



PETROLEUM AUTHORITY OF UGANDA

LINKAGES BETWEEN TOURISM AND OIL AND GAS SECTORS OF UGANDA

Final Report



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LINKAGES BETWEEN TOURISM AND OIL AND GAS SECTORS OF UGANDA

Final Report

Submitted to:

PAU, MTWA, and GIZ

Submitted by:

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Acronyms

AUTO	Association of Uganda Tour Operators
DIT	Directorate of Industrial Training
E4D	Employment and Skills for Development in Africa - implemented by GIZ
EACOP	East African Crude Oil Pipeline
ESIA	Environmental and Social Impact
GIZ	Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH
GOPA	GOPA Worldwide Consultants
LG	Local Government
HOGMAU	Hotel General Managers Association of Uganda
IOC	International Oil Company
MGLSD	Ministry of Gender, Labour and Social Development
MLHUD	Ministry of Land Housing and Urban Development
MTWA	Ministry of Tourism Wildlife and Antiquities
NOC	National Oil Company
NSD	National Supplier Database
O&G	Oil and Gas
PAU	Petroleum Authority of Uganda
THSSC	Tourism and Hospitality Sector Skills Council
UHOA	Uganda Hotel Owners Association
UHTTI	Uganda Hotel and Tourism Training Institute
UIA	Uganda Investment Authority
USAGA	Uganda Safari Guides Association
UTA	Uganda Tourism Association
UTB	Uganda Tourism Board
UWA	Uganda Wildlife Authority
VCA	Value Chain Analysis

Acknowledgements

This study is a product of a comprehensive review and synthesis of information collected through desk review of secondary data, consultation of key stakeholders across tourism and oil and gas sectors in Uganda, on-ground field mission assessments and stakeholder consultative engagements were undertaken in the oil and pipeline and growth between March and June 2023.

Appreciation goes to the research study team that was led by Dr. Jim Ayorekire, the team leader, together with Prof. Joseph Obua, Dr. Francis Mugizi and Faridah Nalwanga. Special thanks go to the steering committee members including the Petroleum Authority of Uganda (Liz Adukule, Evelyn Atuhairu and Percy Mucunguzi), GIZ (Michael Seng) for coordinating and overseeing the study, the Ministry of Tourism wildlife and Antiquities (Vivian Lyazi) for monitoring and supervising data collection and GOPA worldwide consultants for providing administrative and logistical support to the research team.

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¹ GIZ - Promoting employment in Africa through public-private cooperation - <https://www.giz.de/en/worldwide/31947.html>



Foreword

It gives me great pleasure to present the report on the Linkages between the Tourism and the Oil and Gas sectors of Uganda prepared under the auspices of the Petroleum Authority of Uganda in partnership with Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) and the Ministry of Tourism, Wildlife, and antiquities.

This report is a product of extensive consultations and reviews on the status of tourism attractions and facilities in the districts that host the oil and gas operations and the East African Crude Oil Pipeline (EACOP), and the impact of the oil and gas sector on the tourism sector. It also entails an assessment of the human resource and capacity development needs and sector specific strategies to harness the identified linkages between the two sectors.

The study is part of a broader effort by the Authority to define and establish the linkages between the Oil and Gas sector and other sectors of the economy with the greatest multiplier effects, in line with Uganda's National Development Plan (NDP) III and Vision 2040. The identification and development of sectoral linkages is being done across the Petroleum value chain capturing both the Upstream and Midstream activities in the different phases of the respective project lifecycles.

The Tourism development programme is one of the eighteen (18) programmes of the NDP III and aims at increasing Uganda's attractiveness as a preferred tourist destination. The nexus between Tourism and the Oil and Gas sector in Uganda is more eminent now than ever before, owing to the increasing level of activity in the oil and gas sector.

The Albertine Graben hosts ten (10) out of the twenty-two (22) protected areas in Uganda (national parks and wildlife reserves), which are tourism destinations. Tourism is, therefore, a critical sector for development of the Albertine Graben thereby further emphasising the need to define and maximise the linkages between the two sectors.

The study is an initial attempt to provide evidence-based information on how the tourism and hospitality sector can leverage the opportunities created by the Oil and Gas sector thus ensuring sustainable economic development for the region and the country at large.

The study provides information to a wide range of stakeholders in both the private and public sector on issues including the state of tourism and human resources, an in-depth analysis of the nexus between the two sectors, projection of the tourism demand and supply as well as the envisaged investment opportunities. The study will indeed be instrumental in guiding the tourism development strategic direction in both the public and private sectors.

Finally, I wish to congratulate the staff of this Authority and to extend gratitude to the Ministry of Tourism Wildlife and Antiquities, GIZ and all the stakeholders from various Government agencies who were instrumental in providing financial support, information, guidance and supervision to facilitate the design and development of this study.

For God and my Country

Ernest N. T. Rubondo
Executive Director, Petroleum Authority of Uganda

Executive Summary

Background and context

Tourism is an important sector in the global, regional and national economies and the world's third-largest export industry after fuels, chemicals, food and automotive products. It contributed 10.3% of the global GDP (USD 9.6 trillion) in 2019. Travel and Tourism combined account for 1 in 4 of all new jobs created and contributing to 10.3% of all jobs (333 million) in the world. The Tourism Satellite Account (TSA) indicates that in 2019 tourism's direct contribution to the economy was UGX 5,093 billion (USD 1.37bn) which is equivalent to 3.64% of the total GDP. A total of 1,542,620 international visitors were received in 2019 generating UGX 4.6 trillion (accounting for 20% of Uganda's export earnings) and 2.4 million domestic visitors generated approximately UGX 2.97 trillion. The sector directly supported 1,559,147 jobs (14.7% of total national employment). About 53% of the total workforce in tourism and hospitality were self-employed and 68% were women. In 2019 the sector was affected by the COVID 19 pandemic that led to international tourist arrivals drastically dropping to 473,085 in 2020. However, the sector is steadily recovering with international arrivals increasing to 814,504 in 2022 and the sector is projected to fully recover by 2024.

An overview of oil and gas sector in Uganda

Oil and gas are among the world's primary fuel sources, and they drive the global economy. In Uganda, oil and gas deposits were first discovered by geologists in the 1920s when natural oil seeps were identified in the Albertine Graben. Commercial crude oil quantities were first discovered in 2006. Currently, approximately only 1.4 billion of Uganda's 6.5 billion barrels of oil in place are estimated to be economically recoverable. With a policy and regulatory framework in place, grants of petroleum production licenses for the oil fields in the Kingfisher (KFDA) and Tilenga projects (CA1 and LA2) were awarded in 2012 and 2016 respectively. Currently, TotalEnergies E&P Uganda (Total) and China National Offshore Oil Corporation Uganda Limited (CNOOC) are operating the Tilenga and Kingfisher project areas respectively. Other petroleum exploration licenses have been granted to Oranto Petroleum Limited, Armour Energy Uganda Limited, DGR Global Limited and The Uganda National Oil Company.

Tourism, oil and gas in the Albertine Graben

The Albertine Graben has 10 out of the 22 protected areas (national parks and wildlife reserves) in Uganda which are tourism destinations in Uganda. The region is also recognized internationally as home to the threatened and endemic mountain gorilla, and there are a number of cultural heritage resources, archaeological and historic sites. Tourism is a critical sector for development of the Albertine Graben and it has been prioritized as a conservation hotspot and region for tourism development since 1952. From that time, a number of tourism infrastructure and facilities have been developed and the Graben has continued to attract an increasing number of tourists that has grown from 255,558 visitors in 2015 to 367,869 in 2022.

Although the Graben is a critical conservation region in Uganda with prospects for tourism development, it has become an epicenter of oil and gas exploration that makes it imperative to

analyse and understand the coexistence between tourism sector and oil and gas sector. Within the extant literature on oil and gas activities in Uganda, limited attention has been paid to deepening the understanding of the linkage between tourism and oil and gas sectors. This inattention has left gaps in data on tourism and hospitality facilities, infrastructure, services and human resources capacity in the Albertine Graben thus disabling knowledge on the impact of oil and gas activities on tourism.

Policy, institutional and regulatory framework

A number of legal frameworks have been put in place to support development of the oil and gas sector including the Petroleum (Exploration, Development And Production) Act, 2013, the Petroleum (Refining, Conversion, Transmission and midstream storage) Act, 2013; the Petroleum (refining, conversion, transmission and midstream storage) Regulations, 2016, the Petroleum (Exploration, Development and Production) Regulations, 2016., the Health, Safety and Environment Regulations, 2016 have cross-cutting provisions that can promote sustainable oil exploration and production while respecting environmental standards and human safety. However, tourism and hospitality have not been explicitly articulated in the legal and policy frameworks which focus mainly on biodiversity conservation and environment protection.

Study goal and objectives

The overall goal of the study was to generate information to support evidence-based planning, decision making and thought processes on how tourism and hospitality enterprises can leverage opportunities arising from oil and gas development and create lasting socio-economic value beyond the life span of the oil and gas resources. The specific objectives were to:

1. Establish the status of tourism attractions and current stock of tourism facilities in Buliisa, Hoima, Kikuube, Nwoya, Masindi, Kakumiro, Kyankwanzi, Mubende, Gomba, Sembabule, Lwengo, Rakai and Kyotera districts
2. Articulate map tourism related facilities, infrastructure and services by location and economic activity while highlighting gaps and recommending possible solutions, interventions and opportunities for investment.
3. Review and document how the activities undertaken so far in oil and gas sector have impacted the tourism sector to-date; including a SWOT (Strengths, Weaknesses, Opportunities and Threats) analyses.
4. Conduct a human resource assessment (including skills needs analysis) along the tourism value chain in the Albertine Graben and EACOP (East African Crude Oil Pipeline) traversed districts while establishing critical capacity development needs of public and private sector tourism stakeholders in the region.
5. Review, harmonise and align various tourism development strategies and develop a targeted sector-specific strategy and plan with a phased implementation approach; including a clear monitoring and evaluation framework that would ensure realization of the identified linkages to the greatest measurable extent possible.

Scope of the study

The study area included the oil and pipeline districts of Buliisa, Hoima, Kikuube, Nwoya, Kakumiro, Kyankwanzi, Mubende, Gomba, Sembabule, Lwengo, Rakai and Kyotera and one growth district of Masindi. The study sought information on the opportunities that oil and gas activities create for the development of tourism, ways in which actors in the sub region are positioning themselves to harness the opportunities in order to contribute to socio-economic development and transformation. A number of institutions were consulted, and they included oil companies (TotalEnergies, CNOOC and UNOC), PAU, District Local Governments of Buliisa, Kikuube, Masindi, Hoima and Sembabule; public institutions such as UTB, UWA, UWEC, NFA, Ministry of Tourism, Wildlife and Antiquities, Ministry of Gender, Labour and Social Development, and UHTTI. Private sector actors consulted included UTA, UHOA, USAGA, AUTO, UCOTA, HOGMAU, and civil society organisations. The study was undertaken from March to June 2023

Approach and methodology

Consultative meetings with PAU, MTWA, and GIZ followed by a series of face to face and virtual stakeholder consultations and field visits to the oil production sites and facilities, as well as the oil and pipeline districts. Data were collected using document reviews, interviews, Focus Group Discussions (FGDs) and field observations from key stakeholders and from the sampled oil districts of Buliisa, Kikuube and Hoima, pipeline district of Sembabule and growth districts of Masindi and Nwoya..

Study limitations

The major limitation of the study was inadequate or complete lack of data that could be reliably used in the various types of analysis. The available data were estimates used to project future scenarios particularly of tourist arrivals. The study, therefore, utilized approximated data in the analysis and to build possible future scenarios of tourist arrivals. In this regard, it is important to note that the projections presented are meant to help stakeholders gain a general understanding of the possible linkages between tourism sector and oil and gas sector. Given the time and resources constraint, the study was not able to administer a questionnaire to tourism and hospitality related enterprises in the oil and pipeline districts. The study collected data from sample districts where a structured questionnaire was filled by the Commercial and Tourism officers, and consultative meetings were held with District Local Government officials together with private sector and civil society representatives.

Findings

The study revealed tourism resources that include wildlife, water, landscapes, cultural heritage, historical sites and built environments. It was noted that tourism services are still generally poor and there is need for investment especially in tour guiding and site interpretation services and food and beverage services. Tourism support services (such as banks, telecom networks) are available in the urban areas and need to be extended to rural areas and remote tourism destinations. Furthermore, the study found that the workforce in tourism and hospitality establishment consists of few skilled, largely semiskilled and unskilled personnel. There is a glaring gap in the quality and quantity of employees' knowledge and skills in in tourism planning, food and beverage service,

MICE management, wellness and spa therapy, among others. These need to be addressed in the short-term (within five years from start of tourism activities) to support tourism and hospitality businesses. The limited human resource capacity gaps are attributed to lack of a framework and platform for sectors discuss human resource requirements, standards and certification; limited information on oil and gas operators; lack of harmonized human resource capacity assessment and planning based on manpower gaps.

In terms of environmental sustainability, the study found that comprehensive attention has been paid to the oil and gas operations areas located in conservation areas (such as Tilenga Project in Murchison Falls National Park) or near wildlife reserves and sensitive ecosystems (such as Kingfisher Project that is adjacent to Lake Albert and key important bird areas). However, less attention has been given to conservation of biodiversity outside protected areas. Furthermore, it was noted a number of local government officials and tourism operators in the region were not aware of eco/green certification in tourism.

With regard to gender, findings revealed that females constituted 65% of the labour force in the oil districts, which is slightly lower than the national average of 68%. Although the tourism sector is generally gender inclusive, national statistics indicate that majority of women are employed in the informal which is characterized by low pay and poor working conditions. In addition, most of women work at the operations level and very few at the supervision and management levels.

Linkages and gaps between tourism and oil and gas

With respect to the nexus between oil and gas sectors, the study revealed that there are limited linkages at the moment between tourism enterprises and oil and gas sector. Construction of more than 700 kms of quality tarmac roads has improved access to various parts of the Albertine region, kindled tourism development through investments in hospitality facilities such as hotels, and improved access to tourism attractions that were hard to reach such as Kabwoya game reserve. The linkages and benefits between tourism and oil and gas sectors are projected to increase as more oil related infrastructure is constructed and Kabalega International Airport comes into operation to serve tourists by 2025.

Gaps in the linkages between tourism and oil and gas sectors were identified and included the following: few visitor stop over points have been planned and established along the new roads constructed; limited tourism knowledge and capacity among MSMEs and local communities to identify and harness opportunities; limited land use planning to guide tourism; limited analysis and dissemination of information on tourism development opportunities created by the existing and planned infrastructure. Furthermore, the study revealed gaps in integrated planning at regional level where districts are undertaking individual planning that do not enable establishment of synergies among districts. With integrated planning the apathy that was noted during the study where districts without direct oil and gas activities felt disadvantaged and marginalized will be overcome. In addition there are limited linkages between MTWA and DLGs to ensure integration of tourism planning and management in the local government structures as provided for in the Uganda Tourism Development Master Plan (2014-2024).

Projection of tourism demand and supply

Projections were based on two scenarios: Scenario 1 (maintaining the status quo) and scenario 2 (with the establishment of Kabalega International Airport). Using visitor growth rate 8.2% per year between 2015 and 2022 as a baseline, under the 'status quo scenario', visitor numbers to national parks are expected to grow at 6.2% annually with an average of 402,698 visitor arrivals between 2022 and 2027 and 506,937 between 2028 and 2032. Visitor numbers to national parks are forecasted to reach 544,942 in 2032. Under the second scenario when Kabalega International Airport becomes operational, the number of visitors is projected to grow at 8.7% per annum while the number of tourists to national parks will increase from 491,910 in 2028 to 678,453 in 2032. Employment in the short term (2022-2027) was projected not to change since existing employment capacity can handle the increase in visitor numbers. However, employment is projected to grow by 6.1% in the medium term (2028-2032) and 12.2% in the long term (2033-2037). The greatest employment opportunities will be created for women that will account for 56.3% of the total employment in the oil and pipeline districts. Hoima district given its central to most oil and gas operations will have the largest number of employment opportunities, accounting for 39.3% of the total employment.

Envisaged linkages and investment opportunities

The envisaged linkages and the anticipated investment opportunities include visitor stopover points and road side tourism information and interpretation centers; Duty free shops with focus on promoting sale of local products such as crafts and souvenirs; airport hotels in the industrial park, areas adjacent to the airport and also along routes leading to the airport; tourist support facilities at train stations; marine tour products and packages that interconnects Murchison Falls National Park and Kabwoya Wildlife reserve; water front accommodation, shopping and leisure facilities; medium to large capacity meetings and conference centres; Eco lodges in wildlife reserves with limited facilities; agri-tourism; home stays; visitor information and interpretation centers; cultural and natural science museums; wildlife education centers and a center of excellence for tourism and hospitality training among others.

Strategic Priorities and implementation strategy

The following strategies need to be pursued to foster linkages between tourism and oil and gas activities in the Albertine Graben: *Strategic Priority 1*: Strengthen tourism product development, diversification, marketing and visitor experience; *Strategic Priority 2*: Enhance existing and develop new linkages between tourism and the Oil and Gas Sector; *Strategic Priority 3*: Human resource capacity building; *Strategic Priority 4*: Environmental Conservation and Sustainability resources management and *Strategic Priority 5*: Research and Communication.

Risks analysis

The risks associated with linking tourism to oil and gas sector are elaborated in a matrix where they are classified as extreme, high, moderate and low and categorized as economic, environmental and health, and socio-cultural, and governance/organizational. The risk matrix highlights the mitigation measures that need to be put in place and identifies the lead actors to implement the measures.

Recommendations

In order to enhance the existing linkages and empower the stakeholders to harness the opportunities between the tourism and oil and gas sectors the study recommends;

- a) Tourism product development, diversification and marketing** – MTWA, UTB, UWA and UTA should take lead in enhancing the quality of existing products and develop new products that can appeal to a wider market. An Albertine region marketing should be developed and partnerships should be built to position and market the region as an ecofriendly and quality service destination.
- b) Enhance and develop linkages between tourism and the Oil and Gas Sector** – MTWA and DLG's should undertake comprehensive mapping and profiling of the current and projected linkages and opportunities and partner with MGLSD, oil companies UTA and PSFU to support tourism enterprises through incubation centers, especially MSMEs to harness the opportunities. This will require developing an integrated regional sustainable tourism development master plan.
- c) Human resource capacity building** - MTWA, MoES should take lead in partnership with tourism training institutions, THSSC, DIT and UTA to ensure tourism and hospitality human resource development is enhanced through supporting competence based training, continuous skill upgrading and certification. A Regional Tourism Centre of Excellence should be established to train tutors and personnel to work in tourism and hospitality in the region. An affirmative action strategy should focus on training vulnerable groups and building capacity of local private sector actors and districts to plan, manage and deliver quality tourism products and services.
- d) Environmental Conservation and Sustainability** – MTWA, UWA, NEMA should take lead and in partnership with UTA to restore degraded ecosystems, establish conservation education centers and develop conservation and sustainability guidelines especially cultural heritage tourism resource. Emphasis should be placed on supporting tourism enterprises to adopt green tourism practices and attain eco/green certification.
- e) Research and Communication** – MTWA and UBOS should take lead and partner with education and research institutions to generate and share research data that can support resources management, tourism planning and investment. There is need to develop an Albertine regional Tourism Satellite Account (TSA) system that will support local governments to collect analyse and share data in a timely and harmonized way. A communication strategy should be developed and tourist information and interpretation centers along key tourist routes, key tourist destinations and in major cities and towns established.
- f) Monitoring and evaluation coordination mechanism** – MTWA, MGLSD and UTA should regularly inspect, monitor and evaluate the development linkages between tourism and oil and gas sectors and guide on how to maintain and enhance the mutually co-existence between the two sectors. This is very crucial given that there is need to strictly adhere to the prosed mitigation measure given the vast risks identified

1. Chapter One: Introduction

1.1 Overview of the Tourism industry – global, regional and national

Tourism is an important sector in many economies globally and has become the world's third-largest export industry after fuels and chemicals, and ahead of food and automotive products². This makes Travel and Tourism sector one of the world's largest economic sectors, accounting for 1 in 4 of all new jobs created and contributing to 10.3% of all jobs (333 million) in the world.

It also accounted for 10.3% of the global GDP (USD 9.6 trillion) in 2019. Despite the outbreak of the COVID-19 pandemic that resulted in disruption of socio-economic activities, and global travel, the tourism sector rebounded in 2021 with its contribution to GDP increasing by USD 1 trillion (+21.7% rise) to reach USD 5.8 trillion. The sector's share of the Global economy increased from 5.3% in 2020 to 6.1% in 2021. Additionally, Globally, 18.2 million jobs were recovered representing an increase of 6.7%³. The contribution of travel and tourism to the Global Gross Domestic Product (GDP) is expected to reach 10.8% at the end of 2026⁴. Given its importance and role as a source of employment and an engine for driving socio-economic development, the sector's recovery is expected to propel growth in every region of the world. The above statistics testify that global tourism remains an important growth sector despite experiencing shocks from the COVID-19 pandemic and the Ebola outbreak in 2022.

In Africa the Travel and Tourism industry's contribution to the region's total economy grew by 23.5%, increasing from USD 97 billion in 2020 to USD 119 billion in 2021. Its share of the African GDP, increased from 3.8% in 2020 to 4.4% in 2021.

The number of jobs supported by the sector increased by 8.2%, supporting 21.3 million jobs (after 5.8 million jobs were lost due to COVID-19-related travel restrictions in 2020) and it is expected to create 14 million new jobs by 2032. In the next decade, the sector in Africa is projected to grow at an average annual rate of 6.8% and is forecasted to return to 2019 pre-pandemic levels in 2024.

In Uganda, tourism plays a key role in spurring economic growth. The Tourism Satellite Account (TSA) ⁵ indicates that in 2019 tourism direct contribution to the economy was UGX 5,093 billion (USD 1.37 billion) which is equivalent to 3.64% of the total GDP. A total of 1,542,620 international visitors were received in 2019 generating UGX 4.6 trillion (accounting for 20% of Uganda's export earnings) and 2.4 million domestic visitors were recorded who generated approximately UGX 2.97 trillion.

The international tourism expenditure was mainly on accommodation (39%), food and beverages (24%) and air and road transport (12.5%). On the other hand, domestic tourism expenditure was on air and road transport (62%), food and beverages (20%) on accommodation (7.5%).

² Rasool, H., Maqbool, S., & Tarique, M. (2021). *The relationship between tourism and economic growth among BRICS countries: a panel cointegration analysis*. *Future Business Journal*, 7(1), 1-11.

³ World Travel and Tourism Council, (2022). *Travel and Tourism: Economic Impact 2022 Global Trends*

⁴ World Travel and Tourism Council (2016) *Global travel and tourism economic impact update August 2016*

⁵ UBOS (2023) *Tourism Satellite Account: Measuring the contribution of tourism to the economy of Uganda*. Kampala

The TSA further estimates that the Gross Value added for tourism related industries was about UGX 6.2 trillion with accommodation accounting for 33.8%, food and beverage service contributed 28.8% while passenger transport by road and air contributed 27.9%. Intermediate consumption for tourism related industries was estimated at UGX 3.8 trillion in 2019.

The sector directly supported 1,559,147 jobs (14.7% of total national employment) implying that for every 10 Ugandans 2 are employed in the sector. 52.6% of the total workforce were self-employed and 68% were women. However, the sector is highly informal, and the majority of the workers (97%) are employed in the informal sector mainly in the food and beverages.

On overall the sector in 2019 made a direct contribution of UGX 6.4 trillion in investments (19% of Uganda's total investments) and UGX 264.2 billion in taxes (2.6% of Uganda's total taxes). The tourism sector in Uganda is slowly and steadily recovering from the 2019 COVID-19 pandemic.

Over the years international tourist arrival trends have been influenced by a number of incidences including the Global economic crisis in 2009 and Ebola disease outbreaks in 2000, 2007 and 2012. In 2020, international tourist arrivals drastically dropped to 473,085 and steadily increased to 814,504 in 2022 (Figure 1.1). Although tourism recovery has been slowed by a number of factors, including an Ebola outbreak in September 2022 to January 2023, the sector is projected to fully recover by 2024.

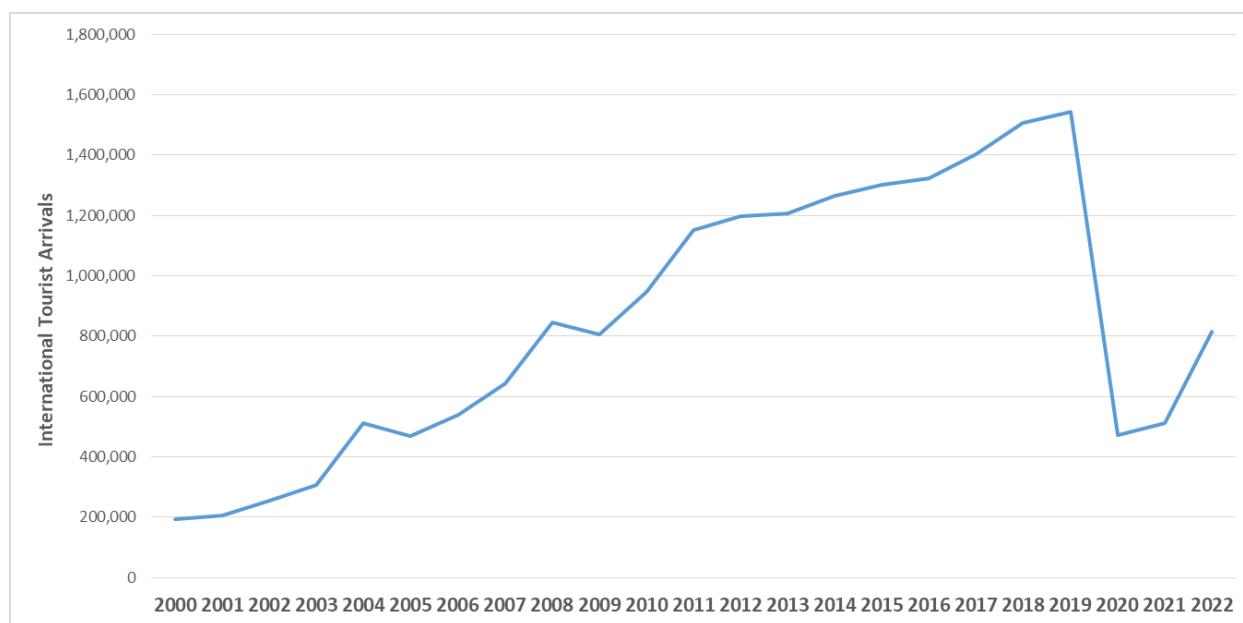


Figure 1.1 International Visitor arrivals in Uganda (2000 – 2022)

Source: UBOS & MTWA 2022

Key concern about Uganda's tourism sector is majorly about reliance on few nature-based products such as wildlife, forest reserves, and to a lesser extent on landscapes, scenery, and water bodies. Although government has embarked on product diversification that includes promoting cultural tourism, MICE (Meeting, Incentives, Conferences and Events) Community-Based Tourism (CBT) and creative tourism, among others, Uganda's regionally and global competitiveness is still low.

1.2 Overview of the Oil and Gas industry in Uganda

Oil and gas are sub-sectors in the energy sector that play a critical role in driving the global economy. They are the world's primary fuel sources. Currently, oil accounts for around 40% of the global energy requirements. Its contribution to global economy was estimated at USD5 trillion out of the total global revenue generated by 20226. Africa is an oil-rich continent, a home to five of the top 30 oil producing countries and accounting for about 9.6% of the total global output7. It has also become a vital producer of gas for domestic and industrial use.

Exploration and knowledge about the quantities of oil and gas are however still limited. Nevertheless, new discoveries of oil and gas resources continue to emerge and present unique economic opportunities in developing countries including Uganda, Sierra Leone, Mali, Kenya and others.

In Uganda, the discovery of deposits was first formally reported by geologists in the 1920s when natural oil seeps were identified in the Albertine Graben8. In 2006, the first commercial discovery of crude oil in Mputa 1 well was reported by Hardman Petroleum Africa Pty /Energy Africa (U) Ltd (Tullow Oil). In 2008, 2013 and 2016, the National Oil and Gas Policy, Petroleum laws and attendant regulations were put in place to guide the development of oil and gas resources. To streamline and strengthen the oil and gas operations, PAU and UNOC were established in October 2015 to regulate and handle the State's commercial interests in the country's oil and gas sector respectively.

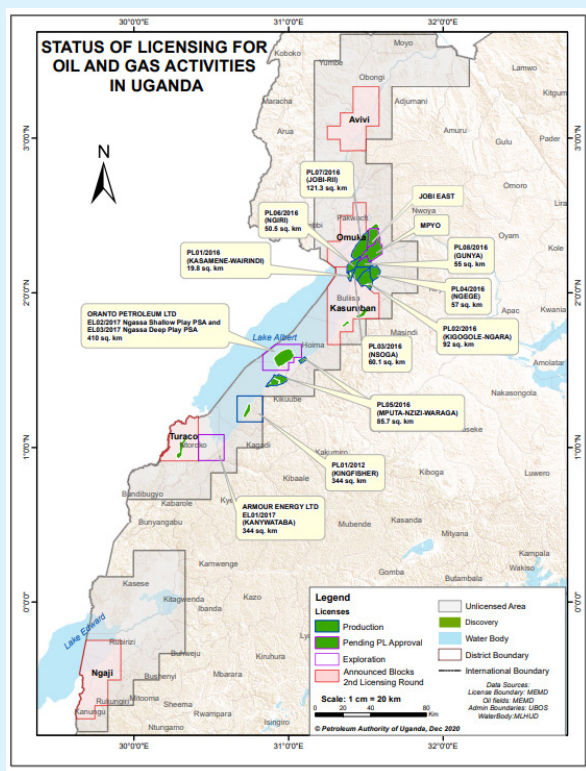
With a policy and regulatory framework in place, grants of petroleum production licenses for the oil fields in the Kingfisher (KFDA) and Tilenga projects (CA1 and LA2) were awarded in 2012 and 2016 respectively. Currently, TotalEnergies E&P Uganda (Total) and China National Offshore Oil Corporation Uganda Limited (CNOOC) are operating the Tilenga and Kingfisher project areas respectively. Other petroleum exploration licences have been granted to Oranto Petroleum Limited (over Ngassa Shallow Play and Ngassa Deep Play Contract Areas), Armour Energy Uganda Limited (over Kanywataba Contract Area), DGR Global Limited (over Turaco area) and The Uganda National Oil Company (over the Kasuruban) – Figure 1.2.



6 <https://www.Ibisworld.Com/global/market-research-reports/global-ol-exploration-production-industry/>

7 Tachega, M. A., Yao, X., Liu, Y., Ahmed, D., Li, H., & Mintah, C. (2021). Energy efficiency evaluation of oil producing economies in Africa: DEA, malmquist and multiple regression approaches. *Cleaner environmental systems*, 2, 100025.

8 Anderson, D.M. and Browne, A.J. (2011) 'The politics of oil in Eastern Africa', *Journal of Eastern African Studies*, vol. 5, no. 2, pp. 369–410.



Currently, approximately only 1.4 billion of Uganda's 6.5 billion barrels of oil in place are estimated to be economically recoverable and this year, (2023) the country launched its first oil drilling programme with the target for first oil in 2025. The sector has attracted high Foreign Direct Investment (FDI) that accumulated to USD 3.5 billion during the exploration phase (2006 – 2016) and is projected to raise to USD 15 billion by 2026 and over USD 25 billion by 2046. The annual investment is projected to peak in 2023 and 2024 with over USD 3 billion invested annually (Figure 1.3). An additional investment will be made to construct an oil refinery (60,000 barrels per day capacity) at an estimated cost of USD 4 billion and construction of East Africa Crude Oil Pipeline (EACOP) estimated to cost USD 4.55 billion. A license was granted in January 2023 to construct the 1,443 km long heated pipeline starting from Kabaale in Hoima to the marine storage terminal at Tanga in Tanzania (Figure 1.4).

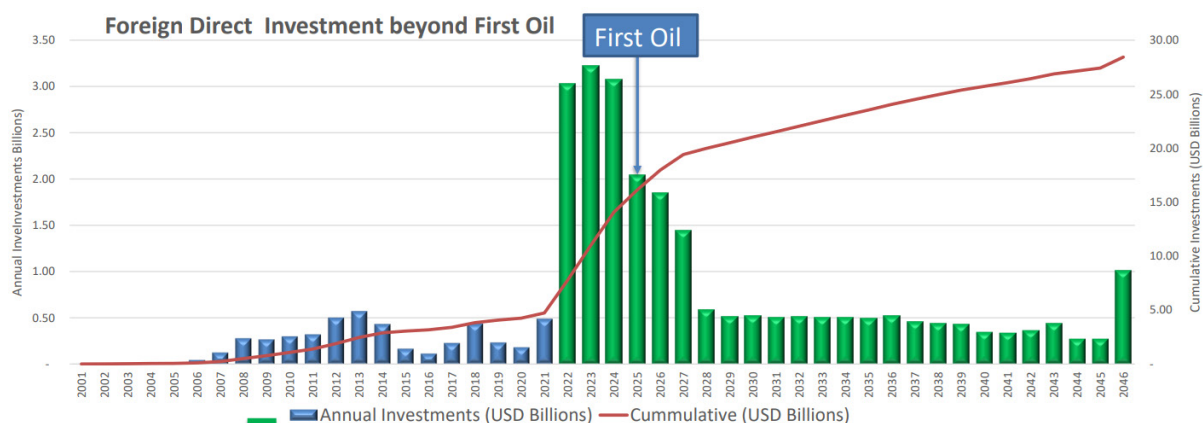


Figure 1.3 Actual and projected Foreign Direct Investment in the oil and gas sector in Uganda

Source: PAU

1.3 Tourism and Oil and Gas in the Albertine Graben

The Albertine Graben forms the northern-most part of the western arm of the East African Rift System (EARS). It stretches from the border between Uganda and Rwanda up to Sudan. The Graben is a significant wildlife hotspot, and home to a diversity of wildlife species. It consists of 10 out of the 22 protected areas (national parks and wildlife reserves) in Uganda.

The protected areas include Murchison Falls, Queen Elizabeth, Rwenzori Mountains, Kibale, Semliki, Bwindi Impenetrable and Mgahinga Gorilla national Parks, Ajai, East Madi, Bugungu, Karuma, Tooro-Semliki, Kabwoya and Kyambura and Kigezi wildlife reserves (Figure 1.5). Some of the protected areas are of international importance because they have Ramsar sites, Important Bird Areas (IBAs), World Heritage sites and biosphere reserves. The region also has a number of forests such as Bugoma and Budongo Central Forest Reserves. These protected areas are important wildlife habitats and tourism destinations in Uganda.

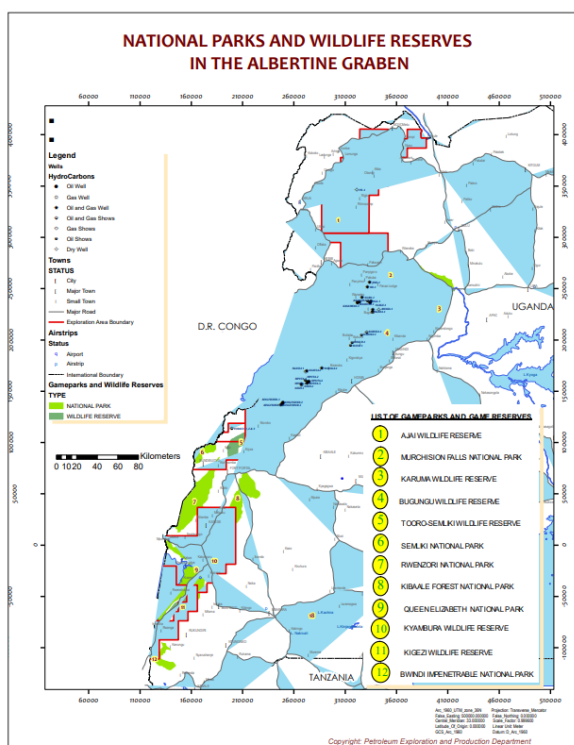


Figure 1.5 National Parks and Wildlife reserves in the Albertine Graben

Source: UWA

Furthermore, the region is internationally recognized as an area of a high ecological importance because of a number of threatened and endemic species such as the mountain gorilla, species of birds, reptiles, amphibians and fish. In terms of cultural heritage, the graben has a number of archaeological

and historic sites of national heritage importance, for instance, Nkondo and Kaiso palaeontological sites on the eastern shores of Lake Albert, caves in Nyakasura near Fort Portal district and Mparo tombs in Hoima district among others.

2013

Tourism is a critical sector for development of the Albertine Graben. Since the 1950s, the different governments have prioritised the Graben as a conservation hotspot and a key region for tourism development. With the establishment of Queen Elizabeth National Park (QENP) and Murchison Falls National Park (MFNP) in 1952 and other protected areas, tourism emerged as one of the major economic activities in the region. As a result, a number of tourism infrastructure and facilities have been developed including accommodation facilities (such as Mweya, Paraa, Chobe, Pakuba Lodges), aerodromes (Pakuba, Mweya) launch cruises (Paraa and Mweya), and development of game safari trails in the parks among others. With diverse tourism resources and fairly developed road networks and tourism infrastructure in the national parks, the Garden has steadily

attracted an increasing number of tourists that has grown from a total of 255,558 visitors in 2015 to 323,861 in 2019.

In spite of the COVID- 19 impact that drastically reduced the total number of tourists to 101,331 in 2022, the arrivals have since then increased to 367,869 – a level higher than the pre-COVID-19 arrivals¹⁰. The most visited national parks are MFNP, QENP and Bwindi Impenetrable National Park (BINP) that together generates over 48% of the total revenue obtained from all national parks¹¹. Figure 1.6 shows the numbers of tourist arrivals in different national parks in the Albertine Graben between 2015 and 2022.

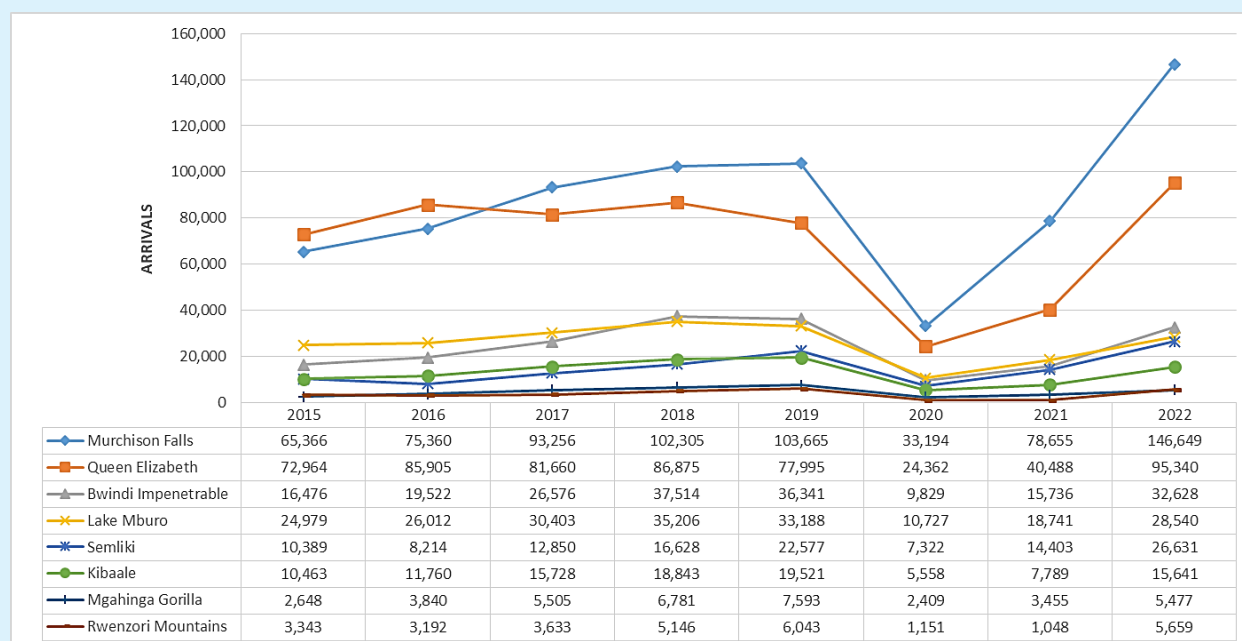


Figure 1.6 Visitors to national parks (citizens and foreigners) in Albertine region (2015 – 2022).

Source: UWA 2022

However, most of the tourism developments are concentrated in the national parks and there are few in the wildlife reserves, forest reserves and cultural sites. Although the Graben remains a critical conservation and tourism region in Uganda, with prospects for tourism development, it has become an epicentre of oil and gas exploration that makes it imperative to analyse and understand the coexistence between tourism sector and oil and gas sector. Given that the region is ecologically sensitive and harbours most of the unique species of high conservation value as well as distinct ecosystems with high tourism potentials, it is vital to comprehensively examine oil and gas development activities so that they are undertaken in tandem with the national environmental standards and socio-economic development aspirations. Within the extant literature on oil and gas activities in Uganda, limited attention has been paid to deepening the understanding of the linkage between tourism and oil and gas sectors. This inattention has left gaps in data on tourism and hospitality facilities, infrastructure, services and human resources capacity in the Albertine Graben thus disabling knowledge on the impact of oil and gas activities on tourism

¹⁰ UBOS (2021) Statistical Abstract and MTWA statistical bulletins (2022)

¹¹ UWA (2015) Murchison Falls Protected Area General Management Plan

1.4 Overview of policy, institutional and regulatory framework

A number of legal frameworks have been enacted to support the development of the oil and gas sector. Some of the legal frameworks have cross-cutting provisions that influence activities in tourism as well as oil and gas sector. For instance, the Petroleum (Exploration, Development And Production) Act, 2013, the Petroleum (Refining, Conversion, Transmission and midstream storage) Act, 2013; the Petroleum (refining, conversion, transmission and midstream storage) Regulations, 2016, the Petroleum (Exploration, Development and Production) Regulations, 2016., and the Health, Safety and Environment Regulations, 2016 have cross-cutting provisions that can promote sustainable oil exploration, development and production while respecting environmental standards and human safety. The National Oil and Gas policy (NOGP) recognizes the need for socio-economic transformation through employment, training and skills development and service provision which can be applied to tourism sector as well. Objective 7 of the NOGP seeks to optimize national participation in oil and gas activities. This has helped oil and gas companies (CNOOC, TotalEnergies and UNOC) to initiate corporate social responsibility programmes including scholarships offered to support primary, secondary and tertiary education.

A review of the oil and gas legal frameworks indicate that linkage with tourism has been inadequately considered. Objective 5.3.9 of the National Oil and Gas Policy for Uganda, 2008 requires exploration companies to ensure that oil and gas development activities are undertaken in conformity with conservation of environment and biodiversity but does not link this requirement to tourism development. Similarly, Sections 59 to 64 of the National Environment Act, 2019 provides for conservation of biological diversity both *in-situ* and *ex-situ* and emphasizes the need for protection of cultural and natural heritage resources for the benefit of present and future generations without linking the provision to tourism development. The East African Crude Oil Pipeline (EACOP) (Special Provisions) Act, 2021 explicitly emphasizes compliance with environmental standards in terms of protection, conservation, and sustainable use of the environment in accordance with the National Environment Act 2019 while laying the oil pipelines in areas that have natural and cultural heritage resources. The Petroleum (Refining, Conversion, Transmission and Midstream Storage) Regulations, 2016 also emphasizes protection of the environment and cultural heritage resources while carrying out petroleum related activities.

Although different policies, laws and plans have been put in place to guide the exploration, development and production of the oil and gas in Uganda, tourism and hospitality have not been explicitly articulated in the legal and policy frameworks. The frameworks focus mainly on the need to conserve biodiversity and protect the environment. NDP III (2020 – 2024) and National Oil and Gas Policy for Uganda, 2008 have terse statements on tourism. The National Oil and Gas Policy for Uganda 2008 recognizes the need for fostering a harmonious relationship with other ministries in order to integrate development and conservation into oil and gas operations, wildlife conservation and tourism development. It also points out the need for sustainable infrastructure development and service provision that can benefit tourism sector. The point of convergence is that the legal frameworks advocate for environmental conservation and social responsibility, which are critical factors for sustainable development of tourism and hospitality industry. Important to note is that although the National Development Plan (NDP III) 2020/21 – 2024/25 supports the development

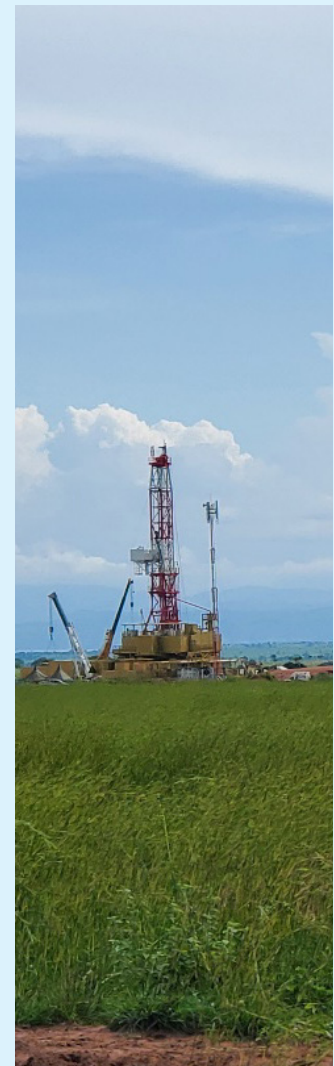
of tourism and oil and gas sectors as a primary drivers to achieve socio-economic transformation, the existing tourism development policies, plans and regulatory frameworks have not yet been updated to take into consideration the emerging opportunities and challenges related to oil and gas development.

1.5 Study goal and objectives

The overall goal of the study was to generate information to support evidence-based planning, decision making and thought processes on how tourism and hospitality enterprises can leverage opportunities arising from oil and gas development and create lasting socio-economic value beyond the life span of the oil and gas resources. The study aimed at deepening knowledge and broadening understanding of the linkages, challenges and opportunities between tourism sector and oil and gas sector with a view to instituting sustainable and inclusive interventions that will enhance mutual co-existence between tourism and oil and gas sectors in the Albertine region.

The specific study objectives were to:

1. Establish the status of tourism attractions and current stock of tourism facilities in Buliisa, Hoima, Kikuube, Nwoya, Masindi, Kakumiro, Kyankwanzi, Mubende, Gomba, Sembabule, Lwengo, Rakai and Kyotera districts
2. Articulate map tourism related facilities, infrastructure and services by location and economic activity while highlighting gaps and recommending possible solutions, interventions and opportunities for investment.
3. Review and document how the activities undertaken so far in oil and gas sector have impacted the tourism sector to-date; including a SWOT (Strengths, Weaknesses, Opportunities and Threats) analyses.
4. Conduct a human resource assessment (including skills needs analysis) along the tourism value chain in the Albertine Oil and pipeline (East African Crude Oil Pipeline) traversed districts while establishing critical capacity development needs of public and private sector tourism stakeholders in the region.
5. Review, harmonise and align various tourism development strategies and develop a targeted sector-specific strategy and plan with a phased implementation approach; including a clear monitoring and evaluation framework that would ensure realization of the identified linkages to the greatest measurable extent possible.





1.6 Structure of the report

The report is structured into chapters under which the findings are presented in accordance to the terms of reference and objectives of the study (Annex I). Chapter one gives an over of the tourism and oil and gas industries at the global, regional and national levels. Chapter two presents the approach and methodology applied. Chapter three covers objectives one, two and three by addressing aspects of tourism resources, infrastructure and services mapping, and undertaking a

SWOT analysis. Chapter four and five covers aspects of human resource assessment and examines tourism sustainability and gender inclusivity as indicated in objective four. Chapter six (linkages analysis), seven (demand and supply projections), eight (tourism strategy) and nine (risk analysis) address objective five. Chapter 10 provides the conclusion and summary of recommendation of the study

2.2 Approach and methodology

2.2.1 Approach

The research team held a consultative meeting with PAU, MTWA, and GIZ¹² during which mechanism and approach of undertaking the study was agreed upon. This was followed by a series of stakeholder consultations that involved face to face and virtual meetings as well as field visits to the oil development sites and facilities, in the oil and pipeline districts. A list of stakeholders (Annex II) whose activities directly relate to tourism, are affected by oil and gas activities and those directly involved in the oil and gas operations was generated and appointments made for consultations.

Data was collected using a participatory, integrative and results-oriented approach with a blend of quantitative and qualitative methods that involved desk review of documents, key stakeholder interviews and Focus Group Discussions (FGDs). The study applied a step-wise approach and an iterative process to collect, analyze, and interpret information on tourism and oil and gas sectors' activities and their linkages in a comparable, standardized and integrated manner. The steps consisted of situational analysis, tourism and oil & gas sectors linkages (value chain analysis¹³ ¹⁴), prioritization of interventions and strategy development (Figure 2.2).

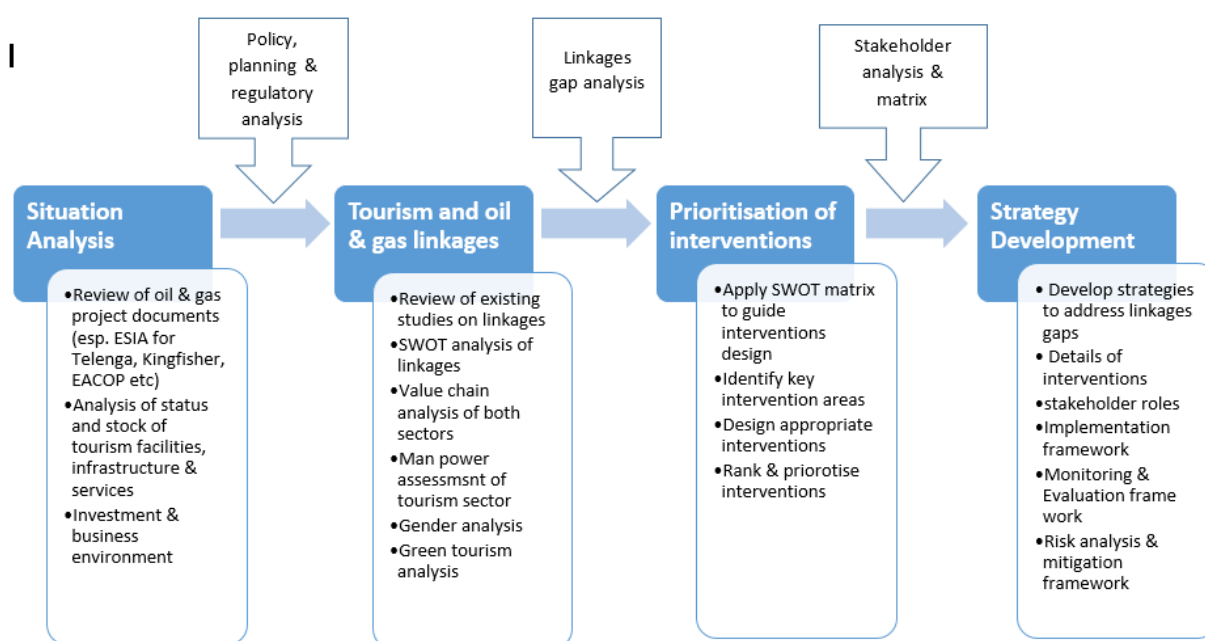


Figure 2.2 Step-wise approach applied in the study
(Source: Ayorekire, Mugizi & Obua 2023).

¹² Meeting was held at GIZ Kampala offices on 2nd March 2023

¹³ Lara-Morales, O., & Clarke, A. (2022). Sustainable tourism value chain analysis as a tool to evaluate tourism's contribution to the sustainable development goals and local Indigenous communities. *Journal of Ecotourism*, 1-19.

¹⁴ Miličević, K. (2021). *Tourism Value Chain and Sustainability Certification*. Interreg Mediterranean Lebenscape Project funded by EU, Brussels.

2.2.2 Methodology

2.2.2.1 Data collection tools

In order to collect sufficient information from a variety of stakeholders, two sets of data collection tools were designed and applied. First, a question check list (Annex III) was developed to guide the interview with individual stakeholders. Second, a structured questionnaire (Annex IV) was used to collect data and information from district local government's officials.

2.2.2.2 Sampling of study districts

Given the vast area to be covered and the limited time available for the assignment, out of the 13 districts (Buliisa, Hoima, Kikuube, Nwoya, Masindi, Kakumiro, Kyankwanzi, Mubende, Gomba, Sembabule, Lwengo, Rakai and Kyotera) six districts were purposively sampled (selected).

Bulisa, Kikuube, Hoima and Nwoya districts were selected since they host most of the oil and gas activities and facilities, including the Central Processing Facility (CPF), refinery, airport and industrial parks. Masindi district, though not directly hosting oil and gas activities or facilities, was included in the sample because as a growth district adjacent to Hoima, and as a transit route for visitors going to MFNP and it will experience the spillover effects of oil and gas activities. It was therefore deemed appropriate to understand the nature and levels of interconnectedness of districts within the region in terms of tourism, oil and gas activities. Hoima and Sembabule districts were representative samples of the districts traversed by EACOP. The oil pipeline will pass through the districts that will also host the associated facilities such as the oil pumping stations and accommodation camps for the workers.

2.2.2.3 Data collection

Document Review: The documents reviewed consisted of published articles, online authoritative sources, reports, and policy documents and others relevant to the study. The key documents included national development frameworks and tourism development strategies, oil and gas legal and policy frameworks, Environmental and Social Impact Assessment reports, and Environmental and Social Management Plans of the Tilenga, Kingfisher, EACOP and the Refinery projects and PAU reports among others.

Stakeholder interviews: Primary data were collected using one-to-one interviews and group consultation discussions with key stakeholders. Interviews were also held with heads of tourism private sector actors, accommodation managers, managers in oil companies, leaders in ministries and agencies and civil society leaders among others. Group consultation discussions were held with district local government officials that comprised the local government leadership (CAO), technical officials (Tourism Officer, Commercial Officer, Community Development Officer, Natural Resources/Environment Officer, Planning Officer), and representatives of tourism private sector organizations/bodies and civil society organizations – Plate 2.1 and 2.2.



Plate 2.1: Hoima District consultation meeting¹⁵



Plate 2.2: Sembabule District consultation participants

¹⁵ All persons who appear in this and subsequent photographs signed on GIZ/GOPA attendance forms or PAU Hoima Office forms

Field based observations: The researchers undertook a field mission to the oil and pipeline districts and visited several sites including oil fields, the airport, oil roads within and outside the national park and community-based projects supported under oil and gas activities. The team also visited and assessed hospitality facilities especially hotels and guest houses. Data on the field mission were captured through documentation and photography.

2.2.2.4 Data analysis and quality control

Several methods were employed to analyse the datasets and included qualitative content analysis of thematic areas generated from the stakeholder interviews and consultation meetings, SWOT analysis which was part of situational analysis of the tourism resources, infrastructure, hospitality facilities and services, human resource gap analysis, forecast modelling to obtain projections of visitor arrivals and employment demand and risk analysis to examine the likely adverse impacts and the mitigation measures.

2.3 Study limitations

The major limitation of the study was inadequate or complete lack of data that could be reliably used in the analysis. The available data were estimates collected in different years using various methodologies. District Local governments, which cited limited financial and human resource capacity, barely had data on tourism activities, hospitality facilities and operations. The most readily available data were those at the national level and most of them could not be disaggregated to district level.

The study, therefore, utilized approximated data in the analysis and to build possible future scenarios of tourist arrivals. In this regard, it is important to note that the projections presented are meant to help stakeholders gain a general understanding of the possible linkages between tourism sector and oil and gas sector. In addition, lack of comprehensive, accurate and reliable data was noted as this would curtail integrated planning and forecasting of tourist arrivals, growth in hospitality facilities and the associated revenues to enable investment decisions to be made.

Furthermore, given the time and resources constraint, the study was not able to administer a questionnaire to tourism and hospitality related enterprises in the oil and pipeline districts. The study collected data from sample districts where a structured questionnaire was filled by the Commercial and Tourism officers, and consultative meetings were held with District Local Government officials together with private sector and civil society representatives.

3.Chapter Three: Tourism Resources, Infrastructure and Service Mapping in the Oil and Pipeline Districts

3.1 Tourism resources mapping

Tourism resource is a collective term that refers to tourist attractions in an area (in this case oil and gas and the EACOP districts). The tourism resource mapping exercise placed tourism resources in oil and pipeline districts into six categories namely; wildlife, landscape, water-based resources, cultural heritage resources and historical sites, and built-up resources described in Table 3.1.

Table 3.1 Tourism resources in oil and pipeline districts

Category of the Resource	Description and Status
Wildlife Resources	The region has unique and rich biodiversity across the region - both within and outside conservation areas and are found mainly in conservation areas like Murchison Falls National Park, Bungungu, Katonga, Kabwoya Wildlife reserve, Budongo, Bugoma and others. Major of its tourist facilities are developed in national parks like Paraa, Chobe, Pakuba and others for promoting wildlife tourism. Wildlife reserves are not fully developed and lack tourist infrastructure, facilities and services. Forest reserves have been developed for ecotourism, especially Kaniyo Pabidi section of Budongo mainly for chimpanzee tracking and birding, however forest tourism has remained little exploited despite having high potential not fully developed. Wildlife outside protected areas not exploited for tourism development through community-based tourism as a means to improve the prosperity of local communities in the oil and gas districts by directly involving them in tourism businesses and activities. It can allow the local community to generate economic benefits through offering their products in the form of the local communities, lifestyles, natural resources and cultures to tourists. Due to its bottom-up character and attention to protecting natural and cultural assets, CBT can play an important role in sustainable development in the Oil and pipeline districts
Landscape resources	It has very diverse and beautiful landscapes suitable for scenic viewing like Butiaba escarpment (Plate 3.1), waterfalls, Nile – Lake Albert dealt, but limited planning for exploitation of landscape tourism has been done. Generally, most resources are not profiled and mapped. This has resulted into limited information and interpretation services for landscape tourism. Tourism infrastructure and facilities are not developed like circuits, scenery viewpoints and viewing facilities and equipment
Water based resources	It has variety of water based including lake, rivers, stream, aquatic resources, springs etc, but what is currently developed is the launch cruising on River Nile in MFNP while most water-based recreational activities are underdeveloped. Recreational (sport) fishing in the Nile and Albert so far are the best developed in the country, but limited to only MFNP, yet potential exists in all the lakes and rivers in the oil and pipeline districts. There is no framework for planning and developing lake and river tourism water based recreational tourism development in the oil and pipeline districts.
Cultural resources	The region has very rich and diverse cultural resources including cultural heritage for kingdom tourism development especially in Bunyoro and Buganda Kingdom. They have rich and unique traditional norms, dances, songs, graves and spirits of dead, cultural ceremonies among others that can promote intangible cultural tourism development a valuable tourism resource for both government and local communities. Kibiro traditional salt mining experience in Kibiro salt producing village demonstrates a unique example of an industry which has sustained its people for eight to nine hundred years ago and continues to do so perhaps for posterity from fishing on Lake Albert has high potential to attract tourists, but currently not planned and marketed. It is on national heritage list to be nominated to UNESCO as World Heritage Site because of its historical, social and economic values. It also has rich traditional culinary cuisines, but not developed
Historical resources	The region has rich and diverse historical resources in form of monuments including Sir Samuel Barker exploration footprint, the famous colonial resistance by Omukama Kabelega; Bigo bya Mugenyi Earthworks and Ntusi sites in Sembabule District have high potential as monumental sites for tourism development and Pete Peterson monument (Plate 3.2) for famous elephant hunter, ivory trader and later conservator
Built attractions	Currently, there are no developed built attractions such as Leisure and recreation parks, theme parks, big shopping malls. However, oil and gas related installations are being established such as the industrial parks (Plate 3.3), Central processing facilities (Plate 3.4), refinery which have the potential to attract visitors



Plate 3.1: Scenic landscape view from Butiaba escarpment overlooking L. Albert
Photo Credit: Jim Ayorekire



Plate 3.2: Pete Pearson's Monument along the newly construction road to Buliisa Town

Photo Credit: Jim Ayorekire



Plate 3.3: Ongoing site clearance at the Industrial Area for the Tilenga Project in Buliisa District.
Photo Credit: PAU



Plate 3.4: Planned layout of the Kingfisher Central Processing Facility in Kikuube District
Source: PAU

The potential of Albertine Graben as a tourism destination was recognized in 1950s when MFNP was gazetted to protect unique and rich biodiversity and preserve the local natural features especially the falls. MFNP attracted tourism investments in forms of lodges, air transport and other tourist services making it one of the popular nature-based tourism destinations in East Africa. However, a number of natural and cultural resources in the oil and pipeline districts described in Table 3.1 also have high potential for tourism development. For instance, Bigo bya Mugenyi is on the national list of historical sites that has been nominated for consideration as a World Heritage Site for possession of outstanding universal values (OUVs) enlisted by UNESCO. When gazetted, the site will become a key tourism attraction that can be developed to diversify the local economic base and support regional socio-economic transformation. Furthermore, the resources offer an opportunity for the oil and pipeline districts to be packaged and marketed as competitive destinations.

3.2 Tourism infrastructure and facility mapping

Tourism infrastructure and facility mapping revealed inadequate and limited opportunities due to few facilities, limited capacities, poor service quality standards and limited investment (Table 3.2). At the same time, the study has revealed opportunities for tourism development due to construction of oil and gas infrastructure 'oil roads and airport', growing investment in accommodation facilities around MFNP, Hoima City and other towns and UTB's programme of grading, classification and certification. These factors need to be prioritized to enable the tourism sector to grow with focus enhancing product and service quality in the oil and pipeline districts. Apart from MFNP and the tourism facilities that are in place, little is known about the entire region as a tourist destination.

Table 3.1 Infrastructure and facilities for tourism development

Infrastructure Category	Description and Status
Road network	There is adequately networked with good paved road network where more 700 kms have been added to facilitate oil and gas sector development (Plate 3.5), helping to increase accessibility in the region for all sectors. A newly paved road infrastructure built has helped to shortened travel time from Kampala to the major cities in the region
Airport	The region currently has no international airport and the first one will be the Kabalega international Airport which is under construction (Plate 3.6) and expected to be completed soon. The major air transport facility has been the Pakuba Airfield that handles domestic flights that connect to other regions.
Water transport	There are two Ferry services at Wanseko and Paraa that have helped to connect the region to West Nile and beyond. In MFNP, there is a launch cruise service that combine transportation services and touring which is excellent for viewing wildlife at a short distance.
Accommodation facilities	It has established tourist lodges in MFNP (Parra, Chobe, Pakuba and others in Nwoya and Bulisa Districts) and Masindi Hotel which was among initial Uganda Hotel accommodation facilities established to promote tourism. The region is experiencing increasing investment in accommodation facilities especially in key major towns though town facilities. However there is limited data on the number and quality of facilities since most of them are not graded and classified



Plate 3.5: Newly constructed road to Kingfisher Project in Kikuube District
Photo Credit: PAU



Plate 3.6: Research team visiting Kabalega International Airport under construction
Photo Credit: Jim Ayorekire

3.3 Tourism services mapping

The general outlook is that tourism services are still poor (Table 3.2). There is a need for heavy investment especially in tour guiding and site interpretation services and food and beverage services. Tourism support services (such as banks, telecom networks) are available in the urban areas in the region, but there is need for investments to expand the services to all rural areas and remote tourism destinations.

Table 3.2 Description of tourism support services

Service	Description and Status
Food services	There are a variety of food establishments catering for most visitors/tourists. Most establishments provide mainly localized food services not measurable to national and international standards. However, service quality is still low. The region has inadequate trained chefs and other service such as waiters and waitresses.
Banking	There is an increasing number of financial institutions (especially banks) opening branches in main cities in region – mainly Hoima, Masindi, Sembabule among others). However, in the growing district towns (such as Kikuube) financial services are still limited. Although tourism enterprises use the services of these institutions, there are no deliberate financial services and packages that have been developed to support tourism investment
Telecommunications	Mobile telecommunication services have been established and expanded to most parts of the Albertine region and the pipeline districts by UTL, MTN and Airtel. However reliable telephone and internet coverage is still limited especially in rural areas where most tourism resources and potential facilities would be established
Electricity and water supplies	The region depends on national power grid from Jinja supplying electricity to major towns and trading centres. But in MFNP, especially in Paraa and Pakuba areas they are not connected to national power grid and use thermal generators. Piped water supplies are also found in urban areas. Rural areas depend on well water sources, streams, rivers and Lake Albert for water supplies.
Medical services	Important medical facilities are mainly located in towns with Hoima and Masindi having referral hospitals. Most of the newly created districts, especially the EACOP districts have Grade IV health Centres while rural areas have mainly Grade I and II health facilities
Tour and travel services	There are very few tour companies based in the region. As a result, there is lack tourist specialised vehicles. Similarly, there is inadequate trained guiding services and most cultural sites and natural sites have no trained site interpreters and guides managing them.

3.4 SWOT Analysis of tourism resources, infrastructure, facilities and services

Tourism development can provide a multitude of economic, social, cultural, and environmental changes in Albertine Oil and pipeline districts. Attempt to develop and promote tourism and hospitality industry is vital to spur socio-economic growth in the oil and pipeline districts. Tourism potential can be exploited by leveraging the strength and opportunities to overcome the weaknesses and threats.

3.4.1 SWOT analysis of tourism resources

Figure 3.1 shows the strengths of oil and pipeline districts' tourism potential in terms of rich biodiversity conserved in national parks, wildlife reserves and forest reserves, diverse landscape, rich cultural resources and youthful population with high potential to provide labour. This is augmented by opportunities like interest by potential investors in adventure tourism, recreational fishing, accommodation facilities establishment with in-house food services, oil and gas employments offering new visitation opportunities and interest by oil companies to partner with tourism sector. However, key weaknesses and threats still exist like increasing cases of poaching and encroachment, lack of planning to tap into tourism potential especially cultural sites that are not gazetted, conflicting views about oil and gas development vis-à-vis sustainable tourism in the region among others.

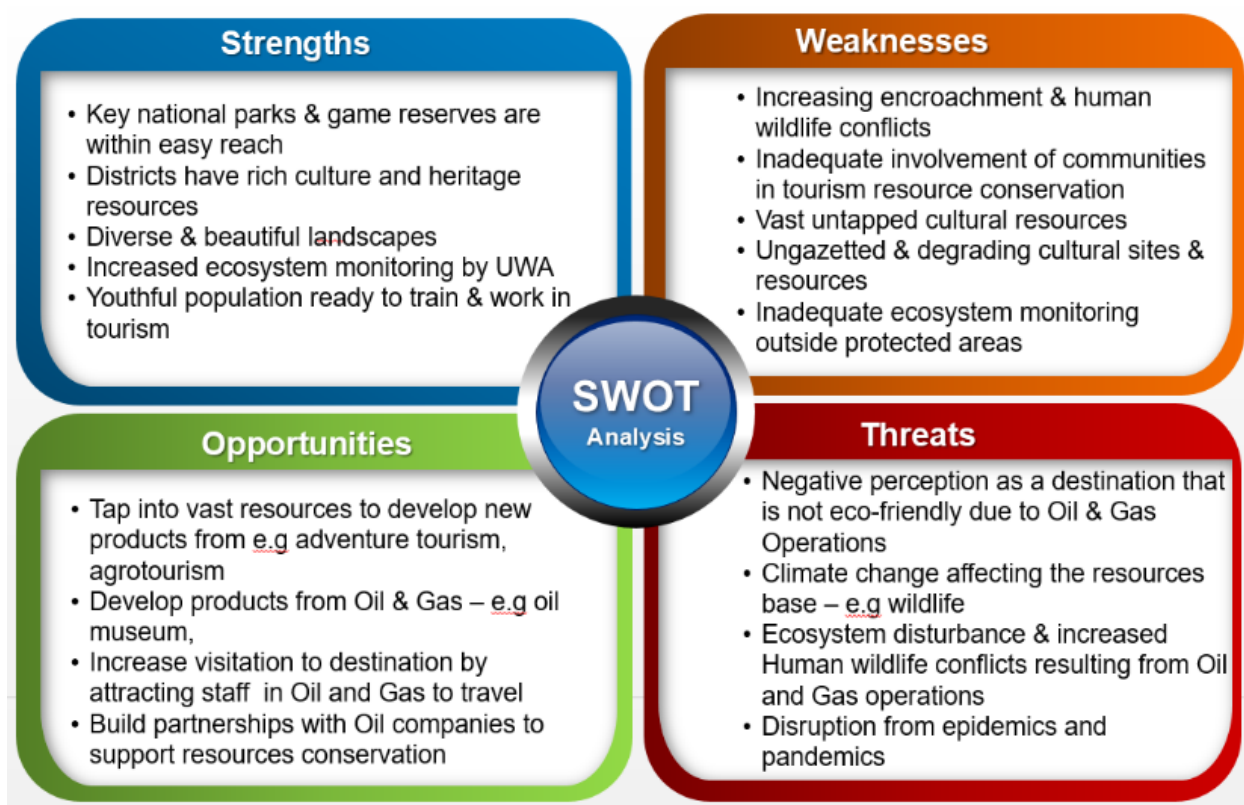


Figure 3.1 SWOT analysis of tourism resources

3.4.2 SWOT Analysis of tourism infrastructure, hospitality facilities and services.

The analysis (Figure 3.2) indicates strengths like oil road construction that provide easy access to the region as key factor for boosting tourism sector growth. Other strengths include increase in accommodation facilities especially around MFNP, increasing interest in accommodation and service investments, youthful population that is trainable to serve as workforce, and increasing urbanization as more district headquarters have been established in the region. Key weaknesses are related to infrastructure provision like connecting road networks to important tourism resource sites, recreational facilities and services, poor or no signage to sites, inadequate visitor information and guiding services among others. Other threats include climate change that affects wildlife habitats leading to wildlife migration, disasters and competitions. There also opportunities to be exploited such as increasing international and domestic demand for vacation, oil roads that extend road infrastructure and networks in the region and construction of Hoima International Airport to allow direct international tourists' entry and exit.

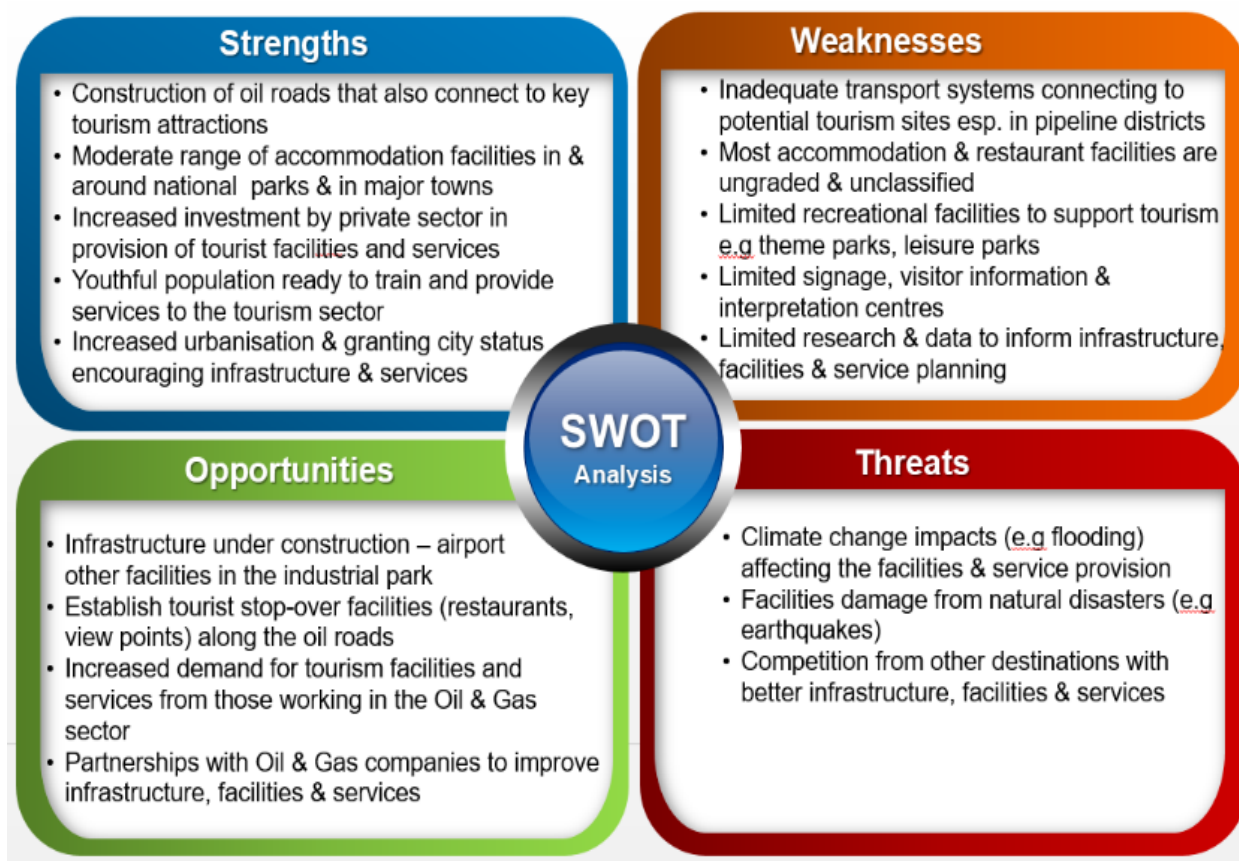


Figure 3.2 SWOT analysis of Tourism infrastructure, Facilities and Services.

4. Chapter Four: Human Resources Assessment

4.1 Background and context

Uganda is one of the most naturally diverse countries in Africa with a steadily growing tourism sector. As an emergent destination in East Africa, the country needs to upgrade the human resource skills, among other challenges, in order to realize tourism's full potential¹⁶. However, low levels of skills development in Uganda's tourism sector hinders its competitiveness¹⁷. The bedrock of Uganda's tourism sector is the development of a robust pool of skilled, competent, and professional personnel along the tourism value chain¹⁸.

Tourism and hospitality is a dynamic industry and human resource is one of its vital assets. Human resources in the industry are characterised by job-specific skills¹⁹, unevenly paced work, odd working time (evenings, night, weekends, and public holidays) and seasonal employment patterns²⁰. Well trained, motivated, and competent human resources are one of the pillars of tourism development as they are required to plan, manage, market, and deliver quality tourism products and services. Furthermore, tourism sector is an equal opportunity employer given that jobs are accessible, and some skills can be learnt relatively easily with minimum investment²¹. Part time and seasonal jobs are also available thus offering people opportunity to supplement their incomes from other economic activities.

In 2019, 1,559,147 people were employed in the tourism sector equivalent to 14.7% of the country's total employment of 10.6 million people²². Of these, 52.6% were self-employed and 68% were female. Within the tourism and hospitality industry, the largest proportion (83.1%) of human resources is employed in food and beverages (Figure 4.1).

¹⁶ World Bank (2013). *Economic and Statistical Analysis of Tourism in Uganda. Technical Report*, Kampala.

¹⁷ Harlaar, M., Bongers, A. & Keezire, M. (2019). *Road map for tourism development in Uganda*. Embassy of the Kingdom of the Netherlands in Uganda, Kampala.

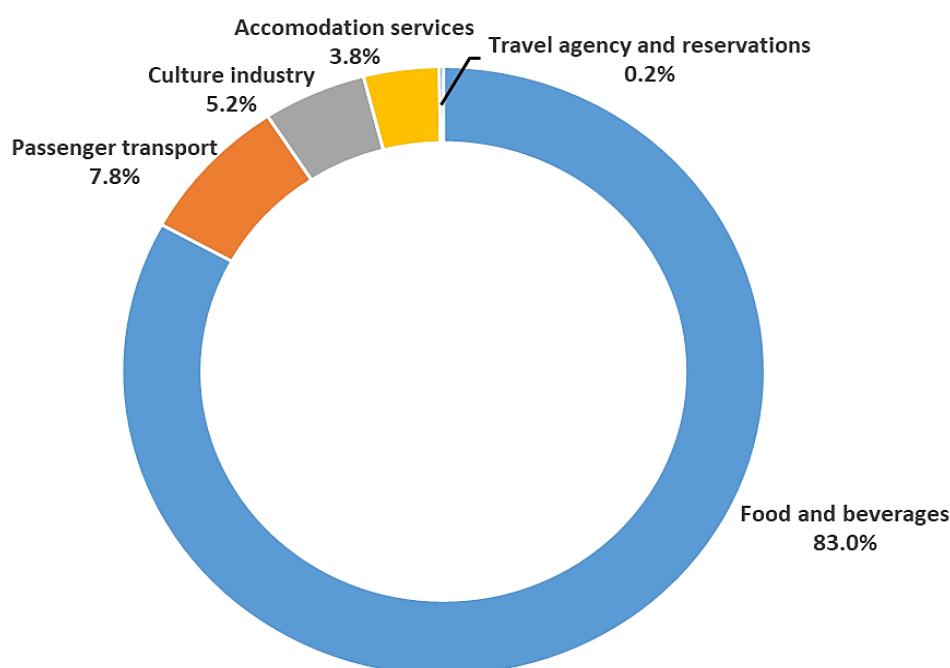
¹⁸ Ahebwa, W.M. and English, P. (2021). *COVID-19 and Uganda's Tourism Sector – Revving the industry through the national budget*. International Growth Centre (IGC) Final Report F-20129-UGA-1.

¹⁹ Burke, R. J. (2018). *Human resource management in the hospitality and tourism sector*. In *Handbook of human resource management in the tourism and hospitality industries*. Edward Elgar Publishing, Cheltenham Glos, UK.

²⁰ Riley, M. (2014). *Human resource management in the hospitality and tourism industry*. Routledge, London.

²¹ Petroleum Authority of Uganda (PAU) undated. *Report on Tourism Investment in the Albertine Graben*. Kampala, Uganda.

²² UBOS (2023). *Uganda Tourism Satellite Account: Measuring the contribution of Tourism to the Economy of Uganda*. Report prepared with support from UNECA Kigali Office.



Source: UBOS (2023)

Figure 4.1 Categories of employment in tourism and hospitality industry

A study of tourism investment in the Albertine Graben²³ by the Petroleum Authority of Uganda (PAU) indicates that USD 20 billion will be invested in the oil and gas sector. This offers prospects for engaging human resources considering that more than 164,000 jobs will be created. However, the study does not indicate how many of the new jobs will be in the tourism sector. The study also noted the deficit in skills required to develop and manage a competitive tourism sector in the Albertine Graben. In spite of the paucity of data on human resources in the oil and pipeline districts, this study has attempted to map areas where direct and indirect employment opportunities that would increase along the tourism value chain as it interacts with the oil and gas sector operations (Figure 4.2 and Annex V) and where adequate and well trained human resources would be required.

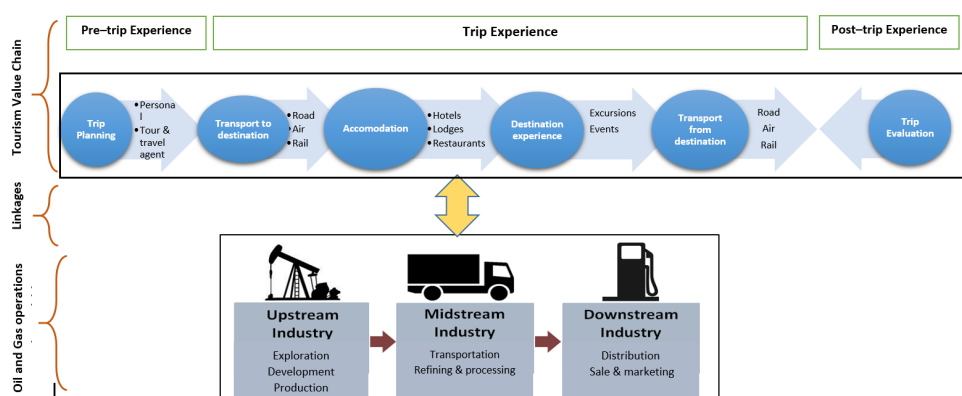


Figure 4.2 Employment opportunities along the tourism value chain as it interacts with oil and gas operations

Source: Ayorekire, Mugizi & Obua (2023)

23 PAU (2018) Report on the tourism investment in the Albertine Graben

In order to develop and manage tourism in a systematic way, it is important to understand the employment dynamics and classification of tourism-related jobs. The International Labour Organization (ILO) and the United Nations World Tourism Organization (UNWTO) consider employment and job classification as important variables in the tourism sector. However, there is a dearth of information and data on employment in tourism to enable a deep understanding of the dynamics because employment is inadequately measured and insufficiently studied²⁴ and yet statistical data are indispensable for sound evidence-based decision-making, planning, implementation and monitoring of tourism policies and programmes²⁵. On top of that, the special characteristic of tourism as a cross-cutting economic activity makes it difficult to classify the occupations and skills related jobs in the sector. In spite of the challenge in classifying tourism-related jobs, a study by PAU revealed that majority (75%) of the jobs in Uganda's tourism sector are at operational level, 16% at supervisory level and 9% at managerial level. The study further revealed that there are few inadequately equipped institutions offering training in tourism and hospitality in the Albertine Graben. This shortcoming renders the quality of the graduates questionable even though a threshold number is desired. During the study, we noted in the discussions with the workers in the hospitality facilities that they were either semi-skilled or unskilled.

To address the above challenge, there is a need to carry out a capacity needs assessment prior to development of tourism in the Albertine Graben alongside oil and gas activities. A notable progress has been recorded in this direction. Capacity skills needs assessment for the Albertine region was undertaken by Sector Skills Councils (SSC) as a precursor for establishment of professional standards and development of skills enhancement strategy and plan for the tourism and hospitality sector. The assessment involved analysis of the existing institutional and human resource capacity needs of the sector as a prerequisite for developing a strategy to address the deficiencies. Sector Skills Councils (SSC) strive to increase the quantity and quality of workers in the tourism sector, reduce skills gaps and shortages and improve workforce and enterprise productivity. In addition, SCC provides labour market information for long-term business planning, setting up of occupational standards and ensuring that human resource capacity building programmes are aligned with the labour market requirements.

4.2 Human resource training, work force qualifications requirements and certification

As stated in the Uganda Tourism Development Master Plan 2014-2024, Uganda has 32 institutions conducting tourism and hospitality education and training. Of these, nine are public institutions and 23 are run by the private sector. Seven of the institutions are universities, 10 are business schools, 11 are vocational institutes and four as tourism and hospitality schools. The qualifications awarded by the institutions range from Certificate to Post graduate levels in hospitality management, tourism management, tour and travel, food and beverage service. The two main tourism and hospitality-related public training institutions under the Ministry of Tourism, Wildlife and Antiquities are the Uganda Hotel and Tourism Training Institute (UHTTI) located in Jinja and the Uganda Wildlife Training Institute (UWTI) located in Katwe (MTWA, 2014).

²⁴ ILO (2013). *Proposal for identifying characteristic occupations of the tourism industry within the ISCO-08 and national occupational classification systems*. ILO, Geneva, Switzerland.

²⁵ UNWTO and ILO (2014). *Measuring employment in the tourism industry – Guide with best practices*. UNWTO, Madrid, Spain.

UHTTI is a flagship training institution for tourism and hospitality with prospects for becoming a centre of excellence in Uganda for tourism and hospitality skills development. UHTTI currently offers short courses, Certificate and Diploma programmes in hotel and tourism management, pastry and bakery, and tour guiding. On the other hand, Uganda Wildlife Training Institute (UWTI) trains wardens, wildlife officers, rangers and tour guides. It offers certificate and Diploma in Wildlife and Allied Natural Resource Management and certificate and Diploma in Wildlife Tourism. Although the number of tourism and hospitality training institutions has increased over the years providing a wide range of courses, the institutions (public or private) faced challenges of limited training equipment and infrastructure, inadequate human resource capacity, curricula that are not harmonized and limited application of modern technologies in learning and training.

The oil and pipeline districts have few and inadequately equipped tourism and hospitality training institutions, which mainly offer hospitality certificate courses with none offering courses in tourism and tour operations and management. The few available institutions are mainly located in Hoima district (Table 4.1), Masindi has one training institution and the districts of Buliisa, Kikuube, Nwoya and Sembabule have no tourism and hospitality training institutes. This implies that those who want to acquire quality tourism and hospitality skills have to move out of the region and search for institutions in other areas such as Kasese and Kampala. The study results reveal that most tourism enterprises such as hotels have to recruit labour from areas outside the oil and pipeline districts. However, it was also noted that they don't have formal certification. Other enterprises such as restaurants and guest houses that cannot afford to hire external labour resort to employing unskilled or semi-skilled labour which negatively affects service quality.

Table 4.1 Tourism and hospitality training institutions in the oil and pipeline districts

Training Institution	Type	Awards	District
Millennium Business School	Private (Church founded)	Certificates in Hotel and Institutional catering, Front Office Management & Waitron courses	Hoima
Nile Vocational Institute	Private (Church founded)	Certificate & Diploma in Catering & Hotel Management	Hoima
Liberty Institute	Private	Certificate courses	Hoima
St. Simon Vocational Training Institute	Private	Short courses in hospitality – affiliated to Millennium Business School	Hoima
St. Kizito Vocational and Apprenticeship Centre	Private (Church founded)	Certificate in Hotel Management and Hospitality	Masindi

4.3 Human resource capacity gaps analysis

An account of the human resource capacity gaps presented in this section is based on a situational analysis and an overview of key policy and planning documents. The Uganda Tourism Development Master Plan (UTDMP) 2014-2024 identifies weak human resource capacity as one of the key constraints to tourism development in the country. NDP III (2020/21-2024/25) also notes that the country has not fully exploited its tourism potential due to inadequate and unskilled human resources needed for work in tourism, hotels and restaurants, tour, travel

and leisure sub-sectors²⁶. The Plan further notes glaring skill gaps that account for poor, slow and unprofessional service quality underpinning low productivity and curtailing competitiveness. The huge skills gaps also limit creativity and innovation needed to add value to the existing tourism products and services.

Furthermore, tourism and hospitality industry offer jobs at skilled, semi-skilled and unskilled levels in the accommodation sector, restaurants, tour operating companies, travel agencies, car hire companies, natural and cultural attractions, crafts and cultural performance, events and meetings, transport and tour guiding, as well as public sector organisations. Rural communities that are key stakeholders and expected to benefit from tourism, lack the basic skills and work ethics needed to make them suitable for employment. In addition, operators of community-based tourism enterprises lack skills in business management, customer care, product development, craft design, marketing and food hygiene.

NDP III (2020/21-2024/25) also highlights skills gaps in policy and quality regulation in the tourism sector. The Plan notes lack of standards to regulate the tour guides and the current poor stakeholder engagement and coordination of training that constrain efforts to enhance skills in the sector. Moreover, the culture of training and continuous professional development is weak and nonexistent in some tourism and hospitality related organizations. Additionally, maintenance of standards and quality of service is at the discretion of the owners of the different tourism and hospitality facilities which creates service quality gaps in the sector. Whereas Uganda Tourism Board classifies hotels and lodges, its human resource capacity is also limited thus leaving the majority of the actors along the tourism and hospitality value chain unregulated. Worse still, the standards of hospitality facilities have not been rolled out to local governments for enforcement by District Commercial Officers and Tourism Officers.

A study carried out by PAU in the Albertine Graben²⁷ found limited capacity to enforce health regulations and standards in tourism and hospitality enterprises. Health and safety standards are critical in tourism and hospitality industry²⁸ and the state of health and hygiene influences a tourists' choice of a destination^{29,30}. The World Economic Forum recognizes health and hygiene as one of the key pillars for enhancing the competitiveness of tourism³¹. At the moment, there is limited human resource capacity to strengthen cooperation and coordination at all levels to ensure sustainable tourism that complies with health and hygiene regulations. Such capacity is needed to engender conditions that ensure healthy tourists, communities and the environment.

A SWOT analysis of the human resources capacity (Figure 4.3) in the tourism and hospitality

²⁶ National Planning Authority (2020). *National Development Plan III 2020/21-2024/25*. Ministry of Finance, Planning and Economic Development, Kampala.

²⁷ PAU (2018) *Report on the tourism investment in the Albertine Graben*

²⁸ WHO (2022). *Putting health at the heart of tourism development in small countries of the WHO European region*. Policy brief. Copenhagen: WHO Regional Office for Europe.

²⁹ Jovanović, S., Janković-Milić, V. and Ilić, I., 2015. *Health and Hygiene Importance for the Improvement of Tourism Sector Competitiveness in Serbia and the South-Eastern Europe Countries*. *Procedia Economics and Finance*, (19), pp. 373-382.

³⁰ Boitumelo, C. (2022). *Health and hygiene strategies for tourism promotion: Guidelines for Africa*. *Journal of Tourism, Leisure and Hospitality* 4(2): 158-164.

³¹ World Economic Forum. (2022). *Travel and Tourism Competitive Index Report 2022* Cologny: World Economic Forum.

industry shows that tourism development can be anchored on the existing strengths which include availability of institutions offering training on tourism and hospitality, youthful population that can be trained to join the work stream in the growing industry and a national certification system to ensure service quality and ethical practice. The opportunities include establishment and strengthening of partnerships with training institutions to enhance knowledge and skills desired in the industry, establishment of a centre of excellence for training in tourism and hospitality in the Albertine region and fostering collaboration with oil and gas companies to provide short-term attachments and internship training for tourism and hospitality workforce skilling. However, there are weaknesses that need to be addressed, for instance, inadequate training facilities, graduates who are entering the job market without professional certification, limited on-job training and skilling among others. The threats faced by the industry include entry into the job market by personnel from outside the oil and pipeline districts and country that take up the jobs, as well as tourists' perception of the Albertine region as a low service quality destination that need to be corrected.

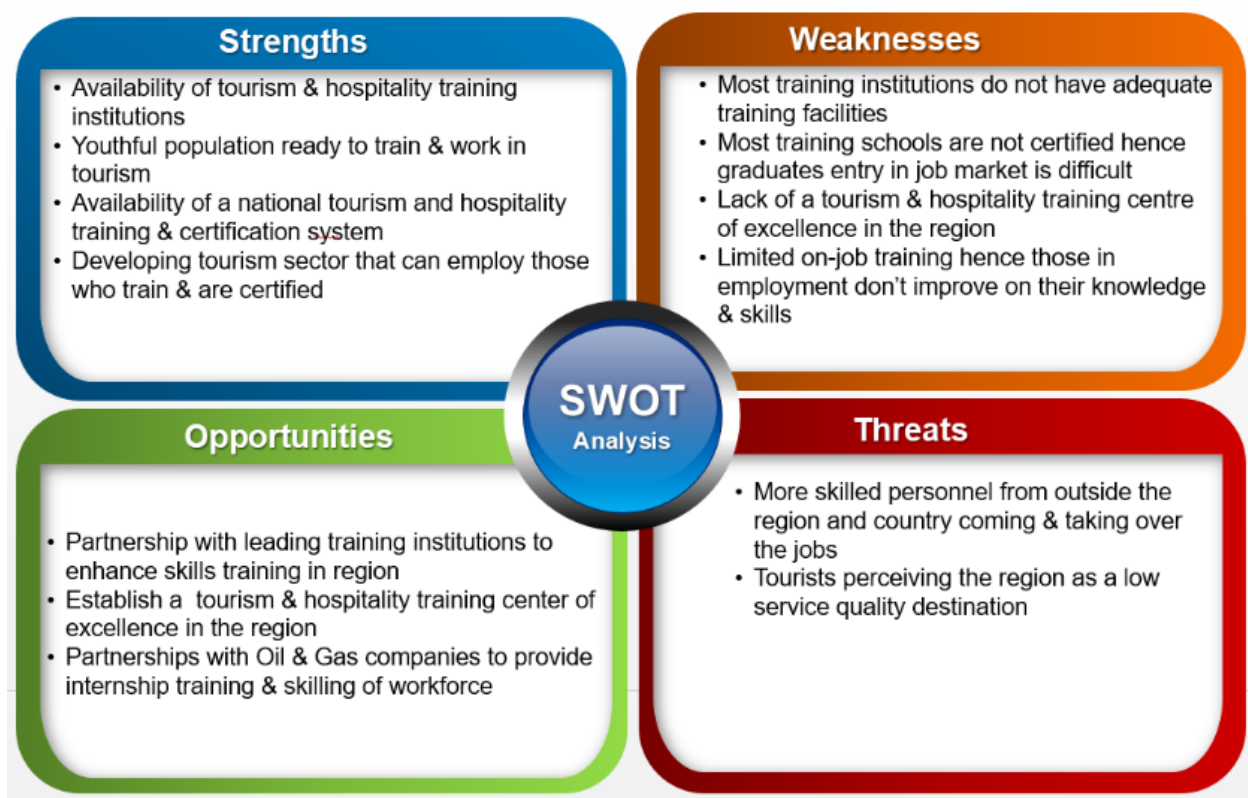


Figure 4.3 SWOT analysis of tourism and hospitality human resources situation.

Expert analysis of tourism and hospitality human resources revealed a glaring gap in the quality and quantity of employees' knowledge and skills in the operations function of the industry that need to be addressed in the short-term (within five years from start of tourism activities) to support tourism development in the Albertine Graben (Figure 4.4). The gaps are in tourism planning, food and beverage service, MICE management, wellness and spa therapy, among others. The analysis further revealed limited knowledge and skills among personnel working as hospitality facility managers, supervisors, chefs, waiters and waitresses, community guides, among others. The gap can be addressed in the short-term (5-10 years following commencement of tourism activities in

the Albertine Graben). The knowledge and skills of personnel working as housekeepers, cultural and adventure guides, among others, need to be enhanced immediately whereas facility managers, front office managers, marketing staff, nature and driver guides and cultural entertainers have knowledge, skills and experience that need be enhanced in the short term.

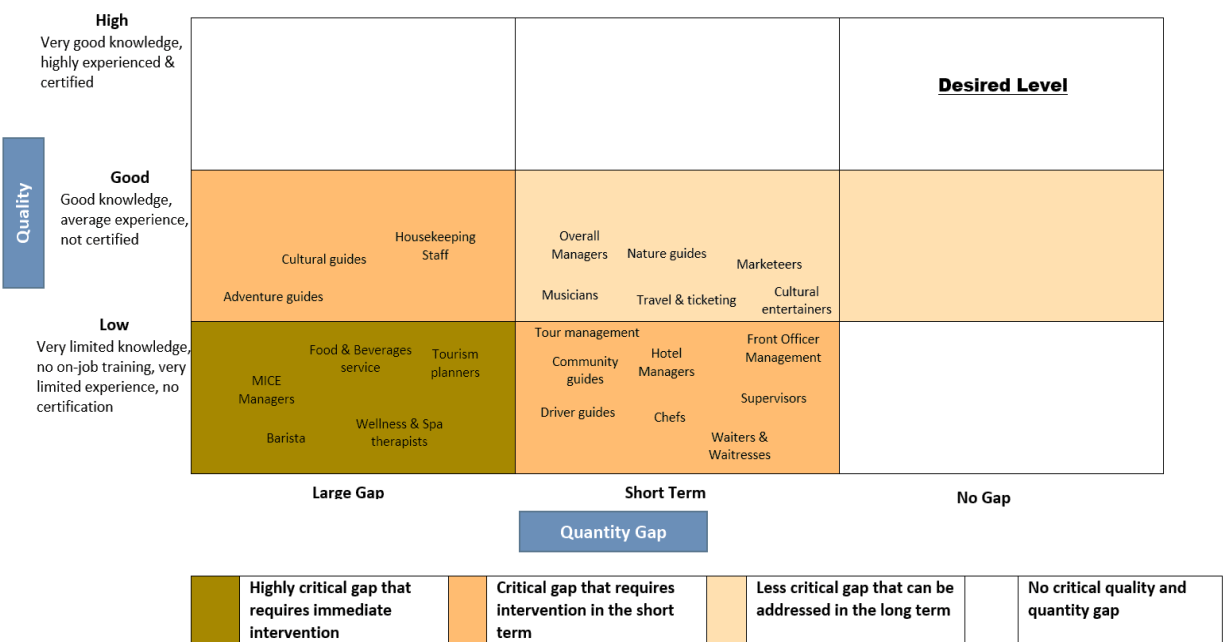


Figure 4.4 Tourism human resource gap analysis in the face of oil and gas development in the Albertine Graben.

5. Chapter Five: Sustainability and Inclusiveness of the tourism sector in Albertine region

5.1 Environmental sustainability

Environmental sustainability has been given comprehensive attention in the process of oil and gas operations considering that most oil wells are either located in conservation areas (such as Tilenga Project in Murchison Falls National Park) or near wildlife reserves and sensitive ecosystems (such as Kingfisher Project that is adjacent to Lake Albert and key important bird areas).

Since Uganda's tourism sector is wildlife-based, the IOC's have closely worked with government agencies especially NEMA, MTWA and UWA to ensure that the oil and gas operations do not negatively affect tourism resources and tourism operations. Each oil and gas project has undertaken Environmental and Social Impact Assessment (ESIA) before the commencement of operations and Environmental and Social Management Plans (ESMP) were developed. Government agencies and NOCs are continuously collaborating to ensure that the mitigation measures are implemented, and regular research and monitoring undertaken.

However, most environmental sustainability initiatives are restricted to areas within conservation areas and limited attention has been given to areas outside protected areas. This calls for comprehensive ecological planning that takes into account community involvement in conservation of resources

under their control and empowering them to harness the resources especially through community tourism initiatives.

5.2 Status of green tourism practices

In order to ensure sustainable resource management and enhance competitiveness of the Albertine region the tourism operators have to adopt green practices. The findings reveal that majority of local government officials and tourism operators in the region were not aware of eco/green certification in tourism. The district officials further revealed that they were not fully aware of the greening agenda in relation to tourism, and even if they were aware there is no framework or guidelines that would enable them promote the tourism greening agenda.

After clarifying the concept of greening agenda, the districts officials reported that apart from the few accommodation facilities located in the national parks, all other establishments are not required to adopt green practices in their operations. They stated that majority of the tourism establishments such as hotels and tour companies have not adopted sustainable production and consumption practices in their operations and there is no mechanism put in place to monitor and enforce compliance. However, some hotels have adopted a number of greening practices such as use of solar energy for lighting and water heating, use of energy saving bulbs, adoption of energy saving cook stoves, among others. These findings point to the need to develop a tourism greening strategy for the Albertine region that should focus on supporting tourism operators to adopt green practices. In addition, the capacity of local government officials should be enhanced to enable them carry out sensitization of actors involved in tourism and hospitality businesses.

5.3 Inclusiveness of tourism sector

Inclusiveness refers to the creation of equal access to opportunities and resources by people who would have otherwise been excluded or marginalized based on gender, physical disabilities or belonging to a minority group³². Inclusivity is crucial in fostering linkages between tourism and the oil and gas sectors. While both sectors can bring economic benefits to a region such as the Albertine Graben, limited focus on inclusiveness can exacerbate inequalities and reinforce bias and discrimination.

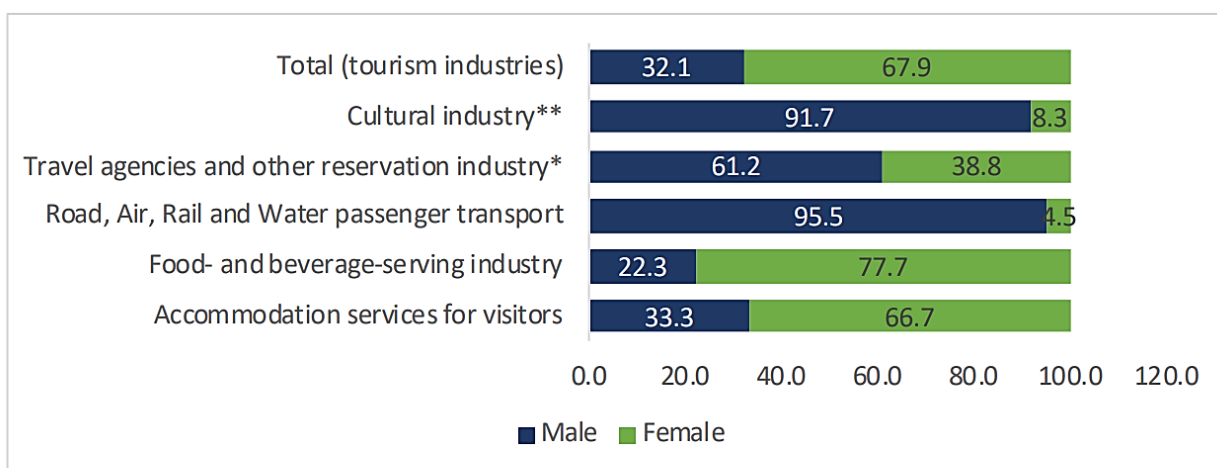
Focusing on gender inclusiveness is key in building sustainable linkages between tourism and oil and gas sectors. The findings reveal that females constitute 65% of the labour force in the oil and pipeline districts, is slightly lower than the national average of 68%. Although the tourism sector is generally gender inclusive, national statistics affirm that majority (77.7%) of the females are engaged in food and beverages sub-sector and in accommodation services (66.7%) (Figure 5.1). The Food and beverages sub-sector where most of women are employed is highly informal and characterized by low pay and poor working conditions. Such a situation reinforces gender stereotypes as women are often excluded from high-paying technical and managerial jobs and are relegated to lower-paying administrative and support roles³³. Literature reveals that fewer women than men are employed at supervisory and management levels across the tourism value chain. However, there is a gradual increase in number of females in leadership positions in the Hoima oil district and growth districts of Masindi and Nwoya that have female District Tourism Officers.

Experiences from other countries show that by integrating and mainstreaming gender into tourism and oil and gas nexus increases decent job opportunities and promotes access to resources by women.³⁴ Therefore, there is need for policymakers and industry stakeholders to work towards promoting greater gender inclusivity, equality and empowerment in the tourism and oil and gas sectors. The study analyzed the human resource gap within the oil and pipeline districts, identified the tourism professions where females have a high employment potential and where professions where interventions would increase employment females – Figure 5.2.

³² United Nations (2016) *Identifying social inclusion and exclusion*. Accessed from <https://www.un.org/esa/socdev/rwss/2016/chapter1.pdf>

³³ Bryson, J. (2017). "This Is a Man's World": A Gender Analysis of Oil and Gas Extraction in Trinidad and Tobago. *Journal of International Women's Studies*, 18(3), 212-227.

³⁴ Fiddes, C., & Cerny, M. (2016). *Women, Oil and Tourism: An Analysis of the Relationships between the Gendered Impacts of Two Industries in Trinidad and Tobago*. In T. Forsyth (Ed.), *Critical Perspectives on Oil and the Environment: The Role of Private Business* (pp. 205-222). Routledge.



Source: MAPU 2016/17

*Includes transport equipment rental

**Includes culture, sports and recreation

Figure 5.1 Distribution of direct tourism Employment by sex and industry type

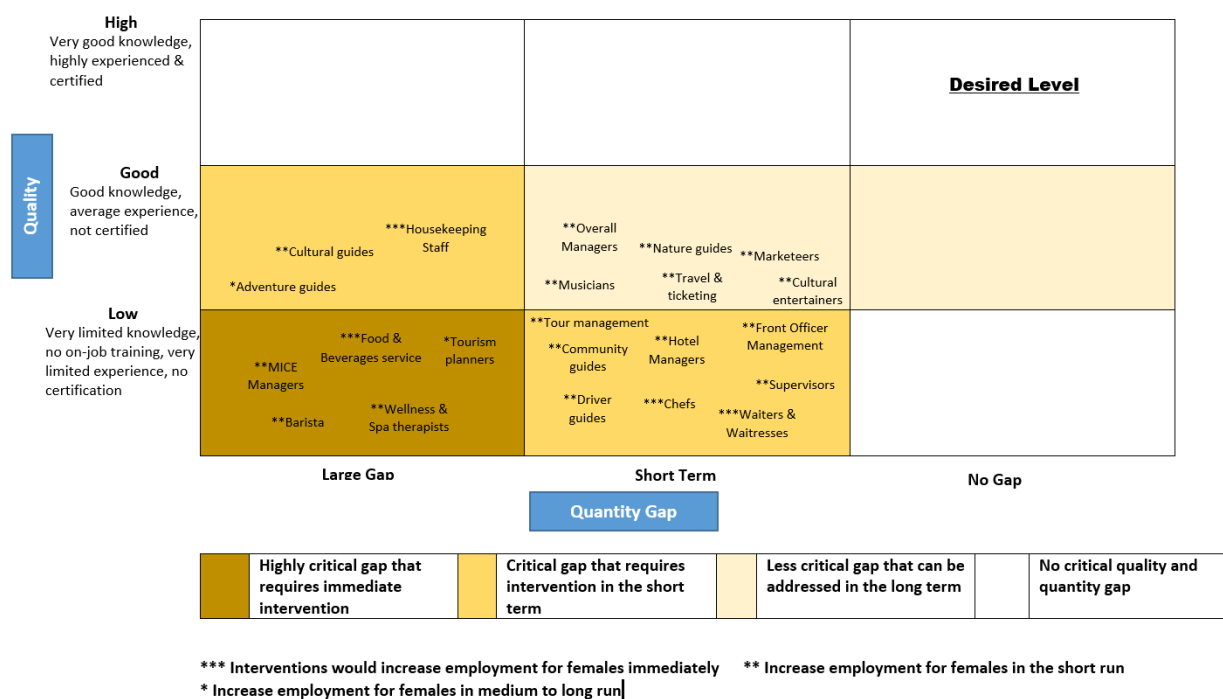


Figure 5.2 Tourism human resource gap analysis and professions where interventions would increase employment for females in the Albertine Graben

6.Chapter Six: Tourism and Oil and Gas Linkages

6.1 Background and context

The findings of this study reveal that although most stakeholders have interacted with the oil and gas operators (TotalEnergies and CNOOC) and regulator (PAU) to update them on the oil exploration and development activities, there has been limited discussion of the linkages between tourism and the Oil and Gas operations and the resultant opportunities. Such opportunities include utilisation of six percent of the oil and gas revenues as royalties to local governments to support tourism development in the oil and pipeline districts, as stipulated in the Public Finance Management Act 2015 section 75(1)³⁵. Furthermore, tourism private sector associations receive quarterly updates about the oil companies, the Ministry of Tourism, Wildlife and Antiquities and related agencies have been jointly undertaking biodiversity surveys and implementing environmental mitigation strategies in conservation areas and Local Governments have been involved in ensuring the Project Affected Persons (PAPs) are compensated so that local communities benefit from livelihood enhancement projects supported by the oil companies.

Stakeholders identified the infrastructure developments (constructed oil roads and the Kabalega international Airport under construction) as the key major linkage that will boost tourism development in the Albertine region. However, apart from identifying the infrastructure, most of the tourism stakeholders did not have comprehensive strategies and plans on how they can position themselves to tap into the opportunities being created as a result of enhanced access to the Albertine region. More so, most stakeholders have not adequately analyzed and envisaged the linkages that would result from the development of the oil and gas sector. Some actors, such as the tourism private sector entrepreneurs, noted that there was inadequate information on the current oil and gas activities and expressed uncertainty about the future oil and gas production and refining timelines, given that anticipated dates have often been extended forward. As a result, they remain laid back until government or the IOC's invite them and provide leadership in discussing the opportunities and linkages between tourism and oil and gas sectors. However, there is need for the tourism stakeholders to shift from the current reactive to proactive engagement approach in order to articulate their interests.

6.2 Linkages and gaps between tourism and oil and gas sectors

As part of the effort to fully understand the existing and potential linkages between tourism and oil and gas sectors, in-depth discussions were held with a cross section of stakeholders, and information generated was analyzed and categorized into various themes that are presented in the following sub-sections. Each theme expounds on the gaps between tourism and oil and gas sectors.

6.2.1 Infrastructure development

Construction of oil roads in the Albertine region and upgrading of roads in some conservation areas were reported as the major linkages and immediate opportunity that tourism sector has

³⁵ Government of Uganda (2015) *Public Finance Management Act*

benefited from the oil and gas operations. The construction of more than 700 kms of high quality tarmac roads has improved access to various parts of the Albertine region that hitherto had limited connections to other parts of the country. The improved road network has kindled tourism development through reduced travel time between tourism destinations, stimulated investment in hospitality facilities such as hotels and improved access to tourism attractions that were hard to reach such as Kabwoya game reserve.

The linkages and benefits between tourism and oil and gas sectors are projected to further increase as more oil related infrastructure is constructed and the stakeholders' understanding of the complementarity between tourism and oil and gas sectors increases. Kabalega International Airport is over 80% complete and brings hope for international travel into the Albertine region. It was found that the airport will be used to airlift equipment and machinery for establishment of oil refinery in the first two to three years thereafter tourism benefit when the airport is commissioned for commercial airlines activities. It is expected that when the airport is fully operational international in-bound tourists will easily access key tourism destinations such as Murchison Falls, Queen Elizabeth, Kibale, Rwenzori, and Bwindi national parks and major towns such as Hoima, Masindi, Fort Portal, Gulu and Kasese among others. This will mark a significant shift from the current reliance on Entebbe International Airport.

In spite of the infrastructure developments that boost the linkages between the tourism and oil and gas sectors discussed above, the study has revealed the following gaps that need to be addressed in any strategy aimed at mainstreaming tourism into the oil and gas activities:

- a. Few visitor stop over points have been planned and established along the new roads constructed. These stop over points do not have visitor support facilities such as wash rooms, coffee/tea kiosks, craft and souvenir stalls among others (Plate 6.1)
- b. Limited tourism knowledge and capacity among MSMEs and local communities to identify and harness opportunities presented by the existence of the oil and gas infrastructure.
- c. Limited land use planning that guides tourism development along and around key infrastructure projects including areas outside the Kabalega International Airport and the proposed industrial park complex adjacent to the airport.
- d. Limited analysis and dissemination of information on tourism development opportunities created by the existing and planned infrastructure projects as revealed by limited knowledge by private sector tourism operators about the in-bound and out-bound passenger and cargo capacity as well as projected traffic flows at Kabalega International Airport.



Plate 6.1: Visitor stop over point over looking Kingfisher project area and L. Albert

Photo Credit: Jim Ayorekire

6.1.2 The nexus between biodiversity conservation and oil and gas activities

Biodiversity conservation has been one of the areas of significant collaboration between tourism and the oil and gas sectors. The linkage is expected because tourism in Uganda is wildlife-based and oil exploration and operation activities are taking place in conservation areas, for example, Tilenga oil Project is located in Murchison Falls National Park (Plate 6.2). The IOC's have also worked closely with MTWA and UWA to ensure that the oil and gas operations do not negatively affect tourism resources and tourism activities. Environmental and Social Impacts Assessments were completed before the commencement of oil operations and the two sectors have continued to actively collaborate to ensure that the mitigation measures are implemented and regular biodiversity research and monitoring is undertaken. Furthermore measures have been put in place to ensure that oil and gas operations have very minimal impacts on conservation. For instance TotalEnergies has initiated the biodiversity programme to ensure that Murchison Falls National Park and the surrounding regions experience a positive net gain across the savannah, forest and wetland ecosystems in the Tilenga Project region. In line with is, TotalEnergies program is hinged on four pillars of; reducing human pressure Murchison Falls protected area; protecting the integrity and connectivity of the savanna habitats in and around Bugungu wildlife reserve; conserving and restoring wetlands and riparian vegetation; and restoring and conserving forests and forest connectivity in Bugoma-Budongo forest corridor. TotalEnergies is also focusing on community based tourism initiatives that are aligned with cultural heritage values. In this direction TotalEnergies has undertaken a feasibility study in partnership with Cross-Cultural Foundation Uganda.

Although the two sectors have closely collaborated in biodiversity conservation and various mitigation measures established, there is no formal framework to guide how actors in both sectors can harness the opportunities and optimally benefit from the existing linkages. This shortcoming is attributed to the following gaps:

- a. Biodiversity data sets have been collected but there is no mechanism put in place to guide data sharing with tourism actors (especially private sector and local governments) to enable them use the data to develop new tourism products and services that are beneficial to conservation.
- b. Information gathered from the various studies and how the mitigation measures being implemented has not been adequately packaged to showcase and promote the Albertine region and Uganda in general as model destination where tourism is sustainably co-existing with oil and gas activities.
- c. Most of the biodiversity research and monitoring studies have been concentrated on conservation areas thus limiting local communities' knowledge and appreciation of conservation values. Without adequate knowledge of conservation, local communities are not able to actively participate in conservation initiatives and harness the opportunities offered nature-based and community-based tourism experiences.
- d. Limited studies have been undertaken to establish the carrying capacity of various ecosystems. Knowledge of carrying capacity is critical because it guides management on the maximum number of visitors that can be allowed without causing environmental and socioeconomic adverse effects. Furthermore there is need to understand the trend, demand and preferences of the tourists including those that will be drawn into the region as a result of the oil and gas activities. This shortfall in number of studies and limited data available hampers the ability of entrepreneurs to make investment decisions for development of nature-based tourism products, services and facilities.
- e. Inadequate focus on conservation of cultural heritage resources and historical sites compared to biodiversity.



Plate 6.2 Tilenga project oil rig site in Murchison Falls National Park

Photo Credit: Jim Ayorekire

6.1.3 Tourism product offer

As discussed earlier, the oil and pipeline districts have diverse and vast tourism resources ranging from rich flora and fauna, lakes and rivers, scenic landscapes, unique cultural practices, distinctive historical events and monuments, among others. It was found that whereas the stakeholders were aware of the existence of such resources, the majority were not fully aware of how to harness and develop the resources into competitive tourism products through creation of linkages the oil and gas sector. As the result, the Albertine region's resources are likely to remain unharnessed and linkages will remain weak or non-existent in spite of the opportunities are created by oil and gas activities.

The limited linkage between the tourism product and service offer and the oil and gas sector are attributed to a number of factors that include the following:

- a. Like in other parts of the country, tourism in the oil districts is based on wildlife in national parks and game reserves. As a result, local leaders and communities in the districts that are not adjacent to conservation areas have been conditioned to think that other resources such as landscapes, historical sites and cultural heritage resources cannot be harnessed for tourism and do have tourism development plans.
- b. Most districts are not aware of their potential as they have not profiled and mapped tourism resources for development of products and services.
- c. Inadequate technical and financial capacity of local governments and community leaders to undertake tourism product profiling and assessment.

6.1.4 Tourism enterprises linkages with oil and gas sector

There is a general consensus among the stakeholders that establishment of tourism-related enterprises at household and community levels is key for the tourism sector players to benefit from linkages with the oil and gas sector to enhance community livelihoods. Measures have been put in place by IOC's to ensure that tourism and oil and gas sectors mutually co-exist (Plate 6.3). For instance TotalEnergies in 2020 developed a Tourism Management Plan³⁶ to guide the company in providing support aimed at maintaining and further developing tourism activities and revenues in the Project Area. The plan focuses on mitigation of impacts of oil and gas activities on tourism, supporting tourism promotion campaign as well as community based tourism among others. Furthermore, increased accessibility to protected areas, such as Kabwoya and Bugungu wildlife reserves that had limited road networks, has opened up investment opportunities leading to issuance of additional concessions.

In spite having the Tourism Management Plan (that is adequately implemented) there is no overall framework or mechanism through which tourism and oil and gas actors engage to initiate and strengthen linkages. Although PAU initiated the National Supplier Database (NSD) to enhance linkages between oil and gas and all sectors, the study findings indicate limited presence of tourism actors. Out of the 2471 companies registered on the NSD, only 4.2% (103 companies)³⁷ are registered to provide accommodation and food, transport and storage services. Over 90% of the registered companies (mainly hotels and tour companies) are based in districts outside the Albertine region (especially Kampala city). This implies that limited linkages exist with the few local tourism related enterprises in the Albertine region.

The limited linkage between tourism enterprises and Oil and Gas sector are attributed to a number of factors which include the following:

- a. Lack of information sharing platform to enable tourism proprietor's access information on the available and projected opportunities to collaborate with the oil and gas sector. This reason was mostly stated by operators of tourism-related businesses who had not yet registered on the NSD. Some tourism operators were not aware of the existence of the NSD and the requirements needed to register on the portal.
- b. Majority of MSMEs are informal, not registered as companies and have no tax identification numbers. This implies that they are unable to register on the NSD to harness the available opportunities. Majority of MSMEs were not aware that they could register on the NSD as individuals.
- c. Inadequate number (and in some areas lack of) community-based tourism enterprises that would enable them to provide products and services to tourists visiting the region. There are few unregistered groups that are involved in selling art and crafts and face challenges such as weak leadership, production of low quality products and inadequate capitalization among others.

³⁶ TOTAL E&P UGANDA (2020) *Tourism Management Plan*

³⁷ Petroleum Authority of Uganda, *National Supplier Database for Oil and Gas sector*

- d. Limited emphasis by International Oil Companies (IOC's) on interventions that can be implemented to build capacity of the local community based enterprises to enable them harness tourism resources and enhance their livelihoods. Most of the IOC's community-based livelihood projects support agricultural enterprises and skills enhancement in MSMEs such as tailoring. Limited support has been geared towards enhancing local communities' capacity to set up and manage tourism-related enterprises such as arts and crafts shops/kiosks, community-based tour guiding, establishment of home stays, among others.
- e. Lack of initiatives to drive and coordinate establishment of an integrated community-based tourism related enterprises. As a result, community-based interventions are not harmonized to leverage and benefit from multi-sector synergies. For instance, agricultural household projects are not planned to support the local communities to engage in agri-tourism or culinary tourism. Moreover, the tailoring skilling projects are not aligned to production of quality art and crafts using textile and leather fabrics.



Plate 6.3: A new road in Murchison Falls National Park that has enhanced accessibility for tourists & oil and gas operations

Photo Credit: Jim Ayorekire

6.1.5 Human resource capacity gaps in tourism and oil and gas sector nexus

Human resource is key to development of tourism and oil and gas sectors and the capacity of staff has been built separately. This meant that the two sectors continue to carry out human resource planning and development individually. This mode of operation curtails leveraging of resources and establishment of linkages between the two sectors thus limiting the benefits of co-existence between tourism and oil and gas sectors.

The limited human resource capacity gaps to enable linkage between tourism and the oil and gas sectors are attributed to a number of factors which include

- a. There is no framework and platform to enable both sectors share and discuss human resource requirements, standards and certification e.g. tourism tour operators, accommodation and conference facilities, chefs, and waiters among others, do not have a platform to discuss how to offer quality products and services to the oil and gas sector.
- b. Limited information available to the oil and gas operators about the tourism human resource gaps. This shortcoming has blurred oil companies' focus on and integration of tourism development in the community-based livelihood support programmes.
- c. Lack of harmonized human resource capacity assessment and planning mechanism to identify manpower gaps and equip the workforce with the required knowledge and skills. When the oil and pipeline museum is developed, there will be need for specialized tour guides or orientation of the existing guides, skilled artisans to produce oil and gas related souvenirs among others.

6.1.6 Integrated planning

Tourism sector is poised to benefit from oil and gas activities in the Albertine region. A 25 year integrated Physical Development Plan for the Albertine Graben was formulated to guide sustainable regional development. A number of local governments through the Ministry of Lands, Housing and Urban development have been supported to develop physical plans for various Municipalities and Town Councils. For instance Buliisa town is experiencing controlled development under the guidance of a detailed structure plan (Plate 6.4 a & b.) and a number of cities such as Hoima and Masindi are undertaking infrastructural and services upgrading in accordance with physical development plans. Ensuring organised and sustainable development, especially in urban areas, is crucial ingredient in building sustainable linkages between tourism and oil and gas activities. The outcomes of these linkages have ripple effects beyond the districts where oil drilling and production will take place or where the oil pipeline will pass.



Plate 6.4 (a) typical home layout in Buliisa Town in 2015 before the Physical plan formulation
Source: Megan S. Lee/InfoNile



Plate 6.4 (b) Development of Buliisa Town following the Physical plan (2022)
Source: PAU

In spite of the above mentioned efforts, the study revealed gaps in integrated planning at regional level where districts are undertaking individual planning that do not enable establishment of synergies among districts. With integrated planning the apathy that was noted during the study where districts without direct oil and gas activities felt disadvantaged and marginalized will be overcome. In addition there are limited linkages between MTWA and DLGs to ensure integration of tourism planning and management in the local government structures as provided for in the Uganda Tourism Development Master Plan (2014-2024). Gaps in the planning system include:

- a. Districts in the region continue to undertake development planning individually in spite of having a common goal of benefiting from the oil and gas activities.
- b. There is apathy among districts without direct oil and gas activities as they feel disadvantaged and marginalized compared to the oil districts.
- c. There is no mechanism to enable districts leverage each other's strengths given the disparity in tourism resources and different levels of development.
- d. There is no regional tourism stakeholder coordination mechanism to enable private sector tourism operators, investors and development partners, among others, address the bottlenecks to achieving mutual benefits from the nexus between tourism and oil and gas sectors.

7. Chapter Seven: Projection of Tourism Demand and Supply, Envisaged Linkages and Investment Opportunities

7.1 Background and context

Oil and gas production processes are in the early stages and feeder pipelines are being constructed to evacuate oil to the central processing facility at Kabaale industrial park where the oil refinery will be located adjacent to Kabalega International Airport. This implies that in order to adequately understand the influence of oil and gas activities on tourism, there is need to project tourism demand and supply in light of the planned infrastructure and related developments. The projections are important since they show the linkages between the two sectors and make it possible to identify investment opportunities.

7.2 Projection of tourism demand and supply

7.2.1 Projection of visitor arrivals

Tourism demand and supply were projected based on available data. Projected tourism demand was based on visitor arrival data for the national parks located within the Albertine region. This was the only source of reliable data given that data are not gathered for most tourism destinations. Aggregated data of visitors to national parks in the Albertine Graben were considered to depict the tourism demand in the oil and pipeline districts given that most tourists visit more than one national park and they traverse several districts as they travel within the Albertine region.

Data on tourist arrivals in the national parks from 2015 to 2022 were used to project tourism demand in the region based on two scenarios – 'status quo' and the 'Airport impact' scenario. The 'status quo' scenario was based on the fact that oil and gas operations will have very minimal or no impact on tourism and the sector will continue to grow according to the previous average growth rate. The assumption in this scenario is that Kabaale International airport will be an impactful game changer when it:

1. Is operational with adequate and quality passenger facilities and services
2. Offers competitive and cost effective ground handling and passenger service that can attract leading international airlines
3. Attracts low-cost carriers and increases domestic and regional passenger travel
4. Becomes a regional hub that enhances connectivity in the country and neighbouring countries including DRC and South Sudan
5. Enhances trade and investments that attract new businesses to the region and create demand for accommodation, recreational and leisure facilities
6. Becomes a preferred port of entry for international travellers visiting key national parks in the Albertine region
7. Attracts direct flights from Uganda's international key tourism sources markets
8. Triggers need for additional investment concessions in protected areas such as high end accommodation facilities, canopy walks, and others

Empirical studies show that building a new airport enhances inter-national tourism flows³⁸, increased production and employment opportunities³⁹, stimulates regional economic development⁴⁰, and generates positive spill over effects to neighbouring regions⁴¹ and influences business locations and attracts investments. In addition, a new airport increases guest arrivals that translates into higher revenues, resulting from expenditures on food and accommodation, shopping, local transport, amenities, spa and cultural events⁴².

A related study of the effects of Victoria Falls International Airport (Zimbabwe) expansion on tourist arrivals revealed increased capacity of traditional carriers and entry of three new international airlines to serve the destination that led to additional 127,000 passenger seats. Furthermore, the expansion resulted into sale of additional 35,730 tourist room nights, 55% increase in average room occupancy with 75% in the high season and 28% in the low season^{43,44}. In spite of the above positive impacts it's important to note that a new airport can generate can negative impacts such as localized noise, and reduced quality of life⁴⁵.

In this study, forecasted changes in the number of visitors to national parks in the Albertine Graben under Scenario 1 (maintaining the status quo) and scenario 2 (with the establishment of Kabalega International Airport) are presented in Figure 7.1.

The available data shows that visitor growth rate averaged 8.2% per year between 2015 and 2022. Under the 'status quo scenario', visitor numbers are expected to continue growing at a rate of 6.2% annually and averaging 402,698 visitors between 2022 and 2027 and 506,937 between 2028 and 2032. Visitor numbers are forecasted to reach 544,942 in 2032.

Under the second scenario when Kabalega International Airport becomes operational, the number of visitors is projected to increase with an annual growth rate of 8.7%⁴⁶. It is also forecasted that the number of tourists will increase by 37.9% from 491,910 in 2028 to 678,453 in 2032. This implies that the airport will gradually and substantially contribute to increased visitor arrivals each year (Figure 7.2) in the national parks within the Albertine Graben. The airport will greatly boost tourism in the Albertine Graben as envisaged in the Kabaale International Airport Master Plan which indicates that the airport will have a 'large positive' impact on tourism by increasing travel connectivity⁴⁷.

38 Khan, S. A. R., Qianli, D., SongBo, W., Zaman, K., & Zhang, Y. (2017). *Travel and tourism competitiveness index: The impact of air transportation, railways transportation, travel and transport services on international inbound and outbound tourism*. *Journal of Air Transport Management*, 58, 125–134.

39 Zak, D., & Getzner, M. (2014). *Economic effects of airports in Central Europe: A critical review of empirical studies and their methodological assumptions*. *Advances in Economics and Business*, 2(2), 100–111.

40 Kazda, A., Hromádka, M., & Mrekaj, B.-R. (2017). *Small regional airports operation: Unnecessary burdens or key to regional development*. *Transportation Research Procedia*, 28, 59–68

41 Percoco, M. (2010). *Airport activity and local development: Evidence from Italy*. *Urban Studies*, 47(11), 2427–2443

42 Luisa Doerr, Florian Dorn, Stefanie Gaebler & Niklas Potrafke (2020) *How new airport infrastructure promotes tourism: evidence from a synthetic control approach in German regions*, *Regional Studies*, 54:10, 1402-1412, DOI: 10.1080/00343404.2020.1714022

43 Zimbabwe Tourism Authority, 2018.

44 Roberts, P. (2021) *Footsteps Through Time - A History of Travel and Tourism to the Victoria Falls*. Zambezi Book Company.

45 Cidell, J. (2015). *The role of major infrastructure in sub-regional economic development: An empirical study of airports and cities*. *Journal of Economic Geography*, 15(6), 1125–1144

46 Projection is based on growth rates of visitor numbers for new airports (Kilimanjaro International airport and Victoria Fall Airport) to project the potential effect of constructing Kabalega International Airport. Kilimanjaro International airport and Victoria Fall Airport that were constructed and later expanded to international airports within proximity to key tourist destinations and thus offered major transportation services and boosted tourist numbers by between 21% and 28% in the short to medium term.

47 Master Plan and detailed design for Kabaale International Airport in Hoima district – Environmental and Social Impact Statement for kabaale international airport (2015) indicates that airport will have a 'large positive' impact on tourism and a passenger terminal will be constructed to initially handle 50,000 passengers in the first year of opening

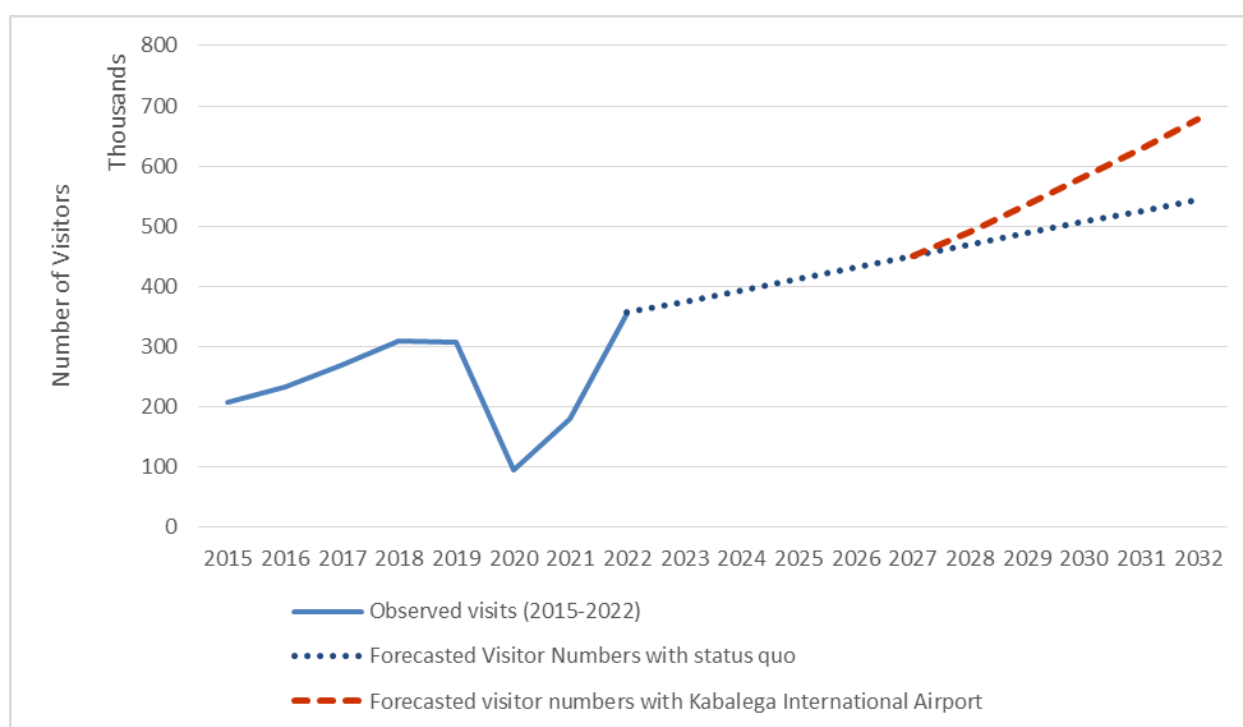


Figure 7.1 Forecasted number of visitors to national parks within the Albertine Graben (2022-2032)

Note: Forecasts in visitor numbers were generated by smoothing out the effect of COVID 19 shock by replacing 2020 figures with mean number of visitors for the period of 2015-2019. This is based on the assumption a similar shock will not happen within the forecast period.

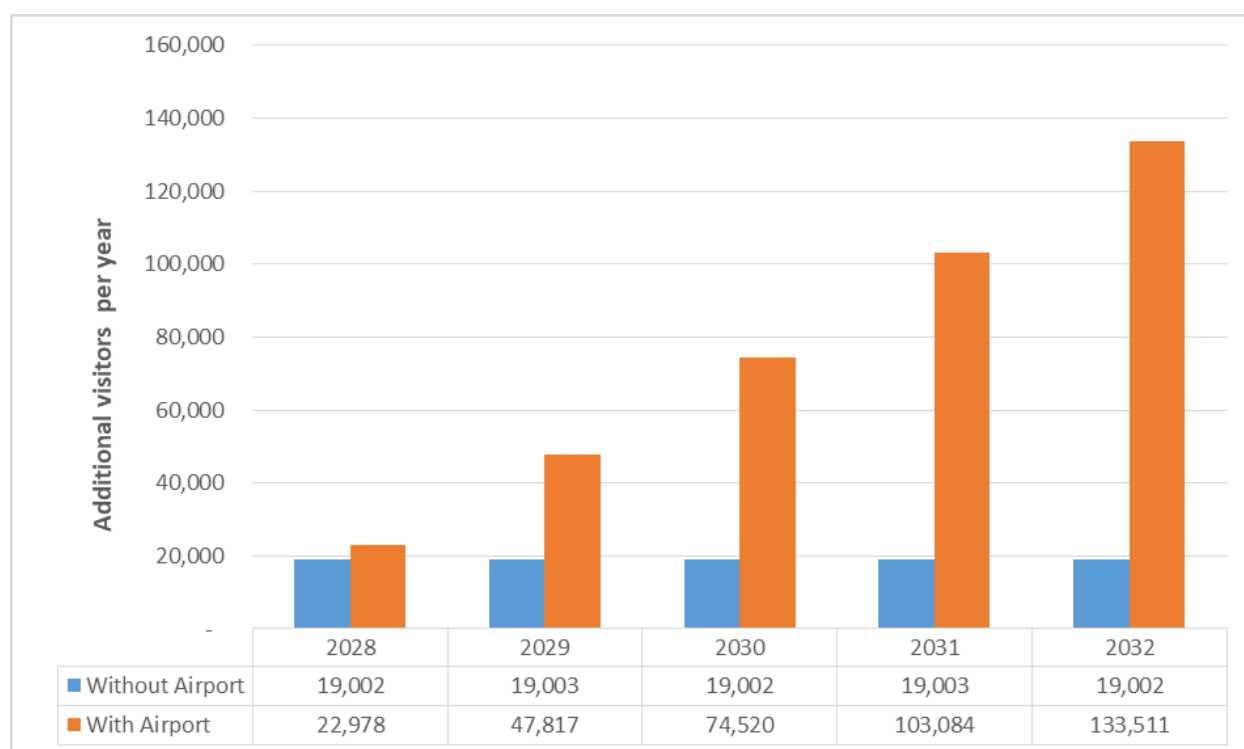


Figure 7.2 Projected additional visitors per year in the Albertine region national parks with and without the Kabalega International Airport

Due to limited data on other tourist categories based on purpose of visit (such as business, culture, visiting friends and relatives) this projection is only based on tourists who visit the national parks. This implies that the total number of tourists projected in 2037 will definitely be much higher than the projections shown in Figure 7.2. as more tourism products and related tourist facilities are developed over the years.

Given the above scenarios and the projected statistics, in order for a new airport, such as Kabalega International Airport, to have high impact on tourism and regional development, there is need for empirical studies to project future visitor arrivals, facilities and employment opportunities that can inform tourism planning, product development, marketing and destination promotion. Additionally, there is need to invest in sustainable infrastructure facilities that meet international standards⁴⁸.

7.2.2 Projection of employment in tourism and hospitality

Furthermore, the study made projections of the tourism and hospitality workforce required based on the estimated total direct employment data collected from the district local governments (Table 7.1)

Table 7.1 Estimated total direct employment in tourism among sampled oil and pipeline districts in 2022

District	No. directly employed	% Males	% of Females
Buliisa	104	33.7	66.3
Kikuube	350	28.6	71.4
Hoima	1,200	38.0	62.0
Masindi	600	41.7	58.3
Nwoya	600	50	50
Sembabule	202	24.3	75.7
Total	3,056	Av. 36	Av. 64

Projections of the tourism workforce was based on the assumptions that the annual average room occupancy rate is between 47% and 50%⁴⁹, and high average occupancy of between 70% to 80%⁵⁰ when the districts are hosting major events. It is also assumed that increased visitor arrivals to national parks will trigger the need for more people to be employed in the medium and long term. In the short term, it is assumed that no extra workforce will be required since facilities such as hotels and guest houses are not operating at 100% capacity hence the available workforce can continue to service the slight increase in visitor numbers.

The increase in visitors is likely to trigger growth in employment in the Albertine Graben. The study estimated changes in employment in tourism and hospitality industry in the oil and pipeline districts as existing hotels and guest houses expand their facilities, new ones are constructed, and more restaurants and tour and travel agencies are established.

⁴⁸ Makoni, T., Mazuruse, G., & Nyagadza, B. (2023). *International tourist arrivals modelling and forecasting: A case of Zimbabwe. Sustainable Technology and Entrepreneurship*, 2(1).

⁴⁹ UBOS 2021 statistics indicate annual average room occupancy for western Uganda region at 47.6% and the average national rate at 50.9%

⁵⁰ Rate estimated from the data collected from district local government tourism officers/ tourism focal persons

In the short term (2022-2027), the change in employment is assumed to be zero because existing employment capacity can handle the increase in visitor numbers that are projected to increase by 6.2%. However, employment is projected to grow by 6.1% in the medium term (2028-2032) and 12.2% in the long term (2033-2037) – Figure 7.3. The greatest employment opportunities will be created for women that will account for 56.3% of the total employment in the oil and pipeline districts. Hoima district given its central to most oil and gas operations will have the largest number of employment opportunities, accounting for 39.3% of the total employment. Due to lack of data the study could not precisely compute the employment gaps at the managerial, supervisory and operational levels. However based on the general structure of the sector most of the job opportunities will be at the operational levels and mainly within the food and beverages sub sector which based on national averages employs 83% of the total work force.

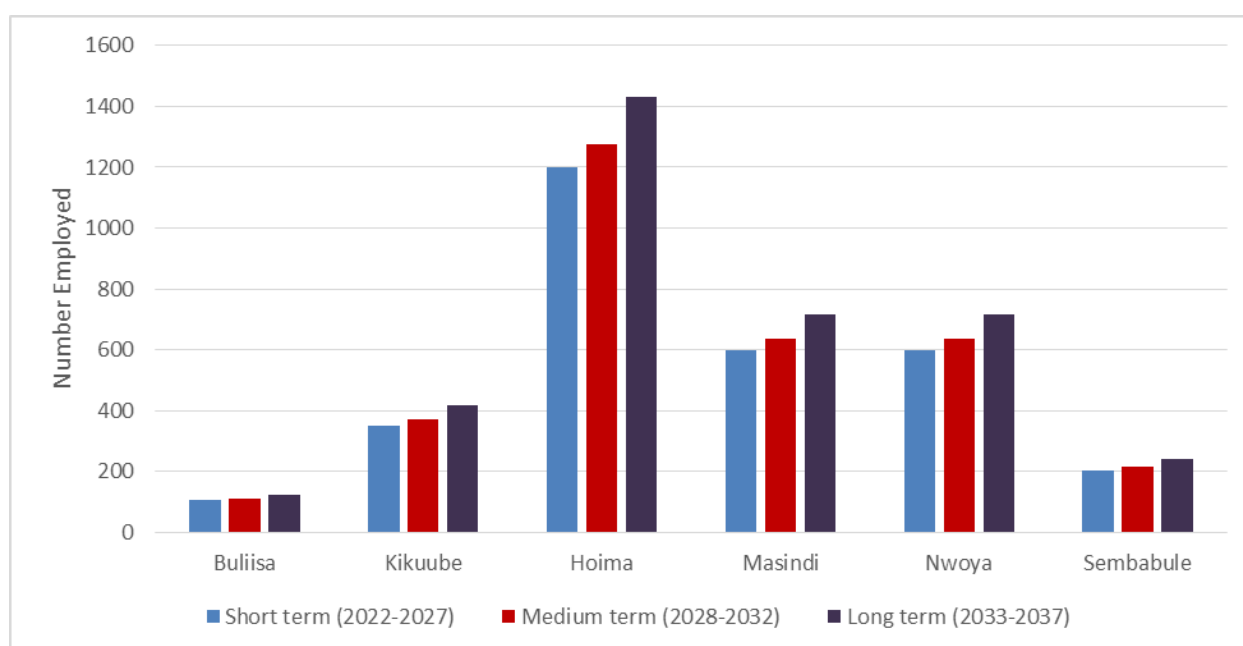


Figure 7.3 Changes in tourism employment in the sampled oil and pipeline districts

Based on the total projected tourism employment opportunities the study computed the employment demand in the medium and long term (Figure 7.4). Hoima District, followed by Masindi has the highest labour demands in the medium and long term. These projections (although only based on wildlife based tourism) point to the need for integrated workforce planning to ensure that tourism and hospitality training is enhanced and strategies and implemented especially in the short term when the labour demand and tourist numbers are still relatively low.

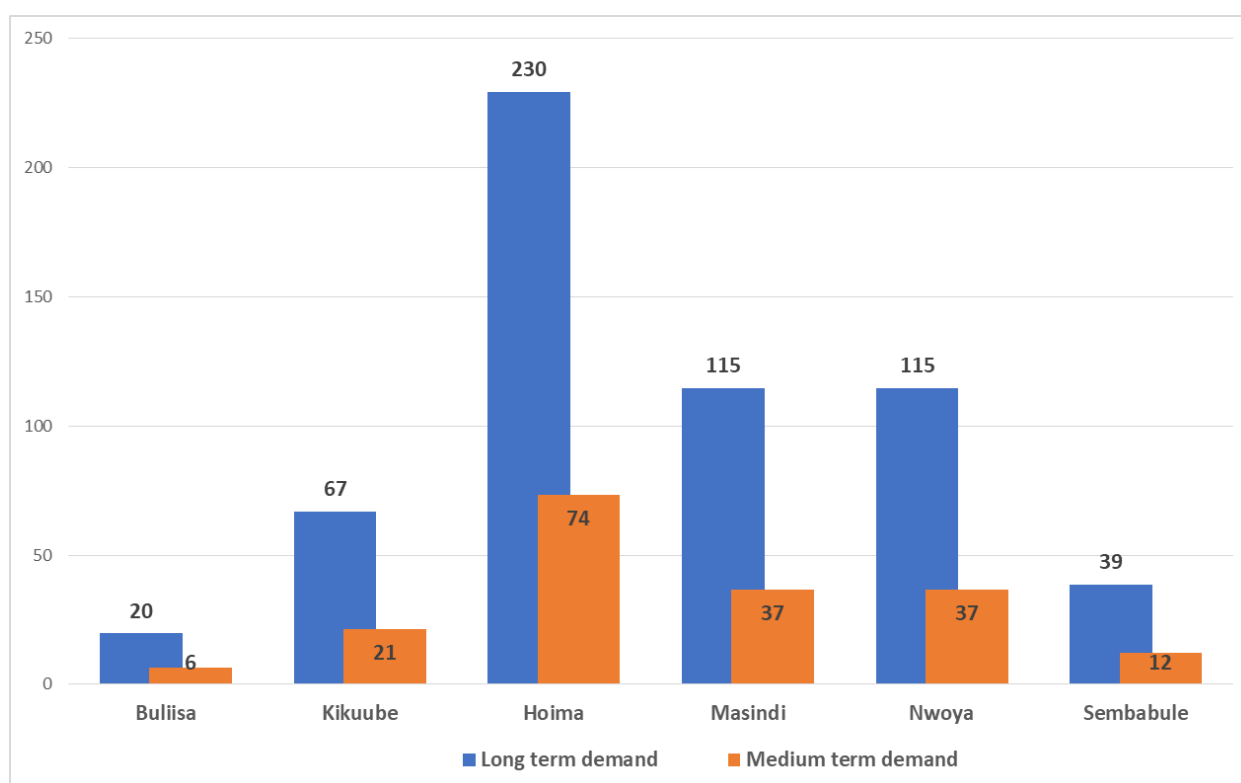


Figure 7.4 Medium and long term direct employment demand in the oil and pipeline districts

Note: This demand is projections based on the current nature of tourism which is mainly dominated by wildlife based tourism products. This implies that the demand will be higher as more tourism products are developed and more facilities and services are established

7.2.3 Projection of tourism supply

On the tourism supply side, the study could only project the number of beds that could be supplied. The other components of tourism supply such as conference facilities, transport facilities, tour and ticketing services, tour guiding and interpretation services, could not be projected due to lack of accurate and reliable data.

The bed supply projection was based on the bed numbers from the accommodation facilities registered by the Uganda Tourism Board in Hoima, Masindi and Sembabule districts. Bed numbers for Buliisa and Kikuube were derived from District Local Government estimates given that UTB had no corresponding data (Table 7.2). The data collected by District Local Governments could not reliably and wholesomely be used for projections given that it was highly based on estimations from previous surveys conducted in different years. More so, it was realised that the districts had different definitions or descriptions of conference facilities and accommodation categories, hence the distinctions between hotels, guest house, lodges, conference hall etc highly varied across the districts. Therefore this study considered bed capacity irrespective of the categories of accommodation facilities.

Table 7.2 Accommodation facilities and capacities in the oil and pipeline districts

District	Data from UTB		Data from District Local Governments						
	No. of accommodation facilities	No. of Beds	No. of Hotels	No. Guest Houses	Others - eco lodges	Total accommodation facilities	No. of Beds	No. with conference facilities	Total conference capacity
Buliisa	-	-	13	30	7	50	120*	5	100
Kikuube	-	-	0	40	0	40	400*	3	350
Hoima	82	1,575	15	91	3	109	2,000	20	2,155
Masindi	20	360	11	43	2	56	829	10	1,640
Nwoya	-	-	12	30	3	45	-	15	-
Sembabule	7	92	-	-	-	65	650	-	100

* Estimates used in projection since no data existed from UTB

Source: UTB database and District Local Government estimates

Projections of bed supply as illustrated in Figure 7.5 was based on the assumptions that the annual average bed growth rate is between 3% and 5% in the medium-term and 6% and 8% in the long-term⁵¹. It was also assumed that in the short-term there is no anticipated growth in the accommodation facilities as the capacity that exists will be able to absorb additional number of visitors. In the medium-term it is assumed that as the number of tourist's increases, accommodation facilities will increase in number as well as the bed capacity. The projected growth rate in the medium-term is 4% taking into account the likely increase in the number of visitors as the airport becomes operational to commercial flights. This projection is realistic in view of the fact that even when the airport becomes operational, the initial commercial flights and number of visitors will gradually increase hence necessitating the need to expand accommodation facilities and related hospitality services.

In the long-term, a 7% growth rate in accommodation facilities and related hospitality services is projected, based on the premise that the Albertine region will have started to mature into a competitive regional tourism destination, with well marketed products and facilities, and generally well known in the domestic, regional and international markets. In addition, this long-term growth rate is logical as data from much more mature destinations indicated growth rate of nearly three times in the long-term for instance at Victoria Falls. These projected growth rates and increasing number of visitors will be attainable when the linkages between tourism and oil and gas sectors remain viable and sustainable. However, the growth rates can be higher considering that the Albertine Graben is expected to continue to attract more investments in the region as more oil and gas reserves are discovered and developed, and kabalega International Airport becomes a regional hub. Beyond oil and gas other business opportunities are envisaged in other sectors such as agriculture that will broaden the economic base of the region.

⁵¹ Projection is based on growth rates of room and bed numbers in Zimbabwe - Victoria region as a result of tourism growth that is mainly attributed to the expansion of the Victoria Fall Airport. Between 2018 and 2019 room and bed supply increased 11% from approx. 2000 rooms (3000 beds) to 2270 rooms (3405 beds). The required room and bed supply for 2020 was projected for approx. 2500 rooms (3750 beds) – that would represent a 20% annual growth rate. Lower growth rates are applied for the Albertine region given that its potential is not yet developed compared to the Victoria Falls levels. In addition Victoria Falls is a mature destination which is well known well marked and serviced by a number of airlines.

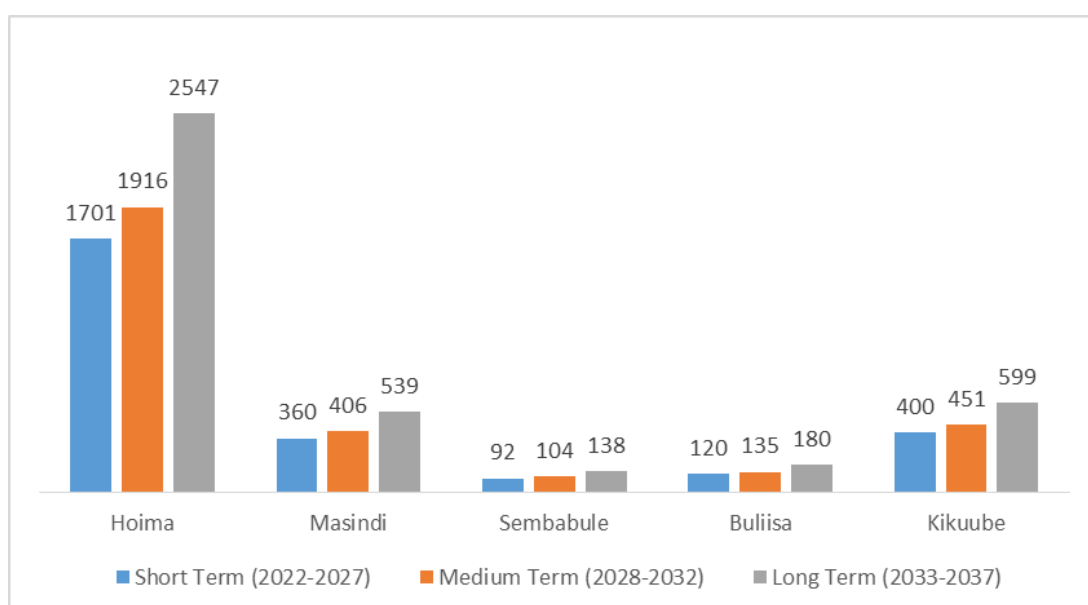


Figure 7.5 Projected bed capacity supply in short, medium and long-term in oil and pipeline districts

Comparing all accommodation bed capacity in the sampled study districts, the highest bed supply will be expected in Hoima district given its central to most oil and gas administrative operations.

Overall, the projections indicate that the oil and pipeline districts will require additional number of beds in medium and long-term as the number of visitors increases. Figure 7.6 indicates that Hoima district (oil district) will require the highest number (215) additional beds while Sembabule (pipeline district) will require the lowest (12) additional beds the medium term. In the long-term, Hoima district (oil district) will require the highest number (631) additional beds while Sembabule (pipeline district) will require the lowest (34) additional beds.

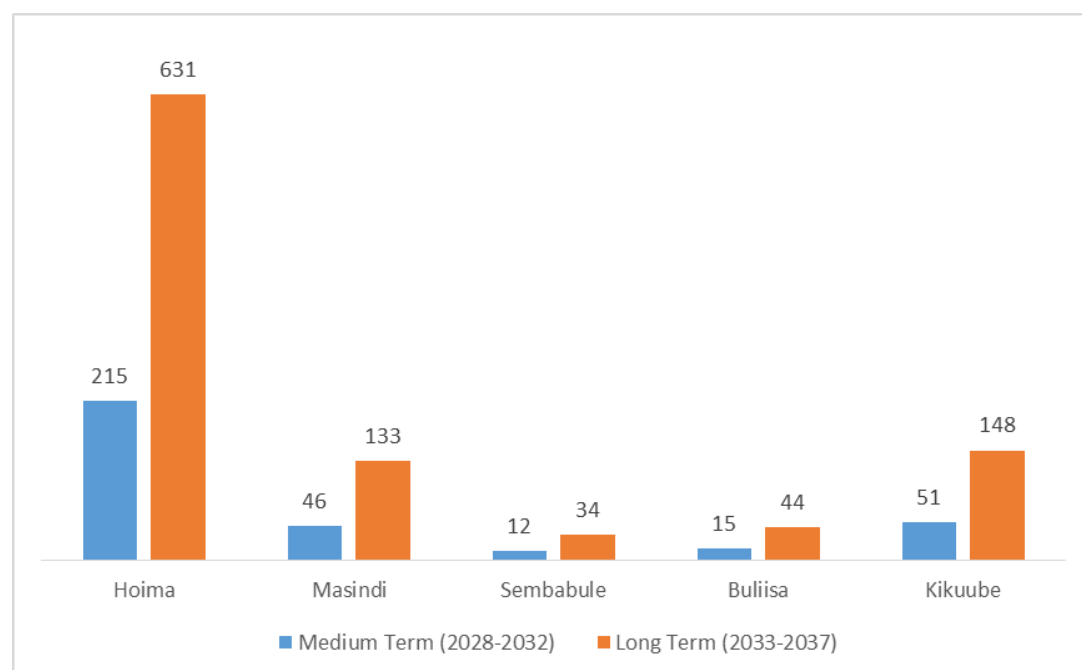


Figure 7.6 Additional bed supply in medium and long-term in oil and pipeline districts

It should be noted that due to lack of disaggregated data based on accommodation categorization and visitor preferences, it was not possible to compute the exact number of bed supply for different categories such as budget, mid-range and high end accommodation facilities. Furthermore, it was not possible to ascertain the bed supply required in the low and high season in view of lack of data on seasonality and occupancy rates in the oil and pipeline districts.

7.3 Envisaged linkages and investment opportunities

The linkages and investment opportunities between the two sectors was mainly based on the results of the projections and information collected from the stakeholder consultation meetings and interviews. The envisaged linkages and the anticipated investment opportunities are presented in Table 7.3.

Table 7.3 Envisaged linkages and the respective anticipated investment opportunities

Linkage area	Envisaged Linkages	Investment Opportunities
Infrastructure development	<p>Road network:</p> <p>Increased interest and awareness of the tourism opportunities along the main roads</p> <p>Increased connectivity to more tourism destinations as more feeder roads are improved and others upgraded</p>	<ul style="list-style-type: none"> Establish visitor stopovers (with strong community partnerships) with associated tourist facilities and services (viewing binoculars, curio shop, refreshment kiosk, washrooms) Establishment of road side tourism information and interpretation centres Development of community managed road sides markets – with fruit stalls, curio and souvenir stalls Design an Albertine region tourism road trip connecting different tourism attractions and experiences
	<p>Airport:</p> <p>As the second International Airport the Kabalega Airport will enhance accessibility to the key tourism destinations and major cities in the Albertine region</p>	<ul style="list-style-type: none"> Once the Airport is open to commercial airlines, investment opportunities will open up in Duty free shops with focus on promoting sale of local products such as crafts and souvenirs Establishment of airport hotels in the industrial park, areas adjacent to the airport and also along routes leading to the airport Provision of airport shuttle services Design and sale of tour packages to tourism destination within the region Development of agri-tourism within the industrial park that will have a food processing entity and in the region where different crops are grown (flowers, fruits, vegetables, Hass avocado etc) on export based farms
	<p>Railway transport:</p> <p>Under the Albertine Graben 25 year integrated Physical Development Plan, there is a planned railway network that will connect from Kasese (with a connection to DRC) to Fort Portal to Kagadi, Hoima, Masindi, Karuma, Gulu, Pakwach and Moyo town where it will connect to South Sudan (Figure 7.5)</p>	<ul style="list-style-type: none"> Develop tourist support facilities at train stations – such as restaurants, crafts curio shops Design an Albertine region tourism rail trip connecting different tourism attractions and experiences
	<p>Water transport:</p> <p>Under the Albertine Graben 25 year integrated Physical Development Plan, safe and reliable marine transport will be reinstated on L. Albert with Pakwach as the multi-modal hub linking Wanseko, Butiaba and Ntoroko port terminals and also linking to DRC</p>	<ul style="list-style-type: none"> Development of marine tour products and packages Water transport facilities and infrastructure to connect key attractions such as Murchison Falls National Park, Semuliki and Kabwoya Wildlife reserve, as well as Uganda and DRC Development of marinas for tour boats Development of water front accommodation, shopping and leisure facilities

Linkage area	Envisaged Linkages	Investment Opportunities
	<p>Accommodation infrastructure:</p> <p>Oil and gas operations will attract more people in the region hence increase chances for bigger demand for accommodation restaurants and conference facilities and services. There will be growing preference for high quality accommodation facilities and services in major regional cities and municipalities especially in Hoima City that hosts the Oil and Gas offices and support services</p>	<ul style="list-style-type: none"> • Development of high end accommodation facilities with 5 star service • Development of high quality and medium to large capacity meetings and conference centres • Development/upgrading of midrange and budget accommodation facilities to provide quality facilities and services • Eco lodge development in wildlife and forest conservation areas especially in wildlife reserves that have limited attractions and facilities • Establishment of agri-tourism on-farm accommodation facilities • Promote home stays to promote community tourism
Resource conservation	<p>Increased number of visitors to conservation areas</p> <p>Increased need for stronger conservation efforts in light of the increased visitor numbers</p>	<p>Establishment of high end/low impact accommodation facilities</p> <p>Establishment of community based game ranching and sport hunting under the wildlife user rights</p> <p>Development of environmental visitor information and interpretation centers</p> <p>Establishment of Natural Science museums</p> <p>Establishment of wildlife education centers – using the UWEC model</p>
Product offer	<p>Wildlife products:</p> <p>Increased development of wildlife tourism as the new road network connects previously hard-to-reach conservation areas including Kabwoya and Bugungu wildlife</p> <p>Increased visitors to key traditional conservation areas especially Murchison Falls National Park</p>	<ul style="list-style-type: none"> • Forest based tourism activities (nature walks, bird viewing, Zip lines, canopy walks, tree houses etc) especially Budongo and Bugoma • Experiential wildlife based experiences • Wildlife visitor information and interpretation centres for the forest and savannah ecosystems
	<p>Landscape products:</p> <p>Increased demand for landscape scenery tours especially along the escarpment areas that have great scenic views – some overlooking the Oil and Gas facilities</p>	<ul style="list-style-type: none"> • Adventure activities such as hiking, cliff climbing rock climbing, abseiling, zip lining • Develop Hiking and cycling circuits across the landscapes • Establish visitor stopovers with associated tourist facilities and services (viewing binoculars, curio shop, refreshment kiosk, washrooms) • Establishment of landscape information and interpretation centres
	<p>Water based products:</p> <p>Increased demand for passive and adventure water based tourist activities especially along River Nile and on Lake Albert</p>	<ul style="list-style-type: none"> • Expanding existing products such as sport fishing and launch cruises on the Nile • Develop more activities on the Nile – such as water rafting, house boats rides, luxury cruises • Develop activities on Lake Albert including sport fishing, traditional fishing experience, boat rides, canoeing, jet speed boating, house boats, luxury cruises • Develop waterfront based activities on Lake Albert – beach leisure activities, swimming, beach sports
	<p>Cultural and historical products:</p> <p>There will be increased demand for authentic cultural tourism experiences</p>	<ul style="list-style-type: none"> • Establishment of Kabalega Museum – experience enriched with IT - digital displays, Virtual Reality • Development of a variety of cultural trails • Development of cultural sites such as Kibiro Salt Mines, Bigo bya Mugenyi • Promoting cultural events and festivals – such as Empango ceremony • Development of cultural arts and crafts • Encouragement of community-based tourism (CBT) with numerous products like community trails, home stays • Development of culinary tourism experience • Mapping and development of historical sites and monuments – e.g for Sir Samuel Barker, Pete Peterson • Develop historical tourism trails such as for Kabalega trail, Samuel Barker

Linkage area	Envisaged Linkages	Investment Opportunities
	<p>Built attractions and products</p> <p>As urbanisation increases there will be an increasing demand for built up attractions directly related to Oil and Gas operations or indirectly resulting from a raising middle class in the region.</p>	<ul style="list-style-type: none"> • Prioritize development of meeting and conference centres promote MICE that among others will target Oil and Gas meetings and conferences • Oil and Gas related attractions such as Oil museum • Shopping malls with speciality shops • Entertainment centres with facilities such as cinemas, theatres, casinos, discothèques • Development of sports tourism facilities – such as stadiums
Tourism enterprise	Tourism business environment will become more competitive hence tourism MSME's will need to become more	<ul style="list-style-type: none"> • Build capacity of MSMEs to formalize and meet requirements to register on NSD • Support establishment of tourism community based enterprises including those for arts and craft, cultural performance groups • Develop capacity of communities through IOC's community livelihood support programs • Develop an enterprise interventions coordination framework to avoid duplication of efforts
Human Resource	Increased tourist arrivals in region will increase on the demand for competent and qualified human resource	<ul style="list-style-type: none"> • Establish a tourism and hospitality training center of excellence with trainer of trainers program • Support existing tourism and hospitality institutes to offer quality training • Establish a coordination framework through which both sectors share and discuss the human resource requirements, standards and certification • Develop a human resource monitoring and evaluation mechanism • Develop a tourism human resource development strategy
Integrated planning	Increased opportunities created by the Oil and Gas operations are not limited to districts where drilling and production takes place. Hence building sustainable linkages will require an integrated regional approach	<ul style="list-style-type: none"> • Establish a coordination mechanism for public and private sector tourism stakeholders in the region • Development of an integrated sustainable regional tourism master plan • Support districts to develop district tourism development plans that are aligned with the integrated sustainable regional tourism master plan • Development of regional tourism strategies for niche products such as River Nile-Lake Albert strategy, adventure tourism strategy

8. Chapter Eight: Tourism Development Strategic Direction

8.1 Background and context

Results reveal vast linkages envisaged between tourism and oil and gas development that will create vast opportunities in the oil and pipeline districts. In order for the opportunities to be harnessed there is need for the development of a strategic framework with specific targeted actions to guide the interventions from various stakeholders. The overall goal of the strategic framework is to ensure that development of sustainable and inclusive interventions that will contribute towards socioeconomic transformation of the communities and support mutually co-exist between tourism with oil and gas sectors in the Albertine region.

8.2 Strategic Priorities and implementation strategy

Strategic Priority 1: Strengthen tourism product development, diversification, marketing and visitor experience

In spite of the diverse and rich tourism resource assets, the oil and pipeline districts and the Albertine region in general are characterized by a narrow tourism product and service offer that is mainly focused on wildlife-based tourism within the national parks and game reserves. This has resulted into shorter stays, limited spending by the visitors and the region's appeal to a narrow market segment. This, therefore, calls for strategies to strengthen existing tourism products, develop new ones, improve marketing and enhance visitors' experiences (Table 8.1)

Table 8.1 Strategic actions for strengthen tourism product development, diversification, marketing, and visitor experience

Strategic Priority 1:	Strengthen tourism product development, diversification, marketing and visitor experience	Short term	Medium term	Long term	Lead Agencies
Strategic Action 1.1 Product development	(i) Enhance existing tourism products – open new game drive routes, new nature trails, introduce experiential tours, enhance guiding interpretation services	X			UWA UTA
	(ii) Develop new tourism products - Museums (oil, pipeline, Kabalega, Bunyoro, Buganda, Ankole heritage), adventure tourism (hiking, biking, water adventure) authentic cultural encounters (community trails, home stays), film induced tourism	X	X	X	UTB, LG, UTA, IOC's
Strategic Action 1.2 Promotion and marketing	(i) Brand and position Albertine as the ecofriendly and adventure destination	X	X	X	UTB, UTA
	(ii) Develop an Albertine region marketing strategy with emphasis on digital marketing		X		UTB, MTWA
	(iii) Develop marketing partnerships with private sector including oil and gas companies, tourism associations	X	X	X	UTA, IOCs

Strategic Action 1.3 Diversify and enhance visitor experience	(i) Support tourism facilities and service providers to acquire accreditation and certification	X	X	X	UTB, MGLSD
	(ii) Develop road side stop overs with associated visitor amenities on strategic points along the new oil roads	X	X		MoT, MTWA
	(iii) Establish visitor information and interpretation centers in Buliisa, Hoima, Masindi & Sembabule	X	X		MTWA, DLGs
	(iv) Develop a tourism web portal/ application through visitors can access and book for attractions, facilities and services across the Albertine region	X	X		UTB
	(v) Design authentic community experiential encounters - culinary tourism, cultural tours as flagship experience	X	X		MTWA

Strategic Priority 2: Enhance existing and develop new linkages between tourism and the Oil and Gas Sector

The existing and envisaged developments associated with oil and gas activities present a variety of opportunities that the tourism sector can harness and develop competitive products that can attract tourists who can stay longer and spend more in the region. However, we found that limited number of stakeholders were aware of these opportunities and even those who were aware, the majority had no comprehensive plans on how they could tap into the opportunities. This implies that the tourism sector will miss out on the opportunities created and few people will benefit from the tourism value chain nodes. To bridge this gap, a number of strategies have been suggested (Table 8.2)

Table 8.2 Strategic actions for enhancing and develop new linkages between tourism and the Oil and Gas Sector

Strategic Priority 2:	Enhance existing and develop new linkages between tourism and the Oil and Gas Sector	Short term	Medium term	Long term	Lead Agencies
Strategic Action 2.1 Enhance private sector capacity to build linkages and increase level of involvement	(i) Conduct a comprehensive mapping and profiling of the current and projected linkages and opportunities	X			MTWA
	(ii) Establish tourism enterprise incubation and support centers that mainly focus on providing technical and financial support MSMEs and enterprises dominated by vulnerable persons	X	X		MTWA, MoFPED
	(iii) Establish tourism investment forum through which the various stakeholders can discuss opportunities and suggest how investment challenges can be overcome	X	X		MTWA, UIA
	(iv) Expand the tourism sub section components in the National Supplier Database, sensitize and support tourism enterprises to register on the database	X			PAU, MTWA
	(v) Establish an affordable financing mechanism with key focus on MSMEs	X	X		MTWA, PSFU
Strategic Action 2.2 Support communities to tap into linkages and opportunities	(i) Support communities to form tourism associations that can offer authentic and competitive community based products – e.g. village walks, experiential cultural tours	X	X	X	MTWA UTA
	(ii) Build the capacity of communities to sustainably plan and manage community based enterprises	X	X		MTWA, MGLSD
	(iii) Build capacity to develop authentic arts and crafts that promote indigenous knowledge and culture	X	X		MTWA, UTA (UCOTA)

Strategic Action 2.3 Building of partnerships to support tourism development	(i) Support Public-Private Partnerships to enhance facilities and services – e.g LG's partnering with private sector to establish visitor centers, entertainment centers etc	X	X		MTWA, UTA
	(ii) Support Private – Community partnerships – e.g Kingdoms partnering with private sector to establish museums, cultural trails etc	X	X		MTWA, Cultural institutions
	(iii) Support Private-Private Partnerships – e.g National oil companies partnering with private sector to build oil museum, stadiums etc	X	X		UTA
Strategic Action 2.5 Integrated planning	(i) Develop an integrated regional sustainable tourism development master plan and support LG's to develop district tourism plans aligned to it	X	X		MTWA, MLG
	(ii) Develop an integrated land use plan for key tourism hotspots and surrounding areas including around Kabalega International Airport	X	X		MTWA, MLHUD
	(iii) Develop an integrated tourism infrastructure and facilities strategy to link the region to key destinations such as Fort Portal tourism city, West Nile, DRC, South Sudan etc	X	X	X	MTWA, MoWT

Strategic Priority 3: Human resource capacity building

The tourism sector in oil and pipeline districts, similar to most parts of the country, are faced with human resource capacity challenges that negatively affect the planning and management of tourism facilities and quality service offer. Most of the labour force working in the tourism sector in the oil and pipeline districts is semi-skilled or unskilled and over 90% are not certified. Employers have highlighted the key challenge attributed to limited capacity to be few training institutions in the region that also have limited trained tutors and facilities to deliver quality hands-on skills based training. Therefore, in order to improve the quality service offer and make the region competitive, we propose a number of strategic interventions (Table 8.3)

Table 8.3 Strategic actions for human resource capacity building

Strategic Priority 3:	Human resource capacity building	Short term	Medium term	Long term	Lead Agencies
Strategic Action 3.1 Work force skills planning	(i) Develop an Albertine Work force skills development strategy for the tourism and hospitality sector	X			MTWA
Strategic Action 3.2 Work force development	(ii) Establish a regional tourism and hospitality training center of excellence with a tutor training component	X	X		MTWA, UHTTI
	(iii) Support existing tourism and hospitality training institutions to offer quality training	X	X		MTWA, MoES
	(iv) Develop an on-job training and certification program to enable those working in industry upgrade and get certification	X	X		THSSC, DIT

Strategic Action 3.3 Affirmative action for vulnerable groups	(i) Support women in the tourism sector to rise through the ranks through mentorship and master class programs	X	X	X	MTWA, UTA
	(ii) Establish mechanism that ensures women in tourism are in safe work places and get decent pay	X	X	X	MGLSD
	(iii) Support competence based training and certification for women especially those in the informal sector	X	X		MTWA, MGLSD
	(iv) Encourage and support tourism enterprises to developed work place inclusive policies to ensure people with disabilities are given equal opportunities to work	X	X		MGLSD, MTWA
	(v) Support women enterprises and community associations to form partnerships with key actors to increase the number of women enterprises and number of vulnerable persons employed or benefiting	X	X		UTA, MGLSD

Strategic Priority 4: Environmental Conservation and Sustainability resources management

Although the Albertine region is a biodiversity hotspot and has over 70% of the national parks and game reserves of Uganda, it faces environmental conservation challenges which are mainly driven by increasing human population and increased need for agricultural land. This often results in encroachment on conservation areas and puts pressure on sensitive ecosystems. The region mainly faces higher conservation challenges especially in areas that are outside conservation areas where vast tourism resources are continuously being degraded. The study results reveal that few tourism operators in the Albertine region have adopted sustainable production and consumption practices and very few have acquired green or eco certification. Table 8.4 highlights the strategies that need to be undertaken in order to enhance environmental conservation and sustainability.

Table 8.4 Strategic actions for enhancing environmental conservation and sustainability

Strategic Priority 4:	Environmental Conservation and Sustainability	Short term	Medium term	Long term	Lead Agencies
Strategic Action 4.1	Develop conservation and sustainability guidelines and establish carrying capacities – especially for the new products such as cultural tourism	X	X		MTWA
Strategic Action 4.2	Support restoration of degraded ecosystems especially those in wildlife corridors connecting key conservation areas	X	X	X	UWA, NEMA
Strategic Action 4.3	Support establishment of wildlife and environment conservation centers with visitor information and interpretation facilities	X	X		UWA, UWEC
Strategic Action 4.4	Develop an incentives structure to encourage tourism operators adopt green sustainable practices	X	X		LG, MoFPED, IOC's
Strategic Action 4.5	Develop and implement an eco/green certification system	X	X	X	MTWA, MWE
Strategic Action 4.6	Support community to start conservation initiatives including establishing community wildlife areas	X	X		UWA

Strategic Priority 5: Research and Communication

In order to comprehensively analyze linkages and assess the opportunities between tourism and Oil and Gas sectors, accurate and reliable data is key. The study revealed a major gap in availability of data in the oil and pipeline districts especially about tourism assets, level and trend of visitors, length of stay and expenditure, number of tourist facilities and service providers, among others. Most of the research conducted has been on biodiversity monitoring which has mainly been

restricted to conservation areas. There is no mechanism through which various stakeholders can access data from the researches that have so far been conducted. Given that there is stakeholder communication coordination mechanism, most stakeholders continue to work in silos and in most case duplicate research efforts and sector interventions. In order to generate more tourism research especially on linkages and opportunities obtainable from the Oil and Gas developments, and have the outputs shared, the study proposes a number of strategic actions in this direction (Table 8.5)

Table 8.5 Strategic actions for enhancing research and communication

Strategic Priority 5:	Research and Communication	Short term	Medium term	Long term	Lead Agencies
Strategic Action 5.1	Support education and research institutions to conduct research on tourism planning and development within the oil and pipeline districts	X	X	X	Research Institutions ,MTWA
Strategic Action 5.2	Establish a research online portal/repository where research outputs can be accessed	X			MTWA
Strategic Action 5.3	Support local governments to collect, analyse and share data on conservation, investment and tourism development	X	X		MTWA,
Strategic Action 5.3	Develop and maintain an Albertine regional Tourism Satellite Account system	X	X	X	MTWA, UBOS
Strategic Action 5.4	Develop a tourism communication strategy that will enhance information sharing among stakeholders	X	X		MTWA
Strategic Action 5.3	Establish tourist information and interpretation centers along key tourist routes, key tourist destinations and in major cities and towns	X	X	X	MTWA

9. Chapter Nine: Risk Analysis of tourism development in oil and pipeline districts

9.1 Background and context

As destinations become attractive and have high traffic and concentration of tourists, they become vulnerable to the risk of over-tourism which is characterized by an overwhelming number of visitors that cause negative environmental and socio-economic effects thus lowering the quality of life of the host urban communities and reducing the competitiveness of destinations^{53 54}. Doxey's Irritation Index⁵⁵ is the commonly applied model in assessing the resident's attitudes and level of irritation towards tourist inflows. According to the model increased inflow of visitors influences the resident's attitudes that progressively change from euphoria to apathy, annoyance and eventually to antagonism. For Albertine Graben and particularly the oil and pipeline districts to avoid the resultant negative impacts of over-tourism, this study using expert knowledge undertook a tourism risk analysis for the study area and proposed mitigation measures (Table 9.1) to inform and guide tourism planning and development process as the opportunities presented by oil and gas are harnessed. The likelihood of tourism-related risks occurring was rated on a scale of - Rare, Possible, Likely, and Very likely (almost certain). The impact of the risk occurring was rated on a scale of Very High, High, Moderate, Low, and Very low.

Table 9.1 Risk Analysis of Tourism developed related to enhanced linkages with oil and gas sector

Risks	Likelihood	Impact	Mitigation measure	Lead actor(s) to ensure mitigation
Economic risks				
Increased demand and cost of land that displaces and marginalizes communities	Very likely	Very high	Empower communities with knowledge and skills to efficiently utilising their land so as to tap into the opportunities by created by the Tourism and Oil and Gas operations. However, given that most communities may not easily raise investment capital and acquire technical skills, there is need to encourage the development of private-community partnerships. This will enable communities to either lease or use their land as share capital in the investment ventures, implying that they are able to retain ownership of the land and sustainably benefit from the investment returns.	MoLG, MLHUD
Increased importation of skilled Labour from outside the region due to lack of locally qualified staff who can only take up unskilled low paying jobs	Very likely	Very high	Support existing institutions to produce highly knowledgeable, skilled and certified graduates who are competitive in the job market. Borrowing from the Oil and Gas sector approach, there is need to establish a tourism and hospitality training center of excellence, develop on-job training programs and implement a certification system that meets national and international standards.	MTWA, MGLSD
Increased cost of living (high commodity and service prices) for residents and local communities resulting from booming Tourism and Oil and Gas sectors	Very likely	High	Support and empower residents and communities with knowledge and skills to tap into the opportunities created along tourism and the Oil and Gas value chains. This will enable them to have profitable and sustainable enterprises that will cushion them from the increased cost of living. Therefore, Local Governments need to invest in the design of inclusive policies and in development of efficient management and governance systems to especially support SMEs where communities easily fit in within the tourism value chain.	MGLSD, MFPED MEMD

⁵³ Fedyk, W., Soltysik, M., Olearnik, J., Barwicka, K., & Mucha, A. (2020). *How Overtourism Threatens Large Urban Areas: A Case Study of the City of Wrocław, Poland. Sustainability*, 12(5).

⁵⁴ Tanja Mihalic (2020) *Conceptualising overtourism: A sustainability approach, Annals of Tourism Research*, Vol. 84

⁵⁵ The irritation index was developed by Doxey in 1975 after the observation that residents' attitude change toward tourists in different stages of a destinations life cycle

Risks	Likelihood	Impact	Mitigation measure	Lead actor(s) to ensure mitigation
Nascent private sector not capable of investing in quality tourism infrastructure, attractions and facilities	Likely	High	Private sector tourism associations, in partnership with Central and Local Governments need to support the nascent private sector players by enabling them to access affordable capital. This can be done through preferential credit from local financial institutions, establishing functional public-private partnership frameworks, and encourage joint ventures with international companies so as to tap into the foreign direct investments. There is also need for technical support for the private sector to establish facilities and infrastructure that meets national and international standards	UTA, PSFU
SMEs out-competed by large-scale enterprises from within and outside the region	Likely	High	Need of deliberate support and empowerment from Government and private sector associations towards SMEs (especially those that engage youth and women). Synergies should be fostered with the large-scale enterprises and linkages established with various nodes along the Tourism and Oil and Gas value chains. Furthermore, focus should also be placed on enabling SMEs to acquire practical skills and to access affordable financing given that they are key success factors for them to remain competitive	(UTA – UCOTA)
High visitor seasonality resulting in under- or unemployment in low season	Possible	High	Develop tourism with diverse tourism experiences targeting diverse markets. Seasonality is mainly a result of over reliance on international tourists who travel in the high season and the domestic tourists who mainly travel during the festive seasons (Easter and Christmas) breaks. Hence there is need to provide incentives (such as discounts) to encourage tourists to travel during the low season. In addition there is need to develop other products such as MICE tourism, sports tourism, among others can be promoted in the low season. There is also an opportunity of developing customized low season tour packages that can attract those working in the Oil and Gas sector and other sectors in the region and country in general	MTWA, UTA
Youth & women excluded from the tourism value chain	Possible	High	Affirmative action for vulnerable groups is very key to attaining inclusive tourism development. Emphasis should therefore focus on empowering youth and women with knowledge, skills and capital for them to participate and benefit from the tourism value chain. Local and central government development plans, policies and interventions should have gender issues mainstreamed.	MGLSD
Inadequate prioritization of tourism in Local government budgeting and planning	Likely	High	Local government authorities should prioritize tourism development and provide a specific budget allocation. There is also need for policy reviews so as to encourage public-private sector partnerships that will enable the private sector to co-fund key developments. There is need to strengthen and increase funding to District Tourism Office operation (and fill the position in districts where they are not yet recruited) to enable them take a lead in tourism planning, management and development.	DLG's
Failure of development to keep pace with increasing visitor numbers	Possible	Very high	Targets set for increasing the number of tourists in the region should be harmonized with the tourism economic growth rate and capacity. Targeted initiatives and incentives should be provided to attract and support investment in the tourism sector to be able to match up with the required infrastructural, facilities and services provision. Therefore there is need to undertake comprehensive market research so as to accurately determine the market segments that will be attracted and project their respective product and service demand.	MTWA, DLG's
Environmental & health risks				

Risks	Likelihood	Impact	Mitigation measure	Lead actor(s) to ensure mitigation
Disruption of ecological systems (including habitat destruction, altering animal behaviour etc) from Oil and Gas operations and increased visitors in the region	Very likely	Very high	Ensure all environmental mitigation measures are implemented as laid out in the Oil and Gas operations ESIA reports. The current partnerships between UWA and IOC's to conduct environmental monitoring in protected areas should be strengthened and even extend to cover community areas in direct interaction with the Oil and Gas operations. Local governments should be supported to institutionalize ecological monitoring and restoration of degraded areas in their development planning frameworks. Policy and planning mechanism should be developed to ensure that all current and future tourism developments in the region are compliant with national and international standards environmental and health standards.	PAU, MWE
Degradation of tourism resources - landscapes, historic sites and monuments	Likely	Very high	Ensure existing and future land use plans recognize and cater for tourism resources conservation. MTWA should ensure natural resources, landscapes, historic sites and monuments are gazetted, conserved and developed for tourism and recreation purposes.	MTWA, MLHUD
Increased negative perception of the Albertine region as not being an eco-friendly destination due to Oil and Gas operations	Likely	Very high	Through a partnership between the tourism sector and IOC's to publicize the strategies that have been put in place and the success stories of how tourism and Oil and Gas operations are co-existing and sustainable mutual benefit between the two sectors. In addition green tourism practices should be encouraged and promoted along all the nodes of the tourism value chain across the oil and pipeline districts. Tourism operators should be supported to attain eco/green certification and UTB should take lead in positioning and marketing the Albertine region as a sustainable, inclusive and ecotourism destination.	UTB, UTA
An increased waste generation from tourism and Oil and Gas operations.	Very likely	High	Ensure Oil and Gas operations comprehensively adhere waste management regulations and guidelines, and strengthen disaster management mechanism. The tourism operations should adopt sustainable production and consumption approaches that reduce the amount of waste generated and use clean energy. The local governments need to plan for increased visitor numbers and implement waste management strategies that involve recycling and proper disposal of solid and liquid wastes	PAU, MWE, NEMA
Increased air pollution (from transport systems, oil refining etc) causing poor air quality	Likely	High	Establish regular and continuous air quality monitoring systems that will help assess pollution levels, determine hotspots and inform timely interventions. Put in place measures to ensure energy efficient technology that reduces carbon emission by transport, oil refining etc. As a long term strategy strategies should be developed on how to transition from carbon fuels to green energy sources and carbon neutral public transport systems. The urban areas should plan for and encourage facilities that support the use of non-motorized transport such as walking and bike riding, among others.	NEMA
Increased disease incidence from reduced environmental quality	Likely	Very high	Establish regular environmental quality monitoring and enhance disease surveillance mechanisms, especially at tourism destinations where a large number of visitors congregate. Local government and city authorities to work in conjunction with Public Health Units of the Ministry of Health to remedy disease incidences. Visitor management measures should be implemented to minimize chances of disease spread between humans and wildlife and vice versa. There should be a system to enable immediate response in the event of epidemics and pandemics	MoH
Socio-cultural risks				

Risks	Likelihood	Impact	Mitigation measure	Lead actor(s) to ensure mitigation
Increased crime rate and social evils such as drug abuse, teenage pregnancies, prostitution	Very Likely	High	Local governments with support from the central government should support development of inclusive development initiatives that will reduce on the number marginalized and vulnerable persons in the region. There is also need to put in place safety and security management plans that provide guidelines and regulations for responsible tourism businesses management, as well as regulate the behaviour of the visitors and residents. A well facilitated tourism police unit should be supported and a community policing mechanism be established to curb crime and sensitise the public and advocate against the social evils.	MGLSD
Destruction or weakening of cultural/heritage resources /artefacts/ monuments	Possible	High	A partnership between, Local governments, Cultural institutions, and Civil Society Organisations among others should undertake comprehensive mapping of tangible and intangible cultural heritage resources and design strategies to ensure that they are conserved and sustainably developed for tourism. There is also need to identify and gazette historical and cultural heritage sites.	MTWA, MGLSD, LG, Cross Cultural Foundation
Increased negative attitude of residents due to high visitor numbers	Likely	Low	Local governments need to establish visitor management mechanisms, regular sensitize and involve residents in planning and monitoring of tourism developments and interactions that may negatively impact the communities. There is need for regular administering of community and visitor satisfaction surveys to inform planning and policy formulation.	DLG's MGLSD
Reduced residents' livability – reduced quality of life	Unlikely	Low	Local government authorities should ensure that the cities serve both residents and visitors and have adequate public spaces, affordable and accessible attractions and activities, sustainable mobility and a diverse and resilient local economy.	MGLSD
Cultural clash between visitors and residents	Likely	Moderate	Local governments in partnership with MGLSD and private sector tourism operators should brief the tourists about the expected cultural interaction and provide them with guidelines to follow when undertaking community and cultural tours. On the other hand communities should be sensitized on cross-cultural interactions and how they can institute measures to avoid negative impacts.	MTWA, MGLSD
Less frequent use of tourism areas/spaces by residents	Rare	Low	Tourism spaces should be designed to meet the needs and expectations of visitors and residents. Tourism destination managers should put in place measures to avoid overcrowding while making the spaces accessible and affordable for residents.	MTWA
Residents shifting/ migrating from key tourism areas	Unlikely	Very low	Local governments should ensure that tourism destinations are sustainably developed and provide a conducive livable environment that supports tourism and at same time ensure communities have a harmoniously interaction with tourists	DLG's MTWA
Governance/Organisational risks				
Lack of integrated and comprehensive planning leading to poor product offers and reduced visitor experience	Very Likely	Very high	Map and audit tourism products to inform product development; utilize results of the mapping and audit exercise to target the appropriate market segments. Flagship products should be identify and marketed based on their unique selling propositions to give the region a competitive advantage; tourism operators should ensure that city tours are enjoyable, safe, comfortable, interesting and authentic.	MTWA, UTB
Lack of data and research to support evidence-based planning and management	Very Likely	Very high	Develop a sub-regional Tourism Satellite Account for the Albertine region. Involve and facilitate tourism research and training institutions to conduct research to produce results that can inform tourism policy and planning. Local government authorities should invest financial and human resources into research and sensitize tourism operators along the value chain on the importance of collecting and sharing data.	MTWA, UBOS

Risks	Likelihood	Impact	Mitigation measure	Lead actor(s) to ensure mitigation
Failure to develop tourism planning and policy frameworks	Likely	Very high	Mainstream tourism planning in the existing district development plans and policies to support the development of competitive destinations within the Albertine region. Districts should be supported to develop strategic tourism development plans, guidelines and regulatory frameworks. This will guide development competitive tourism products and ensure that they are well branded and marketed.	MTWA, DLG's
Lack of technical capacity for districts to plan and manage tourism	Likely	Very high	Equip key district personnel (in charge of tourism, community development, commercial activities, environment and natural resources, planning, budgeting, among others) with technical knowledge and skills in tourism planning and management; arrange capacity-building exchange visits and peer learning networks with districts that have substantially developed attractions and robust management systems.	MLG, MTWA, UTA
Lack of skilled personnel to develop and manage competitive tourism enterprises and offer quality service	Likely	Very high	Build capacity of tourism enterprise owners and managers on how to establish, nature and sustain competitive enterprises; tourism actors and agencies should share success stories and best practices. This will encourage the development of home-grown businesses.	MTWA, training institutions
Failure of districts to establish tourism units/ departments	Likely	High	Engage and sensitize urban management authorities on the need for establishing functional urban tourism planning and development units, benchmark successful urban tourism destinations to gain from their experiences and adopt best practices.	DLG's
Lack of political will to support tourism development	Unlikely	High	Tourism operators and private sector associations to provide adequate information to the political leaders and policymakers on the potential of the tourism and its catalytic contribution to socioeconomic transformation. Methodical lobbying for political support for tourism development should be undertaken.	MTWA, Ministry of National Guidance

Tourism Risk Analysis Matrix

In order for the risk analysis to be able to guide and inform planning the study used the researcher expert knowledge to generate a tourism risk analysis matrix⁵⁶ to identify what planning and management actions are required for each identified risk based on the 'likelihood to occur' and the 'severity of the impact' (Table 9.2). This matrix is a vital tool as it helps to evaluate and prioritize the planning and management response actions for each risk^{57 58}. The risks outlined in Table 9.2 were subjected to analysis based on the results in Table 9.1 above. The matrix highlights planning priorities that should be assigned to each risk associated with developing of tourism in the oil and gas districts.

⁵⁶ Lee, H. (2021). *Risk Assessment*. In: *Risk Management*. Springer Texts in Business and Economics. Springer; Singapore

⁵⁷ Wilks, J. and Moore, S. (2004) *Tourism risk management for the Asia Pacific region: An authoritative guide for the managing crises and disasters - Asia Pacific Economic Cooperation, International Centre for Sustainable Tourism* – Accessed at https://www.apec.org/docs/default-source/Publications/2004/12/Tourism-Risk-Management-for-the-Asia-Pacific-Region-An-Authoritative-Guide-for-Managing-Crisis-and-D/04_twg_risk_management_report.pdf

⁵⁸ CBI (Centre for the Promotion of Imports from developing countries) Netherlands Enterprise Agency - *How to manage risks in tourism* – accessed at <https://www.cbi.eu/market-information/tourism/how-manage-risks-tourism#before-a-crisis-have-a-risk-management-process-in-place>

Table 9.2 Risk analysis matrix for tourism development in oil and gas districts

Rare		Likelihood					
		Unlikely	Possible	Likely	Very Likely		
Impact	Very High			Failure of development to keep pace with increasing visitor numbers	Degradation of tourism resources	Increased demand & cost of land	
					Increased negative perception of Albertine region not eco-friendly		Increased importation of skilled labour
					Failure to develop tourism planning and policy frameworks		Disruption of ecological systems
					Lack of technical capacity for districts to plan and manage tourism		Lack of intergarted planning leading to poor product offer & poor experience
				Lack of skilled personnel to establish and manage competitive tourism enterprises	Lack of data and research to support evidence-based planning		
				Increased disease incidences	Poor planning leading to poor product offers and reduced visitor experience		
	High		Lack of political will	Destruction of cultural/ heritage resources	Nascent private sector failure to invest in quality tourism facilities	Increased cost of living	
High visitor seasonality				Inadquate priority of tourism in budgeting & planning	Increasd waste generation		
Youth & women excluded from tourism value chain				Failure of districts to establish tourism units/ departments	Increased crime rate & social evils		
				Failure of districts to allocate funds to support tourism development			
				SMEs outcompeted by large scale enteprises			
				Increased air pollution causing poor air quality			
	Moderate				Cultural clash between visitors & residents		
	Low	Less use of tourism spaces by residents	Reduced residents' quality of life and livability	Increased prices of goods & services due to high visitor numbers	Increased negative attitude of residents due to high visitor numbers		
	Very Low		Residents shifting from key tourism areas				

	Extreme risk (intervene immediately)		High risk (intervene with short-term planning)		Moderate risk (intervene with long-term planning)		Low risk (intervene with routine procedures)
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10. Chapter Ten: Conclusions and Recommendations

10.1 Conclusion

Tourism and the oil and gas sectors have been prioritised as drivers of socio-economic transformation of Uganda. Therefore, all efforts need to be geared towards attaining the mutual co-existence and strengthening linkages between the two sectors. The Albertine region, which is Uganda's tourism and oil and gas hotspot region, presents an opportunity where mutual co-existence between the two sectors can be demonstrated. With specific focus on the oil and pipeline districts the study profiles both sectors and provides a clear understanding of the existing and envisaged linkages and opportunities. The study reveals that although tourism resources, facilities and services have not yet been comprehensively profiled, the district local governments and the private sector actors are optimistic that tourism will greatly benefit from oil and gas development in the region.

Apart from some private sector actors that have invested in accommodation facilities to harness the opportunities generated by oil and gas activities, there is generally limited preparedness from other tourism stakeholders to benefit from the development induced by the oil and gas sector. Central and local governments need to prioritize tourism planning, human resource capacity development, and generation of reliable and accurate data to guide tourism infrastructure planning and investment decisions.

The oil and gas infrastructure developments provide a major entry point and a solid foundation on which tourism development can be built. The new road infrastructure leading to key oil and gas centers has opened up the region for a number of businesses opportunities including those related to tourism. The completion and commissioning of the Kabalega International Airport is envisaged to be a game changer for tourism development in the Albertine Graben and the country in general. The airport will greatly increase connectivity which will boost domestic, regional and international travel as ease tourist's access to the national parks and other attractions in the region. For this to happen, there is need for the region to develop more tourism products with a variety of activities that will offer diverse experiences and attract more tourists, encourage them to stay longer and spend more in the region. This calls for mainstreaming and prioritization of tourism in the district local governments' development plans. There is also need for integrated regional tourism planning to enable districts align their goals and strategies, jointly attract investments and leverage each other's strengths and resources. With these done, the Albertine region will become a competitive, sustainable and resilient tourism destination poised to attract visitors and contribute to sustainable socio-economic transformation of the region and beyond.

10.2 Recommendations

In order to enhance the existing linkages and empower the stakeholders to harness the opportunities between the tourism and oil and gas sectors the study recommends actions based on the strategic actions identified by the study in chapter 8 and details matrix in Annex VI. The recommendation are;

g) Tourism product development, diversification and marketing – MTWA, UTB, UWA and UTA should take lead in enhancing the quality of existing products and develop new products that can appeal to a wider market. An Albertine region marketing should be developed and partnerships should be built to position and market the region as an ecofriendly and quality service destination.

h) Enhance and develop linkages between tourism and the Oil and Gas Sector – MTWA and DLG's should undertake comprehensive mapping and profiling of the current and projected linkages and opportunities and partner with MGLSD, oil companies UTA and PSFU to support tourism enterprises through incubation centers, especially MSMEs to harness the opportunities. This will require developing an integrated regional sustainable tourism development master plan.

i) Human resource capacity building - MTWA, MoES should take lead in partnership with tourism training institutions, THSSC, DIT and UTA to ensure tourism and hospitality human resource development is enhanced through supporting competence based training, continuous skill upgrading and certification. A Regional Tourism Centre of Excellence should be established to train tutors and personnel to work in tourism and hospitality in the region. An affirmative action strategy should focus on training vulnerable groups and building capacity of local private sector actors and districts to plan, manage and deliver quality tourism products and services.

j) Environmental Conservation and Sustainability – MTWA, UWA, NEMA should take lead and in partnership with UTA to restore degraded ecosystems, establish conservation education centers and develop conservation and sustainability guidelines especially cultural heritage tourism resource. Emphasis should be placed on supporting tourism enterprises to adopt green tourism practices and attain eco/green certification.

k) Research and Communication – MTWA and UBOS should take lead and partner with education and research institutions to generate and share research data that can support resources management, tourism planning and investment. There is need to develop an Albertine regional Tourism Satellite Account (TSA) system that will support local governments to collect analyse and share data in a timely and harmonized way. A communication strategy should be developed and tourist information and interpretation centers along key tourist routes, key tourist destinations and in major cities and towns established.

l) Monitoring and evaluation coordination mechanism – MTWA, MGLSD and UTA should regularly inspect, monitor and evaluate the development linkages between tourism and oil and gas sectors and guide on how to maintain and enhance the mutually co-existence between the two sectors. This is very crucial given that there is need to strictly adhere to the prosed mitigation measure given the vast risks identified

Annex I – Summary of Terms of Reference

TOR tasks	Where they are addressed in the Report
Definition and identification of tourism sector linkages and opportunities arising from the implementation of the Oil and Gas projects	Assessment and a SWOT analysis of tourism resources infrastructure, facilities and services is undertaken in chapter three Linkages are assessed in chapter six and investment opportunities identified in chapter seven section 7.3
Outline general trends of the tourism industry affecting Uganda (including in oil and pipeline districts) in the current and upcoming years	Overview of tourism industry in Uganda and Albertine region is provided in chapter One sections 1.1 and 1.3 Projections of tourism demand and supply have been made in Chapter seven for the oil and pipeline districts
Adopt the use of a wide range of data collection methodologies; both quantitative and qualitative; to allow for the corroboration of information provided. Additionally, it is imperative that there is interaction with key stakeholders	Chapter two highlights the consultative methodological approach applied and how the quantitative and qualitative data was collected and analysed
Understand the current and expectations of the tourists and how the country and the above region can prepare best to maximize & generate growth and employment in a sustainable and inclusive manner	Human resource assessment was undertaken in chapter four. A sustainability and gender inclusiveness analysis was undertaken in chapter five
Identify possible linkages and how to harness them in the short, medium, and long-term in the Albertine Graben and EACOP districts.	Tourism development strategy was developed in chapter 8 and is accompanied with a risk analysis framework in chapter nine and a monitoring and evaluation frame work in Annex VI
Ensure close coordination with PAU, GIZ, MTWA in order to create and maximise synergies and avoid duplications. Provide regular updates, seek approval of the various milestones as well as the field work/ data collection exercises	Weekly update meetings were held with PAU, GIZ, MTWA. Study consultation activities were effectively coordinated. Approval were got for field work and MTWA and PAU supervised data collection

Annex II – List of Stakeholders Consulted

Name	Position	Organisation
PAU Management	Heads of Departments	PAU
Brian Tuhaise	General Secretary	USAGA
Helen Lubowa	Executive Director	UCOTA
Jean Byamugisha	CEO	UHOA
Sylvia Ntabaazi	Executive Secretary	
Herbert Byaruhanga	President	UTA
Herbert Byaruhanga	Chairman	Tourism and Hospitality Sector Skills Council
Jessica Kyeyune	National Content Specialist	Uganda National Oil Company
Domisiano Owor	Environmental Officer	PAU
Samson Okot	Bio diversity Officer	
Moses Kaneene	Deputy Director	UHTTI
Emmanuel Kaweesi	Research Coordinator	
Mark Kirya	President	HOGMAU
Charles Oundo	Vice President	
Matilda Iremera	Ag. CEO	Association Uganda Tour Operators
Nancy Okwong	PRO	
Basil Ajer	Director Tourism	Ministry of Tourism Wildlife & Antiquities
Joward Baluku	Wildlife Officer	
Stephen Okiror	Wildlife Officer	
Boaz Tumusiime	Wildlife Officer	
James Musingizi	Executive Director	Uganda Wildlife Education Centre
Alex Ogwal	Inspector Env. & Social Impact	Ministry of Gender Labour & Social Development
Sentongo Ambrose	Inspector safety and Equipment	
Chris	Environment Engineer	
Tom Okello	Executive Director	National Forestry Authority
Jonathan J. Kyeyune	Government Relations Manager, Corporate Affairs	CNOOC
Pauline Macronald	Biodiversity Program Manager	TOTAL Energies
Sharon B. Kemigisha	Tourism & Communities Engineer	
Godfrey Lukwago	Social Performance Officer	
Kagina Rodgers	Liaison Officer - Sembabule	EACOP
Ham Lukurwe	National Technical Advisor	Enabel
Onesimus Mugenyi	Deputy Executive Director & contact person Civil Society Coalition on Oil & gas	Action Coalition for Development and Environment (ACODE) & Civil Society Coalition on Oil & Gas
Lilly Ajarova	CEO	Uganda Tourism Board
Bradford Ochieng	Deputy CEO	
Sophie Baliijuka	Product Development Manager	
Samora Semakula	Quality Assurance Manager	
Claire Mugabi	Marketing manager	
Joseph Esule	Research Monitoring & Evaluation	
Dorcus R. Twesigomwe	Business Development Manager	Uganda Wildlife Authority
Justine Namara	EIA & Oil Monitoring Manger	

Arthur Hakiza	Deputy CAO	Sembabule District Local Government
Kusasira Benon	Sen. Commercial officer/Tourism	
Michael Kakuru	ECOAP District focal person	
Pamela Kyobutungi	Commercial officer - Trade	
Twaha Musoke	Community Devt Officer	
David Byaruhanga	Information Officer	
Mary Nabayizzi	Education Officer	
Gregory Mugaba	Natural Resources Officer	
Kenneth Katungi	District Security Officer	
Deborah Natukunda	Deputy Security DSO	
Samuel Magambo	Deputy CAO	Buliisa District Local Government
Rodgers Tumusiime	Envn. Officer/Tourism Officer	
Dison Kasisaki	Commercial Officer	
Fredrick Alituha	Commercial officer - trade	
Gilbert Asiimwe	Senior Assistant Accounts	
Wilson Kusiima	IT officer	
Evelyne Tumusiime	Sen. Commercial Officer	
Dan Katwesige	Team Leader	Bugungu Heritage Information Centre - Buliisa
Charles Komaketch	CAO	Hoima District Local Government
Harriet Katusiime	Deputy CAO	
Veronica Mbahinzireki	Tourism Officer	
Birungi Harriet	Environment Officer	
Joseline Nyangoma	Natural Resources Officer	
Caroline Nyakato	Ag. Planner	
Hellen O. Mulumba	Woman Councillor	
Janeper Baitwamasa	Navigators of Devt Associat- CSO	
John Tumusiime	Commercial Officer	
M.J Mulindambura	Sec. Production & works	
Albert Bitura	Bwendero Agro tourism farm	
Robert Abia Owili	Deputy CAO	Masindi District Local Government
Karungi Riita	Tourism Officer	
Anthony Akoku	Forestry Officer	
Geoffrey Bigabwa	Sec. Production – trade/tourism	
Simon Biaruhanga	District Youth Councillor	
Godfrey Bahemuka	Community Devt Officer	
Saidah Mashaka	Entomology Officer	
Evan Kusemererwa	Asst. Commercial Officer	
Miily Namuyombi	District Planner	
Proscovia Isingoma Flora	Masindi Art & Craft Coop Society	
Barbrah W. Anyango	Recreation for Devt & Peace- CSO	
Kareem Ajuna	Tourism Officer	Kikuube District Local Government
Hilda Aketch	Tourism Officer	Nwoya District Local Government
	Manager	Miika Eco Resort Hotel - Hoima
	Manager	Masindi Hotel
	Manager	Mujo Suits – Sembabule
	Manager	Golden Castle Hotel - Hoima
	Manager	Kikonko Lodge - Hoima
	Manager	Adonia Hotel - Buliisa

Annex III - Question check list that guided interviews with key stakeholders

With reference to your organisation please answer the following question in relation to linkages between tourism and oil and gas sector in Albertine region, Uganda

1)	How has the organisation been involved in any engagements related to the oil and gas activities in the Albertine region?
2)	What linkages do you think exist between tourism and the oil and gas activities in the Albertine region?
3)	How does your organisation and its members envisage to benefit from the opportunities created by the oil and gas activities in the Albertine region?
4)	How has organisation prepared your members to benefit from tourism opportunities created by oil and gas in the Albertine region?
5)	How can your position itself to benefit from these linkages?
6)	Do you envisage any challenges to the tourism sector attributed to oil and gas activities?
7)	What do you think needs to be done to ensure the tourism sector benefits from oil and gas sector

Annex IV – Questionnaires for District Local Government Officials

Questionnaire for District Commercial, Community Development, Environment and Planning Officers

The Uganda Petroleum Authority (PAU) together with Ministry of Tourism Wildlife and Antiquities (MTWA) with support from GIZ have commissioned a study titled: Defining linkages between Tourism and the Oil and Gas Sectors in the Albertine region of Uganda. The goal of the study is to examine the linkages, challenges and opportunities between Tourism and Oil and Gas sectors with a view to developing a tourism strategy that will guide the design and implementation of sustainable and inclusive interventions. The study seeks to establish the status of tourism attractions and related facilities, infrastructure and services, identifying the existing linkages between tourism and oil and gas sector, assessing the opportunities that the oil and gas sector presents to the development of tourism sector and examining the interventions that enable the tourism sector to harness the opportunities while mitigating the likely negative impacts. The study further focuses on identifying the human resource gaps so as to suggest interventions to bridge them.

As one of the Local Government officials in the Oil and Pipeline districts, we kindly request you to participate in the study by answering the questions below. Your responses will be treated with the strictest confidence and only used for purposes of this study and informing the development of the tourism strategy linked to oil and gas activities.

1. What engagements/ interactions has the district had with the Oil and Gas companies and agencies in relation to:

a. Environmental conservation

.....

b. Tourism attractions, activities, facilities and human resource development

.....

c. Community livelihoods improvement

.....

2. How have the following tourism sub sectors benefited from the Oil and Gas sector operations in the region?

a. Accommodation enterprises (hotels, lodges, guest houses, campsites, home stays)

.....

b. Restaurants and bars

.....

c. Tour and travel operators (tour companies, tour guides, site guides)

.....

d. Attractions/destinations (Museums, art and carft galleries, cultural sites, beaches, shopping malls, entertainment parks)

.....

e. Community tourism organisations (those that host tourists interested in agrotourism, food cooking & tasting, market visits, village walks, local fishing, visiting local craft workshops)

.....

f. Arts and Craft enterprises (shops that sell handcrafts, art works)

.....

3. What capacity building measures/strategies has the district local government leadership put in place to ensure that members of the different tourism sub sectors can tap into and benefit from the opportunities created by oil and gas activities in the Albertine region?

.....

4. What interventions need to be put in place to ensure that the tourism sub sectors (mentioned in 2 above) can benefit from the opportunities to be created by Oil and Gas sector?

.....

5. How would you describe human resource in the tourism and hospitality sector (for each category) in terms of its quantity and availability, and in terms of its skills and quality in the district?

a. Managers (in hotels, restaurants, at destinations etc)

.....

b. Supervisors (in hotels, restaurants, at destinations etc)

.....

c. Cooks and Chefs

.....

d. Waiters and Waitresses

.....

e. Front office and house keeping

.....

f. Tour guides and site guides

.....

g. Entertainers (musicians, cultural dancers)

.....

h. Art and craft artisans

.....

i. Health and Spa therapists

.....

j. Tourism and hospitality trainers/tutors

.....

k. Any other – please specify

6. What measures/strategies need to be put in place to enhance the quantity and quality of human resource in the tourism and hospitality sector in the district?

.....

7. What tourism and hospitality development challenges do you envisage to arise from the Oil and Gas activities in the district and Albertine region in general?

.....

8. What measures/strategies need to be put in place to ensure that the Oil and Gas operations do not negatively affect tourism and hospitality developments in the district and Albertine region in general?

.....

9. Please share any other views on the linkage between Tourism and Oil & Gas sectors that have not been captured in the above questions

.....

Thank you for your time in providing responses to the above questions

Questionnaire for District Tourism Officer

The Uganda Petroleum Authority (PAU) together with Ministry of Tourism Wildlife and Antiquities (MTWA) with support from GIZ have commissioned a study titled: **Defining linkages between Tourism and the Oil and Gas Sectors in the Albertine region of Uganda**. The goal of the study is to examine the linkages, challenges and opportunities between Tourism and Oil and Gas sectors with a view to developing a tourism strategy that will guide the design and implementation of sustainable and inclusive interventions. The study seeks to establish the status of tourism attractions and related facilities, infrastructure and services, identifying the existing linkages between tourism and oil and gas sector, assessing the opportunities that the oil and gas sector presents to the development of tourism sector and examining the interventions that enable the tourism sector to harness the opportunities while mitigating the likely negative impacts. The study further focuses on identifying the human resource gaps so as to suggest interventions to bridge them.

As Tourism Officer/ Commercial Officer in charge of Tourism in one of the Oil and Pipeline districts, we kindly request you to participate in the study by answering the questions below. Your responses will be treated with the strictest confidence and only used for purposes of this study and informing the development of the tourism strategy linked to oil and gas activities.

10. What are the key resources that are visited/utilized by tourists (domestic and international) in the district? (Please provide specific names of resources and areas where they are located)

a. Nature based (national parks, game reserves, forests, lakes, beaches)

.....

b. Cultural (Museums, art galleries, cultural events, cultural sites)

.....

c. Built up (cinemas, leisure and entertainment parks, shopping malls)

.....

d. Any other category – please specify

11. What are the existing resources that have the potential to be developed to promote tourism growth in the district? (Please provide specific names of resources and areas where they are located)

a. Nature based (national parks, game reserves, forests, lakes, beaches)

.....

b. Cultural (Museums, art galleries, cultural events, cultural sites)

.....

Built up (cinemas, leisure and entertainment parks, shopping malls)

.....

c. Any other category – please specify

.....

12. Which tourism products and services would you consider most suitable for development so as to tap into the opportunities created by increased population/visitors in the district as a result of Oil and Gas operations? Please give specific names and rank them– starting with the most suitable ones

a. Adventure tourism (hiking, cycling, mountain/hill climbing, mountain/hill biking)

.....

b. Wildlife based tourism (game drives, nature walks, birding)

.....

Cultural tourism (Museums, art galleries, cultural events, cultural sites)

.....

Built up (cinemas, leisure and entertainment parks, shopping malls)

.....

c. Services (guiding and sites interpretation, information centers, curio and shopping services)

.....

d. Any other, please specify

.....

13. What partnerships and collaboration are needed for tourism to tap into the opportunities presented by the oil and gas operations in the district and the Albertine region in general?

.....

14. What are the names of existing tourism and hospitality training institutions in the district? Please provide levels of trainings they offer (certificate, diploma, degree)

.....

15. What is your assessment of the quality of tourism and hospitality training and what do you

think needs to be done to improve it?

.....

16. How many hotels and guest houses exist in the district?

.....

17. What are the total number of beds available in the district and what is the average bed occupancy rate?

.....

18. How many hotels in the district have conference facilities?

.....

19. What is the total number of conference capacity per hotel?

.....

20. How many of the accommodation facilities are certified and classified by the Uganda Tourism Board in the district?

.....

21. To what extent do the accommodation facilities and tourism operators in the district apply inclusive and sustainable green tourism practices? (e.g waste separation, waste water treatment, renewable energy use, affirmative consideration for vulnerable groups)

.....

22. How many accommodation facilities and tour operators have eco/green certification?

.....

How many people in the district are employed by the tourism and hospitality industry?

.....

23. Of those employed how many are male and female? **(Please state estimated percentages if absolute data is not available)**

.....

24. From the total number employed, how many hail/come from this district? **(Please state**

estimated percentages if absolute data is not available)

.....

25. To what extent has tourism and hospitality planning and development been mainstreamed into the districts' development strategy/plan?

.....

26. In your opinion how can the district tap into the opportunities presented by the Oil and Gas operation to enhance tourism and hospitality planning and development in the district?

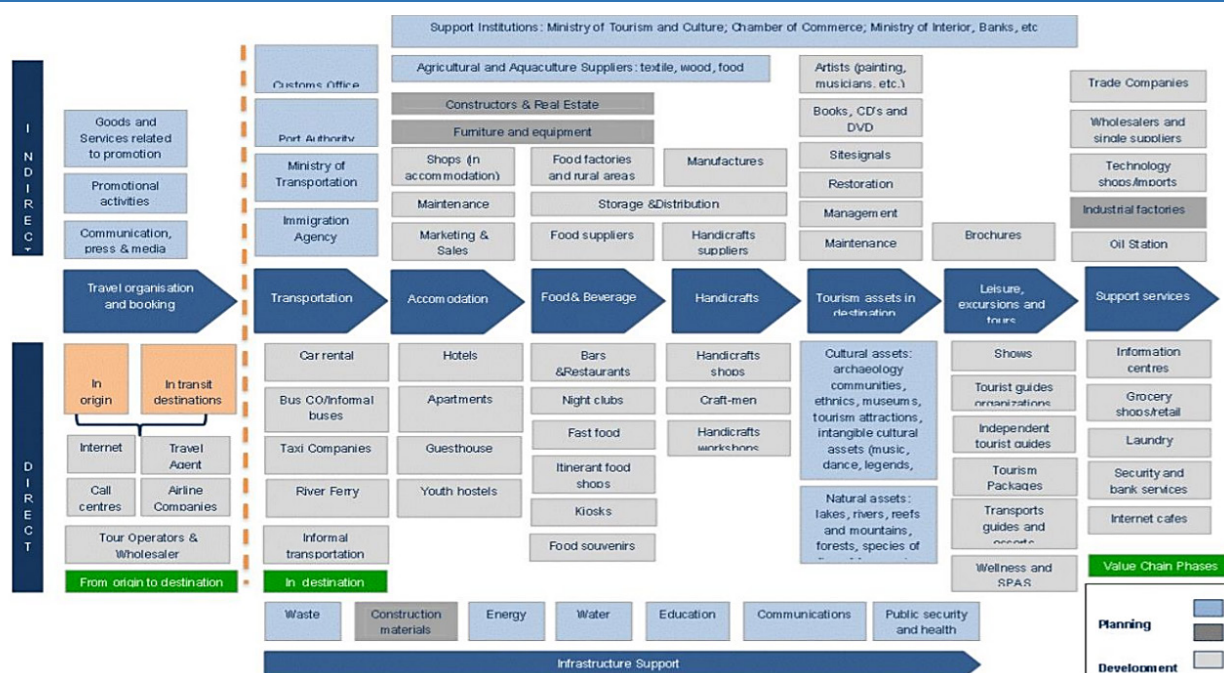
.....

27. Please share any other views on what you think needs to be done to enhance the linkage between tourism and Oil and gas sectors

.....

Thank you for your time in providing responses to the above quest

Annex V – Areas where direct and indirect employment opportunities exist along the tourism value chain



Source: DEVCO and UNWTO, 2013 in OECD/UNWTO/WTO, 2013.

Annex VI – Detailed Tourism Strategy Monitoring and Evaluation Framework

Strategic Area	Strategic goal/ outcome	Indicators	Targets	Period	Responsibility Center	Data Source	Comments
Strategic Priority 1: Strengthen tourism product development, diversification, marketing and visitor experience							
1.1 Product development	Existing tourism products enhanced	No. of new game drive routes opened	6 new game drive routes opened	Short term	UWA, MTWA	UWA annual reports	More focus should be in wildlife and reserves that are under developed
		No. of new nature trails opened	6 new nature trails opened	"			
		No. experiential tours introduced	4 experiential tours introduced	"			
		No. of guides trained in product interpretation	30 guides trained in product interpretation	Short - medium term			
	New tourism products developed (iv) (v)	No. of museums established	4 cultural museums established	Short - long term	MTWA	MTWA annual reports	At least one museum should related to oil and gas such as oil museum and also one cultural museum should preferably be in the pipeline districts
		No. of adventure tourism products developed	4 products developed	"	MTWA, UTB	Annual reports	Given the resource assets, focus should be on hiking, biking, water adventure among others
		No. of new authentic cultural products developed	4 products developed	"	MTWA, MGLSD	Annual reports	Focus should be on those that include as many beneficiaries e.g community trails
	Albertine branded and positioned as an ecofriendly and adventure destination	No. of visitors recognizing the brand	40% of visitors recognizing the brand	"	UTB	UTB market surveys and annual reports	
	Albertine region marketing strategy developed	Albertine region marketing strategy development process started	Albertine region marketing strategy completed and endorsed by stakeholders	Short to medium term	UTB	UTB annual reports	
	Marketing partnerships with private sector established	No. of partnerships established	4 marketing MOUs signed	Short - long term	MTWA, UTA	Annual reports	Ensure private sector association involvement and include foreign oil companies marketing destination in their home countries

Strategic Area	Strategic goal/ outcome	Indicators	Targets	Period	Responsibility Center	Data Source	Comments
1.3 Diversify and enhance visitor experience	Enhanced customer satisfaction from accredited and certified tourism facilities and service providers	No. of tourism facilities and service providers accredited and certified	40% of tourism facilities and 50% of service providers accredited and certified	Short - long term	UTB, MGLSD	Annual reports	Apply competence based certification of service providers
	Rich visitor experience at road side stop overs along the new oil roads	No. of strategically located road side stop overs with associated visitor amenities along the new oil roads	6 road side stop overs with associated visitor amenities developed along the new oil roads	Short - medium term	MoT, MTWA	Annual reports	Each key oil road should have at least one stop over point
	Increased visitor information and interpretation services offered	No. of visitor information and interpretation centers established	4 visitor visitors information and interpretation centers established	"	MTWA, DLGs	MTWA annual reports DLG development plans	Buliisa, Hoima, Masindi & Sembabule have a least one center
	Increased visitors bookings attractions, facilities and service through tourism web portal/ application	No. attractions, facilities and services providers receiving bookings through the tourism web portal/ application	40% of attractions, facilities and services providers bookings made through the tourism web portal/ application	"	UTB	UTB quarterly reports	Have keen focus for on-boarding SMEs and community based enterprises
	Enhanced authentic community experiential visitor encounters	No. of visitors satisfied with community experiential encounters	50% of visitors satisfied with community experiential encounters	"	MTWA-		Focus on culinary and cultural tours as flagship experience offer

Strategic Area	Strategic goal/ outcome	Indicator	Target	Period	Responsibility Center	Data Source	Comments
Strategic Priority 2: Enhance existing and develop new linkages between tourism and the Oil and Gas Sector							
2.1 Enhance private sector capacity to build linkages and increase level of involvement	Enhanced linkages from comprehensive mapping and profiling	No. mapping and profiling undertaken and linkages and opportunities identified	70% of districts undertaken mapping and profiling of linkages and opportunities	Short term	MTWA	District profiling reports	
	Empowered and more involved MSMEs and enterprises dominated by vulnerable persons	No. of MSMEs and enterprises dominated by vulnerable supported by the tourism enterprise incubation and support centers	200 MSMEs and enterprises dominated by vulnerable supported by the tourism enterprise incubation and support centers	Short to Medium term	MTWA, MoFPED	Annual reports	Focus on groups with high number of women and vulnerable members
	More investment in linkages areas	Amount of money invested in tourism as a result of the investment forum	30% increase in investment as a result of the forum	Short to medium term	MTWA, UIA	Annual reports	
	Increased business for tourism enterprise's registered on the National supplier data base	No. of tourism companies registered and getting business from the National Supplier Database	Increase tourism company share on NSD from 4.2% to 15%	Short term	PAU, MTWA	Quarterly Reports	
	Enhanced capitalization of MSMEs	No. MSMEs accessing affordable financing	30% of MSMEs in position to access affordable financing	Short to medium term	MTWA, PSFU		Focus on groups with high number of women and vulnerable members
2.2 Support communities to tap into linkages and opportunities	Communities offering more authentic and competitive community based products	No. of communities offering authentic and competitive community based products	300 community members benefiting from authentic and competitive community based products	Short to long term	MTWA UTA		Village walks, experiential cultural tours as key entry points
	Sustainably planned and manage community based enterprises	No. of sustainably planned and managed community based enterprises	100 sustainably planned and managed community based enterprises	Short to medium term	MTWA, MGLSD	Quarterly reports	Focus on groups with high number of women and vulnerable members
	Indigenous knowledge and culture promoted through arts and craft	No of authentic arts and crafts based on indigenous knowledge and culture	50 authentic arts and crafts items promoted based on indigenous knowledge and culture	Short to medium term	MTWA, UTA (UCOTA)	"	"

Strategic Area	Strategic goal/ outcome	Indicator	Target	Period	Responsibility Center	Data Source	Comments
2.3 Building of partnerships to support tourism development	Provision of facilities and services enhanced through Public-Private Partnerships (PPP's)	No. of facilities and services providers supported through PPP's	100 facilities and services providers supported through PPP's	"	MTWA, UTA	"	Emphasis should be on LG's partnering with private sector to establish facilities such as visitor centers, entertainment centers etc
	Enhanced linkages through Private – Community partnerships (PCPs)	No. of projects supported through Private – Community partnerships	50 projects supported through Private – Community partnerships	"	MTWA, Cultural institutions	"	Emphasis should be on Kingdoms partnering with private sector to establish museums, cultural trails etc
	Enhanced linkages through Private – Private partnerships	No. of projects supported through Private-Private Partnerships	50 projects supported through Private-Private Partnerships	"	UTA	"	Example National oil companies can partner with private sector to build oil museum, stadiums etc
2.4 Integrated planning	Integrated tourism development guided by a regional sustainable tourism development master plan	Developed regional integrated sustainable tourism development master plan and district tourism plans aligned to it	70% of districts develop tourism plans and align them to the regional integrated sustainable tourism development master plan	"	MTWA	District development plans M&E	
	Integrated land use planning in key tourism areas	Developed integrated land use plan for key tourism hotspots and surrounding areas	80% of areas in and around key tourism areas having a land use plan with tourism aspects well integrated	"	MTWA, MLHUD	Annual reports	Focus should be on areas around kabalega International Airport
	Highly interlinked oil region with neighboring regions	Developed integrated tourism infrastructure and facilities strategy	60% increased interconnectivity between oil and pipeline districts with surrounding regions	Short to long term	MTWA, MoWT	MoWT annual reports	In short run focus is on road s and in long run on railway and air transport

Strategic Area	Strategic goal/ outcome	Indicator	Target	Period	Responsibility Center	Data Source	Comments
Strategic Priority 3: Human resource capacity building							
3.1 Work force skills planning	Operational Albertine tourism and hospitality sector work force skills development strategy	Developed Albertine tourism and hospitality sector Work force skills development strategy	80% of districts planning guided by the work force skills development strategy	Short term	MTWA	Annual reports	
3.2 Work force development	Enhanced tourism and hospitality training	Established and operational regional tourism and hospitality training center of excellence	70% of labour force working trained through the centre and affiliated training institutions	Short to medium term	MTWA, UHTTI	Annual reports	
	Quality tourism and hospitality training offered by institutions	No. of tourism and hospitality institutions offering quality training	70% of tourism and hospitality institutions offering quality training	Short to medium term	MTWA, MoES	Annual reports	
	More workers working in industry upgraded and certified	No. of workers undergoing on-job training and acquiring certification	60 of workers in region with upgraded skills and certified	Short to medium term	THSSC, DIT	Annual reports	
3.3 Affirmative action for vulnerable groups	More women in managerial and supervisory positions	% of women in managerial and supervisory positions	15% of women in managerial and 30% in supervisory positions	Short to long term	MTWA, UTA	Annual reports	Emphasis should be placed on mentorship and master class programs
	Safe tourism work places and decent pay for women	No. of safe tourism work places and % of women getting decent pay	No. of safe tourism work places and % of women getting decent pay	Short to long term	MGLSD	Annual reports	
	More competent and certified for women especially those in the informal sector	No. of competent and certified women in the informal sector	50% of women in the informal sector undertake competence training and certified	Short to medium term	MTWA, MGLSD	Annual reports	
	Inclusive and equal opportunity in tourism work places	No. of tourism enterprises with inclusive policies	50% of tourism enterprises with inclusive policies	Short to medium term	MGLSD, MTWA	Annual reports	Focus on ensuring people with disabilities are given equal opportunities to work
	More vulnerable persons employed or benefiting from tourism	No of vulnerable persons employed or benefiting from tourism	200 vulnerable persons employed or benefiting from tourism	Short to medium term	UTA, MGLSD	Annual reports	Focus should be on supporting women enterprises and community associations to employ and benefit vulnerable persons

Strategic Area	Strategic goal/ outcome	Indicator	Target	Period	Responsibility Center	Data Source	Comments
Strategic Priority 4: Environmental Conservation and Sustainability							
4.1 Sustainable Products	Sustainable tourism products	No. of products developed following conservation and sustainability guidelines	80% of new products developed adhering to sustainability principles	Short to medium term	MTWA	Annual reports	Focus should be on cultural tourism to sustainable diversify the product offer
4.2 Ecosystem Restoration	Restored ecosystems previously degraded	No degrades ecosystems restored	60% of previously degraded ecosystems restored	Short to long term	UWA, NEMA	Annual reports	Focus should be on degraded wildlife corridors connecting key conservation areas
4.3 Wildlife Conservation	Enhanced wildlife and environment conservation education and awareness	No. of wildlife and environment conservation centers established	2 regional wildlife and environment conservation education centres established	Short to medium term	UWA, UWEC	Annual reports	Centers should have modern visitor information and interpretation facilities
4.4 Tourism Greening	More green tourism destinations	No. of incentives created to encourage tourism operators adopt green sustainable practices	50% of tourism operators adopt green sustainable practices	Short to medium term	LG, MoFPED	Annual reports	
4.5 Tourism green Certification	More eco/green certified tourism operators	No. of eco/green certified tourism operators	50% of tourism operators eco/green certified	Short to long term	MTWA, MWE	Annual reports	
4.6 Community Conservation	Increased community involvement in conservation	No. of community conservation initiatives started	80 communities starting conservation initiatives	Short to medium term	UWA	Annual reports	Focus on establishing community wildlife areas

Strategic Area	Strategic goal/ outcome	Indicator	Target	Period	Responsibility Center	Data Source	Comments
Strategic Priority 5: Research and Communication							
5.1 Research	Tourism planning and development supported by research	No. of research outputs utilized to support tourism planning and development	No. of research outputs utilized to Support tourism planning and development	Short to long term	Research Institutions ,MTWA	Annual reports	
5.2 Research Portal	Established and operational research online portal/ repository	No. of research outputs on the online portal/repository accessed and utilized to support tourism planning and development	30% of research outputs on the online portal/repository accessed and utilized to support tourism planning and development	Short to medium term	MTWA	Annual reports	
5.3 Data generation and sharing	Conservation, investment and tourism development data generated and shared by Local Governments	No. of local governments collecting and sharing conservation, investment and tourism development	75% of local governments collecting and sharing conservation, investment and tourism development	Short to medium term	MTWA,	Annual reports	
5.3 Tourism Satellite Account	Developed Albertain regional Tourism Satellite Account system	% of districts using the regional Tourism Satellite Account data in tourism planning	80 % of districts using the regional Tourism Satellite Account data in tourism planning	Short to long term	MTWA, UBOS	Annual reports	
5.4 Communication strategy	Developed tourism communication strategy	No. of tourism communication articles shared	50 tourism communication articles shared annually	Short to medium term	MTWA	Annual reports	
5.3 Tourist Information and interpretation	Established tourist information and interpretation centers along key tourist routes	No. of tourist information and interpretation centers established	10 tourist information and interpretation centres established	Short to long term	MTWA		Focus should be on key tourist destinations and in major cities and towns

Annex VII – Summary of scale and areas of Investment from linkages between tourism and oil and gas sectors

Categories	Large Scale	Medium Scale	Small & Micro Scale
Accommodation	<ul style="list-style-type: none"> 5 -4 star hotels in key urban areas and in the airport industrial park High end MICE - conference facilities High end luxury lodges in & around conservation areas 	<ul style="list-style-type: none"> 3-2 star hotels in urban areas Mid-range and budget lodges in and around conservation areas Mid-range MICE – conference facilities Camping sites at key destinations 	<ul style="list-style-type: none"> One star hotels & Guest houses in urban areas Home stay facilities in communities Budget MICE – conference facilities Camping sites at key destinations
Restaurant	<ul style="list-style-type: none"> High end and specialised restaurants in key urban areas & at airport Specialised coffee/tea shops 	<ul style="list-style-type: none"> Mid-range restaurants urban areas & at airport Coffee/tea shops in urban areas 	<ul style="list-style-type: none"> Budget restaurants in urban areas Road side/ street eateries Food kiosks at stop over points along roads, train stations
Water based	<ul style="list-style-type: none"> High end luxury cruise boats & house boats High end water front residential and shopping centres Marina 	<ul style="list-style-type: none"> Mid-range luxury cruise boats & house boats Water sports Beach sports Sport fishing 	<ul style="list-style-type: none"> Budget cruise boats Tour boats Traditional fishing experience
Tourism Products	<ul style="list-style-type: none"> High end adventure activities High end cultural tourism and cultural trails High end forest based activities High end culinary tourism Oil museum 	<ul style="list-style-type: none"> Agritourism Cultural tourism with cultural trails Mid-range forest based activities Cultural Museums Event tourism Mid-range culinary tourism 	<ul style="list-style-type: none"> Agritourism Cultural tourism and cultural trails Budget forest based activities Community museums Event tourism Budget culinary tourism
Human Resource development	<ul style="list-style-type: none"> Tourism & hospitality centre of excellence 	<ul style="list-style-type: none"> Incubation centres Mid-range Tourism & Hospitality training institutes Wildlife education centres 	<ul style="list-style-type: none"> Budget Tourism & Hospitality training institutes
Shopping	<ul style="list-style-type: none"> High end shopping centres with leading brand shops in key urban areas 	<ul style="list-style-type: none"> Duty free shops at airport Down town shopping centres in urban areas 	<ul style="list-style-type: none"> Budget shopping centres
Visitor facilities & services	<ul style="list-style-type: none"> Visitor lounges in airport Sports facilities – e.g stadium 	<ul style="list-style-type: none"> Tourism information & interpretation centres Visitor stop over points Sports centres Airport shuttle services Tour guiding services 	<ul style="list-style-type: none"> Information kiosks Curio shops at stop over facilities Community sports facilities Community guiding services
Leisure & entertainment	<ul style="list-style-type: none"> High end Casinos High end theatres 	<ul style="list-style-type: none"> Theme parks Discotheques and bars Casinos Theatres 	<ul style="list-style-type: none"> Leisure centres Discotheques and bars Theatres
Institutional and organisational	<ul style="list-style-type: none"> Integrated sustainable tourism master plan 	<ul style="list-style-type: none"> District tourism development plans 	<ul style="list-style-type: none"> Institutional/ organisation strategic plans
Financial & Communication services	<ul style="list-style-type: none"> Banking services Insurance services High speed internet services 	<ul style="list-style-type: none"> Banking services Insurance services High speed internet services 	<ul style="list-style-type: none"> Micro finance services Budget insurance services
Auxiliary services	<ul style="list-style-type: none"> National grid water Services National grid electric services 	<ul style="list-style-type: none"> Regional water Services Regional electric services 	<ul style="list-style-type: none"> Micro Water Services Micro Electric services



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