

EDRP No. 164

SOME ASPECTS OF THE TOURIST INDUSTRY

III UGANDA.

(A pilot survey - Travel Agents and Tour operators).

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These papers are prepared as a basis for Seminar discussion. They are not publications and are subject to revision.

26-9-69.

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SOME ASPECTS OF THE TOURIST INDUSTRY IN UGANDA:

The main purpose of this paper is to examine the activities of travel agents and tour operators in Uganda. At the outset it deserves emphasizing that Tourism merits attention not only because it is now one of the world's largest industry, with foreign travel constituting the largest single item in the world trade,¹ but also because it is a source of foreign exchange which is vital for the development of countries like Uganda.

1. TRENDS IN THE WORLD TOURIST TRADE:

The International Union of Official Travel Organisation² (I.U.O.T.A.) has reported that tourism receipts over the period 1950-64 had increased from U.S. \$2,100 million in 1950 to U.S. \$10,144 million in current prices, representing an overall increase of 383 per cent or an annual rate of increase of 11.7 per cent.

The share of the Tourist Receipts by various regions of the world are given in the table 1.

Table 1.

Regions:	Share of the Tourist Receipts:		
	1950 %	1964 %	Av. An. Rate of Increase
1. Europe	42.4	62.2	15.0
2. Middle East	1.2	2.5	17.4
3. Africa	4.2	2.5	7.6
4. Latin America/Carribean	18.7	11.5	8.1
5. Asia/Australasia	1.7	4.5	20.2
6. N. America	31.8	16.8	6.9
	100.0	100.0	11.7
	=====	=====	=====

Source: I.U.O.T.A.

From the Table 1, it is important to note that Africa's receipts decreased from 4.2 per cent in 1950 to 2.5 per cent in 1964. An average annual rate of increase declined from 7.6 per cent for the period 1950-64 to 6.1 per cent for 1956-64 period.

A large proportion of Africa's tourists came from Western Europe³ and the trends in this traffic may be seen in the table 2.:-

Table 2.

Western Europe holiday traffic 1962-1965 *

Countries of origin	1962 million	1965 million	Growth %
W. Germany	6.5	10.0	52
U.K.	3.5	5.1	46
France	2.0	3.0	50
Holland	2.0	3.0	50
Scandinavia	1.0	2.0	100
Switzerland	1.0	1.5	50
Italy	0.5	0.8	60

* Estimate

Source: I.U.O.T.A.

Between the period 1962 - 65. The Western European traffic-countries listed above, has risen between 46 and 100 per cent.

A survey of British holiday makers abroad indicated that U.K. travellers to (i) destinations outside Europe (ii) destinations in Africa excluding N. Africa were in the following proportions:-

Table 3 :

British holiday-makers travelling outside Europe
and Africa excluding N. Africa. 1962 to 1965.

Year	(i) Outside Europe	(ii) Africa ex.N.Africa	(iii) (ii) as per centage of (i)
1962	240,000	N/A	N/A
1963	293,000	30,000	10.2
1964	353,000	35,000	9.9
1965	508,000	45,000	8.9

Source: I.U.O.T.A.

As may be seen the percentage of tourists coming from Britain to Africa excluding North Africa has declined from 10.2 per cent in 1963 to 8.9 per cent in 1965. Similar statistics are not available for other countries but the following table gives some trends regarding various countries of Western Europe and the United States of America.

Table 4.

Recorded Arrivals in African Countries 1960-64

Originality Country	Arrivals in thousands					Av.An.Rate of growth %
	1960	1961	1962	1963	1964	
U.K.	81	104	105	139	181	22
Western Germany	35	44	46	65	82	24
France	98	82	97	125	152	12
Scandinavia	14	18	19	29	38	28
Italy	24	25	23	36	38	12
Switzerland	18	15	14	20	25	8
Total Western Europe (6 countries)	270	288	284	414	516	18
U.S.A.	63	75	74	105	130	20

(5)

The above table shows that the average annual rate of growth varies from 8 to 28 per cent. United Kingdom, Western Germany, Scandinavian countries and U.S.A. all providing an average rate of growth of over 20 per cent.

Tourist Arrivals in East Africa:

The total arrival of tourists in East Africa is given in Appendix 1. The total arrival figures in East Africa are fairly accurate though the figures of distribution of the tourists are not so. It is important to note, particularly for Uganda, that the tourists who came from the neighbouring countries like Kenya and Tanzania were not until recently recorded in official statistics.

2. The Development of Uganda Tourist Trade:

Uganda's tourist industry has expanded quite rapidly since the beginning of the 1960's. In 1960 there were 8,300 overseas visitors to Uganda; by 1968 this figure had jumped to 53,960. It is important to emphasise that the basis of calculation changed in 1966. The figure of 53,960 included nearly 20,000 tourists from Kenya and Tanzania. Plainly large proportion of Kenya and Tanzania tourists stay with relatives and friends and therefore they demand less in the way of hotel accommodation and other services. Visitors to the National Parks rose from 31,000 in 1964 to 49,000 in 1968 and this

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represented an increase of 53 per cent. These figures, include however, the visits of East African residents. Taking this into consideration the actual figure for overseas visitors in 1968 would probably be in the order of 25,000 to 30,000 persons. It is impossible to break down the earlier arrival figures by Nationalities but it seems clear that nearly 80 per cent of overseas tourists who came to Uganda were from Western Europe and North America. For the year 1968 onwards arrival statistics have been broken down by country of origin.⁴

Hotel accommodation in Uganda since the beginning of 1960 has been expanded at the rate of 10 to 15 per cent annum. The expansion in hotel accommodation is likely to continue for some time to come. However, the need for right type of hotel accommodation at right place is more important. During the course of my interviews it was frequently suggested by the tour operators that there should be investment in cheaper type of hotel accommodation especially in or adjacent to Murchison Falls National Park and the Queen Elizabeth National Park. Further the investment in hotel should be kept in line with investment plans in hotels of Tanzania and of Kenya as over 95 per cent of the overseas visitors who came to Uganda also visit other East African countries.

There are twenty two travel agents and tour operators in Uganda and only seven of these were operating before 1962. The increase in number of

firmus by some 300 per cent over the last eight or nine years gives some indication of the growth of the tourist trade in Uganda.

3. The Assets of the Industry:

Almost all the companies interviewed stated that Murchison Falls National Park was one of the biggest attractions for overseas visitors to Uganda. The launch trip, rare in East Africa, to the foot of the Falls enables the visitors to see the largest concentration of crocodiles and hippos, perhaps in the world. In addition to these attractions various species of birds, herds of buffalows, elephants and other wild life can also be watched. In 1968 there were nearly 34,000 East African and overseas visitors to the park.

The second major asset of the Uganda's tourist industry is the Queen Elizabeth National Park and the areas around Mount Ruwenzori. Large herds of elephants, buffalows, hippos and other animals like Uganda kob and tree climbing lions may be seen in this National Park. Launch trips are available along Kazinga Channel and the bird life in this area has attracted ornithologists from all around the world. In 1968 over 14,000 people, both local and overseas, visited this park.

The other tourist assets of Uganda as yet of marginal significance, are the Kidepo Valley National

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Park and the Semliki Valley; organised Hunting Safaris, fishing in the diversified lakes of Uganda, climbing in the highlands of Kigezi, volcanoes in Western Uganda and the tropical atmosphere. It is said, by tourists who have visited Uganda, that people are more friendly than elsewhere in Eastern Africa. Tribal dances and other cultural activities, at the moment though not well or extensively organised, can help to entertain or enlighten the tourists.

The National Parks and other tourists attractions are well supported by first class hotel accommodation starting from Entebbe - the international airport - to all the national parks and major cities and towns of the country.⁵ The world's major airlines especially the major Western European and American Airlines have rights to land at Entebbe. The East African Airways is an internationally known airline owned by the East African Governments and this also bring tourists from all around the world. Nearly 80 per cent of Uganda's tourists come from Western Europe and North America.

Once the tourists have landed at the Entebbe Airport and those who have taken inclusive tours are looked after by the tour operators until they leave the country. Generally the experienced tour operators, in terms of services provided can be compared with internationally recognised tour operators. Those tourists who come independently may or may not use the services of the tour operators. If a visitor

just wants to see Murchison Falls he can take an air trip which costs 360/= or join a mini bus run by various tour operators. This runs at regular intervals and costs about 240/= inclusive of one night's hotel accommodation. Further the tourists can obtain advice from Uganda Tourist Association - a trade association of airlines, hoteliers and travel agents and tour operators - which is centrally located in Kampala.

4. Characteristics of the Tourists:

Uganda's climate and the recent investment in improvement of roads make it possible for overseas visitors to come to Uganda at any time of the year. An overseas visitor who comes to Uganda normally also visits other Eastern African countries. Yet the major overseas tour operators market Eastern Africa as one unit. Some roads in Kenya, Tanzania and parts of Uganda do become impassable during the rainy seasons. So the cautious visitors and particularly those who would come to Eastern Africa only once in their life time would naturally choose the best possible time.

The richer nations of Western Europe and North America provide tourists of three categories. There is a group of tourists in these countries who prefer to come to Uganda and E. Africa when they have their summer vacation, i.e. starting somewhere at the end of May to the end of August. The second group of

tourists prefer to have a vacation in the sun when there is winter - November to March - in their country. The third group of tourist does not care about the timing and can afford to take a holiday to Eastern Africa at any time of the year, irrespective of climatic conditions in their country or the country of their destination. The number of people in this group, however, is very small. Many of these may be former East African residents with friends and relations still here.

The majority of the tourists who come to Uganda want to see the big games, the tropical bird life, the Murchison Falls, and if time permitting do fishing in the lakes. A tiny minority combine business trip or any other objective with holiday in Uganda. A very large proportion of tourists visiting Uganda are of the middle income group. In the Western European countries this group would be earning over £2,000 sterling or more and in the North America the group which earns U.S.\$8,000 or more. Generally the tourists who come to Uganda are over thirty five years old. There is, nonetheless, a growing group of younger people also visiting East Africa. This has been facilitated by the introduction of group fares and charter flights.

An average tourist who comes under package tour and stays in first class hotels in Uganda spends between U.Shs:200/= to 250/= per day. This would include the cost of transportation to the national

parks some tiny souvenirs. An independent tourist may or may not use cheaper hotels but assuming he uses second class or medium price hotel in Kampala and selects his itinerary with extreme care expenditure on average would total U.Shs:150/= to 200/= per day.

The average tourist to East Africa stays between 21 and 27 days. In Uganda he spends between 4 to 7 days. It has been suggested by many tour operators that more amenities in the National Parks and in around Kampala, would help to lengthen the average period of stay in Uganda. Swimming pools and miniature golf course in the national parks, boats for sailing, visits to African villages, a tree-top hotel, a reduction in hotel charges and introduction of other entertainment activities would all help to achieve this objective.

5. Present Efforts of the Travel Agents and Tour Operators to Promote the Tourist Trade:

As indicated above there are at present 22 travel agents and tour operators in Uganda. Only 15 have been personally interviewed by the author and majority of them have entered the industry in this decade. Ownership of shareholdings and directorships is given in the following table:

Table 5:

Distribution of Shareholdings and Directorships:

	Percentage of Share- holdings	No. of Directors
UGANDAN	48.34	21
KENYAN	10.00	1
BRITISH	28.33	17
OTHER	13.33	15
TOTAL	100.00	54

There are seven companies in the tourist industry which started the business before 1960. The rest have entered the industry in the present decade. Considering the specialised nature of service the tourist industry provides the present distribution of ownership of shareholdings and directorships does not hinder the development of the industry. In fact some links with overseas countries would bring more tourists to Uganda. Just over 48 per cent of shares of the 15 companies interviewed are in the hands of Ugandans. Out of 54 directors of the companies 21 are Ugandans.

Almost all tour operators entered the industry by first becoming a travel agent. The next stage in the development of their business was to provide to the foreign tourists services in the form of organised trips to National Parks and other services required by the foreign tourists. The third stage in

the development of business for the enterprising investors would be to start investing capital in hotels and probably to charter planes to bring tourists to Uganda. Some hotel owners, however, do provide the services of the tour operators.

The present tour operators have appointed agents, in United Kingdom, Germany, Austria, Italy, Spain, Holland, Switzerland, United States, Canada, Japan, Kenya and Tanzania, to sell tours of Uganda and East Africa. One company has appointed American Express which provides a world wide link.

From the interviews one could observe that some companies are trying to specialise in certain countries while others try to do business in many countries. Considering the limitation on the resources of these firms it might be better if each company concentrated in promoting tourism in one or two countries. The companies which have opted for this policy are apparently doing good business. They are also likely to be able to provide better services as they recognize easily, from their experience, the likes and dislikes of their customers.

It is impossible to determine the overall budget of the industry on advertising abroad. From this it follows that it is not possible to determine how much is spent in overseas countries to promote Uganda's tourist industry. However some highly subjective information leads one to believe that total expendi-

ture on all forms of advertising by tour operators may be in the region of Shs:500,000/= per annum. This would include the cost of travelling of managers abroad to make contacts with foreign tour operators. A very small amount is spent in newspaper, periodicals, or radio or T.V. advertising. In the opinion of the tour operators the cheapest and most effective way of publishing is through the distribution of brochures which contain the relevant informations in an attractive form. Most of the foreign tour operators who have links with their counterparts in Uganda do not spend the money in advertising in other countries. Some of these who spend do so through newspapers but the amount is very small and in fact not available. In recent years some airlines have taken interest in promoting East African tourist industry, for example East African Airways is advertising in a leading weekly periodical like 'The Economist'. One European airline in conjunction with a local tour operator have also published a very attractive brochure which contains concise information about Uganda. The most effective means of advertising are brochures, pamphlets, personal representation and advertising in the newspapers. It is suggested by some tour operators that prominent personalities should be invited to Uganda and later asked to write an article in a leading periodical. A Television documentary film could also help to promote Uganda.

6. The Internal Management of the Tourist Industry:

Once the tourists have arrived in Entebbe or Kampala most are taken by mini-buses to the National Parks. Some companies provide private cars to the tourists with a driver who is familiar with the roads or alternatively one may hire a car and drive himself. The cost of chauffeur driven Peugeot 404 is 2/= per mile and the car could carry four passengers; while the cost of seven seater mini-bus De Luxe is 2/75 per mile. On top of this 25/- per day for driver's expenses are charged. In the former case the cost to the tourist assuming four people use the car is =/50 cents per mile and 6/25 a proportion of drivers expense per day, and in the latter case it would cost the tourist just under =/40 cents a mile plus 3/75 the drivers expense per day assuming seven passengers are sharing the mini-bus. A small proportion of tourists go to the National Parks by plane. A return day trip to Murchison Falls National Park is about Shs:350/=. The same trip by road would cost Shs:240/= which includes one night's stay in a first class hotel. For an independent tourist who wants to spend seven days-travelling and hotel expenses to the Queen Elizabeth Murchison Falls National Parks and the Mountains of the Moon, the total cost would be in order of 1500/=.

A large proportion of the tour operators use the principle of cost plus a certain percentage of

profit in pricing the tours. The cost plus principle takes in to account the cost of hotel accommodation and food expenses, the cost of transportation, some overheads and a certain percent for profit. At the present time there is, however, one company in the industry which uses the principle of marginal cost pricing; this is possible because the nature of the business is slightly different.

Most of the company stated that they have not worked out Break-even Chart, and they did not know the range of break even points. The term "break-even chart" it seems from the interview was new or not understood properly by many operators. Nevertheless, when the term was explained briefly it was stated by many tour operators that they know their annual overhead expenses, variable expenses and sales. This information, at least in the minds of the managers, provided an incentive to achieve sales of certain figures to make certain profit. It follows that a range of break-even points were not worked out of individual tours, except in case of one company. Not unnaturally most of the companies refused to state the profit margin, but one company stated that they keep a gross profit margin of 10 per cent while a second one mentioned a figure of 25 per cent. The tour operators margin of profit though very little on hotel accommodation comes from transportation.

It is interesting that the older tour operating

companies try to seek low volume of business at a high margin while the newer companies have adopted the principle of high volume of business at low margin. The argument for adopting low volume of business at high margin is based on the idea that hotel accommodation in the national parks is scarce. While in the case of newer tour operators as they are competing with the established tour operators, the sensible policy for them, they suggested was to obtain high volume of sales at low margin. One tour operators business policy is to seek high volume of business at high profit. In fact the strength of competition in the industry makes it difficult to pursue this policy.

7. Obstacles to the Growth of the Industry:

Facilitation:

The need for maximum facilitation of travel is recognised by most countries. This subject is important for Uganda and East Africa especially as to some potential travellers, a multiplicity of regulations and cumbersome inefficient control procedures may imply insecurity or inhospitality.

The frequent complaint of the tourists and tour operators on immigration and customs authorities needs some explanation. For example, tourists from United States of America find it annoying to send their passports to one of two places either Uganda's

Ambassador to the United Nation in New York or Uganda's Ambassador to the United States in Washington, D.C. - to obtain visa for Uganda. It has been suggested by many tour operators that the visa procedure can be simplified by issuing the visitors visa on arrival at Entebbe airport or on arrival in Kampala to the tourist who possess the return passage or if he has a valid ticket to travel to other destination. As emphasised before, Uganda's tourist industry is part of the East African industry and the above suggestion would certainly encourage the tourists first to come to Uganda and perhaps stay a day or two longer, consequently spending more money in Uganda.

The customs checks should be minimal on the people who come to visit Uganda. The complaint one hears of Customs and Immigration Officers is about the lack of politeness. It is suggested that Immigration and Customs Officers should be able to speak two or three European languages especially French and German as in future more tourists are likely to come from these countries. In fact it would be useful to specifically train these officers regarding the sort of behaviour they should have particularly with the tourists and foreign business men.

Hotel accommodation in Kampala area in terms of volume for the near future is adequate but it is difficult to find a hotel room which cost just about

Shs:20/= per night. If the objective of the tourist industry is to attract as many tourist as possible from overseas then it is imperative that varied type of accommodation with different price ranges is provided.

Compared to the developed countries the hotel charges in Uganda are marginally higher. An attempt should be made to lower the charges and the abolition of 10 per cent service charge would serve towards this objective. The knowledge of peak and off peak demand for hotel accommodation could also help the adoption of more flexible pricing system based on seasonal demands.

The accommodation in National Parks is not adequate. It has been frequently stated by the tour operators that so many groups have been diverted to Kenya when they originally planned to visit Uganda first. The reason for changing the itinerary was that the Lodges were not big enough to accommodate big groups and not infrequently a group had to be split in two or three and this is not liked by the tourists. Furthermore single room accommodation is particularly difficult to obtain at week-ends at Paraa.

Hotel accommodation of second and third class is not available in the lodges of the National Parks. This means that the tour operators are unable to provide "variety of products" which is essential to have large financial turnover. Reduction of hotel

bill and the possible reduction in the world air fare when "Jumbo Jets" come in to operation would certainly attract more tourist to Uganda and to East Africa.

The investment in hotel accommodation in Uganda should be in line with Kenya and Tanzania investment plans because Uganda's tourist industry is part of East Africa's industry. A research in this topic will certainly help the industry in the long run.

Publicity: Uganda has not been advertised as well as Kenya and Tanzania in overseas country. Various ways of promoting Uganda's tourist industry has been suggested by the tour operators. More documentary films about Uganda's natural beauty and interesting tourists attractions should be produced in colour. These should be shown at cinema's in Europe, the United States of America, Canada, Japan and Australia. The international airlines have huge advertising budget and if a proper approach is made, perhaps by the Uganda Tourist Board, the airlines could undertake to promote Uganda's tourist industry.

The literature on Uganda tourist industry at the offices of Uganda High Commission and Embassies abroad is not presented in an attractive manner. A trained officer should be employed in all these offices to provide the necessary informations to potential tourists who may want to visit Uganda. Other members of the staff should know more of the tourist industry in Uganda, perhaps a regular news-letter would keep

these people informed on the tourist industry.

Another effective way of advertising Uganda is to invite an important person from abroad and show him the country. If an article in a periodical is written by this person and if the periodical has wide circulation it will certainly receive the effective publicity necessary to promote the industry. A colour advertisement in leading women's periodicals would have quite an effect as women have considerable influence over their husbands in deciding where to go for holidays.

Amenities: Generally tourists would not want to stay longer than two days in Kampala because of the lack of tourist attractions. Launch trips from Port Bell and Entebbe to some islands in Lake Victoria, the development of swimming facilities at Entebbe beach by getting rid of bilharzia, among with other ideas should be exploited to develop the tourist industry.

Competition: The Kenya tour operators have one important cost advantage over Uganda tour operators. The cost of vehicles much of the profit comes from transportation. In Kenya, because of less sales tax or purchase tax, is less than in Uganda. Consequently Kenya tour operators can afford to provide luxurious cars like Mercedes at cheaper rate. It has been suggested by almost all tour operators to help them to compete with Kenya to eliminate sales tax on the

cars and mini-buses they use. Alternative to this proposal would be to leave the Uganda tourist trade in the hands of Uganda operators. Assuming that Kenya does not impose an equivalent sales tax in near future the cost of tourist services will remain higher in Uganda.

Personnel Training: The problem of setting standards in the industry could be solved by investing perhaps in collaboration with Kenya and Tanzania in a training school for all personnel including travel agents and tour operators, immigration and customs officers, drivers of cars and mini-buses, guides, park rangers and hotel keepers. This is of course a long term investment and it is vitally important if Uganda and East Africa want to compete in obtaining a larger share of the world tourist trade.

Improvements of Roads: Generally the roads to National Parks in Uganda are at least not impassable during the rainy seasons. Already there is a huge investment programme for the improvement of roads. When this is completed one hopes there would be no complaints of bad roads.

Foot Notes:

1. Financial times date:- 3. 9. 69.
2. International Union of Official Travel Organisations.
Pilot study of Africa's Tourism Prospects.
3. Exact figures are difficult to determine but the percentage on a calculated guess must be in the region of.....
4. Ministry of Information, Broadcasting & Tourism Annual Report 1968. Tourism Division.
See Appendix (iii) of the report.
5. For location and type of hotel accommodation.
See appendix 2.

APPENDIX I

(1)

VISITORS AND PERSONS IN TRANSIT: (UGANDA).

	1960	1961	1962	1963	1964	1965	1966	1967
Persons in Transit	2,810	2,099	2,573	2,653	2,142	1,367	1,130	1,350
Visitor	4,310	5,609	6,395	9,595	10,546	7,761	10,642	14,276
	<u>7,128</u>	<u>7,708</u>	<u>8,968</u>	<u>12,248</u>	<u>12,688</u>	<u>9,128</u>	<u>11,772</u>	<u>15,626</u>

Source:

UGANDA: Statistical Abstract 1968. (KENYA)

	1960	1961	1962	1963	1964	1965	1966	1967
Persons in Transit	16,563	18,138	24,561	29,419	31,215	35,119	39,156	78,402
Visitor on Business	4,970	7,107	7,325	9,591	9,217	11,134	15,064	28,094
Visitor on Holidays	12,636	14,577	15,615	21,806	22,363	32,351	49,076	133,296
Other visitor	1,631	2,213	2,419	2,536	2,637	2,844	3,224	7,702
	<u>35,800</u>	<u>42,035</u>	<u>49,920</u>	<u>61,352</u>	<u>65,432</u>	<u>81,448</u>	<u>106,520</u>	<u>247,494</u>

Source:

KENYA: Statistical Abstract 1968. (TANZANIA)

	1960	1961	1962	1963	1964	1965	1966	1967.
Visitors	4,355	4,551	5,290	6,600	5,119	6,274	10,833	15,964
Persons in Transit	3,179	2,800	3,967	3,278	2,022	1,904	2,622	4,210
	<u>7,534</u>	<u>7,351</u>	<u>9,257</u>	<u>9,878</u>	<u>7,141</u>	<u>8,178</u>	<u>13,455</u>	<u>20,154</u>

Source:

Tanganyika Monthly Statistical Bulletin and
Tanzania Statistical Abstract 1965.

(2)

Total Persons in Transit and Visitors 1960 - 1967.

E. AFRICA.

	(i) UGANDA	(ii) KENYA	(iii) TANZANIA	(iv) TOTAL
1960	7,128	35,800	7,534	50,462
1961	7,708	42,035	7,351	57,094
1962	8,968	49,920	9,257	68,145
1963	12,248	61,352	9,878	83,478
1964	12,688	65,432	7,141	85,261
1965	9,128	81,448	8,178	98,754
1966	11,772	106,520	13,455	131,747
1967	15,626	247,494	20,154	283,274
	Percent- tage of (iv)	Percent- tage of (iv)	Percent- tage of (iv)	Total %
1960	14.13	70.94	14.93	100.00
1961	13.50	73.52	12.88	100.00
1962	13.16	73.25	13.58	100.00
1963	14.67	73.50	11.83	100.00
1964	14.88	76.74	8.38	100.00
1965	9.24	82.48	8.28	100.00
1966	8.94	80.85	10.21	100.00
1967	5.51	87.37	7.12	100.00

Note: It is interesting to observe that Uganda's share of total persons in Transit and visitors has fallen from 14.13 per cent in 1960 to 5.51 per cent in 1967. For the same period the growth for East Africa is 561 per cent while for Uganda it is 219 per cent.

APPENDIX II

UGANDA HOTELS LIMITED

Number of Beds, Location and Tariffs

Name of Hotel or Lodge	No. of Beds	Place	Bed & Breakfast		Lunch	Dinner	Tea	Full Board	
			Single	Double				Single	Double
1. Lake Victoria	200	Entebbe	75/-	140/-	15/-	17/-	3/50	110/50	211/-
2. Acholi Inn	34	Gulu	50/-	100/-	11/-	14/-	3/50	78/50	157/-
3. Crested Crane	42	Jinja	55/-	110/-				83/50	167/-
4. Whitehorse Inn	30	Kabale	55/-	110/-				83/50	167/-
5. Hotel Margherita	50	Kasese	50/-	100/-	All as in 2			78/50	157/-
6. Tropic Inn	32	Masaka	50/-	100/-				78/50	157/-
7. Mount Elgon Hotel	60	Mbale	55/-	110/-				83/50	167/-
8. Masindi Hotel	39	Masindi	55/-	110/-				83/50	167/-
9. Rock Hotel	34	Tororo	55/-	110/-				83/50	167/-
<u>Lodges</u>									
10. Paraa Safari Lodge	102	Murchison			12/50		3/50	90/	170/-
11. Mweya Safari Lodge	96	Q.E. Park			12/50		3/50	90/-	170/-
12. Chobe Safari Lodge	70	Murchison			12/50		3/50	90/-	170/-

HOTELS IN KAMPALA AREA:

Number of Rooms, Beds and Tariff:

Name of Hotel	Rooms	Beds	Bed/Breakfast		Lunch	Dinner	Tea	Full Board	
			Single	Double				Single	Double
1. Apolo Hotel									
15th floor & suits	300	600	180/-	200/-	18/-	20/-	3/50	-	-
7th floor - 14th floor			120/-	180/-					
5th - 6th floors			100/-	120/-					
2. Grand Hotel	101	148	80/-	155/-	15/-	18/-	3/-	95/-	170/-
3. Speke Hotel	36	62							
with private bath			90/-	140/-	14/-	17/-	2/50	110/-	180/-
without private bath			80/-	130/-				100/-	170/-
4. Equatoria Hotel	76	140	55/-	95/-	-	-	-	80/-	120/-
with private bath & Tel.			40/-	70/-	-	-	-	65/-	95/-
without private bath & Tel									
5. Silver Springs Hotel	57	80	45/-	90/-	10/-	12/-	2/50	65/-	110/-
6. Park Hotel	16	30	49/50	77/-	9/50	12/50	2/50	66/-	110/-
7. Amman Hotel	11	21	50/-	75/-	-	-	-	-	-
8. Antlers Inn	19	40	55/-	90/-	14/-	17/-	2/50	-	-
9. Lodge Paradise	15	25	33/-	55/-	-	-	-	-	-
0. Tourist Hotel	33	35	27/50	44/-	-	-	-	-	-
1. Amber Hotel	16	25	21/50	44/-	-	-	-	-	-

APPENDIX III

1. Ownership of shares:

001	Ugandan 40 percent	British 60 percent
002	Other 100 percent	
003	Ugandan 100 percent	
004	Kenyan 100 percent	
005*	Ugandan 100 percent	
006	Ugandan 100 percent	
007	Ugandan 100 percent	
008	Ugandan 50 percent;	Indian/British 50 percent
009	Ugandan 15 percent;	British 85 percent
010	Ugandan 50 percent;	Kenyan 50 percent
011	British 100 percent	
012	Ugandan 100 percent	
013	Ugandan 70 percent;	British 30 percent
014	British 100 percent	
015	Other 100 percent	
016		
017		
018		
019		
020		

2. Nationality of Directors:

001	Ugandan	1;	British	3
002	Others	5		
003	Ugandan	3		
004	Kenyan	1;	British	4
005	All British			
006	Ugandan	4;	British	1
007	Ugandan	2		
008	Ugandan	1;	Other	2
009	Ugandan	2;	Other	1
010	Ugandan	2;	British	1
011	British	2		
012	Ugandan	2		
013	Ugandan	2;	British	1
014	Ugandan	2;	British	5
015	Others	7		
016				
017				
018				
019				
020				

3. When and where did your company start operating?

001	1st March	1967	Kampala
002	August	1958	Kampala
003	October	1966	Kampala
004		1961	Kampala
005	11th Sept.	1951	Kampala
006		1961	Kampala
007	12th March	1968	Kampala
008	Dec.	1966	Kampala
009		1954	Kampala
010	1st Dec.	1964	Kampala
011		1952	Kampala/Entebbe
012		1964	Kampala
013		1949/54	Jinja/Kampala
014		1933	Kampala
015		1877	Zanzibar
016			
017			
018			
019			
020			

4. How many tourists did you bring into Uganda in the year you started operating in Uganda?

		<u>Year</u>	<u>No.</u>
001	Package Tour - All inclusive	1967	Nil
	Independent	1967	Nil
002	Package Tour	1958	Nil
	Independent	1958	Nil
003	Package Tour	1966	21
	Independent	1966	Nil
004	Package Tour	1961	Nil
	Independent	1961	Nil
005	Package Tour	1951	Nil
	Independent	1951	Nil
006	Package Tour	1961	Nil
	Independent	1961	Nil
007	Package Tour	1968	168
	Independent	1968	390
008	Package Tour	1967	170
	Independent	1967	Nil
009	Package Tour	1954	Nil
	Independent	1954	Nil
010	Package Tour	1964	Nil
	Independent	1964	Nil
011	Package Tour	1952	N/A
	Independent	1952	N/A
012	Package Tour	1965	100
	Independent	1965	300
013	Package Tour	1954	32
	Independent	1954	N/A
014	Package Tour	1933	N/A
	Independent	1933	N/A
015	Package Tour		
	Independent	1877	N/A

5. What is the annual growth rate in numbers as well as in percentage?

	<u>1965</u>		<u>1966</u>		<u>1967</u>		<u>1968</u>	
	No.	Percent	No.	Percent	No.	Percent	No.	Percent
001	-		-	-	-	--	-	10
002	-		-	N/A	-	--	-	-
003	-		21	-	110	500	330	300
004	-		-	-	-	--	-	-
005	-		-	-	-	--	-	-
006	-		-	-	-	--	-	-
007	-		-	-	-	--	-	-
008	-		-	-	170	--	421	148
009	-		-	-	-	--	-	-
010	-		-	-	-	--	-	-
011	-		-	20	-	20	-	20
012	-		1500	-	3000	100	6000	100
013	-		-	-	-	--	-	-
014	-		1779	-	2224	25	6720	200
015	-		-	N/A	-	--	-	-
016	-		-	-	-	--	-	-
017	-		-	-	-	--	-	-
018	-		-	-	-	--	-	-
019	-		-	-	-	--	-	-
020	-		-	-	-	--	-	-

6. Do you have break-down figures of tourists by country of origin? For example.

		<u>1968</u>
		<u>Percent</u>
001	Britain	10
	Scandinavian	60
	Italians	10
	Americans	10
002	N/A	
003	Britain	15
	Dutch	68
	U.S.A./Canadian	9
	French	8
	Others	-
005	British	20
	American	75
	Others	5
006	N/A	
007	N/A	
008	U.S.A.	100
009	N/A	
010	N/A	
011	Germany)	60
	U.S.A.)	
	Britain)	40
	Japan)	
	Rest of Europe)	
012	Britain	10
	E.E.C. countries	70
	Others	20
013	N/A	
014	Britain	20
	U.S.A.	50
	Rest of Europe	35
	Australia & Japan	5
015	N/A	

7. When do you think the tourists come to Uganda?

001	All	July-November
002	Britain - June-September; Indian -	March-May
003	All	July-April
004	All	All year around
005	All	All year around
006	All	All year around
007	All	July-January
008	Americans	July-March
009	N/A	
010	N/A	
011	All	July-March
012	British - December-March; ECC + Swit.	July-August
013	Europeans - November-February; Americans -	All year around
014	All	All year around
015	W. Europeans and British in their Winter	months.
016		
017		
018		
019		
020		

8. Why do you think the tourists come to Uganda?

- 001 Part of E.A. trip; Murchison falls.
- 002 Visit Nat. Parks; Scholars Visits; Murchison falls.
- 003 Games; Fits well with E.A. Itinerary; N. Parks different; L/trip.
- 004 To see Africa & Wild life; Negro - to see Motherland.
- 005 Murchison falls.
- 006 Hunting; Game viewing & photography; Fishing.
- 007 Murchison falls; Know more of Uganda.
- 008 Games; To see Africa; To see an underdeveloped country.
- 009 Do not know.
- 010 Do not know.
- 011 To see Wild life; Natural scenery.
- 012 No where else to go.
- 013 Murchison falls; Educational trips; Business trips; To see
tropical birds.
- 014 Murchison falls; Big games; Mountains of the Moon; People.
- 015 Wild Life; Sunshine.
- 016
- 017
- 018
- 019
- 020

9. Of the tourists entering Uganda under your organisation:

(a) What number and percentage enter as part of E.African package?

	<u>No.</u>	<u>Percentage</u>
001	-	100
002	N/A	-
003	50	11
004	-	50
005	N/A	-
006	-	95
007	-	60
008	-	80
009	N/A	-
010	N/A	-
011	-	100
012	-	90
013	N/A	100
014	2000	20
015	N/A	
016		
017		
018		
019		
020		

(b) What number and percent come alone?

001	Very small	
002	N/A	
003	Hunting Safaris 100 percent;	15 percent rest.
004	50 percent	
005	N/A	
006	5 percent	
007	40 percent	
008	20 percent	
009	N/A	
010	N/A	
011	None.	
012	10 percent	
013	Very tiny	
014	Nearly 6000;	80 percent
015	N/A	
016		
017		
018		
019		
020		

10. What has Uganda to offer to the tourists which Kenya or Tanzania does not have?

- 001 Murchison Falls.
- 002 Murchison Falls.
- 003 Launch trip; Murchison Falls; Parks unusual.
- 004 Murchison Falls; Waters of the Nile; More tropical surroundings;
People friendly.
- 005 Launch trips; in Q.E. Park; Murchison Falls.
- 006 Murchison Falls; First entry point from the North.
- 007 Murchison Falls; Birds & animals which Tanzania or Kenya do not
have.
- 008 Launch trips; Lakes; Proximity to Congo; Tribal dances.
- 009 No views.
- 010 No views.
- 011 Murchison Falls; Highlands of Kigezi.
- 012 Boat trip on the Nile; Kisinga channel; crocodiles; unusual vegetation.
- 013 Murchison Falls.
- 014 Murchison Falls; Launch trips; Kizinga channel; Pygmies; Volcanoes.
- 015 Murchison Falls.
- 016
- 017
- 018
- 019
- 020

Why do Kenya and Tanzania attract more tourists?

	K	T
001 National Parks	x	x
Sea Beaches	x	x
Cost of Living Low	x	-
002 National Parks	x	x
Industry Better organised	x	x
Sea Beaches	x	x
Cost of Living Low	x	-
Lake - Nature - Birds	x	-
003 National Parks	x	x
Industry Better organised	x	-
Sea Beaches	x	x
Cost of Living Low	x	x
Publicity	x	x
004 National Parks	x	x
Industry Better organised	x	-
Sea Beaches	x	x
Cost of Living Low	x	x
005 Industry Better organised	x	x
Sea Beaches	x	x
Cost of Living Low	x	x
006 Industry Better organised	x	-
Sea Beaches	x	x
Cost of Living Low	x	-
Publicity Better	x	-
007 National Parks	x	-
Sea Beaches	x	x
International Airport	x	-
008 National Parks	x	x
Industry Better organised	x	-
Sea Beaches	x	x
Cost of Living Low	x	x
Publicity Better	x	-
Geographical Location	x	-
Europeans vested interest	x	-
Air lines used Nairobi as Centre of E.A.	x	-

		K	T
009	Do Not Know		
010	National Parks	x	-
	Sea Beaches	x	x
	Cost of Living Low	x	x
	Climate Better	x	-
011	National Parks	x	x
	Industry Better organised	x	-
	Sea Beaches	x	-
012	National Parks	-	x
	Industry Better organised	x	-
	Sea Beaches	x	x
	Cost of Living Low	x	-
	Hotel accommodation of various price range in Nairobi	x	-
013	Industry Better organised	x	x
	Sea Beaches	x	-
	Publicity Better	x	-
014	National Parks	x	-
	Industry Better organised	x	-
	Sea Beaches	x	x
	Cost of Living Low	x	-
	Mountains	x	-
	Fishing	x	-
	Gogling	x	-
015	National Parks	x	x
	Industry Better Organised	x	x
	Sea Beaches	x	x
	Adequate Accommodation in Lodges	x	x

11. Do you think Uganda tourist industry forms part of E.African industry?

001	Yes
002	Yes
003	Yes
004	Yes
005	Yes
006	Yes
007	Yes
008	Yes
009	Yes
010	Yes
011	Yes
012	Yes - tour operators overseas treat as one.
013	Yes
014	Yes
015	Yes - tour operators treat as one.
016	
017	
018	
019	
020	

12. In what countries do you have agents or arrangements made to sell Uganda tours?

- 001 U.S.A: U.K.
- 002. None
- 003 U.K., U.S.A., Germany, France, Italy, Spain, Holland.
- 004 Linked to American Express - world wide.
- 005 None
- 006 None
- 007 Germany, U.S.A., Canada.
- 008 U.S.A., France, Germany, U.K., Japan, Kenya.
- 009 None
- 010 U.K.
- 011 U.S.A., Japan, U.K., Germany.
- 012 Italy, Germany, Austria, Switzerland.
- 013 U.K., Germany, France, Italy, Switzerland, U.S.A., Canada.
- 014 U.S.A., U.K., Switzerland, Germany, Kenya, Tanzania, Zambia, Malawi, Zambia.
- 015 N/A.
- 016
- 017
- 018
- 019
- 020

13. What income groups are you trying to attract?

- 001 Over £2000.
- 002 Do not know.
- 003 People who can pay \$30 a day and \$40 a day range.
- 004 Over £2000 p.a. or \$10,000 U.S.A.
- 005 Do not know.
- 006 Middle and High income group.
- 007 Over £3000.
- 008 Middle income and upper middle income.
- 009 Do not know.
- 010 Over £2000.
- 011 Middle and higher income.
- 012 N/A
- 013 W. Europe 20 - 70. U.S.A. 50 plus.
- 014 All groups, emphasis on middle group.
- 015 N/A
- 016
- 017
- 018
- 019
- 020

14. What types of age group are you trying to attract?

- 001 70 percent below 40. 30 percent over 40 years.
- 002 Do not know.
- 003 Late 30's, 40's and 50's.
- 004 Middle age group.
- 005 Do not know.
- 006 Above 50. Should concentrate on 29 - 40 age group.
- 007 Middle age and elderly people.
- 008 Over 35.
- 009 Do not know.
- 010 Do not know.
- 011 Any group.
- 012 Middle group in Germany and Italy. Higher in Austria.
- 013 Upper middle class and rich.
- 014 Any age.
- 015 All age group, especially those who spend the money.
- 016
- 017
- 018
- 019
- 020

15. How much do you spend on advertising abroad?

- 001 Nil. Via Uganda Tourist Association £300.
- 002 Nothing.
- 003 '68 - 88,000/- mainly on brochures; 10% on direct advertisement.
'69 - 150,000/- mainly on brochures; 10% on direct advertisement.
- 004 Nothing.
- 005 Nothing abroad.
- 006 Nothing.
- 007 Shs.60,000.
- 008 None directly. Shs.10,000 for brochures.
- 009 Nothing.
- 010 Nothing.
- 011 65, 60, 75 percent of the budget.
- 012 Nothing.
- 013 Nothing.
- 014 Considerable amount but amount not available.
- 015 None.
- 016
- 017
- 018
- 019
- 020

16. How much do you think your agents spend on advertising?

001 No idea.
002 No idea.
003 Shs.20,000 (1968).
004 Figures not available.
005 Do not know.
006 Do not know.
007 Does not have figures.
008 Not available.
009 Do not know.
010 Do not know.
011 Do not know.
012 Nothing.
013 Nothing.
014 Nothing.
015 None.
016
017
018
019
020

17. What means of advertising do you use?

- 001 Pamphlets.
- 002 Newspapers; Periodicals.
- 003 Periodicals; Brochures; Personal representation.
- 004 Brochures.
- 005 Newspapers.
- 006 Periodicals.
- 007 Periodicals; Newspapers; Brochures; Airport-Posters.
- 008 Periodicals; Brochures.
- 009 Do not know.
- 010 Do not know.
- 011 T.V. - California; Periodicals.
- 012 Newspapers; Periodicals; Brochures.
- 013 Brochures.
- 014 Newspapers; Periodicals; Brochures; Higher class Trade Journal.
- 015 Newspapers.
- 016
- 017
- 018
- 019
- 020

18. Which means do you think achieve the best results?

- 001 Personal contact.
- 002 Newspaper and periodicals.
- 003 Articles in Periodicals; Personal representation; Brochures.
- 004 Contact of tour operators.
- 005 Newspapers.
- 006 Periodicals; U.S.A. - Radio & T.V.
- 007 Brochure distribution.
- 008 T.V.; Travel Magazine; Entertain a prominent personality;
- 009 Do not know.
- 010 Do not know.
- 011 Personal Representation.
- 012 Newspaper; Periodical and Brochures.
- 013 T.V. documentary; Periodicals; Personal contact.
- 014 Newspaper; Periodicals; Brochures.
- 015 Newspapers; T.V.
- 016
- 017
- 018
- 019
- 020

19. What evidence do you have?

- 001 Experience.
- 002 Experience.
- 003 Experience - materialization of successful bookings.
- 004 Air Travel expansion.
- 005 Response to advertisement in the Newspapers.
- 006 Everyone has radio and T.V. in U.S.A. and Canada.
- 007 Experience.
- 008 Experience.
- 009 Do not know.
- 010 Do not know.
- 011 Difficult to say on the whole.
- 012 Experience.
- 013 Experience.
- 014 Experience.
- 015 Experience.
- 016
- 017
- 018
- 019
- 020

20. How do you price the tours?

- 001 Cost plus a certain percentage for profits.
- 002 Cost plus a certain percentage for profits.
- 003 Marginal costing.
- 004 Cost plus a certain percentage for profits.
- 005 Cost plus a certain percentage for profits.
- 006 Cost plus a certain percentage for profits.
- 007 Cost plus a certain percentage for profits.
- 008 Cost plus a certain percentage for profits.
- 009 Do not know.
- 010 Do no know.
- 011 Cost plus a certain percentage for profits.
- 012 Cost plus a certain percentage for profits.
- 013 Cost plus a certain percentage for profits.
- 014 Cost plus a certain percentage for profits.
- 015 N/A
- 016
- 017
- 018
- 019
- 020

21. Have you worked out a break-even chart?

001	No
002	No
003	Yes
004	No
005	No
006	No
007	No
008	Thought given but actual figure not worked out.
009	No
010	No
011	Yes
012	Yes - Each tour costed separately.
013	Yes - Figure not available.
014	Yes
015	N/A
016	
017	
018	
019	
020	

22. If yes, What is the range of the break-even points?

001	Do not know
002	Do not know
003	Not available
004	Do not know
005	Do not know
006	Do not know
007	Do not know
008	Do not know
009	Do not know
010	Do not know
011	Not available
012	10 percent profit margin.
013	25 percent profit margin.
014	Not available.
015	N/A on Table.
016	
017	
018	
019	
020	

23. Are you seeking:

- (i) High volume of business at low margin, or
- (ii) Low volume of business at high margin?

- 001 High volume at low margin.
- 002 Not available.
- 003 Mixture of both.
- 004 High volume of business at high margin.
- 005 High volume at low margin.
- 006 High volume at low margin.
- 007 High volume at low margin.
- 008 Low volume at high margin; Hotel accommodation prevents high volume.
- 009 Not available.
- 010 Not available.
- 011 Low volume at high margin; not available.
- 012 High volume at low margin.
- 013 Low volume at high margin.
- 014 Depends on tour - policy flexible.
- 015 Low income of business at high margin.
- 016
- 017
- 018
- 019
- 020

24. Do you have block-bookings in Uganda hotels and/or lodges?

001	No
002	No
003	No
004	No
005	No
006	No
007	No
008	No
009	No
010	No
011	No
012	No
013	No
014	No
015	No
016	
017	
018	
019	
020	

25. Do you take the tourists to National Parks by coaches or by planes?

- 001 Mini coaches 100 percent.
- 002 Private cars 100 percent.
- 003 Mini coaches 100 percent.
- 004 Private cars 100 percent.
- 005 Cars and mini buses 50 percent; Planes 50 percent.
- 006 Mini coaches 100 percent.
- 007 Mini coaches 100 percent.
- 008 Some by mini coaches, some by planes, some by cars.
- 009 Not available.
- 010 Not available.
- 011 Some by mini coaches. Some by private cars.
- 012 Mini coaches 100 percent.
- 013 Mini coaches 100 percent.
- 014 Mini coaches 95 percent; Planes 5 percent; Private cars 5 percent.
- 015 Mini coaches 95 percent; Planes 5 percent.
- 016
- 017
- 018
- 019
- 020

26. How can the tourists be attracted to stay longer in the National Parks?

- 001 Swimming pool.
- 002 Swimming pool; Boats for sailing; Treetops.
- 003 Swimming pool; Amenities more attractive; Mini golf course;
air-condition.
- 004 Swimming pool; Reduce prices.
- 005 Organise more activities and facilities in the lodges.
- 006 Shortage of accommodation and therefore not a good idea.
- 007 Swimming pool.
- 008 Visit to native settlement; Tribal dances; Mountain climbing.
- 009 Do not know.
- 010 Swimming pools; more beds.
- 011 Control poaching to preserve wild animals.
- 012 Tourists not interested to stay longer in the N. Parks.
- 013 Swimming pool.
- 014 Swimming pool; More accommodation; treetops hotels.
- 015 Reduce hotel costs, more recreation facilities.
- 016
- 017
- 018
- 019
- 020

27. On an average how long does your tourist stay in East Africa?

- 001 28 days.
- 002 27 days
- 003 21 days
- 004 21 days
- 005 14 days
- 006 14 - 21 days
- 007 15 - 21 days
- 008 15 - 21 days
- 009 Do not know
- 010 15 - 21 days
- 011 21 days
- 012 15 - 21 days
- 013 17 - 21 days
- 014 17 - 21 days
- 015 17 days
- 016
- 017
- 018
- 019
- 020

28. On an average how long does your tourist stay in Uganda?

- 001 10 days
- 002 7 days
- 003 7 days
- 004 10 days
- 005 3 to 4 days
- 006 4 to 5 days
- 007 6 to 10 days
- 008 4 to 5 days
- 009 Do not know
- 010 7 days
- 011 7 to 10 days
- 012 6 to 8 days
- 013 6 to 7 days
- 014 5 days
- 015 3 days
- 016
- 017
- 018
- 019
- 020

29. How can the government help the industry to attract more tourists to Uganda?

- 001
1. Military interference with the tourists; a lady was rudely treated.
 2. Road improvements needed especially Murchison Falls.
 3. Floating hotels; boat trips.
 4. Allow private enterprise to introduce boat trips.
- 002
1. Publicize Uganda - Airlines can help; Documentary films; Distribution of literature etc.
 2. Reduce hotel prices; 10 percent tax should be taken off.
 3. Newsletter from Tourist Board will help the industry.
 4. Central Reservation Station for efficiency.
 5. More single room accommodation required at Murchison.
 6. Beach type of hotel in Entebbe necessary.
 7. Reduce insurance premiums for self-drive cars.
 8. Cheap hotel accommodation needed in Kampala.
 9. Taxi - meter - sign on it.
 10. More night clubs in Kampala.
 11. Launch trip from Kampala.
- 003
1. Accommodation bottlenecks in the National Parks.
 2. Low cost accommodation in parks required.
 3. Congo-Burundi-Rwanda-Uganda Tourist circuit needs development.
 4. Immigration - visa procedure improve.
 5. Customs procedure for tourists must be lenient.
 6. Enterprising ability lacking in the tourist industry.
 7. Co-ordination between different Ministries lacking. Also co-operation lacking.
 8. Invite important personality and ask him/her to write in leading periodicals.
 9. Training school for park rangers, drivers, guides, etc.
 10. Improve roads.
 11. Unfair competition from Kenya. No sales tax on cars in Kenya.
 12. Uganda side of business should be operated by Uganda operators.
 13. For Uganda operators Kenya/Tanzania licensing required.
 14. Remove sales tax from mini buses.
 15. Publicity from Government on tourist industry.
 16. Members of Tourist Board should have no personal interest.
 17. Definite Government policy on tourist industry.
- 004
1. Reduce formalities.
 2. Increase efficiency of public officials.
 3. Customs procedure should be made easy.
 4. Increase immigration officers.
 5. Delete rainy season mention from all pamphlets.

- 004 6. Open up Kigezi and North.
7. Create more homely atmosphere.
- 005 1. Better airport facilities.
2. Better roads.
3. Better hotels and good food.
- 006 1. Make documentary films of parks.
2. Member of Embassy/High Commission should know the Tourist Industry business well. Obtain training.
3. More accommodation in National Parks.
4. Personal approach in industry essential.
5. Talk to Lions Club, Rotary in Europe and elsewhere.
6. Accommodation growth should be in line with Kenya and Tanzania as Uganda Tourist Industry forms part of the E. African.
- 007 1. Accommodation problems in the lodges.
2. Encourage tour operators to pool their resources to charter planes to bring tourists.
- 008 1. Sell Kigezi; cultural aspects; tribal dances etc. should be developed. Lake attractions unexploited.
2. Arrangements should be made to the local personalities of the town.
3. Publicity lacking.
4. Encourage private investment in hotels.
5. Define the policy of the Tourist Board particularly in respect of private enterprise.
6. Provide accommodation on large scales in Parks.
7. Develop second class hotels in parks.
8. Introduce lake excursions, boat trips, etc.
9. Immigration and customs formalities to be reduced.
10. Suggestion box at Entebbe to encourage criticism.
11. More centralised tourist office.
12. High Commissioners/Ambassadors not doing their job well.
13. U.S.A. visa procedure too complicated for tourists who want to come to Uganda.
14. Establish certain standards in the industry - college training of people involved in the industry.
15. Remove sales tax on tour operators vehicles.
16. Tour operators should not be on the Tourist Board
- 009 Not much to say.
- 010 1. Publicity.
2. Improve immigration and customs procedure.

- 011
1. Advertise Uganda.
 2. Improve immigration and customs procedure.
 3. More beds required in National Parks.
 4. Develop Karamoja.
 5. Improve roads.
 6. Leave the industry to private enterprise.
- 012
1. Publicity improve.
 2. Government must provide the lead.
- 013
1. Uganda needs a roving manager to publicize the tourist industry.
 2. Participate with airlines, educate overseas tour operators.
 3. Rationalize immigration and customs formalities visa should be issued at Entebbe on arrival.
- 014
1. Publicity.
 2. Accommodation not adequate.
 3. Establish certain standards for travel agents and tour operators.
- 015
1. Better accommodation in National Parks.
 2. Improve road conditions.
 3. More publicity.
 4. Open tourist office in main centres at W. Europe, U.S.A., Canada.

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