arrivals.

Increased arrivals do not necessarily have to return to the pre-pandemic numbers but the aim is having more and better visitors in terms of numbers and value. It will be important to keep the existing clients and ensure they do not cancel their trips to Uganda but we should also appeal to new clients looking for destinations that can help them recover from the stress of the pandemic.

From the international market, government is targeting to receive increased numbers of leisure and business tourists, directly and indirectly resulting from the plan interventions. At the regional level, at least 15% of the travelers from the EAC member states should go beyond Kampala into the attraction sites for Uganda – to cover the gap created by international visitors. Finally, there should be an increase in the number of domestic travelers to the key attraction sites of Uganda. Beyond numbers, UTB is looking at attracting tourists (international, regional and domestic) that spend more and leave behind a limited environmental footprint. As a result, Uganda should benefit from increased jobs, investment, foreign exchange, conservation local community development directly attributable to tourism.

Outcome Three: A professionalized tourism private sector.

By the end of the plan implementation period, the tourism private sector should be organized, well-regulated and with skilled manpower. The sector should have well trained operators across the value chain, delivering services that meet and (where possible) exceed consumer expectations. All the operators should be registered, licensed and graded (where possible) and promoting the new brand of destination Uganda. There should be a critical mass of operators running international certification programs, and having partnerships with medium and large outbound agents in source markets. By the end of the plan

implementation period, there should be remarkable digitization of services while at the same abiding by ethical practices of competition.

Outcome Four: Market-driven Tourism Product Development

UTB will seek to work with relevant partners to re-plan, redesign and develop the existing tourism sites and products to comply with the required Standard Operating Procedures for health safety, hygiene, sanitation and social distance. In addition, diversification of tourism products will be undertaken to encourage more varied experiences, long stay by the visitors and more expenditure by the tourists... Culture is an area that will be emphasized in this plan for tourism development as well as partnerships with Operation Wealth Creation's Agri-Led Programme and the private sector. Diversifying tourism products will reduce dependence on gorilla and chimpanzee tracking as Uganda's main attraction and take pressure off the increasingly challenging effort to accommodate a growing number of visitors while keeping conservation as a priority at the same time.

3.2 Tourism Sector Recovery Strategies

The tourism recovery plan will be implemented over a two-year period from 2020/21 to 2021/22. The two-year period is based on estimations which indicate that the vaccine will not be available until after March 2021.

However, we assumed that it would take about another 12 months to mass produce the vaccine, transport it around the world and have the populations vaccinated. This means that travel restrictions may not be eased for the next 1.5 years.

The first six months will focus on building brand awareness and confidence that Uganda is safe and ready to receive visitors. During the same time, measures will be made to support the sector in a number of key areas, targeting what they want and what Government believes the sector needs. UTB is going to focus on implementing the following strategic programs and strategies:

Strategic Program	Strategies
Tourism Sector Crisis Response	Undertake crisis response to promote safety and health of both visitors and employees in the tourism sector
Communication, marketing and promotion support	Undertake Public Relations & Communications
	Undertake digital destination Uganda marketing activities in all international core and emerging markets
	Create publicity, establish networks and promote destination Uganda in selected countries in Africa to increase African leisure and MICE travelers to Uganda
	Develop the regional EAC tourism market and increase arrivals to major tourism sites of Uganda
	Develop the domestic tourism market and increase arrivals to major tourism sites of Uganda
Professionalization of the tourism private sector	Sector Skilling, digital transformation and professionalization of the tourism private sector in Uganda
	Undertake business registration, licensing and standards enforcement across the value chain of tourism in Uganda
Market-driven Tourism Product development	Support development and diversification of tourism products to meet the needs of targeted market segments

3.3 Strategic Programs

Programs represent sets of projects that will be undertaken. Each project will be composed of specific activities that will give outputs. For each strategy, a number of precise strategic actions have been developed. The choice of the proposed actions is based on:

- a. The need to take an integrated approach to implementation of the interventions. UTB is cognizant of the manner in which the interventions cut across mandates of different agencies and stakeholders. It will take a coordinated approach to implement the plan if the intended outcomes are to be achieved.
- b. The need to adhere to the Ministry of Health guidelines on prevention of the spread of COVID-19. One of these key considerations is the strong emphasis on avoiding crowds or activities that gather people in large numbers.
- c. Efficiency. The focus is on activities that are generally viable and known to deliver impact at a minimal cost. Therefore, high impact low cost activities have been suggested.
- d. Interests of the consumers and suppliers. Consumers need safety, protection and value for money. The crisis needs will require more availability of spaces for enjoyment, avoidance of crowded places, safety/cleanliness, professional services and diverse products.

3.3.1 Strategic Program one:

Tourism Sector Crisis Response

The COVID-19 crisis has eroded the financial base of the sector operators across the entire value chain. UTB is going to take a number of measures to support the sector. The measures will include those that the Board can execute on its own as well as working with other stakeholders to support the tourism private sector.

3.3.1.1 Strategy One: Undertake crisis response to promote safety and health of both visitors and employees in the tourism sector

A key focus over the next two years will be on supporting the tourism private sector with a robust mechanism for responding to the crisis. UTB will also lobby other stakeholders to ensure that the sector accesses financing to have as much liquidity as possible to be able to remain operational and avoid collapse. The following strategic actions will be implemented:

- a) Engage Ministry of Finance Planning and Economic Development to support the sector with a low interest loan through Uganda Development Bank (UDB) for implementation of SOPs, and adoption of sustainability practices that will be part of the new normal
- b) Develop and implement an integrated strategy towards adaptation of SOPs including training and monitoring of implementation across the entire tourism value chain in Uganda.

- c) Develop an information resource page on UTB website to provide up to date information on the measures put in place to ensure safety of visitors as well as share updates on important developments in destination Uganda.
- d) Support the private sector to participate in trade fairs and marketing activities in key source markets by meeting at least 70% of the participation costs.
- e) Support the private sector in organizing Fam trips for their partners/agents/ media through а cost sharing arrangement.
- f) Engage Government, Ministry of Finance Planning and Economic Development and development partners to provide a liquidity grant through UDB and other financial institutions to allow companies to attain minimum operations including paying staff salaries to preserve jobs, to create content for marketing activities, website improvement, stay of payment, bank interests, servicing of loans and statutory obligations during the lockdown period etc.

In order to support retention of liquidity within tourism companies and support their quick recovery, the Uganda Wildlife Authority (UWA) could:

a) Run a "buy 2, get 1 free" promotion for both domestic and inbound visitors in all of the savannah national parks

- b) Offer 2 free gorilla permits for every 30 permits sold by a tour operator, with one of the free permits going to AUTO and the other to the tour company.
- c) Reduce fees for commercial filming and photography.
- d) Support Fam trips and any other related support (e.g. free permits) needed to promote the national parks
- e) Reduce nature walk fees by 50% for foreign non-residents and foreign residents in the Savanah National Parks, East African citizens to pay UGX 10,000.
- f) Reduce Mount Elgon hiking fees by 20% for groups of 20 persons and above.
- g) For every Gorilla permit bought, a client receives free entry for one day each to Mount Elgon National Park and/or Tororo, Semliki Wildlife Reserve

3.3.2 Strategic Program Two:

Communication, marketing and promotion

COVID-19 has had significant negative effects on all of the source markets. These effects include reduced incomes as many people lost jobs and stayed for months out of gainful activities. The pandemic is a health issue and so prospective travelers are more concerned about health and safety. They are looking for destinations that have: measures to promote safety and cleanliness, low capacity, nature with space to allow people to enjoy without crowds. Of course, destinations with the above that are able to offer good travel deals will be preferred in the initial stages of recovery. Thousands of visitors postponed their trips to Uganda and are watching out for all developments on the measures taken by the Government to contain the spread of the virus. While travel is still limited, sharing of information about Uganda's product offer and what is being done to prepare for the opening of the sector, will be key in the months leading to the summer of 2021.

The above situation necessitates a different approach in marketing destination Uganda. UTB will revise the marketing strategy to suit the current and changing needs of the market. This revised marketing strategy should focus on creating destination Uganda brand awareness and inspiration. This will be followed by carefully targeted marketing messages, and promotions. Initially only digital channels will be used but as travel opens and face-to-face engagements become possible, the Board

will complement digital communications, marketing and promotions with offline activities.

3.3.2.1 Strategy Two: Undertake Public Relations & Communications

- a) Create a crisis communication committee to synthesize, advice and supervise crisis communications on tourism during the current crisis and in the subsequent crises in the future. The committee will spearhead provision of timely and accurate communication about negative travel advisories, natural disasters, and disease out breaks, among others.
- b) Develop and implement an integrated PR & Communication strategy to position Uganda as a safe destination to visit after COVID-19. Provide guidance on how to communicate health & safety regulations and SOPs to clients, generally ensuring that communication is streamlined throughout the sector.
- c) Execute recovery travel campaign promotions locally, regionally and internationally.
- d) Use digital webinars to organize Question and Answer (Q&A) sessions with high-profile tourism personalities, for audiences from different source markets, on important topics to primarily create awareness about destination Uganda.
- e) Undertake destination profiling story telling through media influencers and

group travel enthusiasts to appeal to domestic travel

- f) Execute media briefings, media field trips to tourist destinations, media releases and media tours.
- g) Use internal communication platforms to ensure that all tourism (Ministries Departments and Agencies (MDA) staff are informed on all the undertakings in regards to UTB's recovery plan for the destination.
- h) Media partnerships to show case the destination through mini documentaries, news profiles etc.
- i) Government relations to create a single tourism message across key government MDAs.

3.3.2.2 Strategy Three: Undertake digital destination Uganda marketing activities.

UTB will launch full-scale digital promotional campaigns in all the core and emerging markets. These are important markets for earning foreign exchange and sustainability of tourism enterprises and destination sites that were built to depend on inbound leisure markets. Below are the strategic actions to be executed over the next two years:

a) Appoint a Digital Marketing Agency to support introduction of live virtual tours and ensure wide reach in key source markets. The Digital Marketing

Agency should produce promotional video clips targeting key segments in the core and emerging markets, boost Pearl of Africa social media advertising and run promotions on major online travel channels in each market.

- b) Engage major Online Travel Agents (OTAs) and other travel booking companies and run specific well targeted digital promotional campaigns per market. OTAs could have a Uganda channel on their sites and play custom-made videos, share visitor experience highlights, stories from local communities or operators, and link to photo gallery and UTB main site. The OTAs to engage will be Expedia, Bookings. com, Trip Advisor, safari Bookings, and Tour Radar. Specific source market OTAs will also be engaged.
- c) Improve destination marketing digital assets and content. These include websites, social media pages and mobile apps. Enhance content quality to include video, useful booking features and traffic analysis, search engine optimization (SEO) and search engine marketing (SEM). Integrate virtual reality, augmented reality, artificial intelligence, meta data-based search tools, mobile devise optimized and geospatial enabled applications.
- d) Undertake online Market Research and Intelligence - monitor online chatter to collect insights on choice destinations, financial needs and competitor activities to inform after lockdown social media. video and GDN campaigns.

- e) Online PR and Crisis Management. UTB will source and hire the services of an experienced digital firm to support post-COVID response and recovery. The firm will lead destination Uganda's online PR & crisis management by highlighting the successes of the Uganda Government in managing the spread of the pandemic. The campaigns will also integrate UNWTO's proposed recovery guidelines of shared responsibility and looking inwards to stimulate domestic tourism.
- f) Content Development. UTB will procure high-resolution digital content such as; photos, videos, text-based and graphically enhanced content from experienced media firms, freelance Ugandan photographers and videographers, and graphic designers. UTB will also renew subscription to online content storage, curation and distribution services like socialpilot and Google Drive.
- g) Digitization of Tour Operators. UTB will partner with a locally based OTA like Tripxio or Tubayo to train Tour Operators on development of competitive packages and online marketing essentials. The OTAs will provide platform access including FinTech tools to all trained Tour Operators.
- h) Partnership agreements with leading local Telecoms. UTB will initiate partnerships with leading local telecoms; MTN and Airtel Uganda for purposes of improving communication

with visiting tourists with the primary objective of increasing stay in Uganda. The partnership will also extend to unwilling visitors (potential tourists) by using geolocation technology to distribute SMS of tourism content and resources through text messages upon entry.

3.3.2.3 Strategy Four: Create publicity, establish networks and promote destination Uganda in selected countries in Africa to increase leisure and MICE travelers to Uganda

The major markets of focus in the rest of Africa region in the next two years will be Egypt, Ethiopia, South Africa, and Nigeria. These countries boast high GDPs and have considerable populations of the middle class, foreign travelers that would extend travel to Uganda, and sizeable numbers of foreign expatriates. The Board will execute more specific and tailor-made marketing communications on Uganda's unique diverse tourism offering to targeted niche markets in these markets. Importantly, the Board will initiate and establish networking or collaboration efforts between Uganda's key tourism private sector players and their counterparts from the African market to ensure partnerships in business.

This will generally ride on the newly created Free Africa Trade Area that will take effect in July 2020. Focus will be on products that are existent in Uganda but are not in these countries or products where Uganda possesses a comparative advantage. Tourism investment promotion will also be harnessed.

- a) UTB shall brand Ugandan embassies and High Commissions so that they become touch points for the Pearl of Africa brand.
- b) Hire MDR Firms to represent destination Uganda in the African market. These firms will work closely with the Ugandan embassies in these countries to conduct market Research; promote Uganda's brand; organize trade & Media fam trips; create platforms for building partnerships with the Ugandan private sector tourism players; and execute crisis management strategies.
- c) Offer virtual tours of Uganda's unique tourist attractions and activities that suite the potential tourists. Virtual tours create lasting impressions that actually influence one to travel to the given place they experienced virtually.
- d) Buy media space to execute integrated marketing communications to position destination Uganda as a favorite tourist destination.
- e) Execute themed tourism campaigns with travel influencers to persuade the nationals and foreign expatriates to visit Uganda.
- f) UTB in partnership with embassies in Uganda will organize social events to celebrate national and special holidays. These events will be promoted in Uganda and the respective country to encourage their citizens to travel to Uganda.

g) Create partnerships with the travel trade in the selected markets to include Uganda on their packages.

3.3.2.4 Strategy Five: Develop the regional EAC tourism market and increase arrivals to major tourism sites of Uganda

The regional and domestic tourism markets have consistently been important markets for destination Uganda. The EAC regional market in particular has often provided up to 96% of the travelers from the African continent. Visitors from this region have largely been business and VFR visitors. Evidence has consistently shown that while EAC visitors consume a number of products, especially those based in urban areas, they have rarely visited the national parks and the major sites outside of Kampala city.

However, it should be noted that there has also been very little effort to promote destination Uganda in the region. The visitors from this region were affected by corona virus outbreak. Both Rwanda and Kenya instituted nation-wide lockdowns and this affected availability of disposable income. However, it is expected that visitors from these countries will resume travel to Uganda as soon as the borders are open and when good measures have been put in place. There are three priority segments within the regional market over the next two years:

I. European, Asian and American visitors to the neighboring Kenya, Tanzania and Rwanda who should engage in activities which these countries do not offer and are only found in Uganda. These activities include gorilla and other primate tracking, white water rafting on the Nile, Rwenzori mountain climbing, and Namugongo Martyrs pilgrimage among others. Promotion of these activities in the region would extend foreign visitor stay to the EAC region and Uganda would benefit significantly from this stay. The strategy will focus on positioning Uganda as an add-on destination to this segment.

- II. Foreigners living in the EAC members states. Evidence indicates that these expatriates normally visit the major attractions in the respective countries they stay in and eventually run out of travel options. Uganda will be presented to these expatriates as a viable destination with unique attractions nonexistent in the neighboring countries.
- III. The middle class Fast African citizens who are estimated at over 29 million within the EAC region.

The key strategic actions will include among others:

- a) Launch the New Pearl of Africa Brand within the East African region
- Destination b) Appoint Market Representative Firm for the East African region to spearhead promotion of destination Uganda.

- c) In partnership with the EAC member states, develop a catalogue for tourism offerings and preferential rates for the EAC regional tourism market
- d) Support the private sector to jointly package and promote thematic multicountry tour products and thematic events in EAC destinations
- e) Develop digital story-telling materials aimed at engaging the SMEs, youth and women within the EAC region to promote intra-regional travel and youth investment
- f) Undertake production and distribution of promotional materials at different regional border points to create destination awareness.
- g) Run advertising campaigns to boost destination Uganda awareness
- h) Partner with Uganda Airlines to run specialized fares and promotions to boost business Tourism from within the region.

3.3.2.5 Strategy Six: Develop the domestic tourism market and increase arrivals to major tourism sites of Uganda

At the domestic level, a number of tourism enterprises depending on the domestic visitors have been affected. The MICE subsector, urban nightlife and education travel have also been affected. It is expected that once the lockdown is eased and the economy fully re-opens, domestic travel will resume.

However, this will depend on the adoption of the SOPs in the tourism sector. Secondly, it is paramount that domestic travelers are supported to travel to the national parks and other major tourist sites beyond the urban areas. Additionally, promotion of products that appeal to the domestic visitors should be a priority. The main market segments of focus include the following:

Target Segment	Overview
Foreign residents/ Expatriates	The foreign residents market comprises nationals of other countries staying in Uganda and have a resident's visa. This group of people is characterized with a good travel culture though the rate at which they travel usually reduces as they stay longer in the country. The travel interests of this segment resonate with those of their country of origin.
MDAs/Business community	The business community, NGO sector and public sector is an important domestic tourism market as these organizations conduct and organize the highest number of business trainings, conferences and workshops. Spreading these engagements to areas beyond central Uganda would spread the benefits of the MICE industry.
The corporates	This market segment comprises of the corporate Ugandan citizens who earn some reasonable income. This segment can afford to save for travel. However, due to limited awareness and poor travel culture of Ugandans, this market segment does not spend on tourism as expected.
Religious/ Pilgrimage Tourists	This market segment comprises of people that have a spiritual attachment to the deity/destination in line with their religious beliefs.
Youth/Students	This market segment comprises of students and school children not limited to primary school level, and secondary school level alone. Although the margins are small for the tourism operators, at the moment, this market constitutes majority of Uganda's domestic tourists. The schools often arrange domestic travel programs for their students within Uganda.

Over the next two years, the Board will execute the following strategic actions as part of the recovery program:

- i Launch of the new Pearl of Africa Brand domestically.
- package and disseminate ii. Collect, information on the existing tourism products and services.
- iii. Conduct a study on tourism pricing regime along the value chain.
- iv. Partnership with public transport operators to schedule trips to tourism sites.
- v. Launch the Kampala, Entebbe and Jinja Project aimed at boosting domestic Tourism in Kampala and the satellite districts. The project will harness the tourism assets in each of these cities and create specific packages for domestic travelers and inbound visitors with limited time for upcountry travel.
- vi. To launch a similar domestic Tourism drive in the newly created regional cities through partnerships.
- vii. Launch and roll out quarterly domestic market activations including 4 regional Tulambule Campaigns targeted at domestic travelers.
- viii. Cultivate partnerships with leading National corporations such as telecoms, petroleum, banking, etc. to conduct joint tourism promotion.

- ix. Develop loyalty incentive schemes in hospitality, collaborating with UHOA and other hospitality facilities to develop and introduce a Domestic Travel Card.
- x. Production of destination marketing enthusiastic collateral engage professional Travel bloggers, vloggers, photographers, videographers to develop tourism content and high-resolution images that reflect the true image of Uganda's tourism sites and attractions to Ugandans

3.3.3 Strategic Program Three: Professionalization of the Tourism private sector

While effort is being made in the area of marketing and promotion, there is need to support development of the tourism private sector. In particular professional conduct of service providers, enforcing and maintaining minimum tourism operating standards across the value chain will be a priority for the Board.

Furthermore, the micro and small nature of enterprises calls for support in digitization, building capacity to be able to conduct proper marketing and promotion of their services, operate efficiently and take advantage of the opportunities brought about by marketing and promotion and other sector interventions.

3.3.3.1 Strategy Seven: Sector skilling, digital transformation and professionalization.

The key strategic actions to achieve this strategy will include:

- i. Develop and train the tourism private sector players on the current SOPs related to COVID-19 and related health issues and provide support on the integration of the same into operations of Hotels, restaurants, destination sites, tour operators and local communities.
- ii. Pursue and strengthen public-private collaboration to enhance standards and quality assurance, especially with the local governments and the tourism private sector associations.
- iii. Improve the skills of the actors along the entire value chain in enforcement and compliance to minimum quality assurance standards. website professionalizing, product knowledge and marketing for both leisure travel and MICE sectors. Offer further training in health & safety regulations, new Standard Operating Procedures (SOPs), communication training and Pearl of Africa brand guidelines.
- iv. Support impact-oriented Skills training in digital operations focusing on e-bookings, internal operations, client tracking and follow up (Know Your Customer "KYC"), marketing promotion, internet revenue generation, conducting of virtual tour experiences,

- virtual exhibitions, financial management, and content sorting among others.
- v. Facilitate IT infrastructure access by the tourism private sector through working with NITA to support extension of network connectivity.
- vi. Provide support to private-sector initiatives which contribute to led professionalizing the sector through products developing and sharing innovative concepts.
- vii. Developing training and skilling content to allow private sector play a role in training of their staff.
- viii. Share relevant information and support the private sector in taking the necessary measures in regard to legal requirements regarding insurance, consumer protection laws or data protection regulations, which should be known to and complied with by any tourism operator.
- ix. Support sustainability accreditation for tourism businesses systems like Travelife and TourCert.
- x. Invest in market intelligence and market research and ensure that decisions of the board are evidence-based and that the sector is properly guided with accurate and up to date information.
- xi. Digitize provision of information at specific tourist sites

xii. Develop a comprehensive national tourism risk management framework, including policy guidelines to guide stakeholders on how to handle key issues that arise of out shocks to tourism.

xiii. Enforce minimum standards in the tourism sector.

3.3.4 Strategic Program Four: Market-driven Tourism Product development

Uganda is endowed with a lot of tourism assets, the actual tourism products are generally few. The existing products are generally nature-based, with the Big five (5) plus the two (mountain gorillas and the chimpanzees) as the signature product. There is need to diversify products to meet the interests of different markets.

The current crisis presents an opportunity to reassess the tourism products offered, factoring in Uganda's unique selling points and considering traveler expectations. This requires access to market intelligence on emerging trends and changed consumer behavior, with a focus on intra-African and domestic travel.

Market intelligence can support development of a strong brand narrative to guide all product development and marketing efforts. Based on solid and reliable market research, the product offer can be diversified and innovative tourism products made available. Understanding which effects the pandemic has had on the

consumer mindset and how it has shaped travel preferences and traveler behavior will prove crucial for product development. Indepth research and market analysis will give the necessary insights to meet the clients' demands. Sustainability principles should be the guiding force in product development.

Culture is an area that will be emphasized in this plan for tourism development as well as partnerships with Operation Wealth Creation's Agri-led Programme and private sector. Diversifying tourism products will also reduce dependence on Mountain gorilla and chimpanzee tracking as Uganda's main attractions and take pressure off the increasingly challenging effort to accommodate a growing number of visitors while keeping conservation as priority at the same time. In fact, at this point it is not yet clear when primate tracking will be possible again and if any stricter regulations are likely to be introduced since Covid poses a threat for primates and even the slightest transmission risk has to be ruled out before tracking can be allowed again.

3.3.4.1 Strategy Eight: Support development and diversification of tourism products to meet the needs of the different market segments

In diversifying the Uganda product range, a number of issues will have to be addressed in the following product categories:

Nature-based tourism: This presents an opportunity for Uganda to brand itself as a sustainable destination with a strong focus on conservation in the brand story. We will need to create a story around the conservation component and the importance of tourism to support conservation efforts.

Community-based tourism: Engage local communities to create authentic local experiences. 76% of travelers prefer experiences which are authentic, immersive as they deliver a greater connection to the present moment and the local people. A subtrend to keep an eye on is Transformational tourism: It's defined by the Transformational Travel Council as "intentionally traveling to stretch, learn, and grow into new ways of being and engaging with the world.

Travelers seek meaningful experiences which will leave a mark on their lives, broaden their horizons and leave them inspired and refreshed through (re)connecting to nature and communities. This trend has gained importance especially in the high-end travel segment for international travelers. A new definition of "luxury" prioritizes a sense of purpose over flashy accommodation. However, comfort and quality of service continue to play an important role in this segment. Providing the expected level of comfort and quality is needed to help the mind switch off, focus, re-balance and potentially transform.

Special interest tourism: In regards to safaris, special interest safaris should be promoted, including activities like walking with local guides, cycling with rangers, horse-riding, and traditional boat tours. A very promising sub-sector in this field is Adventure tourism, which has demonstrated exponential growth over the last few years

worldwide at an average annual rate of 21% since 2012 according to Adventure Travel Trade Association (ATTA).

leisure tourism, "adventure" In most commonly refers to "soft" adventure which includes one or several of the following elements: physical activity, natural environment and cultural immersion. Some examples include, walking safaris, cycling, hiking, nature walks, canoing, fishing, horseback riding, kayaking and other nature-based outdoor experiences as well as immersive cultural experiences.

In contrast, high specialism adventure includes more challenging activities like long distance trekking, mountaineering and climbing. Although high specialism adventure travelers can be interested in multi day itineraries with different activities, they will probably have a clear focus on one often hard tourism activity like mountaineering. They are often convinced by unique selling points like remoteness or unexplored nature.

Uganda's diverse landscapes and rich cultural heritage are particularly suited for adventure tourism. Adventure tourism effortlessly aligns with sustainability principles, offers possibilities to involve local communities and various small regional service providers and could therefore provide an opportunity to maximize the positive impact of tourism in the country.

The Board is cognizant of the ongoing product development initiatives by both Government and the private sector in Uganda.

The following are the strategic actions to be taken over the next two years in regard to product development:

Develop and promote new products

UTB will support the private sector in the development and promotion of tourism products, tapping into existing initiatives, and regional tourism clusters. The support will be in form of lobbying for funding, capacity building and marketing. The priority products to develop will focus on the following broader categorizations:

- a) Cultural tourism
- b) Agro-tourism

Products and packages of a regional nature will be pursued during implementation of this plan.

II. Undertake renovation and upgrading of tourism sites

The Board will engage local governments and urban authorities to urgently improve tourism products and sites in their respective jurisdictions. The upgrades will include toilets, sanitation, sheds, photography towers and parking among others.

III. Undertake development of Namugongo Shrine into an all-year-round tourism attractions

Work with development partners and other stakeholders to undertake a feasibility study for a Son et Lumiere show at Namugongo Martyrs Shrine. Support development of auxiliary products and circuits connecting the shrines to other attractions in Uganda and in the region.

IV. Lobby, source and facilitate production of a blockbuster movie on the Uganda **Martyrs**

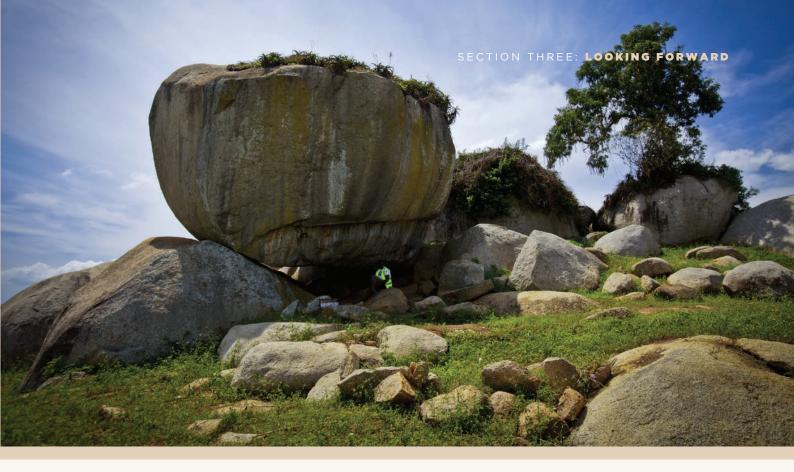
The Board will undertake lobbying and attraction of a global movie production company with the intention of shooting a block buster movie of the Uganda martyrs "based on true events" as one of the promotional tools not only for the shrines but destination Uganda.

V. Introduce and run an end of year countdown drive

UTB will work with relevant stakeholders to initiate an end of year countdown, aimed at showcasing Uganda's products to Ugandans and other audiences with a climax being a series of celebrations welcoming the New Year. The celebrations will be aired on TV and will stream live through different social media channels.

VI. Lobby for Incentives for tourism investors

a) Lobby relevant stakeholders for incentives to invest in new products and funding for SMEs that will support domestic travel in Uganda. Integrate environmental measures into incentives, investment schemes and special funds at national levels. Create partnerships with Uganda Investment Authority and the Uganda



Export Promotion Board to come up with focus investment areas and incentives which they will base on to attract local investors into the Ugandan tourism landscape.

- b) Digitize access to investment opportunities in the tourism sector to maximize dissemination, knowledge and investment in the sector.
- c) Invest in attracting well established international brands into destination Uganda.

VII.Make deliberate investments in the Meetings, Incentive, Conferences and **Events market**

- d) Launch the Uganda Convention Bureau.
- e) Strengthen operationalization of the MICE Bureau by; recruiting key staff to undertake core functions of the Bureau.

hire a reputable MICE expert to support with capacity building for MICE staff and tourism sector players.

- f) Develop a dedicated portal for MICE to include a venue directory, meeting planning toolkits, and promoted Incentive experience in partnership with Trade members.
- g) Organize B2B engagements with business operators, big corporations and schools.
- h) Organize executive incentive packages with business operators, big corporations and schools.
- i) Support MICE operators in business development initiatives.
- i) Establish a national convention Centre to leverage the many benefits accruing from the MICE industry





Implementation Strategy 4.0

his tourism Recovery Business Plan reflects the strategic interventions that UTB will have to carry out to support the sector recovery and help increase visitor arrivals while professionalizing the tourism sector. UTB is slated to play a facilitative role throughout the process, committing resources and energy to support the private sector to do business. The implementation will therefore require a great deal of partnerships between UTB, the tourism private sector, other government agencies, corporate organizations and development partners.

The initial six months of the plan will focus on creating brand awareness and inspiration among travelers to ensure that Uganda remains top of the mind destination. During this period, most efforts with the external stakeholders will focus on communication and information provision. At the same time, UTB will be making contact and developing partnerships with key partners in the different areas.

Activities involving these partnerships, especially in marketing and promotion will be activated after the three months period or as the situation may deem appropriate (informed by market intelligence). A four-pronged approach will be taken, simultaneously focusing on the domestic, regional, Africa and international markets.

While communication, marketing and promotion are ongoing, there will be concerted efforts on supporting product development, digitization of both UTB and the private sector, capacity building and quality assurance. The intention is that by the time arrivals start to emerge, the destination should be ready to meet visitor expectations.

The recovery plan will be implemented on an annual basis. From each strategic action, the Board will derive annual plans and implement them with specific targets that are achievable given the resources that will be available.

At all times, efficiency, impact, relevancy and effectiveness will be the guiding principles in the choice of priority activities in the event that resources are not sufficient to cover all planned activities. The M&E logical framework will be used to guide generation of annual work plans. Staff in their respective units should always ensure that all outputs have activities to be implemented during each year. Annual planning will always be done after organizational annual performance reviews so as to keep learning and consistently reflect on the progress. The planning unit will provide digitized tools for assessment of activity performance.

The overall responsibility for implementing the recovery plan rests with the Chief Executive Officer (CEO). The CEO will deliver the plan outputs through the staff in the different departments and units.

These units will produce quarterly plans that will help staff to effectively implement the annual outputs and will ensure, through regular meetings and formal internal communications that each unit cascades its activities to the lower levels. Each unit will hold monthly meetings to review performance for the previous month, share lessons and agree with supervisors on activities to be carried out the following month.

The agreements and ideas generated by the staff of each unit will be shared with the rest of the organization through regular management meetings.

Implementation arrangements will include the following:

- a) Regular reporting to the Board of Directors on the performance of the tourism Recovery Business Plan on a quarterly basis. The reporting should be in line with the quarterly targets directly tied to the annual work plans.
- b) Reporting by Heads of Departments every month to the CEO on the progress on the targets in the plan.
- c) Reporting by the staff every week on the activities undertaken in achieving the aspirations contained in the Quarterly plan.

Implementation of proposed resilient actions will greatly depend on availability of resources and having the right staff competences in place. See appendix 3 for implementation plan.

Once requisite investments are made into the tourism recovery process, the bouncing back of the growth rate in annual number of arrivals may differ from one source market to another. The overall growth rate of number of arrivals is likely to recover slowly from the current shrinkages between year 2021 and 2022 at about 2%. A regained momentum is projected to begin in 2023 at about 5% growth per annum through 2025 provided the implementation of the aforementioned action plans. The projected growth rate scenarios inform the number of visitors from different source markets. See appendix 1 - 2 for source market scenario projections.

5.0 FINANCING THE **RECOVERY BUSINESS PLAN**

In order to implement the Recovery Business Plan over a two-year period, it will take a total of UGX237,578,520,000 (see table below for the summary and appendix 4 for the detailed budget).

Recovery Activities	Year 1(UGX)	Year 2 (UGX)	Total (UGX)	%
Strategy 1: Crisis response to promote safety and health of both visitors and employees in the tourism sector	16,349,266,667	12,447,933,333	28,797,200,000	12%
Strategy 2: Undertake Post Covid Public Relations & Communications	10,830,000,000	7,428,000,000	18,258,000,000	8%
Strategy 3: Develop the domestic tourism market and increase arrivals to major tourism sites of Uganda	9,307,389,286	6,075,510,714	15,382,900,000	6%
Strategy 4: Develop the regional EAC tourism market and increase arrivals to major tourism sites of Uganda	13,736,000,000	4,610,000,000	18,346,000,000	8%
Strategy 5: Create publicity, establish networks and promote destination Uganda in selected countries in Africa to increase leisure and MICE travelers to Uganda	13,415,625,000	11,034,375,000	24,450,000,000	10%
Strategy 6: Undertake digital destination Uganda marketing activities in all core and emerging markets	44,012,681,310	25,604,768,690	69,617,450,000	29%
Strategy 7: Sector skilling, digital transformation and professionalization of the tourism private sector in Uganda	18,365,358,118	8,861,611,882	27,226,970,000	12%
Strategy 8: Support re-planning, redesigning, improvements and development of tourism sites and diversification of tourism products to meet the needs of targeted market segments	19,631,428,571	13,498,571,429	33,130,000,000	14%
Research and Monitoring	1,010,000,000	1,360,000,000	2,370,000,000	1%
TOTAL	146,657,748,951	90,920,771,049	237,578,520,000	100 %



The above Recovery Business Plan budget presents a funding gap of UGX 164,478,520,000 for the two period. The funding gap for year one is UGX 110,107,748,951 while the figure for year two is UGX 54,370,771,049

Budget Analysis Item	Year 1(UGX)	Year 2 (UGX)	Total (UGX)
Recovery Business Plan BUDGET	146,657,748,951	90,920,771,049	237,578,520,000
GoU Funding	27,000,000,000	27,000,000,000	54,000,000,000
CEDP Funding	9,250,000,000	9,250,000,000	18,500,000,000
NTR	300,000,000	300,000,000	600,000,000
Funding Gap	110,107,748,951	54,370,771,049	164,478,520,000



uccess of the Recovery Business Plan will depend on the availability of resources. Internally, the Board will leverage partnerships with other government agencies with mandates that intertwine with tourism. The Board management is going to have discussions with these agencies to explore resourcing opportunities for implementing the plan. Management is also going to have discussions with development partners that have already expressed interest in supporting tourism.

Discussions will also be held with other international organizations, corporate organizations in Uganda and the tourism private sector to agree on how to support implementation of the plan.

In addition to mobilizing funds for direct implementation of the Recovery Business Plan, the Board will undertake aggressive lobbying for private sector funding to enable business recovery and continuity.

6.1 Resource Mobilization plan

Strategy	Responsibility	Possible Partner	Desired Resources
Undertake crisis response to promote safety and health of both visitors and employees in the tourism sector	UTB, UWA, MFPED, MTWA	EU, UNDP, World Bank, TMEA	Funds, Financial incentives
Undertake Public Relations & Communications	UTB	Media Houses, UTA, Telecom Companies	Media airtime, Funds Technical support
Undertake digital destination Uganda marketing activities in all markets	UTB	Foreign Missions, UTA, CBI, TMEA	Technical support Human resources
Create publicity, establish networks and promote destination Uganda in selected countries in the rest of Africa to increase African leisure and MICE travelers to Uganda	UTB	Foreign Missions UTA	Technical support Human resources
Develop the regional EAC tourism market and increase arrivals to major tourism sites of Uganda	UTB	Foreign Missions EAC Secretariat UTA	Technical support
Develop the domestic tourism market and increase arrivals to major tourism sites of Uganda	UTB, UWA, UTA	Local governments Media houses Corporate companies in Uganda	Technical support Airtime
Sector Skilling, digital transformation and professionalization of the tourism private sector in Uganda	UTB, UHTTI, NITA(U), UTA	EU, UNDP, TMEA, Enabel, The Dutch Embassy, World Bank, SNV, GIZ, and USAID	Funds Technical support
Undertake business registration, licensing and standards enforcement across the value chain of tourism in Uganda	UTB, MTWA	KCCA, UHOA, AUTO, USAGA, MGLSD, URSB, TMEA	Technical support Human resources
Support re-planning, redesigning, improvements and development of tourism sites and diversification of tourism products to meet the needs of targeted market segments	UTB	UNDP, TMEA, EU, Enabel, The Dutch Embassy, SNV, GIZ, and USAID	Funds Technical support



s already explained, effective execution of this strategy will require among others building of sound partnerships between UTB and different stakeholders. For instance, UTB will need to partner with the local governments to support in implementation of actions such as product development, quality assurance, regional marketing and promotion.

UTB is going to develop a partnership strategy and will to engage private sector actors outside of tourism who can support in the implementation of the plan. These actors will be identified in the media, manufacturing, transport, mining, utilities, telecom and agricultural sectors. Solid partnerships will be built to leverage resources and opportunities for working together to build tourism. Further partnerships will be built with the tourism private sector associations and government agencies especially URSB, UIA and UCC to undertake a number of actions together.



Evaluation onitoring, and Reporting will form a critical _feature of the implementation of this recovery plan. This will provide concepts, processes and tools to help in structuring the plan for collecting, analyzing and disseminating information about UTB's role in recovering the tourism industry.

The main goal of the M&E function is to provide a systematic guide for tracking progress and demonstrating results in the recovery process and beyond. In specific terms this is:

- a) To facilitate **UTB** and relevant stakeholders in assessing performance while implementing the activities and programmes in recovery looking for changes in indicators for evidencebased decision-making and planning.
- b) To facilitate continuous learning by all stakeholders and promote the effective use of tourism evidence based information generated.
- c) To build capacity of key stakeholders to promote regular and systematic tracking of the progress.

d) To ensure timely and quality information to Management and other stakeholders on the progress towards meeting the recovery plan Objectives

To achieve the above objectives, M&E will ensure that all inputs, activities and outputs are regularly collected to form part of the quarterly and annual performance reports. Every implementing unit will ensure that their respective Annual work plans are prepared within the framework of the Plan. The unit targets for the year will be proposed, discussed and submitted to management in approved prescribed formats. Management will ensure that all policies, programs, rules and regulations are prepared and reviewed on the basis of the Plan.

Every head of department will be responsible for coordinating periodic reviews. The reporting system will require that each implementing unit monitors its activities as contained in its annual work plan and budget and prepare periodic performance reports. M&E will be based on a framework which consists of various components: a definition of responsibilities, tracking of indicators, adoption of monitoring and evaluation mechanisms, a reporting process, timeliness and financing.



Appendix 1: Projected shortfalls in tourism receipts 2020 – 2025 (Low scenario - 3% annual growth)

	Volume & Share (2018)	2020	2021	2022	2023	2024	2025
Leisure Visitors	330,000 (20,7%)	40 - 50,000 (Jan - Feb)	80 - 100,000 (June - Dec)	200,000	250,000	275,000	300,000
Business Visitors	490,000 (28,7%)	160,000 (Jan - Feb + Sept - Dec)	200,000	300,000	350,000	400,000	450,000
VFR	570,000 (34,8%)	270,000 (Jan - Feb + July - Dec)	300,000	400,000	450,000	500,000	550,000
Others	255,000 (16%)	100,000 (Jan - Feb + July - Dec)	150,000	200,000	220,000	230,000	250,000
Total	1,6 million	580,000	750,000	1,100,000	1,270,000	1,405,000	1,550,000
Variation		-63%	+29%	+46%	15%	11%	10%
Trend without COVID	1,6 Million	1,76 Million	1,85 Million	1,94 Million	2,04 Million	2,14 Million	2,25 Million
Difference		1,18 million	1,10 million	840,000	770,000	740,000	700,00

Appendix 2: Source market scenario projections (arrivals)

Projected Distribution of Visitors from source markets	Projected Growth Rate (2021-2022)	Projected Growth Rate (2023-2025)	2021	2022	2023	2024	2025
Africa	0.0303	0.0503	1,071,253	1,104,191	1,283,251	1,349,428	1,419,018
EAST AFRICA	0.0310	0.0510	1,031,857	1,064,375	1,237,898	1,302,704	1,370,903
Burundi	0.0043	0.0243	46,172	46,370	52,507	53,798	55,120
Kenya	0.4960	0.0260	2,434,303	3,997,383	391,261	401,559	412,128
Rwanda	0.0568	0.0568	554,764	587,194	621,519	57,851	696,306
Tanzania	0.0484	0.0484	108,319	113,691	119,329	125,247	131,458
South Africa	0.0306	0.0406	23,227	23,948	26,218	27,304	28,435
WEST AFRICA	0.4585	0.0185	73,777	116,695	13,172	13,418	13,669
Nigeria	0.0411	0.0611	6,218	6,478	7,610	8,090	8,599
Americas	0.0202	0.0452	81,194	82,853	98,228	102,773	07,528
Canada	0.0297	0.0497	14,762	15,206	17,662	18,561	19,507
U.S.A	0.0122	0.0472	64,854	65,647	81,978	85,936	90,086
Asia	0.0637	0.0937	21,732	23,162	29,555	32,459	35,648
China	0.0737	0.1037	22,619	24,350	31,382	34,812	38,617
Europe	0.0014	0.0234	63,918	64,010	73,148	74,882	76,658
Nordic							
Denmark	0.0214	0.0514	7,072	7,225	8,836	9,302	9,792
Finland	0.0088	0.0388	436	440	531	552	574
Iceland	0.0021	0.0621	72	72	103	110	117
Norway	0.0236	0.0536	3,301	3,380	4,143	4,372	4,612
Sweden	0.0223	0.0423	6,692	6,843	7,890	8,231	8,587
United Kingdom	0.0024	0.0524	33,886	33,967	45,960	48,432	51,037
WESTERN EUROPE							
France	0.0197	0.0597	6,065	6,186	8,020	8,514	9,038
Germany	0.0181	0.0281	8,895	9,058	9,794	10,074	10,361
Middle east	0.0741	0.1041	7,741	8,337	10,749	11,929	13,238
United Arab Emirates	0.0741	0.1041	7,741	8,337	10,749	11,929	13,238
Oceania	0.1029	0.1529	10,228	11,336	16,959	19,760	23,024
Total	0.0209	0.0509	1,214,008	1,239,591	1,515,335	1,594,389	1,677,568

Appendix 3: Implementation Schedule

Recovery Business Plan Activities	Partnership	Q1 2020/21	Q2 2020/21	Q3 2020/21	Q4 2020/21	Q1 2021/22	Q2 2021/22	Q3 2021/22	Q4 2021/22
1. Tourism Sector Crisis Response									
Establish a crisis communication and management committee									
Develop and implement an integrated strategy towards adaptation of SOPs including training and monitoring of implementation across the entire tourism value chain in Uganda.	LGs, USAGA, UHOA, AUTO, UTA, UCOTA								
Develop an information resource page on UTB website to provide up to date information on the measures put in place to ensure safety of visitors as well as share updates on important developments in destination Uganda.									
workshops for tour operators, hotel owners, guides about implementation of protocols on health safety measures	UTA, DPs								
Supervision activities of health guidelines along the entire value chain of the tourism sector	LGs, USAGA, UHOA, AUTO, UTA, UCOTA								
Low interest Loan for implementation of SOPs to tour operators, travel companies, hotels, etc.	MFPED, DPs								
Engage Ministry of Finance Planning and Economic Development and development partners to provide a liquidity grant through UDB to allow companies attain minimum operations including paying staff salaries to preserve jobs, to create content for marketing activities, website improvement etc.	UTA								

Recovery Business Plan Activities	Partnership	Q1 2020/21	Q2 2020/21	Q3 2020/21	Q4 2020/21	Q1 2021/22	Q2 2021/22	Q3 2021/22	Q4 2021/22
Engage Ministry of Finance Planning and Economic Development to support the sector with a low interest loan through UDB for implementation of SOPs, and adoption of sustainability practices that will be part of the new normal.	UTA								
Pay all outstanding arrears to the operators who supplied UTB with services and goods on credit.									
Support the private sector to participate in trade fairs and marketing activities in key source markets by meeting at least 70% of the participation costs.	UTA								
Support the private sector in organizing Fam trips for their partners/agents/media through a cost sharing arrangement.	UTA, UWA, LGs								
Lobby UWA to consider halting the planned increase in prices and instead offer 20% discounts for all Ugandan-registered tour companies for the next 2 years in all the savannah national parks									
Lobby UWA to suspend charging of concession fees for operators in the wildlife protected areas for twelve months starting June 2020.									
Lobby UWA to offer a free gorilla permit for 15 permits sold by a tour operator and taking the same visitors to at least 3 other national parks for twelve months starting June 2020.									
Lobby UWA to waive all fees and taxes for commercial film making in any destination in Uganda for the next two years to allow for generation of content and promotion of destination Uganda.									

Recovery Business Plan Activities	Partnership	Q1 2020/21	Q2 2020/21	Q3 2020/21	Q4 2020/21	Q1 2021/22	Q2 2021/22	Q3 2021/22	Q4 2021/22
Lobby UWA to offer 30% discount (UWA activities, accommodation, and transport) towards the public sector and corporate companies who can host meetings in any of the protected areas in Uganda for the next two years. Have a special rate for corporate guests returning with families.									
2. Communication, marketing and p 2.1 Undertake Public Relations & Co		rt							
Create a crisis communication committee to synthesize, advice and supervise crisis communications on tourism during the current crisis and in the subsequent crises in the future. The committee will spearhead provision of timely and accurate communication about negative travel advisories, natural disasters, and disease out breaks, among others.	UTA, Media houses, other MDAs								
Develop and implement an integrated PR & Communication strategy to position Uganda as a safe destination to visit after COVID-19. Provide guidance on how to communicate health & safety regulations and SOPs to clients, generally ensuring that communication is streamlined throughout the sector.	LGs, UTA								
Execute recovery travel campaign promotions locally, regionally and internationally	Media houses								
Use digital webinars to organize Q&A sessions with high-profile tourism personalities for audiences from different source markets on important topics to primarily create awareness about destination Uganda	MoFA								

Recovery Business Plan Activities	Partnership	Q1 2020/21	Q2 2020/21	Q3 2020/21	Q4 2020/21	Q1 2021/22	Q2 2021/22	Q3 2021/22	Q4 2021/22
Run an online contest targeting core and emerging markets, with winners receiving fully paid trips to Uganda's prime products as a way of promoting destination awareness and building visitor confidence	MoFA								
Undertake destination profiling – story telling through media influencers and group travel enthusiasts.	UWA								
Execute media briefings, media field trips to tourist destinations, media releases and media tours	Media houses								
Use internal communication platforms to ensure that all tourism MDA staff are informed on all the undertakings in regards to UTB's recovery plan for the destination.									
2.2 Marketing activities in all core a	nd emerging ma	rkets							
Rollout a new Pearl of Africa Brand in 12 Global Markets namely USA, Canada, UK, Germany, Austria, UAE, China, Japan, India, Belgium, Netherlands, South Africa.	MoFA, UTA								
Increase the Market Destination Representatives from current 6 to 13 markets, with additional markets being the France, India, Belgium, Netherlands, South Africa, Kenya and Nigeria.	DPs								
Activate Partnerships with all foreign missions in the international markets to spearhead PR efforts and liaison with the MDR firms. This will be coupled with branding of all embassies in the source markets.									

Recovery Business Plan Activities	Partnership	Q1 2020/21	Q2 2020/21	Q3 2020/21	Q4 2020/21	Q1 2021/22	Q2 2021/22	Q3 2021/22	Q4 2021/22
Appoint a Digital Marketing Agency to Support introduction of live virtual tours and ensure wide reach in key source markets, produce promotional video clips targeting key segments in the core and emerging markets, boost destination Uganda social media advertising focusing on instagram, twitter, facebook, WeChat, and LinkedIn and run these in major online travel channels in each market.	UTA								
Engage major outbound tour operators in each market and offer them exclusive behind the scene experiences: gorilla habituation, chimpanzee habitation, lion research, Rwenzori trekking, Karamajong kraal night experience, birding, white water rafting, etc. with the purpose of raising awareness and initiating partnerships with the Ugandan operators.	UTA								
Engage major OTAs and other travel booking companies and run specific well targeted digital promotional campaigns per market: have a Uganda channel on their sites and play custom-made videos, share visitor experience highlights, stories from local communities or operators, and link to photo gallery and UTB main site. The OTAs to engage will be Expedia, Bookings. com, Trip Advisor, safariBookings, and TourRadar. Specific source market OTAs will also be engaged.	UTA								
Carry out travel advisor education programmes in the different markets, educating insurance firms, outbound tour consultants, journalists, and tour leaders about destination Uganda.	UTA								

Recovery Business Plan Activities	Partnership	Q1 2020/21	Q2 2020/21	Q3 2020/21	Q4 2020/21	Q1 2021/22	Q2 2021/22	Q3 2021/22	Q4 2021/22
In each market, identify at least five big B2B companies and have them directly engage all other sellers in their network to sell packages about Uganda. Support the Ugandan operators to obtain the essential requirements necessary for compliance and partnerships.	UTA								
Build linkages, and participate in targeted high impact tourism fairs in the core and emerging markets									
Support creation of, and facilitate functioning of Uganda Joint tourism marketing committee	UTA								
2.2.1 Improve destination marketing	g assets and cor	itent.							
Offer "suggested itineraries" based on market and product intelligence. Link the itineraries to relevant tourism providers in the website's Service Directory.									
Ensure a dynamic relationship between Destinations and Activities on visituganda.com as some travelers might conduct research with a destination-first approach while others conduct research with a product-first approach. Present "what to do and see in in different destinations", leading them to activities and attractions, and vice versa.									
Enhance content quality to include video, useful booking features and traffic analysis									
Conduct digital market research and intelligence									
Search Engine Optimization (SEO) and Search Engine Marketing (SEM)									
Integrate virtual reality, augmented reality, artificial intelligence, meta data-based search tools, mobile devise optimized and geospatial enabled applications.									

Recovery Business Plan Activities	Partnership	Q1 2020/21	Q2 2020/21	Q3 2020/21	Q4 2020/21	Q1 2021/22	Q2 2021/22	Q3 2021/22	Q4 2021/22
2.2.2 Invest in the Meetings, Incentive, Conferences and Events market	UTA, UWA, LGs								
Branding and launch of MICE bureau									
National audit of MICE facilities									
Certification and training in MICE and incentives									
Virtual reality training									
Strengthen operationalization of the MICE Bureau by recruiting key staff to undertake core functions of the Bureau									
Develop a dedicated portal for MICE to include a venue directory, meeting planning toolkits, and promoted Incentive experience in partnership with Trade members.									
Organize B2B engagements with business operators, big corporations and schools									
Undertake skilling and building of capacity for MICE operators to become more professional and guile in the MICE industry									
Establish a national convention Centre to leverage the many benefits accruing from the MICE industry									
Undertake online Market Research and Intelligence - monitor online chatter to collect insights on choice destinations, financial needs and competitor activities to inform after lockdown social media, video and GDN campaigns.									

Recovery Business Plan Activities	Partnership	Q1 2020/21	Q2 2020/21	Q3 2020/21	Q4 2020/21	Q1 2021/22	Q2 2021/22	Q3 2021/22	Q4 2021/22
2.2.3 Content development, promot	ions and collabo	orations							
Production of translated Video content for the foreign Missions abroad									
Procurement of destination collateral, scriptures for placement at key embassies									
Procurement of Electronics (TVS, LED screens) and Display kiosks to display tourism content in select embassies and High Commissions									
Contribution towards Uganda nights and destination activations									
Membership Costs & Activations at USTOA									
Membership with Canada Tour Operators Association									
Membership Sponsorship with the East Asia Tour Operators Association									
Collaboration with the British Tour Operators Association									
Membership with key African Tourism markets & Subscription to key Tourism Events & Activations covering Mountaineering, Birding, Religion & Luxury Tourism									
Promotion of Destination Online Travel Agents (Bookings.com, TripAdvisor, Expedia)									
Promotion of Destination Uganda though Targeted Marketing Communications to stakeholders around the world									
Participation in key tourism expos, roadshows, sales missions and exhibitions									

Recovery Business Plan Activities	Partnership	Q1 2020/21	Q2 2020/21	Q3 2020/21	Q4 2020/21	Q1 2021/22	Q2 2021/22	Q3 2021/22	Q4 2021/22
Advertising and Promotion on key Print and Broadcast media in the key source markets through intensive marketing campaigns									
Destination Sales promotions during roadshows, sales missions and in country drives									
Digital Marketing campaigns; social media marketing, online marketing, online partnerships, Search Engine Marketing, Search Engine Optimization etc.									
Online Public Relations and crisis Management									
Email Marketing using partnerships with large databases, MDR data bases									
Travel trade and media familiarization trips									
Activation of Influencer trips into Uganda such as the Back to the Source Celebrity Fam Excursions.									
Niche marketing for select tourism segments such as Birding, Mountaineering, Adventure, faith tourism and ecotourism for enthusiasts using targeted marketing, branded communities and select publications such as Bird Watch, Travel Weekly, Etc.									
Production of branded Destination collateral such as E-brochures, Discover Uganda Magazines, brochures, fliers and catalogues. The high-resolution images and videos shared over the multiple communication channels.									
Global communication concept designs, Newsroom Campaigns and translations in key core markets									

Recovery Business Plan Activities	Partnership	Q1 2020/21	Q2 2020/21	Q3 2020/21	Q4 2020/21	Q1 2021/22	Q2 2021/22	Q3 2021/22	Q4 2021/22	
2.3 Develop the regional and domes	tic tourism mar	kets and	l increas	e arrivals	to majo	or touris	m sites	of Ugand	a	
2.3.1 Domestic market recovery Marketing & promotion										
Launch of the new Pearl of Africa Brand domestically.										
Content development for the online platforms sharing										
Design & roll out of 2 domestic awareness campaigns										
Launch the Kampala, Entebbe, Jinja Project aimed at boosting domestic Tourism in Kampala and the satellite districts.										
Launch a domestic Tourism drive in partnership with the newly created regional cities										
Conduction of domestic tourism Research and Surveys										
Domestic Tourism Media Fam trips										
Engage destination sites, accommodation facilities and tour operators to have special rates for corporate team building activities, and return guests afterwards – support in organizing B2B engagements between the operators and the corporate companies.										
Launch and roll out quarterly domestic market activations including 4 regional Tulambule Campaigns targeted at domestic travelers										
Cultivate partnerships with leading local telecoms, MTN and Airtel Uganda to create awareness and joint promotion of tourism sites										

Recovery Business Plan Activities	Partnership	Q1 2020/21	Q2 2020/21	Q3 2020/21	Q4 2020/21	Q1 2021/22	Q2 2021/22	Q3 2021/22	Q4 2021/22
Support private sector digital initiatives that appeal and attract domestic tourism spending. Run a competition among the youth to produce the digital solution.									
Develop Loyalty incentive schemes in hospitality, collaborating with UHOA and other hospitality facilities to develop and introduce a Domestic Travel Card									
Corporate Social Responsibility in 4 tourism regions									
Sponsorship of Travel Shows									
Private Public partnerships									
Tourism Cluster support									
Training of district tourism officers									
Production of High-resolution Photos and videos									
Production of Promotional Materials									
Virtual reality									
Maximize investment in International Market Representation									
Facilitate Missions abroad to interact with travel media and content creators and to undertake marketing and promotion activities in the source markets	Ministry of Foreign Affairs, MDRs								
Promote domestic and regional tourism through events (cultural, sports, music)									
2.3.2 EAC region recovery Marketing & promotion	EAC Secretariat, DPs								
Launch the New Destination Uganda Brand within the East African region									
Appoint a Market Destination Representative Firm for the East African region									

Recovery Business Plan Activities	Partnership	Q1 2020/21	Q2 2020/21	Q3 2020/21	Q4 2020/21	Q1 2021/22	Q2 2021/22	Q3 2021/22	Q4 2021/22
In partnership with the EAC member states, develop a catalogue for tourism offerings and preferential rates for the EAC regional tourism market									
Partner with Uganda Airlines to run specialized fares and promotions to boost regional business Tourism									
Support the private sector to jointly package and promote thematic multi-country tour products and thematic events in EAC destinations									
Production of market specific Promotional materials: videography, photography, print									
Develop digital story-telling materials aimed at engaging the MSMEs, youth and women within the EAC region									
Undertake production and distribution of promotional materials at different regional border points to create destination awareness.									
Run online advertising campaigns to boost destination Uganda awareness (4 quarters)									
Adverts in Regional Newspapers(Per Quarter) in 2 newspapers									
Inflight Magazines (per Quarter in 2 magazines per country)									
Creation of digital tourism marketing content such as regional virtual tours: Martyrs Trail, Rafting, Source of the Nile, Gorillas									
Training of Tour Operators in digital/contactless service provision									
Fam trips									

Recovery Business Plan Activities	Partnership	Q1 2020/21	Q2 2020/21	Q3 2020/21	Q4 2020/21	Q1 2021/22	Q2 2021/22	Q3 2021/22	Q4 2021/22	
3. Professionalization of the Tourism private sector	DPs, UTA									
3.1 Support sector Skilling, digital transformation and professionalization of the tourism private sector in Uganda										
Conduct skilling programs for tourism service providers enforcement and compliance to minimum quality assurance standards; product knowledge; marketing (MICE and leisure)										
Support impact-oriented training in digital operations: marketing, bookings, operations management, virtual tour experiences, market research, client tracking, etc.										
Conduct trainings for private sector on implementation of SOPs										
Conduct trainings on company recovery strategy including aspects on marketing, business operations, integration of sustainability practices, pricing, terms and conditions of service, human resources management and product expansion.										
Conduct communication training on destination brand for media and private sector										
Organize quarterly or annual media seminars for journalists, writers, editors, and social media influencers.										
Undertake digitization of UTB operations focusing on virtual activity monitoring, communication systems, information sharing, enterprise registration, licensing and criminal tracking.										
Facilitate IT infrastructure access by the tourism private sector through working with NITA to support extension of network connectivity.										

Recovery Business Plan Activities	Partnership	Q1 2020/21	Q2 2020/21	Q3 2020/21	Q4 2020/21	Q1 2021/22	Q2 2021/22	Q3 2021/22	Q4 2021/22
Conduct a national customer service improvement program in preparation for the opening of the sector: starting from foreign missions throughout immigration, tourism operators, traffic and tourism police and local communities.									
Provide support to private-sector led initiatives which contribute to professionalizing the sector through developing products, training staff and tour guides and sharing innovative concepts.									
Provide guidance on training and skilling content, quality assurance and coordination throughout the sector to allow private sector play a role in training of their staff.									
Share relevant information and support the private sector in taking the necessary measures in regard to legal requirements regarding insurance, consumer protection laws or data protection regulations, which should be known to and complied with by any tourism operators offering services in the core and emerging markets.									
Support the strengthening of secretariats of the tourism private sector apex association and the member associations to ensure that they play a bigger role in enforcing professionalism, capacity building, lobbying and mobilization of the private sector actors.									

Recovery Business Plan Activities	Partnership	Q1 2020/21	Q2 2020/21	Q3 2020/21	Q4 2020/21	Q1 2021/22	Q2 2021/22	Q3 2021/22	Q4 2021/22
3.2 Business registration, licensing and standards enforcement across the value chain of tourism in Uganda	URSB, LGs, UTA								
Develop SOPs related to COVID-19 and related health issues and support integration of the same into operations of Hotels, restaurants, destination sites, tour operators and local communities. The Board will create a special incentive package to support adoption of these SOPs.									
Pursue and strengthen public- private collaboration to enhance standards and quality assurance, especially with the local governments and the tourism private sector associations.									
Develop a comprehensive crisis management plan for destination Uganda to have proper actions and strategies to guide the country out of future crises.									
Undertake registration of tourism operators in Uganda. Make it mandatory for each newly registered entity to have a minimum sustainability certification as well.									
Undertake licensing and ensure minimum standards in the tourism sector.									
Undertake grading and classification of operators									
Pursue sustainability accreditation for tourism businesses in Uganda. Strengthen the cooperation between UTB and UTA as an umbrella organization for tourism associations to facilitate adoption of internationally recognized sustainability systems like Travelife and TourCert.									

Recovery Business Plan Activities	Partnership	Q1 2020/21	Q2 2020/21	Q3 2020/21	Q4 2020/21	Q1 2021/22	Q2 2021/22	Q3 2021/22	Q4 2021/22
Develop an e-learning platform and information centered on product knowledge for private sector									
Create online data bank for high quality photographs, videos and other marketing materials; give all registered companies access to data bank									
Supporting Media houses to gather and publish authentic tourism content on a monthly basis									
4. Market-driven Tourism Product d	evelopment								
4.1 Research and monitoring									
Carry out Quarterly Surveys in source markets to understanding the emerging market dynamics									
Conduction of domestic tourism Research and Surveys									
Conduct National Tourism Product Audit, Validation workshops									
Invest in market intelligence and market research and ensure that decisions of the board are evidence-based and that the sector is properly guided with accurate and up to date information.									
4.2 Support development and diversification of tourism products to meet the needs of targeted market segments	DPs, UTA, LGs								
Product Profiling and Business Planning									
New circuits Development									
Development of Pilot Products in Kampala, Entebbe, Jinja									

Recovery Business Plan Activities	Partnership	Q1 2020/21	Q2 2020/21	Q3 2020/21	Q4 2020/21	Q1 2021/22	Q2 2021/22	Q3 2021/22	Q4 2021/22
Support the private sector in the development and promotion of tourism circuits and products, tapping into existing initiatives, regional tourism clusters and networks of upcountry accommodation and local activities	Private sector								
Undertake renovation and upgrading of tourism sites	Local governments; KCCA								
Undertake development of Namugongo Shrine into an allyear-round tourism attraction: conduct feasibility study, support development of auxiliary products and circuits connecting the shrines to other attractions	development partners								
Lobby, source and facilitate production of a blockbuster movie on the Uganda Martyrs									
Introduce and run an end of year countdown drive	Media, private sector, KCCA, UWA								
Virtual Product Development									
4.3 Investment Promotion									
Lobby for Incentives for domestic tourism investors	UIA; Uganda Export Promotion Board								

Appendix 4: Budget Estimates

Strategy 1: Crisis response to promote safety and health of both visitors and employees in the tourism sector

Recovery Activities	Qty	UNIT COST	TOTAL COST (UGX)	Q1 2020/21	Q2 2020/21	Q3 2020/21	Q4 2020-21	Q1 2021/22	Q2 2021/22	Q3 2021/22	Q4 2021/22
Develop and implement an integrated strategy towards adaptation of SOPs including training and monitoring of implementation across the entire tourism value chain in Uganda.	1	3,050,000,000	3,050,000,000	3,050,000,000							
Develop information resource page on UTB website to share information on measures in place to ensure safety, cleanliness, exclusive enjoyment putting safe health first	1	2,890,000,000	2,890,000,000		1,445,000,000	1,445,000,000					
Regional Training workshops for tour operators, hotel owners, guides about implementation of protocols on health safety measures	10	330,000,000	3,300,000,000	825,000,000	825,000,000	825,000,000	825,000,000				
Supervision activities of health guidelines along the entire value chain of the tourism sector	32	110,662,500	3,541,200,000	442,650,000	442,650,000	442,650,000	442,650,000	442,650,000	442,650,000	442,650,000	442,650,000
Supporting tour operators to participate in trade fairs in target countries	2	8,008,000,000	16,016,000,000			2,669,333,333	2,669,333,333	2,669,333,333	2,669,333,333	2,669,333,333	2,669,333,333
Sub Total			28,797,200,000	4,317,650,000	2,712,650,000	5,381,983,333	3,936,983,333	3,111,983,333	3,111,983,333	3,111,983,333	3,111,983,333

Strategy 2: Undertake Public Relations & Communications

Recovery Activities	Qty	UNIT COST	TOTAL COST (UGX)	Q1 2020/21	Q2 2020/21	Q3 2020/21	Q4 2020-21	Q1 2021/22	Q2 2021/22	Q3 2021/22	Q4 2021/22
Facilitation for technical meetings of a crisis communication and management committee	16	6,000,000	96,000,000	12,000,000	12,000,000	12,000,000	12,000,000	12,000,000	12,000,000	12,000,000	12,000,000
Develop and implement an integrated PR & Communication strategy to position Uganda as a safe destination to visit after COVID-19.	21	125,000,000	2,625,000,000	1,050,000,000	525,000,000	525,000,000	525,000,000				
Use digital webinars to organize Q&A sessions with high-profile tourism personalities for audiences from different source markets on important topics to primarily create awareness about destination Uganda	21	37,000,000	777,000,000	233,100,000	233,100,000		310,800,000				
Run an online contest targeting core and emerging markets, with winners receiving fully paid trips to Uganda's prime products as a way of promoting destination awareness and building visitor confidence	17	30,000,000	510,000,000		255,000,000				255,000,000		
Execute media briefings, media field trips to tourist destinations, media releases and media tours	50	285,000,000	14,250,000,000	1,781,250,000	1781250000	1781250000	1781250000	1781250000	1781250000	1781250000	1781250000
Sub Total			18,258,000,000	3,076,350,000	2,806,350,000	2,318,250,000	2,629,050,000	1,793,250,000	2,048,250,000	1,793,250,000	1,793,250,000

Strategy 3: Develop the domestic tourism market and increase arrivals to major tourism sites of Uganda

Recovery Activities	Qty	UNIT COST	TOTAL COST (UGX)	Q1 2020/21	Q2 2020/21	Q3 2020/21	Q4 2020-21	Q1 2021/22	Q2 2021/22	Q3 2021/22	Q4 2021/22
Content development for the online platforms sharing	15	77,860,000	1,167,900,000	145,987,500	145,987,500	145,987,500	145,987,500	145,987,500	145,987,500	145,987,500	145,987,500
Design domestic awareness campaign strategies	2	526,950,000	1,053,900,000	526,950,000			526,950,000				
Roll out of the campaigns	2	608,950,000	1,217,900,000	152,237,500	152,237,500	152,237,500	152,237,500	152,237,500	152,237,500	152,237,500	152,237,500
Conduction of domestic tourism Research and Surveys	8	167,237,500	1,337,900,000	167,237,500	167,237,500	167,237,500	167,237,500	167,237,500	167,237,500	167,237,500	167,237,500
Domestic Tourism Media Fam trips	2	578,950,000	1,157,900,000				578950000				578,950,000
Domestic Influencer Campaigns (Tulambules)	4	304,475,000	1,217,900,000	304,475,000		304,475,000	304,475,000				304,475,000
Corporate Social Responsibility in 4 tourism regions	4	294,475,000	1,177,900,000		294,475,000	294,475,000	294,475,000	294,475,000			
Sponsorship of Travel Shows	3	739,300,000	2,217,900,000				554,475,000	554,475,000	554,475,000	554,475,000	
Private Public partnerships	1	1,317,900,000	1,317,900,000	164,737,500	164,737,500	164,737,500	164,737,500	164,737,500	164,737,500	164,737,500	164,737,500
Tourism Cluster support	6	199,650,000	1,197,900,000	171,128,571	171,128,571	171,128,571	171,128,571	171,128,571	171,128,571	171,128,571	
Training of district tourism officers	2	608,950,000	1,217,900,000			608,950,000	608,950,000				
Production of High-resolution Photos and videos including Martyrs movie	1	300,000,000	300,000,000	150,000,000	150,000,000						
Production of Promotional Materials	1	400,000,000	400,000,000	400,000,000							
Virtual reality shows	16	25,000,000	400,000,000	50,000,000	50,000,000	50,000,000	50,000,000	50,000,000	50,000,000	50,000,000	50,000,000
Sub Total			15,382,900,000	2,232,753,571	1,295,803,571	2,059,228,571	3,719,603,571	1,700,278,571	1,405,803,571	1,405,803,571	1,563,625,000

Strategy 4: Develop the regional EAC tourism market and increase arrivals to major tourism sites of Uganda

Recovery Activities	Qty	UNIT COST	TOTAL COST (UGX)	Q1 2020/21	Q2 2020/21	Q3 2020/21	Q4 2020-21	Q1 2021/22	Q2 2021/22	Q3 2021/22	Q4 2021/22
Online Adverts (4 Quarters)	4	245,500,000	982,000,000	982,000,000							
Virtual Tour	4	287,500,000	1,150,000,000	287,500,000	287,500,000	287,500,000	287,500,000				
(Martyrs Trail)	1	950,000,000	950000000	237500000	237500000	237500000	237500000				
White water rafting and source of the Nile)	1	950,000,000	950000000	237500000	237500000	237500000	237500000				
(Gorilla Tracking)	1	950,000,000	950000000	237500000	237500000	237500000	237500000				
Fam trips of 7 Pax	8	168,750,000	1,350,000,000	168,750,000	168,750,000	168,750,000	168,750,000	168,750,000	168,750,000	168,750,000	168,750,000
Training of Tour Operators in digital/contactless service provision	3	396,666,667	1,190,000,000	396,666,667	396,666,667	396,666,667					
Inflight Magazines (per Quarter in 2 magazines per country)	48	40,000,000	1,920,000,000	240,000,000	240,000,000	240,000,000	240,000,000	240,000,000	240,000,000	240,000,000	240,000,000
Hire of EAC MDR	2	975,000,000	1,950,000,000		975,000,000		975,000,000				
Promotional materials	1	1,550,000,000	1,550,000,000	193,750,000	193,750,000	193,750,000	193,750,000	193,750,000	193,750,000	193,750,000	193,750,000
High Resolution Videography	1	750,000,000	750,000,000	93,750,000	93,750,000	93,750,000	93,750,000	93,750,000	93,750,000	93,750,000	93,750,000
High Resolution Photography	1	450,000,000	450,000,000	56,250,000	56,250,000	56,250,000	56,250,000	56,250,000	56,250,000	56,250,000	56,250,000
Adverts in Regional Newspapers(Per Quarter) in 2 newspapers	3	334,666,667	1,004,000,000	334,666,667	334,666,667		334,666,667				
Production of market specific Promotional materials	8	218,750,000	1,750,000,000	218,750,000	218,750,000	218,750,000	218,750,000	218,750,000	218,750,000	218,750,000	218,750,000
Creation of digital tourism marketing content such as regional virtual tours	5	290,000,000	1,450,000,000	181,250,000	181,250,000	181,250,000	181,250,000	181,250,000	181,250,000	181,250,000	181,250,000
Sub Total			18,346,000,000	3,865,833,333	3,858,833,333	2,549,166,667	3,462,166,667	1,152,500,000	1,152,500,000	1,152,500,000	1,152,500,000

Strategy 5: Create publicity, establish networks and promote destination Uganda in selected countries in the rest of Africa to increase African leisure and MICE travelers to Uganda

Recovery Activities	Qty	UNIT COST	TOTAL COST (UGX)	Q1 2020/21	Q2 2020/21	Q3 2020/21	Q4 2020-21	Q1 2021/22	Q2 2021/22	Q3 2021/22	Q4 2021/22
Hire MDR Firms to represent destination Uganda in the African countries to work closely with the Ugandan embassies in these countries to conduct market Research and promote Uganda's brand	8	572,656,250	4,581,250,000	2,290,625,000				2,290,625,000			
Familiarization trips	8	272,656,250	2,181,250,000	272,656,250	272,656,250	272,656,250	272,656,250	272,656,250	272656250	272656250	272,656,250
Advertising of Ugandan social events in the identified countries	8	422,656,250	3,381,250,000	422,656,250	422,656,250	422,656,250	422,656,250	422,656,250	422656250	422656250	422,656,250
Execute themed tourism campaigns with travel influencers to persuade the nationals and foreign expatriates to visit Uganda.	8	372,656,250	2,981,250,000	372,656,250	372,656,250	372,656,250	372,656,250	372,656,250	372,656,250	372,656,250	372,656,250
Production of market specific Promotional materials	4	545,312,500	2,181,250,000	272,656,250	272,656,250	272,656,250	272,656,250	272,656,250	272,656,250	272,656,250	272,656,250
Brand Ugandan embassies and High Commissions so that they become touch points for destination Uganda tourism brand.	4	595,312,500	2,381,250,000			1,190,625,000	1190625000				
Buy media space to execute integrated marketing communications to position destination Uganda as a favorite tourist destination to visit	8	522,656,250	4,181,250,000	522,656,250	522,656,250	522,656,250	522,656,250	522,656,250	522,656,250	522,656,250	522,656,250
UTB in partnership with respective embassies of the selected countries in Uganda will organize social events in Uganda to celebrate national and special holidays for citizens of these countries both in Uganda and the respective countries.	8	322,656,250	2,581,250,000	322,656,250	322,656,250	322,656,250	322,656,250	322,656,250	322,656,250	322,656,250	322,656,250
Sub Total			24,450,000,000	4,476,562,500	2,185,937,500	3,376,562,500	3,376,562,500	4,476,562,500	2,185,937,500	2,185,937,500	2,185,937,500

Strategy 6: Undertake digital destination Uganda marketing activities in all core and emerging markets

Recovery Activities	Qty	UNIT COST	TOTAL COST (UGX)	Q1 2020/21	Q2 2020/21	Q3 2020/21	Q4 2020-21	Q1 2021/22	Q2 2021/22	Q3 2021/22	Q4 2021/22
Production of translated Video content for the foreign Missions abroad (Embassies and Consulates)	42	28,061,190	1,178,570,000		294,642,500	294,642,500	294,642,500	294642500			
Procurement of Electronics (TVs, LED screens) and Display kiosks to display tourism content in select embassies and High Commissions	10	50,000,000	500,000,000	62,500,000	62,500,000	62,500,000	62,500,000	62,500,000	62,500,000	62,500,000	62,500,000
Contribution towards Uganda nights and destination activations in key source markets (Domestic market, Regional markets - EAC, South Africa, etc.)	4	219,642,500	878,570,000			219,642,500	219,642,500	219,642,500	219,642,500		
Membership Costs & Activations at USTOA	1	778,570,000	778,570,000		389,285,000				389,285,000		
Membership and Activations with Canada Association of Tour Operators (CATO)	1	778,570,000	778,570,000	389,285,000			389,285,000				
Membership Sponsorship with the East Asia Tour Operators Association	1	778,570,000	778,570,000	389,285,000			389,285,000				
Collaboration with the British Tour Operators Association	1	910,570,000	910,570,000	455,285,000			455,285,000				
Membership with key African Tourism markets & Subscription to key Tourism Events & Activations covering Mountaineering, Birding, Religion & Luxury Tourism	4	207,142,500	828,570,000	414,285,000			414,285,000				

Promotion on Destination Online Travel Agents platforms(Bookings.com, TripAdvisor, Expedia)	8	316,071,250	2,528,570,000	316,071,250	316,071,250	316,071,250	316,071,250	316,071,250	316,071,250	316,071,250	316,071,250
Promotion of Destination Uganda through Targeted Marketing Communications to stakeholders around the world	8	125,446,250	1,003,570,000	125,446,250	125,446,250	125,446,250	125,446,250	125,446,250	125,446,250	125,446,250	125,446,250
Participation in key tourism expos, roadshows, sales missions and exhibitions	8	709,821,250	5,678,570,000	709,821,250	709,821,250	709,821,250	709,821,250	709,821,250	709,821,250	709,821,250	709,821,250
Advertising and Promotion on key Print and Broadcast media in the key source markets through intensive marketing campaigns	8	254,321,250	2,034,570,000	254,321,250	254,321,250	254,321,250	254,321,250	254,321,250	254,321,250	254,321,250	254,321,250
Destination Sales promotions during roadshows, sales missions and in country drives	8	191,840,000	1,534,720,000	191,840,000	191,840,000	191,840,000	191,840,000	191,840,000	191,840,000	191,840,000	191,840,000
Digital Marketing campaigns; social media marketing, online marketing, online partnerships, Search Engine Marketing, Search Engine Optimization etc.	8	391,755,000	3,134,040,000	391,755,000	391,755,000	391,755,000	391,755,000	391,755,000	391,755,000	391,755,000	391,755,000
Online Public Relations and crisis Management	8	147,321,250	1,178,570,000	147,321,250	147,321,250	147,321,250	147,321,250	147,321,250	147,321,250	147,321,250	147,321,250
Email Marketing using partnerships with large databases, MDR data bases	8	147,321,250	1,178,570,000	147,321,250	147,321,250	147,321,250	147,321,250	147,321,250	147,321,250	147,321,250	147,321,250
Travel trade and media familiarization trips	7	269,081,429	1,883,570,000			313,928,333	313,928,333	313,928,333	313,928,333	313,928,333	313,928,333
Activation of Influencer trips into Uganda such as the Back to the Source Celebrity Fam Excursions.	2	400,000,000	800,000,000			400,000,000	400,000,000				

Niche marketing for select tourism segments such as Birding, Mountaineering, Adventure, faith tourism and ecotourism for enthusiasts using targeted marketing, branded communities and select publications such as Bird Watch, Travel Weekly, Etc.	5	335,714,000	1,678,570,000		239,795,714	239,795,714	239,795,714	239,795,714	239,795,714	239,795,714	239,795,714
Production of branded Destination collateral such as E-brochures, Discover Uganda Magazines, brochures, fliers and catalogues. The high- resolution images and videos shared over the multiple communication channels.	1	2,678,570,000	2,678,570,000		669,642,500	669,642,500		669,642,500	669642500		
Global communication concept designs, Newsroom Campaigns and translations in key core markets	8	559,821,250	4,478,570,000	559,821,250	559,821,250	559,821,250	559,821,250	559,821,250	559821250	559821250	559,821,250
Educational Trips -HEIs	4	1,943,750,000	7,775,000,000	971,875,000	971,875,000	971,875,000	971,875,000	971,875,000	971,875,000	971,875,000	971,875,000
Launch of UTB Destination Uganda website	1	50,000,000	50,000,000			50,000,000					
Hire Market Destination Representative firms in new target markets	4	4,061,250,000	16,245,000,000	2,707,500,000	2,707,500,000	2,707,500,000	2,707,500,000	2,707,500,000			2,707,500,000
Collaboration with Embassies and Missions Abroad in key source markets (USA, Canada, UK, Japan, Germany, Switzerland, Ireland, Gulf States, Japan, China, Nordic States, East Africa member states, South Africa, India, etc.)	20	456,250,000	9,125,000,000		4,562,500,000		4,562,500,000				
Sub Total			69,617,450,000	8,233,733,750	12,741,459,464	8,773,245,298	14,264,242,798	8,323,245,298	5,710,387,798	4,431,817,798	7,139,317,798

Strategy 7: Sector skilling, digital transformation and professionalization of the tourism private sector in Uganda

Recovery Activities	Qty	UNIT COST	TOTAL COST (UGX)	Q1 2020/21	Q2 2020/21	Q3 2020/21	Q4 2020-21	Q1 2021/22	Q2 2021/22	Q3 2021/22	Q4 2021/22
Conduct a national customer service improvement program in preparation for the opening of the sector: starting from foreign missions throughout immigration, tourism operators, traffic and tourism police and local communities.	1	1,947,857,000	1,947,857,000		1,947,857,000						
Conduct skilling programs for tourism service providers enforcement and compliance to minimum quality assurance standards; product knowledge; marketing	4	411,964,250	1,647,857,000		411,964,250	411,964,250	411,964,250	411,964,250			
Support impact-oriented training in digital operations: marketing, bookings, operations management, virtual tour experiences, market research, client tracking, etc.	4	181,964,250	727,857,000		181,964,250	181,964,250	181,964,250	181,964,250			
Organize quarterly or annual media seminars for journalists, writers, editors, and social media influencers.	8	85,732,125	685,857,000	85,732,125	85,732,125	85,732,125	85,732,125	85,732,125	85,732,125	85,732,125	85,732,125
Conduct trainings on company recovery strategy including aspects on marketing, business operations, integration of sustainability practices, pricing, terms and conditions of service, human resources management and product expansion.	4	201,964,250	807,857,000		134,642,833	134,642,833	134,642,833	134,642,833	134,642,833	134,642,833	
Capacity building of UTB staff	2	373,928,500	747,857,000	93,482,125	93,482,125	93,482,125	93,482,125	93,482,125	93,482,125	93,482,125	93,482,125

Recovery Activities	Qty	UNIT COST	TOTAL COST (UGX)	Q1 2020/21	Q2 2020/21	Q3 2020/21	Q4 2020-21	Q1 2021/22	Q2 2021/22	Q3 2021/22	Q4 2021/22
Undertake digitization of UTB operations focusing on virtual activity monitoring, communication systems, information sharing, enterprise registration, licensing and criminal tracking.	1	1,647,857,000	1,647,857,000	205,982,125	205,982,125	205,982,125	205,982,125	205,982,125	205,982,125	205,982,125	205,982,125
Train Ugandan diplomats to support tourism marketing and handling, and Visa/ consular staff in destination marketing	20	122,392,850	2,447,857,000	305,982,125	305,982,125	305,982,125	305,982,125	305,982,125	305,982,125	305,982,125	305,982,125
Support the strengthening of secretariats of the tourism private sector apex association and the member associations to ensure that they play a bigger role in enforcing professionalism, capacity building, lobbying and mobilization of the private sector actors. Support pursuit of sustainability accreditation for tourism businesses in Uganda	8	255,982,125	2,047,857,000	255,982,125	255,982,125	255,982,125	255,982,125	255,982,125	255,982,125	255,982,125	255,982,125
Invest in market intelligence and market research and ensure that decisions of the board are evidence-based and that the sector is properly guided with accurate and up to date information.	28	45,994,893	1,287,857,000	643,928,500			643,928,500				
Sub Total			13,996,570,000	1,591,089,125	3,623,588,958	1,675,731,958	2,319,660,458	1,675,731,958	1,081,803,458	1,081,803,458	947,160,625

Recovery Activities	Qty	UNIT COST	TOTAL COST (UGX)	Q1 2020/21	Q2 2020/21	Q3 2020/21	Q4 2020-21	Q1 2021/22	Q2 2021/22	Q3 2021/22	Q4 2021/22
Develop a comprehensive risk management framework for the tourism sector in Uganda	1	200,000,000	200,000,000	200,000,000							
Form a sector crisis management committee	1	20,000,000	20,000,000	2,500,000	2,500,000	2,500,000	2,500,000	2,500,000	2,500,000	2,500,000	2,500,000
Develop an e-learning platform and information centered on product knowledge for private sector	1	228,000,000	228,000,000	45,600,000	45,600,000	22,800,000	22,800,000	22,800,000	22,800,000	22,800,000	22,800,000
Create online data bank for high quality photographs, videos and other marketing materials; give all registered companies access to data bank	1	232,400,000	232,400,000	46,480,000	46,480,000	23,240,000	23,240,000	23,240,000	23,240,000	23,240,000	23,240,000
Supporting Media houses to gather and publish authentic tourism content on a monthly basis	8	50,000,000	400,000,000	50,000,000	50,000,000	50,000,000	50,000,000	50,000,000	50,000,000	50,000,000	50,000,000
Develop SOPs related to COVID-19 and related health issues and support integration of the same into operations of Hotels, restaurants, destination sites, tour operators and local communities. The Board will create a special incentive package to support adoption of these SOPs.	6	300,000,000	1,800,000,000	225,000,000	225,000,000	225,000,000	225,000,000	225,000,000	225,000,000	225,000,000	225,000,000
Pursue and strengthen public-private collaboration to enhance standards and quality assurance, especially with the local governments and the tourism private sector associations.	50	100,000,000	5,000,000,000		2,500,000,000		2,500,000,000				

Develop a comprehensive crisis management plan for destination Uganda to have proper actionBusinesss and strategies to guide the country out of future crises.	1	500,000,000	500,000,000				500,000,000				
Undertake registration of tourism operators in Uganda.	1	850,000,000	850,000,000		450,000,000			400,000,000			
Undertake licensing and ensure minimum standards in the tourism sector.	1	3,000,000,000	3,000,000,000		428571429	428,571,429	428,571,429	428,571,429	428,571,429	428,571,429	428,571,429
Undertake grading and classification of operators	5	200,000,000	1,000,000,000			166,666,665	166,666,667	166,666,667	166666667	166666667	166,666,667
Sub Total			13,230,400,000	569,580,000	3,748,151,429	918,778,094	3,918,778,096	1,318,778,096	918,778,096	918,778,096	918,778,096

Strategy 8: Support development and diversification of tourism products to meet the needs of targeted market segments

Recovery Activities	Qty	UNIT COST	TOTAL COST (UGX)	Q1 2020/21	Q2 2020/21	Q3 2020/21	Q4 2020-21	Q1 2021/22	Q2 2021/22	Q3 2021/22	Q4 2021/22
Product Profiling and Business Planning	3	70,000,000	210,000,000		70,000,000		70,000,000	70,000,000			
Profile cultural Tourism Product in Uganda	1	400,000,000	400,000,000	400,000,000							
Develop cultural tourism product (cultural centers)	1	8,000,000,000	8,000,000,000			2000000000	2,000,000,000	2,000,000,000	2000000000		
Development of new packages and circuits based on visitor interests, and strengthening or building whole value chains	8	250,000,000	2,000,000,000	250,000,000	250,000,000	250,000,000	250,000,000	250,000,000	250000000	250000000	250,000,000
Undertake renovation and upgrading of tourism sites	30	200,000,000	6,000,000,000		857,142,857	857142857.1	857,142,857	857,142,857	857142857.1	857142857.1	857142857.1

Undertake development of Namugongo Shrine into an all-year-round tourism attractionBusiness	1	1,000,000,000	1,000,000,000				1,000,000,000				
Lobby, source and facilitate production of a blockbuster movie on the Uganda Martyrs	2	60,000,000	120,000,000		60,000,000		60,000,000				
Introduce and run an end of year countdown drive	2	4,000,000,000	8,000,000,000		4,000,000,000			4,000,000,000			
Develop a dedicated portal for MICE to include a venue directory, meeting planning toolkits, and promoted Incentive experience in partnership with Trade members.	1	300,000,000	300,000,000		300,000,000						
Organize B2B engagements with business operators, big corporations and schools	8	250,000,000	2,000,000,000	250,000,000	250,000,000	250,000,000	250,000,000	250,000,000	250,000,000	250,000,000	250,000,000
Establish a national convention Centre to leverage the many benefits accruing from the MICE industry	1	3,850,000,000	3,850,000,000				3,850,000,000				
Branding and launch of MICE bureau	2	500,000,000	1,000,000,000	250,000,000	250,000,000	250,000,000	250,000,000				
National audit of MICE facilities	1	250,000,000	250,000,000		250,000,000						
Sub Total			33,130,000,000	1,150,000,000	6,287,142,857	3,607,142,857	8,587,142,857	7,427,142,857	3,357,142,857	1,357,142,857	1,357,142,857

Research and Monitoring

Recovery Activities	Qty	UNIT COST	TOTAL COST (UGX)	Q1 2020/21	Q2 2020/21	Q3 2020/21	Q4 2020-21	Q1 2021/22	Q2 2021/22	Q3 2021/22	Q4 2021/22
Carry out Quarterly Surveys in source markets to understand the core and emerging market dynamics	8	162,500,000	1,300,000,000	162,500,000	162,500,000	162,500,000	162,500,000	162,500,000	162500000	162500000	162,500,000
Monitoring activities (field visits)	8	40,000,000	320,000,000	40,000,000	40,000,000	40,000,000	40,000,000	40,000,000	40000000	40000000	40,000,000
Annual Subscription to online market intelligence platforms; Reviewpro, forward keys, UNWTO, OECD, Google, etc.	2	200,000,000	400,000,000		200,000,000			200,000,000			
Evaluation of Recovery Plan	1	350,000,000	350,000,000								350,000,000
Sub Total			2,370,000,000	202,500,000	402,500,000	202,500,000	202,500,000	402,500,000	202,500,000	202,500,000	552,500,000
Sub Total			237,578,520,000	29,716,052,280	39,662,417,113	30,862,589,278	46,416,690,280	31,381,972,613	21,175,086,613	17,641,516,613	20,722,195,209

Appendix 5: Logical Framework

Narrative Summary	Indicators	Data Source	Method of Data collection/ means of verification	Baseline	Targets/outputs	Stakeholders
Outcome 1: Strong tourism value chain actors	% of tourism actors who report business survival improved by implementation of Government Tourism sector crisis response plan	Tourism actors (accommodation facilities, tour operators, tour guides, destination sites, restaurants, community tourism initiatives and handicraft sellers)	Survey	0	100%	MTWA,UTB, UTA, TUGATA, UCOTA, UHOA
Output 1.1: Tourism Sector	Clear protocols and SOPs developed for the Tourism sector	UTB Records	Quarterly review	0	1	UTB
Crisis Response capacities developed	# of Tour operators trained on SOPs and protocols	UTB Records	Quarterly review	0		UTB
	% increase in number of tourists visiting National parks	UWA records	Quarterly review, Evaluation assessments	0	1.6 million business & leisure tourists by 2025	UWA, UTB
Outcome 2: Increased Leisure Arrivals	% Increase in number of Tourists visiting UWEC	UWEC records	Quarterly review, Evaluation assessment	0		UWEC, UTB
	% Increase in average number of days spent per tourist up to at least	MTWA records	Quarterly review, Evaluation assessment	0	10 days	MTWA. UTB, UHOA, UWA
	Interagency crisis communication committee in place and actively performing	UTB Records	Quarterly review	0	1	UTB
Output 2.1: Proactive communication (PR)	An integrated PR and communication strategy developed and applied	UTB Records	Quarterly review	0	1	UTB
conducted by UTB	Online tourism marketing strategy developed		UTB records	0	1	UTB
	# of online followership	UTB Records	Quarterly review	TBD	TBD	UTB
	# of MDR firms hired to market Uganda in core and emerging markets	UTB Records	Quarterly review	6	13	UTB
Output 2.2: Marketing activities rolled out in all	# of outbound tour operators selling Uganda in core and emerging markets	Regular monitoring	Quarterly review	TBD	TBD	UTB
core and emerging markets	# of tourism fairs and exhibitions in the core and emerging markets that local tour operators participate in	UTB Records	Quarterly review	TBD	TBD	UTB

Narrative Summary	Indicators	Data Source	Method of Data collection/ means of verification	Baseline	Targets/outputs	Stakeholders
Output 2.3: An improved visituganda.com site	A Functional, dynamic, and content rich Uganda tourism portal in place	Feedback from stakeholders	Key Informant Interviews with stakeholders	TBD	TBD	UTB, UTA, UHOA
Output 2.4 Meetings, Incentive, Conferences and	# Tourism private sector players trained on core operations	Activity records	Review of activity records	TBD	TBD	UTB
Events market developed and promoted	A national convention Centre in place	Convention Centre location	Observation	0	1	UTB
Output 2.5: Content developed for promotions and collaboration	# of promotional videos produced in seven languages i.e. English, German, Dutch, Arabic, Chinese, Kiswahili and Luganda	UTB Records	Review	TBD		UTB
	A photo database in place	UTB Records	Review	0	1	UTB
Output 2.6: Marketing activities rolled out in the	# of domestic awareness campaigns conducted	Activity records	Review	0	2	UTB
Domestic market	# of domestic market activations conducted	Activity records	Review	0	TBD	UTB
Output 2.7: Marketing activities rolled out in the Regional market	# of MDR firms hired to market Uganda in the Regional market	UTB Records	Review of records	0	1	UTB
	% increase in Registered Tourism firms	UTB Records	Review of records	0	150%	UTB
	% increase in Licensed Tourism actors	UTB Records	Review of records	0	150%	UTB
Outcome 3: Professionalized tourism	% increase in graded/classified tourism enterprises	UTB Records	Review of records	0	150%	UTB
private sector	% of firms with partnerships with medium and large outbound agents	Tourism actors (accommodation facilities, tour operators, tour guides, destination sites, restaurants, community tourism initiatives and handicraft sellers)	Survey	TBD	TBD	MTWA, UTB, UTA, TUGATA, UCOTA, UHOA)
Output 3.1: Sector players Skilled and professional	# of private sector players trained in core disciplines	Activity records	Review	0	All line sector focal staff	UTB & MUBs

Narrative Summary	Indicators	Data Source	Method of Data collection/ means of verification	Baseline	Targets/outputs	Stakeholders
Output 3.2: Tourism	# tourism firms registered	UTB Records	Review	TBD	TBD	UTB
Businesses registered, licensed, graded and	# of Tourism firms Licensed	UTB Records	Review	TBD	TBD	UTB
standards enforced	# of Tourism firms graded/ classified	UTB Records	Review	TBD	TBD	UTB
Outcome 4: Market- driven Tourism Product development	# of products profiling	UTB Records, product profiling survey	Review	TBD	TBD	UTB, MTWA
Output 4.1: Market driven Research Conducted	# of research studies conducted	UTB Records	Review	0	TBD	UTB
Output 4.2: Tourism products developed and diversified to meet the needs of the target market segments	# of products profiled and improved to better standards	UTB Records	Review	0	TBD	UTB
.1.1.Establish a crisis communication and management committee	UTB shall facilitate nomination process by developing a selection criterion for easy this shall synthesize, advice and supervise crisis communications on tourism during the current crisis and in the subsequent crises in the future. The committee will spearhead provision of timely and accurate communication about negative travel advisories, natural disasters, disease outbreaks, among others.	Activity records	Review	0	10 representatives from key line sectors selected to form a committee A Crisis Recovery Policy established 10 representatives from key line sectors selected to form a committee A Crisis Recovery Policy established 20 new markets adding to the old ones established in regional and domestic market 100 million followership online from identified markets One Q&A session per month in each market for 6 months. One contest per year running simultaneously in all the target markets – winners to meet in Uganda on their safaris 20 media houses based in different regions reached and collaborated with to promote tourism Higher return on investment from the partnerships	MTWA, Tourism Police, Media, private sector

Narrative Summary	Indicators	Data Source	Method of Data collection/ means of verification	Baseline	Targets/outputs	Stakeholders
1.1.2 Develop and implement an integrated strategy towards adaptation of SOPs including training and monitoring of implementation across the entire tourism value chain in Uganda.	Engagements shall be through workshops and retreats to agree on clear and inclusive SOPs	Stakeholders engagement and records	Review	0	1 Tourism Multi-sector SOPs manual will be developed	Min of Health, UWA, AUTO, USAGA, Min of Internal Affairs, CAA, airlines
1.1.3 Develop an information resource page on UTB website to provide up to date information on the measures put in place to ensure safety of visitors as well as share updates on important developments in destination Uganda.	 A functional dedicated information page on official Uganda tourism portal Increased number of updates provided per week 	Activity records	Review	0	Page updated a minimum of twice a week	Min of Health
1.1.4 Regional Training workshops for tour operators, hotel owners, guides about implementation of protocols on health safety measures	 Training Guidelines produced Increased number of stakeholders communicating guidelines through their websites and other communication channels 	Activity records	Review	0	To conduct 10 regional trainings in the 5 regions of Uganda	UTB, UTA
1.1.5 Supervision activities of health guidelines along the entire value chain of the tourism sector	Inter-coordinated supervision committee established Supervision manual and standard reporting templates on performance of SOPs observance developed and line stakeholders engaged.	Activity records	Review	0	100% of travel hotel companies and tour operators redesign and showcase mechanisms of how to handle guests	Min of Works & Transport, traffic police
1.1.6 Low interest Loan for implementation of SOPs to tour operators, travel companies, hotels, etc.	Engaging and supporting Private sector tourism business to have capacity to implement SOPs	AUTO records and Ministry of finance records	Review	0	600 hotels, 318 TOs and all Travel companies 100% of employees that interact with visitors have knowledge, materials and resources to implement SOPs.)	EU, World Bank
1.1.7 Engage Ministry of Finance Planning and Economic Development and development partners to provide a liquidity grant through UDB to allow companies attain minimum operations including paying staff salaries to preserve jobs, to create content for marketing activities, website improvement etc.	 Tourism jobs preserved regained and new ones created Level Websites improved New content for marketing created. 	Activity records	Review	0	100% of travel hotel companies and tour operators redesign and showcase mechanisms of how to handle guests	Min of Works & Transport, traffic police

Narrative Summary	Indicators	Data Source	Method of Data collection/ means of verification	Baseline	Targets/outputs	Stakeholders
1.1.8 Engage Ministry of Finance Planning and Economic Development to support the sector with a low interest loan through UDB for implementation of SOPs, and adoption of sustainability practices that will be part of the new normal.	 Increasing liquidity in the tourism industry and economy Engage Ministry of Finance to ensure that Loans paid back to the banks without leading collapse of business. Businesses saved from shutting down. Jobs recovered 	Activity records	Review	0	250,000 workers in Tour Operation Companies, hotels, restaurants, safaris, retain their Jobs.318 Tour companies don't close/shut down.	Min Finance, UTB, EU, World Bank
1.1.9 Pay all outstanding arrears to the operators who supplied UTB with services and goods on credit.	First all profile those operators and engage them to know how much each operator needs	Activity records	Review	0	All service providers owed by UTB	UTB, Min Finance
1.1.10 Support the private sector to participate in trade fairs and marketing activities in key source markets by meeting at least 70% of the participation costs.	 Increased prospects and eventual bookings made by the private sector through trade fairs Increased number of private sector operators supported to attend trade fairs 	Activity records	Review		Higher return on investment from trade fairs Increased participation by the private sector in trade fairs More than 40% monetary earned value of what will be invested	UTB, Min Finance, UTA
1.1.11 Support the private sector in organizing Fam trips for their partners/agents/media through a cost sharing arrangement.	 Increase in number of packages sold through partnerships in source markets Increase in number of companies in the source markets promoting destination Uganda beyond gorillas 	Activity records	Review	0	All tour operators having partners from source markets selling Ugandan packages.	UWA, airlines

Narrative Summary	Indicators	Data Source	Method of Data collection/ means of verification	Baseline	Targets/outputs	Stakeholders
1.1.12 Lobby UWA to consider halting the planned increase in prices and instead offer 20% discounts for all Ugandan-registered tour companies for the next 2 years in all the savannah national parks	% increase in number of consumers booking safaris to Uganda	Activity records	Review	0	Increased business for all operators across the tourism value chain	UWA, destination sites, hotels, and restaurants
1.1.13 Lobby UWA to suspend charging of concession fees for operators in the wildlife protected areas for twelve months starting June 2020.	 Reduced cost of doing business. Favorable prices to attract tourists 	Activity records	Review	0	100% of Tourism Private sector investors, Hoteliers keep in business	Min of Finance, URA, UWA
1.1.14 Lobby UWA to offer a free gorilla permit for 15 permits sold by a tour operator and taking the same visitors to at least 3 other national parks for twelve months starting June 2020.	Engaging UWA to have a common supportive position	Activity records	Review	0	Permits worth US\$ 30 million to be sold per year	Min of Finance, UWA
1.1.15: Lobby UWA to waive all fees and taxes for commercial film making in any destination in Uganda for the next two years to allow for generation of content and promotion of destination Uganda.	 Increase in commercial filming revenue Increase in the number of photography safaris 	Activity records	Review	0	1000 film events to be lured to destination sites	Min of Finance, UWA
1.1.16: Lobby UWA to offer 30% discount (UWA activities, accommodation, transport) towards the public sector and corporate companies who can host meetings in any of the protected areas in Uganda for the next two years. Have a special rate for corporate guests returning with families.	 Increase in the number of corporate incentive travel in protected areas and other key destination regions Increase in number of domestic travelers returning to protected areas and other destination areas having initially visited as part of corporate activities 	Activity records	Review	0	Increase in corporate travel and events in protected areas	UACII, UCB

Narrative Summary	Indicators	Data Source	Method of Data collection/ means of verification	Baseline	Targets/outputs	Stakeholders
2.1.3 Execute recovery travel campaign promotions locally, regionally and internationally		MDRs and PR firms reports	Annual performance assessment		100 million followership online from identified markets Quarterly awareness campaigns run 60% of people in target source markets reached with each campaign	MTWA, Media, Private sector
2.1.4 Use digital webinars to organize Q&A sessions with high-profile tourism personalities for audiences from different source markets on important topics to primarily create awareness about destination Uganda	 Increase in the number of Q&A sessions held in each source market Increased number of people reached with the sessions in each market 	UTB records		0	One Q&A session per month in each market for 6 months.	MTWA, MDRs, UTA
2.1.5 Run an online contest targeting core and emerging markets, with winners receiving fully paid trips to Uganda's prime products as a way of promoting destination awareness and building visitor confidence	Level of destination Uganda brand awareness		Mind Term evaluation	0	One contest per year running simultaneously in all the target markets – winners to meet in Uganda on their safaris	MTWA, MDRs & UTB
2.1.6 Undertake destination profiling – story telling through media influencers and group travel enthusiasts.	 Increased number of tweets posts week for each media per week Increased number of followers from the source markets Rate of conversion having regional based mainstream media coverage 		Review		100 million followership online from identified markets & 20 regional based local media house used to deliver tourism content	AUTO, USAGA, TGFU, UHOA, NACCAU; Media partnerships: NTV, NBS, UBC and Bukedde, Chimp Reports, New Vision Online, Daily Monitor Online and Chimp reports

Narrative Summary	Indicators	Data Source	Method of Data collection/ means of verification	Baseline	Targets/outputs	Stakeholders
2.1.7 Execute media briefings, media field trips to tourist destinations, media releases and media tours	Increased number of tourists because of media coverage		Review	0	20 media houses based in different regions reached and collaborated with	AUTO, USAGA, TGFU, UHOA, NACCAU; Media partnerships: NTV, NBS, UBC and Bukedde, Chimp Reports, New Vision Online, Daily Monitor Online and Chimp reports
2.1.8 Use internal communication platforms to ensure that all tourism MDA staff are informed on all the undertakings in regards to UTB's recovery plan for the destination.			Review	0		UTB, MTWA, UWA
				0		
2.2.1 Create, launch and operationalize a new cohesive, consistent and well researched destination Uganda Pearl of Africa Brand in 11 Global Markets namely USA, Canada, UK, Germany, Austria, UAE, China, Japan, India, Belgium, Netherlands, South Africa.	 Existence of a consistent destination Uganda brand across all markets Increase in number of organizations and companies consistently using the destination Uganda brand 		Review	0	Promotion of a consistent brand identity of destination Uganda across all markets 100%Adoption of the national brand by export firms, corporate organizations and all government agencies	UTB, MTWA
2.2.2 Increase the Market Destination Representatives from current 6 to 13 firms, with additional markets being the France, India, Belgium, Netherlands, South Africa, Kenya and Nigeria			Review		7 more destination representatives hired	UTB, MTWA

Narrative Summary	Indicators	Data Source	Method of Data collection/ means of verification	Baseline	Targets/outputs	Stakeholders
2.2.3 Activate Partnerships with all foreign missions in the international markets to spearhead PR efforts and liaison with the MDR firms. This will be coupled with branding of all embassies in the source markets.	 Increased number of awareness about brand Uganda Increase in the number of tourists from these source markets. 		Review		All core markets, emerging markets, regional and domestic market	UTB, MTWA
2.2.4 Appoint a Digital Marketing Agency to Support introduction of live virtual tours and ensure wide reach in key source markets, produce promotional video clips targeting key segments in the core and emerging markets, boost destination Uganda social media advertising focusing on Instagram, twitter, Facebook, WeChat, and LinkedIn and run these in major online travel channels in each market.	Increase in the number of people in source markets reached by the virtual tours		Review		Cover all target markets, and to be run by private sector with UTB support	UTB, MTWA
2.2.5 Engage major outbound tour operators in each market and offer them exclusive behind the scene experiences: gorilla habituation, chimpanzee habitation, lion research, Rwenzori trekking, Karamajong kraal night experience, birding, white water rafting, etc. with the purpose of raising awareness and initiating partnerships with the Ugandan operators.	 Increased number of reputable outbound operators exposed to real behind the scenes experiences Increased number of packages promoted and sold by the outbound operators 		Review		100% of all the outbound tour operators involved in the program	UTB, MTWA

Narrative Summary	Indicators	Data Source	Method of Data collection/ means of verification	Baseline	Targets/outputs	Stakeholders
2.2.6 Engage major OTAs and other travel booking companies and run specific well targeted digital promotional campaigns per market: have a Uganda channel on their sites and play custom-made videos, share visitor experience highlights, stories from local communities or operators, and link to photo gallery and UTB main site. The OTAs to engage will be Expedia, Bookings. com, Trip Advisor, safariBookings, and TourRadar. Specific source market OTAs will also be engaged.	 Increased number of packages sold through each booking engine per market Increased number of visitors to Uganda's official tourism portal through each of the booking engine Number of clicks to Uganda's promotional link on each of the booking engine Conversion rate through the booking engines 		Review		At least 50% of Ugandan operators generating business through the major booking engines in each target market.	UTB, MTWA
2.2.7 Carry out travel advisor education programmes in the different markets, educating insurance firms, outbound tour consultants, journalists, and tour leaders about destination Uganda.	Do this through webinars, provision of content (digital collateral), social media, site banners, email communications		Review		Increased image of destination Uganda among travel influencers in both the core and emerging markets	UTB, MTWA
2.2.8 In each market, identify at least five big B2B companies and have them directly engage all other sellers in their network to sell packages about Uganda. Support the Ugandan operators to obtain the essential requirements necessary for compliance and partnerships.	Increased number of trips generated through B2B companies in each of the target markets		Review		Increased sell of destination Uganda packages through medium and large size B2B companies in the source markets	UTB, MTWA

Narrative Summary	Indicators	Data Source	Method of Data collection/ means of verification	Baseline	Targets/outputs	Stakeholders
2.2.9 Build linkages, and participate in targeted high impact tourism fairs in the core and emerging markets	 Increased prospects and eventual bookings made by the private sector through trade fairs Increased number of private sector operators supported to attend trade fairs 		Review		Higher return on investment from trade fairs	UTB, MTWA
2.2.10 Support creation of, and facilitate functioning of Uganda Joint tourism marketing committee	Highly efficient and effective committees that have representation from private sector and other stakeholders		Review		Timely response and management of crises affecting tourism Increased participation of the private sector in marketing and promotion of tourism in Uganda	UTB, MTWA
2.3.1 Offer "suggested itineraries" based on market and product intelligence. Link the itineraries to relevant tourism providers in the website's Service Directory.	Functional portals for visit Uganda	Feedback from stakeholders	Key Informant Interviews with stakeholders	TBD	TBD	UTB, UTA, UHOA
2.3.2 Ensure a dynamic relationship between Destinations and Activities on visituganda.com as some travelers might conduct research with a destination-first approach while others conduct research with a product-first approach. Present "what to do and see in in different destinations", leading them to activities and attrBusinesss, and vice versa.	Functional portals for visit Uganda	Feedback from stakeholders	Key Informant Interviews with stakeholders	TBD	TBD	UTB, UTA, UHOA

Narrative Summary	Indicators	Data Source	Method of Data collection/ means of verification	Baseline	Targets/outputs	Stakeholders
2.3.3 Enhance content quality to include video, useful booking features and traffic analysis	Global dynamic display advertising campaign implemented through various ad serving platforms		Review			UTB
2.3.4 Search Engine Optimization (SEO) and Search Engine Marketing (SEM)	All of Visit Uganda's pages positioned among the top 10 searches for all relevant keywords		Review			UTB
2.3.5 Integrate virtual reality, augmented reality, artificial intelligence, meta data-based search tools, mobile devise optimized and geospatial enabled applications.	All of Visit Uganda's pages positioned among the top 10 searches for all relevant keywords		Review			UTB
			Review			
2.4.1 Branding and launch of MICE bureau	 Existence of a consistent MICE Uganda brand across all markets Increase in number of organizations and companies consistently using the MICE Uganda brand 		Review		*Promotion of a consistent brand identity of MICE Uganda across all markets * Adoption of the MICE brand by export firms, corporate organizations and all government agencies	
2.4.2 National audit of MICE facilities	 An inventory of MICE facilities in Uganda Investment opportunities for MICE 		Review			
2.4.3 Certification and training in MICE and incentives			Review			
2.4.4 Virtual reality training			Review		4 virtual reality training done	

Narrative Summary	Indicators	Data Source	Method of Data collection/ means of verification	Baseline	Targets/outputs	Stakeholders
2.4.5 Strengthen operationalization of the MICE Bureau by recruiting key staff to undertake core functions of the Bureau			Review			
2.4.6 Develop a dedicated portal for MICE to include a venue directory, meeting planning toolkits, and promoted Incentive experience in partnership with Trade members.	Functional portals for visit Uganda and MICE Uganda		Review		Functional, dynamic and content rich Uganda tourism and MICE portals.	
2.4.7 Organize B2B engagements with business operators, big corporations and schools	Increased number of trips generated through B2B companies in each of the target markets		Review		Increased sell of destination Uganda packages through medium and large size B2B companies in the source markets	
2.4.8 Undertake skilling and building of capacity for MICE operators to become more professional and guide in the MICE industry	 Increased number of companies trained Increased number of companies applying the newly trained skills 		Review		250,000 staff of tour operator and 100% of hotel workers trained	
2.4.9 Establish a national convention Centre to leverage the many benefits accruing from the MICE industry	# of National Conventional Centers		Review		1 National convention Centre established	
2.4.10 Undertake online Market Research and Intelligence - monitor online chatter to collect insights on choice destinations, financial needs and competitor activities to inform after lockdown social media, video and GDN campaigns.	MICE market study report		Review		Identification of all potential market segments and strategies on how to reach them	
			Review			

Narrative Summary	Indicators	Data Source	Method of Data collection/ means of verification	Baseline	Targets/outputs	Stakeholders
2.5.1 Production of translated Video content for the foreign Missions abroad	 Increase in the number of brand awareness campaigns run Increase in the number of people reached with each campaign 		Review		All core markets, emerging markets, regional and domestic market	
2.5.2 Procurement of destination collateral, scriptures for placement at key embassies			Review			
2.5.3 Procurement of Electronics (TVS, LED screens) and Display kiosks to display tourism content in select embassies and High Commissions			Review			
2.5.4 Contribution towards Uganda nights and destination activations			Review			
2.5.5 Membership Costs & Activations at USTOA			Review			
2.5.6 Membership with Canada Tour Operators Association			Review			
2.5.7 Membership Sponsorship with the East Asia Tour Operators Association			Review			
2.5.8 Collaboration with the British Tour Operators Association			Review			
2.5.9 Membership with key African Tourism markets & Subscription to key Tourism Events & Activations covering Mountaineering, Birding, Religion & Luxury Tourism			Review			

Narrative Summary	Indicators	Data Source	Method of Data collection/ means of verification	Baseline	Targets/outputs	Stakeholders
2.5.10 Promotion of Destination Online Travel Agents (Bookings.com, TripAdvisor, Expedia)			Review			
2.5.11 Promotion of Destination Uganda though Targeted Marketing Communications to stakeholders around the world	 Increase in the number of brand awareness campaigns run Increase in the number of people reached with each campaign 		Review		All core markets, emerging markets, regional and domestic market	
2.5.12 Participation in key tourism expos, roadshows, sales missions and exhibitions			Review			
2.5.13 Advertising and Promotion on key Print and Broadcast media in the key source markets through intensive marketing campaigns			Review			
2.5.14 Destination Sales promotions during roadshows, sales missions and in country drives			Review			
2.5.15 Digital Marketing campaigns; social media marketing, online marketing, online partnerships, Search Engine Marketing, Search Engine Optimization etc.			Review		100,000 clips to be developed and shared	
2.5.16 Online Public Relations and crisis Management			Review			
2.5.17 Email Marketing using partnerships with large databases, MDR data bases			Review			

Narrative Summary	Indicators	Data Source	Method of Data collection/ means of verification	Baseline	Targets/outputs	Stakeholders
2.5.18 Travel trade and media familiarization trips			Review			
2.5.19 Activation of Influencer trips into Uganda such as the Back to the Source Celebrity Fam Excursions.			Review			
2.5.20 Niche marketing for select tourism segments such as Birding, Mountaineering, Adventure, faith tourism and ecotourism for enthusiasts using targeted marketing, branded communities and select publications such as Bird Watch, Travel Weekly, Etc.			Review			
2.5.21 Production of branded Destination collateral such as E-brochures, Discover Uganda Magazines, brochures, fliers and catalogues. The high-resolution images and videos shared over the multiple communication channels.			Review			
2.5.22 Global communication concept designs, Newsroom Campaigns and translations in key core markets			Review			
			Review			
2.6.1 Launch of the new Pearl of Africa Brand domestically.			Review			
2.6.2 Content development for the online platforms sharing			Review		2000 partners to be formed	

Narrative Summary	Indicators	Data Source	Method of Data collection/ means of verification	Baseline	Targets/outputs	Stakeholders
2.6.3 Design & roll out of 2 domestic awareness campaigns			Review		2 campaigns	
2.6.4 Launch the Kampala, Entebbe, Jinja Project aimed at boosting domestic Tourism in Kampala and the satellite districts.			Review			
2.6.5 Launch a domestic Tourism drive in partnership with the newly created regional cities			Review		10 regional city festivals while launching cities	
2.6.6 Conduction of domestic tourism Research and Surveys	Domestic market study report		Review		Identification of all potential market segments and strategies on how to reach them	
2.6.7 Domestic Tourism Media Fam trips	#of Ugandan residents travelling domestically as a result of media coverage		Review		Increase in travel directly attributable to activities of the media in Uganda	
2.6.8 Engage destination sites, accommodation facilities and tour operators to have special rates for corporate team building activities, and return guests afterwards – support in organizing B2B engagements between the operators and the corporate companies.	#of corporate incentive travel in protected areas and other key destination regions #of domestic travelers returning to protected areas and other destination areas having initially visited as part of corporate activities		Review		Increase in corporate travel and events in protected areas	
2.6.9 Launch and roll out quarterly domestic market activations including 4 regional Tulambule Campaigns targeted at domestic travelers	Increase in the number of Ugandans visiting Uganda # of EAC travelers visiting national parks and other key attrBusiness sites		Review		At least 20% increase in domestic visitors to the national parks and other attraction sites	

Narrative Summary	Indicators	Data Source	Method of Data collection/ means of verification	Baseline	Targets/outputs	Stakeholders
2.6.10 Cultivate partnerships with leading local telecoms, MTN and Airtel Uganda to create awareness and joint promotion of tourism sites through the "Travel & Share Campaign".			Review			
2.6.11 Support private sector digital initiatives that appeal and attract domestic tourism spending. Run a competition among the youth to produce the digital solution.	 #of digital applications promoting domestic tourism in Uganda Volume of domestic traffic through the digital solutions 		Review		Increase in use of digital solutions to promote domestic tourism	
2.6.12 Develop Loyalty incentive schemes in hospitality, collaborating with UHOA and other hospitality facilities to develop and introduce a Domestic Travel Card			Review		100,000 cards sold	
2.6.13 Corporate Social Responsibility in 4 tourism regions	Increase in the number of Ugandans visiting Uganda # of EAC travelers visiting national parks and other key attractions sites		Review		At least 20% increase in domestic visitors to the national parks and other attractions sites	
2.6.14 Sponsorship of Travel Shows			Review			
2.6.15 Private Public partnerships	 #of digital applications promoting domestic tourism in Uganda Volume of domestic traffic through the digital solutions 		Review		Increase in use of digital solutions to promote domestic tourism	
2.6.16 Tourism Cluster support			Review			
2.6.17 Training of district tourism officers			Review			

Narrative Summary	Indicators	Data Source	Method of Data collection/ means of verification	Baseline	Targets/outputs	Stakeholders
2.6.18 Production of High-resolution Photos and videos			Review			
2.6.19 Production of Promotional Materials			Review		100,000 clips to be developed and shared	
2.6.20 Virtual reality	Increase in the number of people in source markets reached by the virtual tours		Review		Cover all target markets, and to be run by private sector with UTB support	
2.6.21 Maximize investment in International Market Representation			Review			
2.6.22 Facilitate Missions abroad to interact with travel media and content creators and to undertake marketing and promotion activities in the source markets	Increased number of awareness about brand Uganda Increase in the number of tourists from these source markets.		Review		All core markets, emerging markets, regional and domestic market	
2.6.23 Promote domestic and regional tourism through events (cultural, sports, music)			Review			
			Review			
2.7.1 Launch the New Destination Uganda Brand within the East African region	 # of EAC residents visiting Uganda # of EAC travelers visiting national parks and other key attractions sites 		Review		At least 20% increase in EAC visitors to the national parks and other attractionsites	
2.7.2 Appoint a Market Destination Representative Firm for the East African region			Review		2 MDR Firms to promote local and Regional tourism	

Narrative Summary	Indicators	Data Source	Method of Data collection/ means of verification	Baseline	Targets/outputs	Stakeholders
2.7.3 In partnership with the EAC member states, develop a catalogue for tourism offerings and preferential rates for the EAC regional tourism market			Review		EAC Covid 19 aviation protocol developed	
2.7.4 Partner with Uganda Airlines to run specialized fares and promotions to boost regional business Tourism			Review		A 20% reduction in airfares transport to for first 6 months of operation	
2.7.5 Support the private sector to jointly package and promote thematic multi-country tour products and thematic events in EAC destinations			Review		2000 events	
2.7.6 Production of market specific Promotional materials: videography, photography, print			Review		A digital video and high quality photo data base shall be developed	
2.7.7 Develop digital story-telling materials aimed at engaging the MSMEs, youth and women within the EAC region			Review			
2.7.8 Undertake production and distribution of promotional materials at different regional border points to create destination awareness.			Review			
2.7.9 Run online advertising campaigns to boost destination Uganda awareness (4 quarters)			Review		10 domestic media houses to be contracted and 15 bloggers	

Narrative Summary	Indicators	Data Source	Method of Data collection/ means of verification	Baseline	Targets/outputs	Stakeholders
2.7.10 Adverts in Regional Newspapers(Per Quarter) in 2 newspapers			Review			
2.7.11 Inflight Magazines (per Quarter in 2 magazines per country)			Review		Joint advertising through 30 air lines in terms of video clips in air crafts	
2.7.12 Creation of digital tourism marketing content such as regional virtual tours: Martyrs Trail, Rafting, Source of the Nile, Gorillas			Review			
2.7.13 Training of Tour Operators in digital/contactless service provision			Review		All nodes of the tourism value chain	
2.7.14 Fam trips	Increase in number of people trained in quality assurance standards, website professionalizing, product knowledge, marketing and health & safety regulations. General and specific skills level of tourism suppliers in Uganda		Review			
			Review			
3.1.1 Conduct skilling programs for tourism service providers enforcement and compliance to minimum quality assurance standards; product knowledge; marketing (MICE and leisure)	#of companies trained #of companies applying the newly trained skills		Review		250,000 staff of tour operator and 100% of hotel workers trained	

Narrative Summary	Indicators	Data Source	Method of Data collection/ means of verification	Baseline	Targets/outputs	Stakeholders
3.1.2 Support impact-oriented training in digital operations: marketing, bookings, operations management, virtual tour experiences, market research, client tracking, etc.	Increase in number of people trained in quality assurance standards, website professionalizing, and product knowledge and marketing and health & safety regulations. General and specific skills level of tourism suppliers in Uganda		Review		All nodes of the tourism value chain	
3.1.3 Conduct trainings for private sector on implementation of SOPs	Guidelines produced Increased number of stakeholders communicating guidelines through their websites and other communication channels		Review		Effective communication of SOPs to agents and prospective clients	
3.1.4 Conduct trainings on company recovery strategy including aspects on marketing, business operations, integration of sustainability practices, pricing, terms and conditions of service, human resources management and product expansion.			Review			
3.1.5 Conduct communication training on destination brand for media and private sector			Review			
3.1.6 Organize quarterly or annual media seminars for journalists, writers, editors, and social media influencers.	#of Ugandan residents travelling domestically as a result of media coverage		Review		Increase in travel directly attributable to activities of the media in Uganda	

Narrative Summary	Indicators	Data Source	Method of Data collection/ means of verification	Baseline	Targets/outputs	Stakeholders
3.1.7 Undertake digitization of UTB operations focusing on virtual activity monitoring, communication systems, information sharing, enterprise registration, licensing and criminal tracking.	 #of operations are that digitized #of staff that are proficient in the digital technologies used by UTB efficiency level of UTB operations 		Review		A digitally savvy UTB	
3.1.8 Facilitate IT infrastructure access by the tourism private sector through working with NITA to support extension of network connectivity.	Extent of ICT infrastructure reach to the tourism facilities Adoption of digital technologies in the tourism private sector		Review		An enabling environment to support adoption of ICT in tourism	
3.1.9 Conduct a national customer service improvement program in preparation for the opening of the sector: starting from foreign missions throughout immigration, tourism operators, traffic and tourism police and local communities.	#of people trained in customer service Level of visitor satisfBusiness with tourism services		Review		All actors that serve visitors	
3.1.10 Provide support to private- sector led initiatives which contribute to professionalizing the sector through developing products, training staff and tour guides and sharing innovative concepts.	#of tourism enterprises supporting professionalization of the tourism sector		Review		Higher levels of innovation and creativity supported through a clear incentives scheme	
3.1.11 Provide guidance on training and skilling content, quality assurance and coordination throughout the sector to allow private sector play a role in training of their staff.			Review			

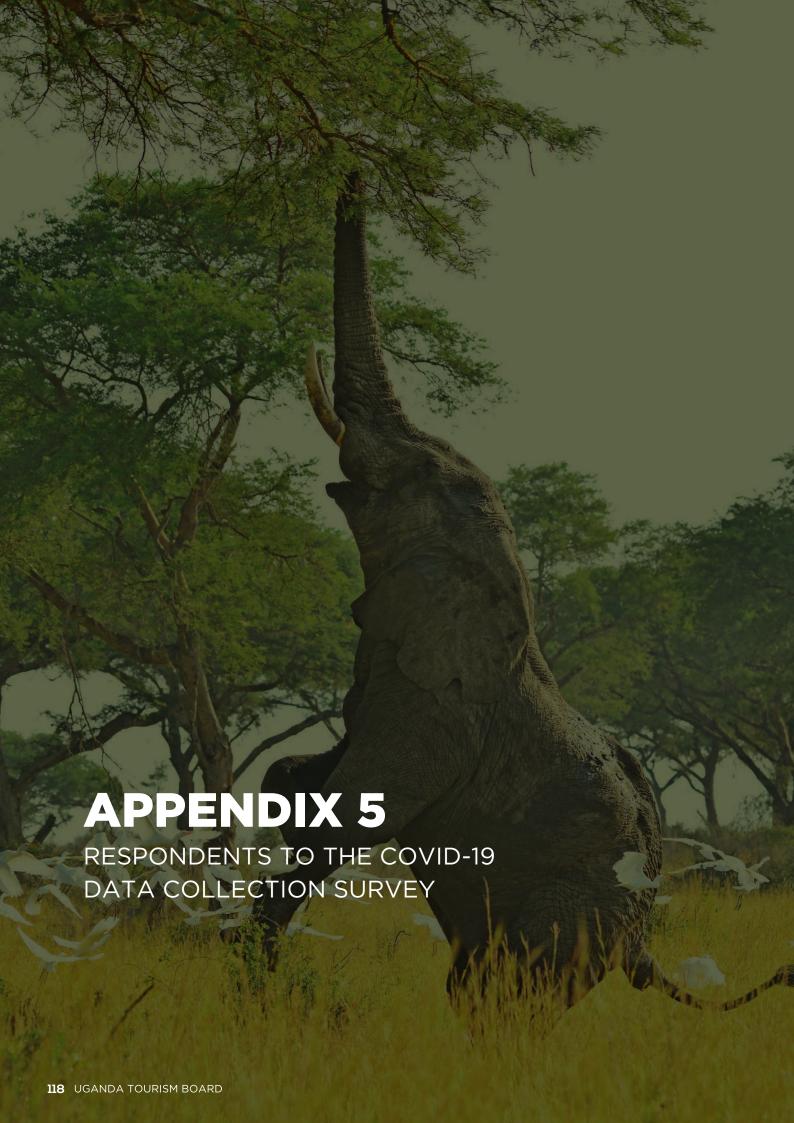
Narrative Summary	Indicators	Data Source	Method of Data collection/ means of verification	Baseline	Targets/outputs	Stakeholders
3.1.12 Share relevant information and support the private sector in taking the necessary measures in regard to legal requirements regarding insurance, consumer protection laws or data protection regulations, which should be known to and complied with by any tourism operators offering services in the core and emerging markets.	#of tourism private sector players supported and complying with consumer protection laws, data protection regulations, liability and bankruptcy insurance expected by the source market suppliers.		Review		A tourism private sector meeting the standards expected by outbound operators in core and emerging source markets	
3.1.13 Support the strengthening of secretariats of the tourism private sector apex association and the member associations to ensure that they play a bigger role in enforcing professionalism, capacity building, lobbying and mobilization of the private sector actors.	#of tourism companies with international sustainability accreditation		Review		A tourism private sector generally upholding sustainability practices	
			Review			
3.2.1 Develop SOPs related to COVID-19 and related health issues and support integration of the same into operations of Hotels, restaurants, destination sites, tour operators and local communities. The Board will create a special incentive package to support adoption of these SOPs.	#of tourism facilities adhering to health and safety protocols in Uganda		Review		High adoption of health and safety protocols throughout the tourism sector	

Narrative Summary	Indicators	Data Source	Method of Data collection/ means of verification	Baseline	Targets/outputs	Stakeholders
3.2.2 Pursue and strengthen public-private collaboration to enhance standards and quality assurance, especially with the local governments and the tourism private sector associations.	#of MOUs signed activities on which collaboration for standards enforcement exists		Review		UTB effectively working with URA, URSB, UIA, NEMA, UTA and selected local governments to enforce standards in the tourism sector	
3.2.3 Develop a comprehensive crisis management plan for destination Uganda to have proper Businesss and strategies to guide the country out of future crises.	A comprehensive crisis management plan		Review		High quality robust response, warning and preparatory strategies quality assured by the UTB's Crisis Committee	
3.2.4 Undertake registration of tourism operators in Uganda. Make it mandatory for each newly registered entity to have a minimum sustainability certification as well.	Database of tourism operators in Uganda		Review		100% registration of operators in the tourism industry of Uganda	
3.2.5 Undertake licensing and ensure minimum standards in the tourism sector.	#of licensed tourism enterprises/ operators per quarter		Review		100% licensing of tourism operators	
3.2.6 Undertake grading and classification of operators	#of tourism facilities graded per quarter		Review		All facilities serving tourists	

Narrative Summary	Indicators	Data Source	Method of Data collection/ means of verification	Baseline	Targets/outputs	Stakeholders
3.2.7 Pursue sustainability accreditation for tourism businesses in Uganda. Strengthen the cooperation between UTB and UTA as an umbrella organization for tourism associations to facilitate adoption of internationally recognized sustainability systems like Travelife and TourCert.	#of tourism companies with international sustainability accreditation		Review		A tourism private sector generally upholding sustainability practices	
3.2.8 Develop an e-learning platform and information Centre on product knowledge for private sector			Review			
3.2.9 Create online data bank for high quality photographs, videos and other marketing materials; give all registered companies access to data bank	Data collected through the installed system		Review		Collect information from 100% of the licensed tourism private operators	
3.2.10 Supporting Media houses to gather and publish authentic tourism content on a monthly basis	#of Ugandan residents travelling domestically as a result of media coverage		Review		Increase in travel directly attributable to activities of the media in Uganda	
			Review			
4.1.1 Carry out Quarterly Surveys in source markets to understanding the emerging market dynamics			Review			MDRs, International agencies like CBI (Netherlands), Universities, MTWA
4.1.2 Conduction of domestic tourism Research and Surveys	domestic market study report		Review		Identification of all potential market segments and strategies on how to reach them	Universities, MTWA

Narrative Summary	Indicators	Data Source	Method of Data collection/ means of verification	Baseline	Targets/outputs	Stakeholders
4.1.3 Conduct National Tourism Product Audit			Review			
4.1.4 Invest in market intelligence and market research and ensure that decisions of the board are evidence-based and that the sector is properly guided with accurate and up to date information.	Development of a strong brand narrative to guide all product development and marketing efforts		Review			
			Review			
4.2.1 Product Profiling and Business Planning			Review			Development partners & UTA
4.2.2 New circuits Development			Review			
4.2.3 Development of Pilot Products in Kampala, Entebbe, Jinja	One to two day city tourism products developed for local visitors		Review		Independence Monument developed, 5 tourism bus stations established, come to Kampala campaign run every quarter	Development partners & UTA
4.2.4 Support the private sector in the development and promotion of tourism circuits and products, tapping into existing initiatives, regional tourism clusters and networks of upcountry accommodation and local activities			Review			
4.2.5 Undertake renovation and upgrading of tourism sites			Review			

Narrative Summary	Indicators	Data Source	Method of Data collection/ means of verification	Baseline	Targets/outputs	Stakeholders
4.2.6 Undertake development of Namugongo Shrine into an allyear-round tourism attraction: conduct feasibility study, support development of auxiliary products and circuits connecting the shrines to other attraction			Review		1 research study	Development partners & UTA
4.2.7 Lobby, source and facilitate production of a blockbuster movie on the Uganda Martyrs	Uganda established as a destination for film production; Collaborations with film houses		Review			Development partners & UTA, UCC
4.2.8 Introduce and run an end of year countdown drive			Review			
4.2.9 Virtual Product Development	Pilot project developed and tested to be used as benchmark for VR product development		Review		Virtual tourism service experience twice a month in different market audiences	Development partners & UTA
4.3.1 Lobby for Incentives for domestic tourism investors			Review			



Appendix 5: Respondents to the COVID-19 data collection survey

#	Respondent	Organization/Title
1.	Innocent Manda	Pearl Afric – Director.
2.	Tour Operator	Wild Frontiers- Josephine- Reservations
3.	Theo Vos	Founder and Director Karatunga and Karamoja Safari Camp
4.	Crammy Wanyama	Avian Safaris – Owner
5.	Wim Kok	Lodge Owner and Director Mutanda Lake Resort & Turaco Treetops
6.	Eunice	Hotels & Lodges/ Ihamba Lodge — Marketing and Reservations Officer
7.	Immaculate	KIBALE GUEST COTTAGES – Owner
8.	Frank Wataka	Tour Guide
9.	Paul Mbanza	Tour Guide
10.	Moses Chemonges	Tour Guide And Regional Activity Provider Sipi Falls
11.	Martha Nansamba -	Ngamba Island – Marketing Officer
12.	Edgar Batte	Senior Staff Correspondent - The Daily Monitor
13.	Martijn Haarlar	Ukarimu - Open Source Online Tourism Curriculum
14.	Daan Oxener / Juma Chebet	Elgon Tourism Development Network - Coordinators
15.	Faisal KIWEWA	Bayimba Foundation - Executive Director
16.	Teesa Bahana	Director - 32 Degrees Art Fund
17.	Patrick Idringi "Salvado"	Comedian And Director "Africa Laughs"
18.	Julius Kyazze And Benon Mugumbya	Swangs Avenue Production House And Events
19.	Joel Sebunjo	Folk Music Artist
20.	David Bradford Nguru	Rwenzururu Kingdom - Tourism Official
21.	Birungi A Sheila	Busoga Kingdom - Tourism Officer
22.		Buganda Kingdom

#	Respondent	Organization/Title
23.	Amia Pamela	Chimp Reports - Tourism And Travel Features Writer.
24.	Julius Luwemba	New Vision - Tourism And Travel Features Writer.
25.	Kisekka Edward	Nbs Reporter
26.	Irene Namajja	Tourism Reporter - Nbs
27.	Peter Mwanja	UACII - Treasurer UACII
28.		Mice Uganda
29.	Ronald Mubiru	KCCA -Tourism Officer
30.	Vanice Dawa	KCCA
31.	Alex Asiimwe	Assistant Commissioner, Finance and Planning, Ministry Of Foreign Affairs
32.	Muhumuza Innocent Braddoco	Tourist Guide
33.	Nelson Mugisha	Director, Lake Chahafi Resort
34.	Oyesigye Frank	Director, Pinnacle Hotel
35.	Musiime Wellen	Tour Guide
36.	Hafashimana Keneth	Managing Director, Kenlink Tours And Travel
37.	Birdichandra (Rahul) Patidar	Managing Director, Saffron Beach Bistro And Cottages
38.	Joe Omwella Inziano	General Manager, Hoima Resort Hotel
39.	Eric Kamoga	Tourist Guide
40.	Hamidah Nakato	Tourist Guide
41.	Kyamanywa Joseph	Managing Director, Katente Country Resort Ltd
42.	Jessica Tushabe Turyahabwe	Managing Director, Eureka Place Hotel & Suites Ltd
43.	Jim Mukasa	Managing Director, Garuga Resort Beach Hotel
44.	Heleen Meijer	Owner, Dutchess
45.	Tindyebwa Dona	Director, 4 Gorillas Lodge
46.	Moses Kabeine	Tourist Guide
47.	Mugisha Balamu	Tour Guide

#	Respondent	Organization/Title
48.	Owor Patrick	Tourist Guide
49.	Ngabirano E Stephen	Tourist Guide
50.	Andrew Kijooma	Taste Africa Safaris Ltd
51.	Richard Ugandan	Tour Guide
52.	Joseph Mutebi	Access Uganda Tours
53.	Rujabuka	Owner, Rweteera Safari Park
54.	Murungi Jovia	Tour Guide
55.	Baluku Ronaldson	Reservation Officer
56.	Kanaalo Fredrick	Tourist Guide
57.	Nigwomugisha Bentique	Tourist Guide
58.	Ben Aloysius Kyeyune	Freelance Safari Guide
59.	Nsimenta Harriet	Ceo Mice Solutions
60.	Mwesigwa Jackson	Executive Director, Nzuri Rolling Chicken
61.	Walulya Kiwanuka Rashid	Tour Guide
62.	Mugisha Meddy	Tour Guide
63.	Joshua Israel	Director
64.	Kizito Sulaiman	Tour Guide
65.	Katende Samuel	Tourist Guide/Driver
66.	Ssemwogerere Joshua	Driver Tourist Guide
67.	Jemimah Semakadde	Managing Director, Banana Village Eco Retreat / Entebbe
68.	Magombe Sslaiman	Tourist Guide
69.	Mr Mukose Moses	
70.	Mutungi Moses	Tourist Safari Guide
71.	Nsimenta Harriet	Tour Operator
72.	Lwere Shakul	Tourist Guide And Chairperson Mabamba Guides Association, Mabamba Ramsar Site
73.	Tayebwa Johnson Mugiri	Fleet Broker

#	Respondent	Organization/Title
74.	Stuart Ayebare	Receptionist, Forest Cottages
75.	Kasumba Alex	Manager. Kasumba Alex
76.	Eddy	Service Attendant, Forest Cottages
77.	Kim Mulondo	Tour Consultant And Senior Guide
78.	John Lumu	Tourism Employee
79.	Boris Mugisha	Chief Of Operations, Tubayo
80.	James Mwere	Owner, Mj Safaris Uganda
81.	Joseph Kato Gumananye	Driver Guide
82.	Begumisa Robert Franklin	Managing Director, Abacus African Vacations Ltd
83.	Joseph Kato Gumananye	Tourist Guide
84.	Nabunya Sarah Brenda	Owner Of Business, Crafts Village
85.	Nansubuga Angel Lisa	Tourist Guide
86.	Baluku Exevia	Tourist Guide
87.	Martin Ngabirano	Tour Guide
88.	Faridah Ddamulira	Managing Director, Sun Africa Expeditions
89.	Mutambuze Julius	Driver/Guide
90.	Zziwa Paul	Guide
91.	Arinaitwe Vincent	Guide
92.	Twinamatsiko Nicholas	Tour Guide
93.	Ndoli Martin	Tour And Travel Operator, Visit Uganda Tours And Travel Ltd
94.	Norman Mugabo	Tour Guide
95.	Aryanyijuka Elias	Managing Director, Home To Africa Tours And Travel
96.	Brian Tuhaise	Ornithologist Guide
97.	Nambi Martha	Administrative Manager, Ssemambo Alex Tours &Travel Co. Ltd
98.	Kamya Godfrey	Tourist Guide

#	Respondent	Organization/Title
99.	Henry Biraaro	Marketing
100.	Joseph Kato Gumananye	Driver Guide
101.	Thembo Michael Muhatikani	Upcoming Tourist Guide And Barman
102.	Chris Muhango	Marketing Consultant/University Lecturer, MUBS
103.	Steven Rwangyezi	MD, Ndere Cultural Centre
104.	Eva	Operations Manager, Rwenzori Mountaineering Services
105.	Sam Mwandha	ED, Uganda Wildlife Authority
106.	Dr. Akankwasa Barirega	Commissioner, MTWA
107.	Mr. James Lutalo	Director Tourism, MTWA
108.	Mr. Newton Akiza	Planning Division, MTWA
109.	Hope Waira	Senior Investment Executive
110.	David Mugisa	Uganda Private Teachers Association
111.	Winnex Cherotwo	MD, Sipi Community Tour Guiding Office
112.	Richard Kawere	CEO, Uganda Tourism Association
113.	Helen Lubowa	MD, Uganda Community Tourism Association
114.	Ntale Robert	Board Member, AUTO
115.	Gloria Tumwesigye	CEO, AUTO
116.	Jean Byamugisha	CEO, UHOA
117.	Dennis Ssebugwawo	MD, Real Events
118.	Stanley Byaleero	Tourism Lecturer, MUBS

Appendix 5: Respondents to the COVID-19 data collection survey



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