



Assessment of Options for Growth of Community-Based Tourism Enterprises in the Albertine Graben, Uganda



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Assessment of Options for Growth of Community-Based Tourism Enterprises in the Albertine Graben, Uganda

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List of Acronyms

ACTREC	African Community Conservation Tourism Research Resource Centre
AMA	Abanya-Rwenzori Mountaineering Association
AUTO	Association of Uganda Tour Operators
AWF	African Wildlife Foundation
BINP	Bwindi Impenetrable National Park
BWG	Bigodi Women's Group
BICOWA	Bigodi Community Walk
CBT	Community-based tourism
CBTE	Community-based tourism enterprise
COBATI	Community-based Tourism Initiative
EU	European Union
GDP	Gross Domestic Product
IFPACD	Investing in Forests and Protected Areas for Climate Smart Development Project
KATIC	Katwe Ecotourism Information Center
KAFRED	Kibale Association for Rural and Environmental Development
KICHIDA	Kinyampanika Chimpanzee Conservation Development Association
KNP	Kibale National Park
MFNP	Murchison Falls National Park
MGNP	Mgahinga Gorilla National Park
NCCDF	Nkuringo Community Conservation Development Foundation
NDP	National Development Plan
NFA	National Forestry Authority
NGO	Non-governmental organisation
NP	National park
PA	protected areas
PCP	Private Community Partnerships
QENP	Queen Elizabeth National Park
RMNP	Rwenzori Mountains National Park
RMS	Rwenzori Mountaineering Services
RSPCH	Rwenzori Snow Peaks Coffee House
SIDA	Swedish International Development Cooperation Agency
SMME	small, medium and micro enterprises
TMKCRC	Tooro Museum and Kibale Cultural Tourism Center
TUGATA	Association of Uganda Travel Agents
UCOTA	Uganda Community Tourism Association
UGX	Uganda Shilling
UHOA	Uganda Hotel Owners' Association
UIA	Uganda Investment Authority
UN	United Nations
UNDP	United Nations Development Program
USAGA	Uganda Safari Guides Association
UTA	Uganda Tourism Association (UTA)
UTB	Uganda Tourism Board
UWA	Uganda Wildlife Authority
VCA	Value chain analysis
WWF	World Wildlife Fund

EXECUTIVE SUMMARY

The Government of Uganda, with funding from the World Bank, is implementing the *Investing in Forests and Protected Areas for Climate Smart Development Project (IFPACD)* project with the objectives of improving the sustainable management of forests and protected areas (PAs) and increasing benefits from these endowments in the Albertine landscape. One of the key elements of the project will be to make targeted investments in tourism so as to increase revenues and jobs in the PAs and surrounding communities.

The objective of the assessment was to support the IFPACD project implementation by identifying opportunities for supporting communities to improve the experience offered to visitors and therefore earn higher revenues from tourism. The assessment also provides overall recommendations related to development of community-based tourism (CBT) in Uganda. The assessment comprised:

- Cross-cutting needs assessment for community-based tourism enterprise (CBTE) development in Uganda and development of a set of recommendations for possible investment.
- A baseline inventory of existing community tourism experiences, accommodation, and products in the entire project area (i.e. the Albertine Graben).
- Summary of donor-supported community tourism initiatives over the past 15 to 20 years in Uganda countrywide.
- Prioritisation of 20 CBETs for investment that could become more successful and add value to the overall tourism offering in the areas around them, with 1-page profiles of each.¹

Within this assignment, the term CBTE was used to refer to any tourism business or activity located within a community, that may either be privately owned or managed or operated with the involvement of local community members. Furthermore, a CBTE should be able create community linkages and adhere to responsible tourism practices that take environmental, social and cultural sustainability into account.²

The geographical focus of the assignment was the Albertine graben. The Albertine Graben forms part of the western arm of the Great Graben Valley system in East Africa. The Albertine Graben has several lakes including lakes Albert, Edward and George. These lakes were formed by intensive Grabening in the geological past, which created depressions that were later filled with water. The valley floor also has a number of crater lakes all of which punctuate the generally variety and spectacular landscape of Graben Valley escarpments, the extensive Graben Valley and the towering block of mountains.³

Uganda has many CBTEs across the country, and 71 were identified in the Albertine Graben. The CBTEs included products and services such as homestays, village tours, cookery and handicraft, participation in village activities (e.g. agrotourism) and cultural performances. Over the years, many interventions by donors and non-governmental organisations (NGOs) have taken place in collaboration with the government and tourism associations to support CBTEs in the country. These have supported infrastructure development, training (e.g. governance, hospitality, guiding, business management) and improved linkages with tour operators.

Best practices observed include strong commercial viability, realistic expectations, healthy value chain linkages and appropriate planning of private-community-partnerships.

However, **numerous challenges have been identified for CBTEs** including regarding their governance; weak market linkages with hotels and tour operators; human resource capacity needs such as training and

¹ The ToR scope requested 10 CBTEs, but the consultant team agreed to stakeholders request to prioritise 20 CBTEs during the inception phase.

² Spenceley, A., Rylance, A., Nanabhay, S. and van der Watt, H. (2016) Operational guidelines for community-based tourism in South Africa, Department of Tourism: Republic of South Africa,

³ National Environment Management Authority (NEMA) (2010) Environmental sensitivity atlas for the Albertine Graben, Second edition, p2

awareness raising; and their minor role in the overall tourism market of Uganda. Furthermore, a major error made among donor and NGO-supported CBTE interventions in the past has been the lack of attention – and follow up – on the long-term sustainability of CBTEs.

Interviews with the 20 CBTEs revealed the following key issues affecting CBT development:

- **Devastating impact of the pandemic on business:** COVID-19 and its associated lockdowns led to a dramatic decline in the number of overnight and day-visitors at the CBTEs. All enterprises lost business with an average 80 percent decline of overnight-visitors, and 75 percent fewer day-visitors respectively in 2020, compared with 2019. The decline had a corresponding impact on CBTE revenues in 2020 (with a total drop of 78 percent) and expenditure (a total reduction of 80 percent) compared with 2019, with some dropping to zero. Notably, 80 percent of the value of CBTE expenditure was local in 2019 before the pandemic, and therefore the reduction of local economic benefits in communities adjacent to protected areas (including a loss of jobs, and reduced wages for those retained) could have increased unsustainable reliance on natural resource (including wildlife crime). Indeed, UWA recorded more than double the number of poaching incidents between February and May 2020 (367 incidents) than in 2019, including of giraffes, lions and gorillas.⁴
- **Numerous and diverse business challenges:** Aside from the COVID-19 pandemic, other key challenges prioritised by the CBTEs included:
 - access to finance for capital investment;
 - the need for advertising to attract visitors with lower seasonality; to increase their length of stay and expenditure; and
 - and to provide more products for visitors to buy, and activities for them to do.
- **Promotion and market access:** In relation to advertising, the most frequently used promotion channels are traditional (e.g. word of mouth and signage) with further promotion through UCOTA, websites and Facebook. All but four of the CBTEs are included in one or more tour operator itineraries, and 48 tour operators frequent one or more of the 20 CBTEs.
- **Key requirements to recover from the pandemic impacts:** CBTE needs that were prioritised included improving market linkages and promotion through tour operators; management training for enterprise owners; infrastructure maintenance, refurbishment and expansion; improvement of current products and activities; hospitality training for staff; and new product and activity development. CBTEs offering trekking in the Rwenzori Mountains National Park highlighted their desire to improve the quality of trails and accommodations, which would require collaboration with the Uganda Wildlife Authority (UWA). Tour operators interviewed concurred with the training and infrastructure needs of the CBTEs they used.

Areas of intervention that could be supported the IFPACD project are outlined in the table below. The authors acknowledge that general information was collected during the interviews with the CBTEs in line with an assessment tool established for the assignment (see section 6.2). Another phase of more detailed

⁴ Maron, D. F. (2020a) 'Pandemic-induced poaching surges in Uganda'. *National Geographic*. 9 July 2020. Available at: <https://www.nationalgeographic.com/animals/2020/07/covid19-behind-uganda-poaching> (Accessed: 16 October 2020), and Losh, J. (2020) 'Beloved silverback gorilla killed by poachers in Uganda'. *National Geographic*. 12 June 2020. Available at: https://www.nationalgeographic.com/animals/2020/06/silverback-gorilla-killed-poachers-uganda/?cmpid=org percent3Dngp percent3A percent3Amc percent3Dsocal percent3A percent3Asrc percent3Dfacebook percent3A percent3Acmp percent3Deditorial percent3A percent3Aadd percent3Dfb20200612animals-silverbackgorillakilled percent3A percent3Arid percent3D&fbclid=IwAR3Mpf9jG4oW9eTiE7_UyApAY8BtL.NuSRYQubdAd-v_Tg3ao4bUUdfuZlA (Accessed: 1 October 2020).

data collection may be required in order to identify their specific investment requirements and to estimate their associated costs, linked with business planning for each.

Table 1: CBTE support interventions proposed for the IFPACD project

Component & sub-component	Description	CBTE support intervention
Component 1. Improved management of protected areas		
Subcomponent 1.1. Improvement of infrastructure and equipment for the management of protected areas	This sub-component includes investments and maintenance support costs for: (a) Grading and maintenance of tracks and trails, including climate-proofing, within PAs to improve access for park management; and (b) Infrastructure (such as fencing and walls to reduce human-wildlife conflicts, staff accommodation, and ranger posts).	CBTEs offering trekking in the Rwenzori NP highlighted their desire to improve the quality (and number) of trail huts and campsites, trail condition, access to cultural heritage sites, and address waste management in the park (i.e. Rwenzori Mountaineering Services, Abanya-Rwenzori Mountaineering Association and Kinyampanika Chimpanzee Conservation Development Association [KICHDA]). KICHDA also sought more tourism concessions in the park that local people could benefit from.
Component 2. Increased revenues and jobs from forests and wildlife protected areas		
Subcomponent 2.1. Investments in tourism	This sub-component includes investments in infrastructure that leverage private and community investment and support for the diversification of tourism products, including the provision of support to community-based enterprises that could add value to the overall tourism offerings.	<p>1. Grant financing for capital investment including the expansion and refurbishment of accommodation and other visitor facilities (e.g. improvement of accommodation, restaurants offices, visitor information areas, road access, community museums, and craft/gift shops.</p> <p>2. Technical support to specific CBTEs, including strengthening their online presence (including Online Travel Agents); integration in tour operator itineraries; improvement of standards; product and service diversification; and aggressive marketing.</p> <p>3. Improve COVID-19 preparedness and response measures of CBTEs: The government has a COVID-19 protocol, and this needs to be applied at CBTEs for them to be safe places to visit. While some guidance has been developed by the European Union for protected area operations amid COVID-19,⁵ none is available yet for CBTEs. Guidance development, trainings, and provision of equipment would help to address this challenge.</p>

⁵ Spenceley, A. (2021) [Tourism and visitation to protected areas amid COVID-19](#), European Union

Moving forward, it will be important to ensure alignment with the ongoing World Bank's Competitiveness and Enterprise Development Project (CEDP) activities planned under an additional financing loan (2021-22). This project also aims to help strengthen the community's capacity to engage in tourist-related commercial activities including product development and marketing of their products. The research identified several CBTE support interventions that could be addressed by the CEDP project, including:

- **Support for existing associations and existing Ugandan NGOs working with CBTEs.** These would focus on supporting the Uganda Community Tourism Association (UCOTA), Community-based Tourism Initiative (COBATT), the Association of Uganda Tour Operators (AUTO), USAGA and Uganda Hotel Owners' Association (UHOA), under the umbrella of the Uganda Tourism Association (UTA). Strengthening the capacity of these institutions to support CBTEs would enhance the sustainability of interventions in the long-term.
- **Support stronger linkages between CBTEs, private partners and markets,** to strengthen their participation in the international and domestic tourism value chain, improve their business viability and market access, and capture a greater proportion of Ugandan traveller expenditure for local experiences.
- **Strengthen the sustainability and recognition of achievement in the market:** Strengthening CBTE application of the Global Sustainable Tourism Criteria (see box below) and independent certification of their achievement, would enable them to validate sustainability claims and tap into the increasing market for sustainable travel. This would be associated with training, equipment and certification audits.
- **Strengthen the financial capacity of CBTEs:** Training CBTEs on savings and investment so they can save the profits, reinvest in new ventures, make more profits, and trigger more opportunities. This could be supported through the creation of a reserve fund as a source of reinvestment funding.

Box 1: The Global Sustainable Tourism Council (GSTC) criteria and training⁶

The Global Sustainable Tourism Council (GSTC) establishes and manages global standards for sustainable travel and tourism, known as the GSTC Criteria. There are two sets: [Destination Criteria](#) for public policy-makers and destination managers, and [Industry Criteria](#) for hotels and tour operators. They are the result of a worldwide effort to develop a common language about sustainability in tourism. They are arranged in four pillars: (A) Sustainable management; (B) Socioeconomic impacts; (C) Cultural impacts; and (D) Environmental impacts. Since tourism destinations each have their own culture, environment, customs, and laws, the Criteria are designed to be adapted to local conditions and supplemented by additional criteria for the specific location and activity.

The GSTC Criteria form the foundation Accreditation for Certification Bodies that certify hotels/accommodations, tour operators/transport providers, and destinations as having sustainable policies and practices in place. GSTC does not directly certify any products or services; but provides an accreditation program through its partner ASI/Assurance Services International to accredit Certification Bodies.

The [GSTC Sustainable Tourism Courses](#) provide in-depth knowledge of the GSTC criteria; help to make informed decisions about how to implement sustainability practices; help get ready for developing actionable sustainable tourism policies and practices. They are available in person and online, with private and custom training options available.

⁶ GSTC (2021) What is the GSTC? Available at: <https://www.gstcouncil.org/about/>; GSTC (2021) Sustainable tourism training program, Available at: <https://www.gstcouncil.org/sustainable-tourism-training/>

1 INTRODUCTION

Nature-based tourism has been consistently identified as a national economic development priority, and is a priority sector in Uganda's new five-year National Development Plan (NDP3, 2020-2025). Tourism foreign exchange earnings had been growing in recent years prior to COVID-19, generating US\$ 1.6 billion in 2018 (compared to US\$ 1.45 billion in 2017) and providing 1.17 million jobs (eight percent of total employment). Prior to the pandemic, travel and tourism were forecast to rise to eight percent of Gross Domestic Product (GDP) by 2027.

The forests and wildlife of the Albertine landscape are particularly important for tourism, as they attract more than 80 percent of the leisure tourists in Uganda for wildlife safaris, bird-watching tours, and gorilla and chimpanzee tracking. However, opportunities to link wildlife attractions in PAs to nearby cultural or community-based goods and service providers are often missed. Approximately 80 percent of tourists surveyed in Uganda in 2019 expressed a desire to participate in community tourism, only around 10 percent incorporate community visits into their itineraries.⁷ This is likely due to a perceived need for quality improvement as well as a lack of awareness among tour operators of community-based tourism offerings, and a lack of easily available information on CBTE offerings online.

The Government of Uganda, with funding from the World Bank, is implementing the *Investing in Forests and Protected Areas for Climate Smart Development Project (IFPACD)* project with the objectives of improving the sustainable management of forests and protected areas and increasing benefits from these endowments in the Albertine landscape. One of the key elements of the project will be to make targeted investments in tourism so as to increase revenues and jobs in the PAs and surrounding communities. As part of the project preparation, the World Bank has commissioned an assessment of CBTEs in the Albertine Graben.

1.1 Aim and objectives of this report

The objective of the assessment is to identify opportunities for supporting communities to improve the experience offered to visitors and therefore earn higher revenues from tourism. The assessment comprised:

- Cross-cutting needs assessment for CBTE development in Uganda and development of a set of recommendations for possible investment.
- A baseline inventory of existing community tourism experiences, accommodation, and products in the entire project area (i.e. the Albertine Graben).
- Summary of donor-supported community tourism initiatives over the past 15 to 20 years in Uganda countrywide.
- Prioritisation of 20 Community-Based Tourism Enterprises for investment that could become more successful and add value to the overall tourism offering in the areas around them, with 1-page profiles of each.⁸

For the purposes of this assignment, CBTEs refers to any tourism business or activity that is located within a community, it may either be privately owned or managed or operated with the involvement of the local community members. A CBTE should be able create community linkages and adhere to responsible tourism practices that take environmental, social and cultural sustainability into account.⁹

⁷ World Bank (2020) Statistical and economic analysis of Uganda's tourism expenditure and motivation survey 2019, World Bank, Available at: <https://openknowledge.worldbank.org/bitstream/10986/34754/1/Statistical-and-Economic-Analysis-of-Uganda-s-Tourism-Expenditure-and-Motivation-Survey-2019.pdf>

⁸ The ToR scope requested 10 CBTEs, but the consultant team agreed to stakeholders request to prioritise 20 CBTEs during the inception phase, and compile 1-page profiles for them.

⁹ Spenceley, A., Rylance, A., Nanabhay, S. and van der Watt, H. (2016) Operational guidelines for community-based tourism in South Africa, Department of Tourism: Republic of South Africa,

1.2 Approach

Four models of CBTE were explored in this analysis, based on guidelines produced for the International Labour Organization, as agreed upon during the inception phase:¹⁰

- **Model A: Communally-owned tourism venture:** The community has full ownership, control and responsibility of the venture and the majority of benefits remain within the community.
- **Model B: Community tourism initiative in partnership with a private partner:** Private-community partnerships are based on formal or informal engagement between a private entity and an organised community set up.¹¹ In Uganda these are sometimes referred to as Private Community Partnerships (PCPs).¹²
- **Model C: Community-based tourism entrepreneurship and small businesses:** A community member, a group of community members or an individual with links to a community may establish and run a tourism venture that is based on community resources.
- **Model D: Community enterprise linkages with private sector-owned tourism businesses:** Individual entrepreneurs, partnerships and/or cooperatives sell their products or services to tourism companies and to tourists.

Existing literature on CBTEs in Uganda was reviewed, including technical reports produced by agencies working in Uganda, peer-reviewed journal and book chapters, and also academic masters and doctoral theses. These were identified through consultation with members of the assignment steering committee (i.e. Uganda Tourism Board (UTB), Uganda Wildlife Authority (UWA), National Forestry Authority (NFA), the Uganda Community Tourism Association (UCOTA) and World Bank representatives), from an online Google Scholar search, and from materials that the project team had contributed to in the past. The full database of materials compiled is available in a [Google Drive folder](#), and resources are cited in this report.

A long-list of 71 CBTEs in the Albertine Graben was generated through consultation with UCOTA, UWA, and NFA (see Annexes, section 0). Criteria for visiting and evaluating the CBTEs included that they were operational, interested in being visited and interviewed; exhibited a range of products and activities; offer promising initiatives, innovation and unique selling propositions; exhibit different stages of development (e.g. emerging, mature) and are close to iconic tourism resources or along main tourism circuits. Using these criteria, a short list of 38 was created, which were then visited by the project team (see Figure 1).

During the field visits the team interviewed CBTE management staff and owners using a structured questionnaire (see Annexes, section 6.2). The questionnaire asked about the products and services provided; ownership and employment; visitation; income and expenses; champions and support received; marketing and promotion; sustainability; and challenges and needs (including relating to COVID-19). The team also assessed the quality of the facilities, staff capacity and their impressions on likely future performance if they were to be supported by the (IFPACD) project. Data collected was used to prioritise CBTEs for profiling for future investment based on agreed criteria of tour operator interest; strong commitment to previous assistance from NGOs, donors and government; the likelihood of achieving financial sustainability with future support; presence of a leader/champion; presence of any conflict in the community that could derail the enterprise, and environmental and social impacts of the CBTE in the

¹⁰ Spenceley, A., et al. (2016) op. cit.

¹¹ Ahebwa, W. M. (2014) Greater Virunga Transboundary Collaboration: Provision of services for conducting a baseline study and mapping of private community tourism partnerships and ecosystem services enterprises, Final report, East African Network for Sustainable Tourism.

¹² Ahebwa, M. W., Van der Duim, R., Sandbrook, C., G., (2013) Private- Community Partnerships; investigating a new Intervention to Conservation and Development in Uganda. *Journal of Conservation and Society*. Vol. 10 (4): 305-317.

2 SUMMARY OF DONOR-SUPPORTED COMMUNITY-TOURISM INITIATIVES IN UGANDA

Uganda has a number of community-based tourism enterprises (CBTEs) across the country. These include products and services such as homestays, village tours, cookery and handicraft, participation in village activities (e.g. agrotourism) and cultural performances. Over the years, many interventions have taken place to support CBTEs. Some enterprises are supported by NGO projects (e.g. World Wide Fund for Nature [WWF], International Gorilla Conservation Program [IGCP]) and by associations such as UCOTA and the Community-based Tourism Initiative (COBATI). CBTEs have also been supported by donors projects including African Wildlife Foundation's (AWF) conservation enterprises program (1997-2007) and product development and training (2008-13); the United States Agency for International Development (USAID) Community Tourism Enterprise Development Program (2009-11); UN World Tourism Organization / United Nations Development Program (UNDP)/ Uganda Tourism Board (UTB) project on Supporting Inclusive Markets in Tourism (2011-13); the Darwin and International Institute for Environment and Development (2013-15); and the Harnessing livelihoods incentives from Payment for Ecosystems services (2015). These interventions have provided support in governance; business planning; training (in product development, management; marketing; visitor handling and hospitality, sanitation, and communication skills); grants for construction of visitor infrastructure (e.g. accommodations, visitor centres, trails, bridges) and equipment. A database has been compiled of planned, ongoing and completed projects (see Annex section 6.4) in addition to descriptions of these interventions (see Annex section 13).

Within these initiatives and previous research, lessons learned regarding the challenges faced by CBTEs identified include:

- **Contextual challenges** associated with limited access to cheap credit financing, poor and inadequate infrastructure (roads, electricity, and internet), lack of sector standards for this node of value chain actors, non-existent or inadequate tourism development support structures.
- **Governance complexity** among some CBTEs (particularly among Model A and B), with challenges relating to power, transparency, and corruption.
- **Only a small proportion of total tourism expenditure actually reaches CBTEs.** A more substantial percentage should reach CBTEs if local people are to obtain meaningful benefits from visitors to areas where they live.
- **Limited procurement by hotels and tour operators from CBTEs** (whether for food and drink, tours or entertainment in Model D) is limited and sporadic, due to many factors. These include the product and service quality, reliability and availability and also the level of effort and interest placed on local procurement by the tourism businesses.
- **Limited market excess** to create viable and sustainable business operations.
- **Human resource challenges** including poor attitude towards work; inadequate education and skills (e.g. limited primary education and English language, craft skills, etc.); lack of awareness of tourism products and their benefits; and inadequate business management skills.

The main error made among donor and NGO-supported CBTE interventions is the lack of attention – and follow up – on the **long-term sustainability of CBTEs**. This can be due to various factors, including a lack of appreciation of the complexity of CBTE and underlying conditions, the relatively short timeframe of interventions, and the lack of meaningful engagement by associations and local government support structures. This is a critical point that is commonly found, and that should be addressed seriously in the design of specific interventions under the IFPACD project.¹⁴

¹⁴ Spenceley, A. and Ahebwa W. M. (2021) op. cit.

Best practices and success factors identified among previous donor-supported CBTEs in Uganda include:

¹⁵

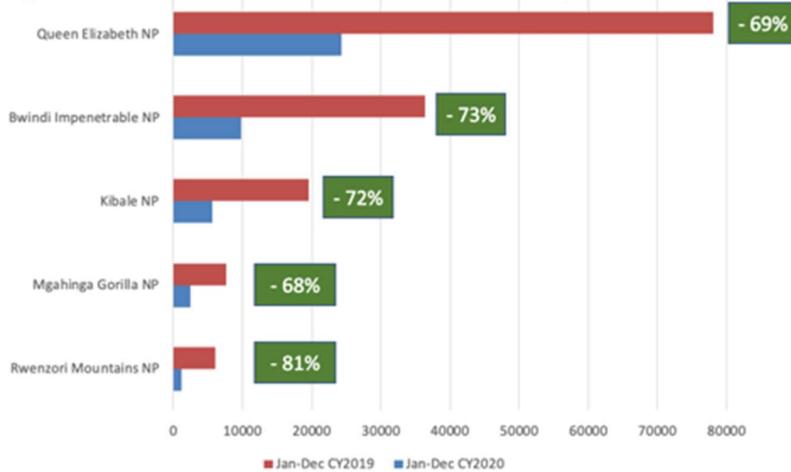
- **Commercial viability of CBTEs** and regarding them as serious social enterprises that generate profitable returns (and not just capacity building initiatives).
- **Having realistic expectations of what can be achieved**, in terms of benefits to communities, the complexity of the tourism sector, and requirements for success, and budget allocated within the IFPACD project.
- **Ensuring strong value chain linkages between CBTEs and the private sector** so that CBTEs have market access to tourists and other businesses through which to sell their products and services.
- **Ensure that private-community partnerships are appropriately planned.** They need to be couched in the context of community and decision-making processes, cultural values and traditional beliefs, while ensuring that they have sound institutional pre-conditions.

¹⁵ Spenceley, A. and Ahebwa W. M. (2021) op. cit.

3.1 Context of the COVID-19 pandemic’s impact on tourism in Uganda

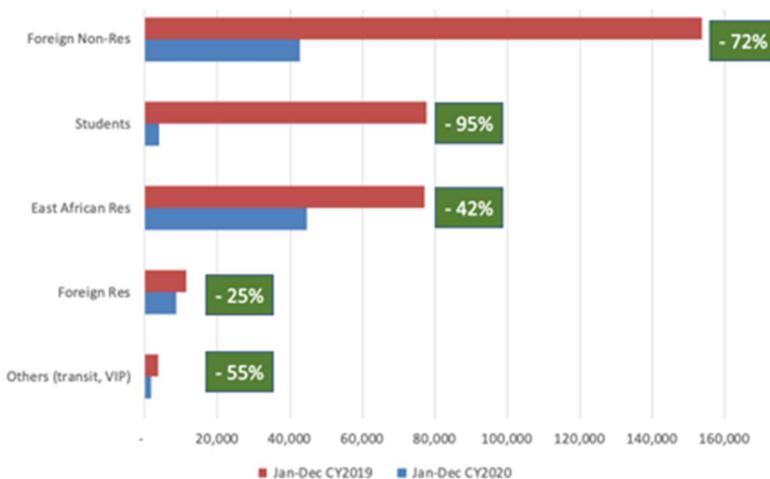
The needs assessment should be regarded within the context of the COVID-19 pandemic, and its impact on tourism and Uganda’s national statistics demonstrate how international tourism arrivals sharply declined by 69 percent from 1.5 million in 2019 to 0.5 million in 2020.¹⁶ Uganda’s National Parks located near to the 20 prioritised CBTEs also experienced a sharp drop in visitation (see Figure 2).¹⁷

Figure 2: Visitation to National Parks close to the CBTEs (Calendar Year [CY] 2019 and CY2020)¹⁸



The type of park visitors also changed during this period: While the number of foreign non-resident visitors to parks dropped by 72 percent, and students by 95 percent, East African resident visitors only declined by 42 percent, and foreign residents by just 25 percent (suggesting more resilience in these source markets) (see Figure 3).

Figure 3: Type of National Park visitors (CY2019 and CY2020)¹⁹



¹⁶ Ministry of Tourism, Wildlife and Antiquities (2020)a Tourism arrivals,2020. Kampala, Uganda

¹⁷ Ministry of Tourism, Wildlife and Antiquities (2020a) op. cit.

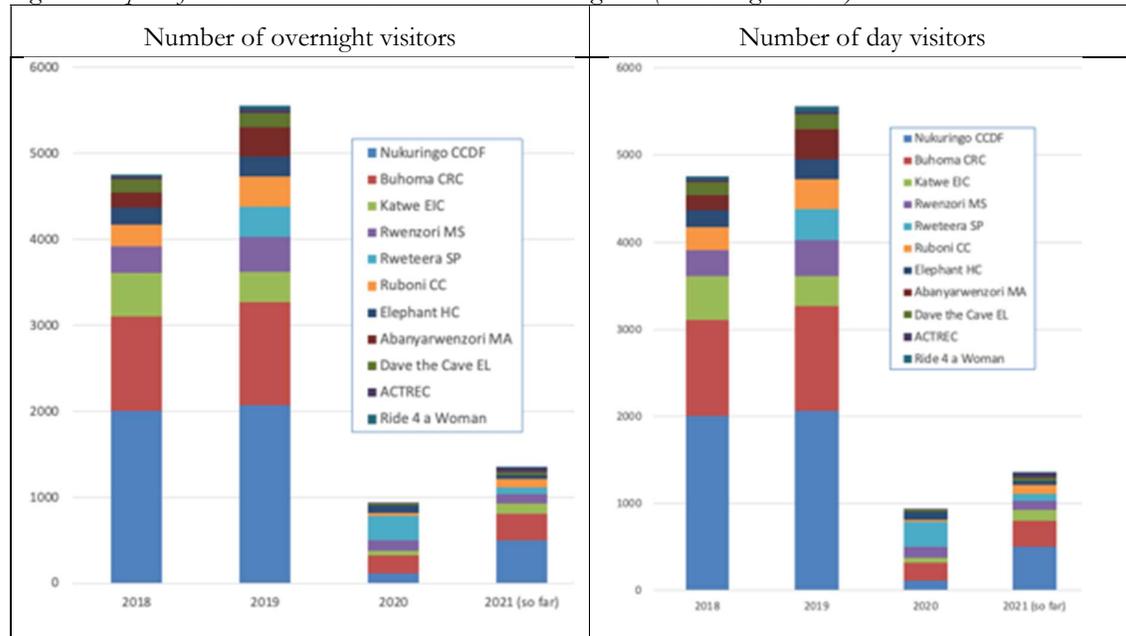
¹⁸ Adapted from Ministry of Tourism, Wildlife and Antiquities (2020b) Analytical report on visitation to Uganda’s National parks in CY2020 and CY2021, Republic of Uganda

¹⁹ Adapted from Ministry of Tourism, Wildlife and Antiquities (2020b) op. cit.

3.2 Impact of the pandemic on the CBTEs

The COVID-19 pandemic and its associated lockdowns led to a dramatic decline in the number of overnight and day-visitors at the CBTEs (see Figure 4). All enterprises lost business, and there was an average decline of 80 percent among overnight-visitors, and a 75 percent decline of day-visitors in 2020, compared with 2019.

Figure 4: Impact of COVID-19 on visitation to CBTEs in Uganda (2018-August 2021)²⁰



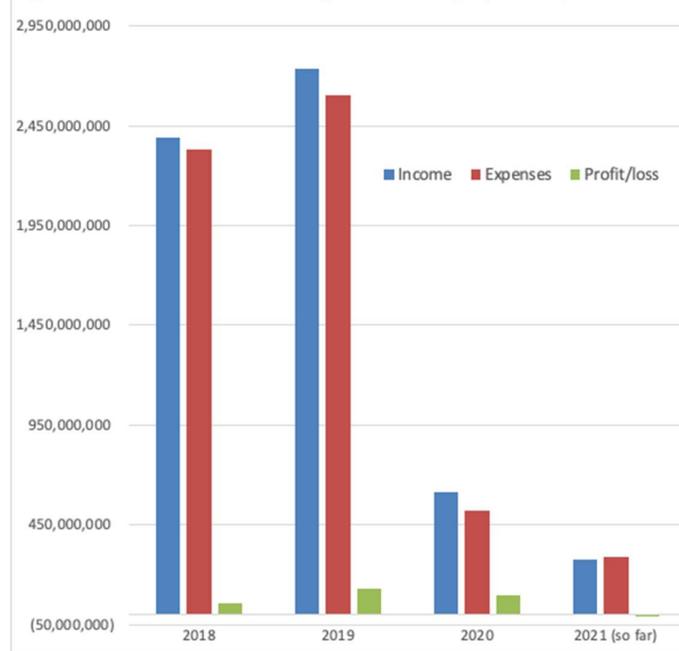
KETIC observed the most substantial reduction, whose day-visitors reduced from 29,837 in 2019 to just two percent of its 2020 figures. The CEO of Turaco Trails was forced to use their personal savings to sustain protection of its forest, and exhausted their reserves, while Ride 4 A Woman had to borrow money. Encouragingly though, the overall number of overnight- and day-visitors has recovered slightly by August 2021, and some enterprises that seem likely to rebound to 2019 figures by the end of 2021 (e.g. BICOWA, Dave the Cave Eco Lodge, ACTREC, KAFRED and BCRC).

The decline had a corresponding impact on CBTE revenues in 2020 (with a total drop of 78 percent) and expenditure (reduced by 81 percent) compared with 2019 (see Figure 5), with some dropping to zero (e.g. KICHIDA and ACTREC). This had substantial implications for the livelihoods of local entrepreneurs and MSMEs in the Albertine Graben because of the associated decline in expenditure (a total reduction of 80 percent compared with 2019). Notably, 80 percent of the value of CBTE expenditure was local in 2019 before the pandemic, and therefore the reduction of local economic benefits in communities adjacent to protected areas (including a loss of jobs, and reduced wages for those retained), could have increased unsustainable reliance on natural resource (including wildlife crime). Indeed, UWA recorded more than double the number of poaching incidents between February and May 2020 (367 incidents) than in 2019,

²⁰ Nkuringo Community Conservation Development Foundation (CCDF); Buhoma Community Rest Camp (CRC); Katwe Ecotourism Information Centre (EIC); Rwenzori Mountaineering Services (MS); Rweteera Safari Park (SP); Ruboni Community Camp (CC); the Elephant Home and Campsite (HC); Abanyarwenzori Mountaineering Association (MA); Dave the Cave Eco Lodge (EL); African Community Conservation Tourism Research Resource Central (ACTREC); Kibale Association For Rural and Environmental Development (AFRED); Rwenzori Snow Peaks Coffee House (PCH); Kinyampanika Chimpanzee Conservation Development Association (CHIDA); Kyanjuki Handcraft Women Association (HWA); Kibale Cultural Tourism Center (CTC)

including of giraffes, lions and gorillas.²¹ Other natural resource use also increased, for example with the Nkuringo community members opening up stone quarries across the area to gain income from the sale of rocks for construction and spoiling the landscape.

Figure 5: Total CBTE income, expenditure and profit/loss (2018 to August 2021) (UGX)

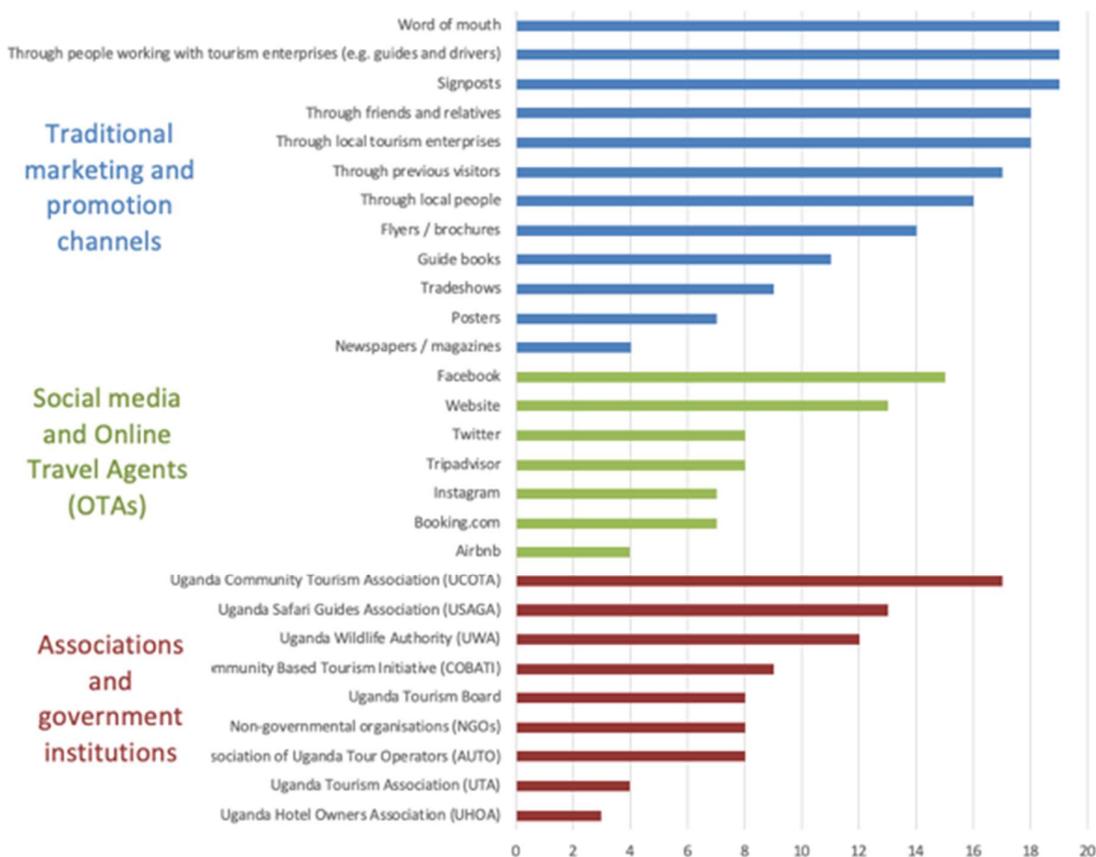


3.3 Market access among CBTEs

An analysis of the marketing and promotional activities among the CBTEs demonstrates that the most frequently used a promotion channels are traditional (e.g. word of mouth and signage), with additional promotion through UCOTA, websites and Facebook (see Figure 6). With adequate internet access, the market access of the CBTEs would be dramatically increased with more social media presence and recognition on Online Travel Agent (OTA) platforms.

²¹ Maron, D. F. (2020a) 'Pandemic-induced poaching surges in Uganda'. *National Geographic*. 9 July 2020. Available at: <https://www.nationalgeographic.com/animals/2020/07/covid19-behind-uganda-poaching> (Accessed: 16 October 2020), and Losh, J. (2020) 'Beloved silverback gorilla killed by poachers in Uganda'. *National Geographic*. 12 June 2020. Available at: https://www.nationalgeographic.com/animals/2020/06/silverback-gorilla-killed-poachers-uganda/?cmpid=org%20ngp%20social%20facebook%20deditorial%20add%20fb20200612animals-silverbackgorillakilled%20arid%20&fbclid=IwAR3Mpf9jG4oW9eTie7_UyApAY8BtL.NuSRYQubdAd-v_Tg3ao4bUUdfjuZlA (Accessed: 1 October 2020).

Figure 6: Marketing and promotion channels used among the 20 CBTEs



Most CBTEs are included in one or more tour operator itineraries (and with Ruboni Community Camp having linkages 13 tour operators) but 4 do not have this type of linkage at all (i.e. the Batwa Trail, KHOWA, RSPCH, Tooro Museum and also Turaco Trails). In all 48 tour operators include one or more CBTEs in their itineraries. Three CBTEs are used by Grassrootz Adventures, Manya Africa, and Matooke Tours, but the majority only include one (81 percent) (see Table 2). The methodology did not include an itinerary review of all Ugandan tour operators, and therefore this may be an underestimate of the level of inclusion. However, the results suggest opportunities for scaling up the number of CBTEs used by operators who are already amenable to using this type of product through familiarisation (FAM) trips and/or match-making ‘speed dating’ event between CBTEs and operators.

Table 2: Tour operators that include one or more of the prioritised CBTE in their itineraries

Operator	No. CBTEs	Operator	No. CBTEs	Operator	No. CBTEs
Grasrootz Adventures	3	Boarder-Boarder Tours	1	Legal Nomads	1
Manya Africa	3	Byona Amagara Safaris	1	Let's go travel	1
Matooke Tours	3	Charles Tours	1	Mamaland Safaris	1
Great Lakes Dafaris	2	Classic Safaris	1	Pinnacle Africa Safaris	1
Mapendano Voyages	2	Crystal Safaris	1	Primate Safaris	1
Nkuringo Safaris	2	Fond Afrique	1	Primate watch	1

Operator	No. CBTEs	Operator	No. CBTEs	Operator	No. CBTEs
Rain forest and Community Tours	2	Gorilla and Wildlife Safaris	1	Rainforest and community tours	1
Speke Uganda Holidays	2	Gorilla Tours	1	Red chili	1
Wild Frontiers	2	Grassrootz safaris	1	Roadtrips Uganda	1
Active Africa Safaris	1	Hug-hug Adventures	1	Sanyu safaris	1
Adventure	1	Kabarole Tours and Safaris	1	Shoebill Safaris	1
Africa Safaris	1	Kabiza Wilderness Adventures	1	Speke Uganda Holidays	1
Albricks	1	Kazinga Tours	1	Taranna Trekking	1
Antelope Africa Safari Tours	1	Kikooko Africa Tours	1	Uganda Luxury Safaris	1
Bartek Zobek	1	Kitandara Tours and Travel	1	Uganda Safari Company	1
Bird Uganda Safaris	1	Laba Africa Expeditions	1	Yala Safaris	1

Interviews with eight tour operators in Uganda demonstrated that the Batwa Trail was the one that was included in the largest number of tour operator itineraries, where on average, the level of satisfaction of their clients was 'good' (see Table 3), and with seven other CBTEs also rated 'fair' or 'good'.

Table 3: Tour operators reports of prioritised CBTEs in their itineraries & level of satisfaction

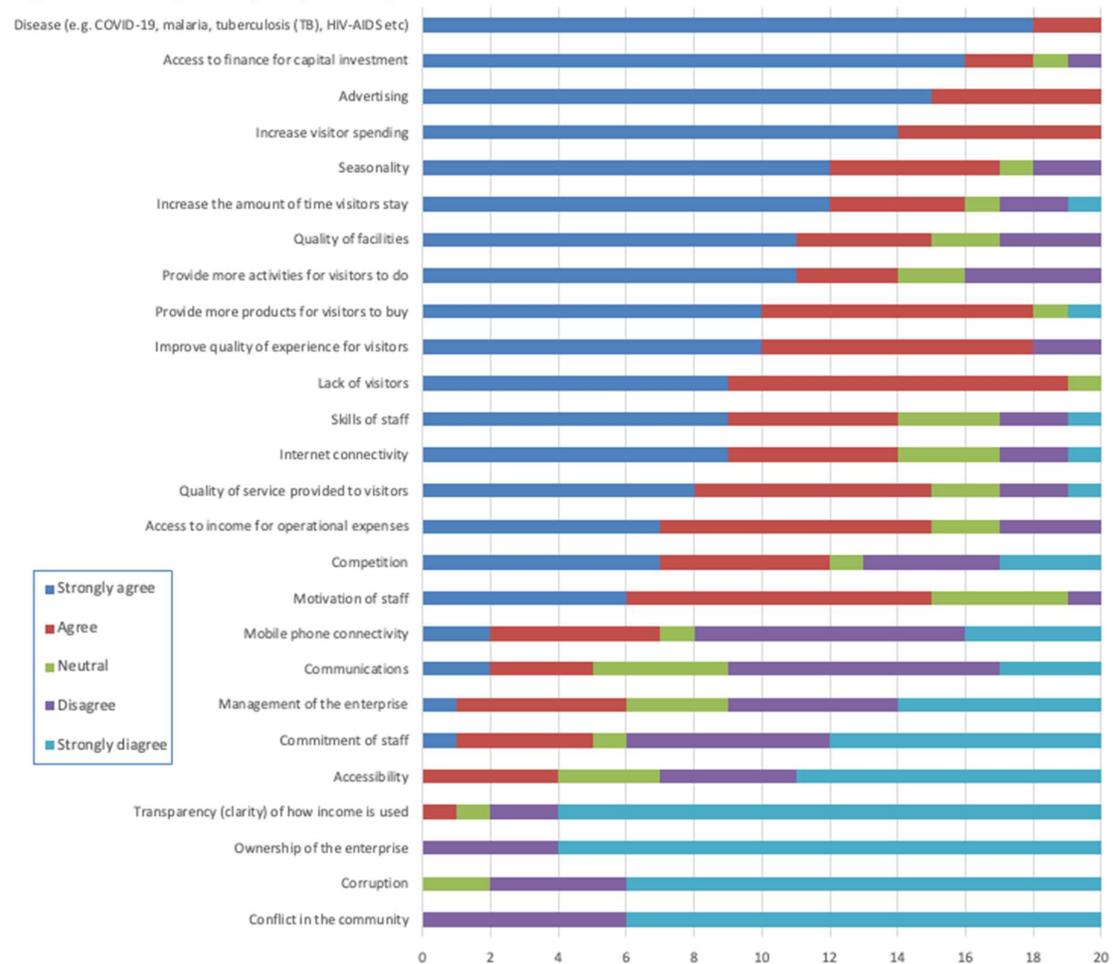
Tour operator	CBTEs on itineraries							
	Batwa Trail	BCRC	BICOWA	KAFRED	KATIC	NCCDF	Ride 4 a Woman	RMS
Great Lakes Safaris	Very Good				Good			
Kazinga Tours	Good		Fair					
Let's go travel	Good						Good	
Matooke Tours	Good	Good		Good	Fair			
Nkuringo Safaris	Good					Fair		Fair
Pinnacle Safaris					Good			
Uganda Safari Company						Good		
Wild Frontiers				Good			Good	

3.4 Challenges highlighted by CBTEs

CBTE's most frequently noted challenge was disease, which is not surprising given the timing of the assessments and the devastating impact of COVID-19 in the country, international tourism and park

visitation (see Figure 2). Other challenges prioritised by the CBTEs include access to finance for capital investment; the need for advertising to attract visitors with lower seasonality; to increase their length of stay and expenditure; and to provide more products for visitors to buy, and activities for them to do (see Figure 7). For the Elephant Home and Campsite, this poses challenges for making improvements to the competitiveness and sustainability of the CBTE, while ACTREC has lost some of its partners. KHWAs problems were compounded by flooding of the river Nyamwamba, which claimed the lives of two of their members and destroyed property. Uniquely, RMS experience online impersonation of their enterprise by individuals that mislead their potential clients. Interestingly, some CBTEs had extensive market linkages (including online, through tour operators, associations and their neighbouring parks), but despite this still reported lacking promotion (e.g. KATIC, Ruboni Community Camp, Reeteera Safari Park and Ride 4 A Woman). During field assessments the project team were also concerned that KAFRED could face challenges of elite capture by top management if lower-level management is not equipped with transition and management skills. The Program Manager of KAFRED was a founder member, and together with other founder members who are part of the governance Board, has maintained tight control on the CBTE. On the positive side this has sustained its growth and development of the CBTE due to control by original vision bearers, but has constrained capacity development for lower level management who are not the initiators. This will complicate succession from ‘old guards’ to a new generation of community members. Succession planning is key in CBTE sustainability.

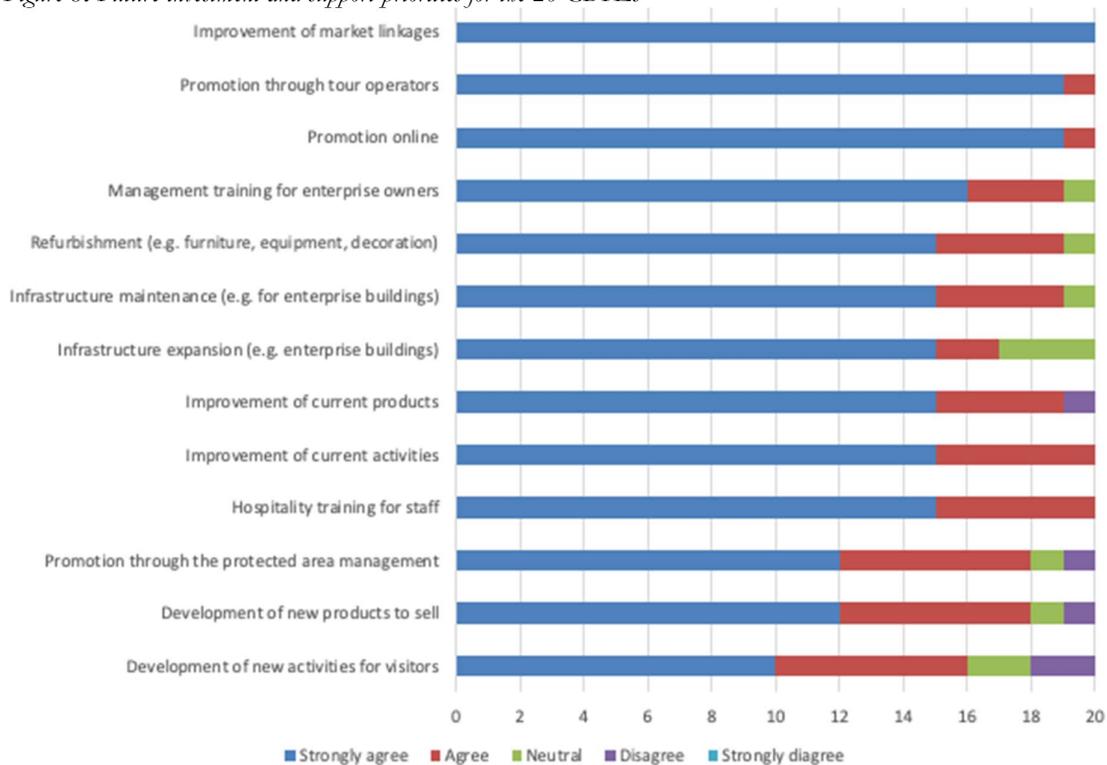
Figure 7: Challenges identified by the 20 prioritised CBTEs



3.5 Needs identified by CBTEs

Due to the need to recover their businesses urgently, the CBTEs prioritised improving market linkages and promotion through tour operators; management training for enterprise owners; infrastructure maintenance; refurbishment and expansion; improvement of current products and activities; hospitality training for staff; and new product and activity development (see Figure 8). CBTEs offering trekking in the Rwenzoris NP highlighted their desire to improve the quality (and number) of trail huts and campsites, trail condition, access to cultural heritage sites, and address waste management in the park (i.e. RMS, AMA and KICHIDA) – all of which would require UWA collaboration. KICHIDA also sought more tourism concessions in the park that local people could benefit from. To further support conservation, Turaco Trails seek financing to expand and protect the forest habitat they have created. BWG highlighted a desire to train a younger generation of women in handicrafts and weaving, so that the enterprise (and skills) could be sustained.

Figure 8: Future investment and support priorities for the 20 CBTEs



Tour operators interviewed agreed with some identified needs for training, infrastructure development, branding and marketing, and product diversification as key areas for improvement of CBTEs, with specific investment suggestions (see Table 4). In particular, the investment needs to improve accommodation in the Rwenzoris MNP was reinforced by an operator stating that they were ‘appalling’. Additional needs identified by tour operators included supporting the Batwa in sustainable investment of their revenues to avoid hand to mouth; improve visitor handling/ customer care and service quality; improve product packaging and interpretation; governance issues; and need for business linkages and match making.

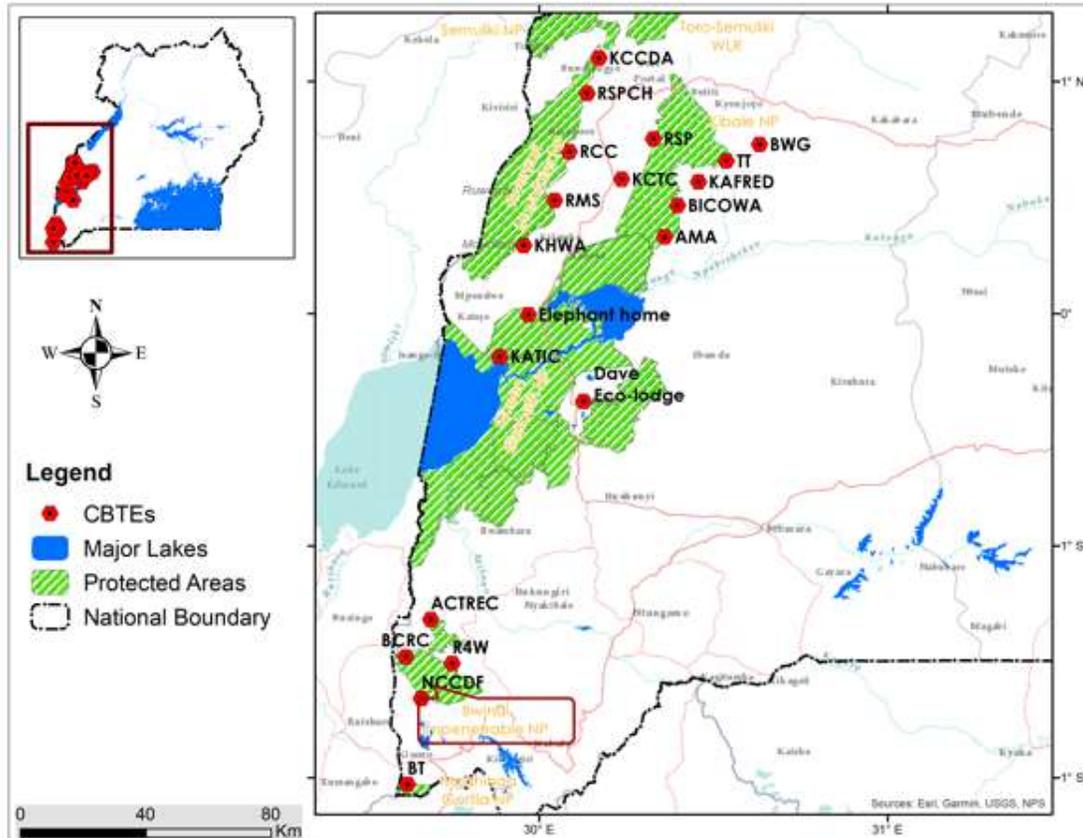
Table 4: Tour operator perspectives of CBTE investment needs

CBTE	Investment needs identified by tour operators
Batwa Trail	Support Batwa in management and investment of their money to avoid hand to mouth trend. Tourists want to see an improvement in their livelihoods Brand positioning Train the Batwa in interpretive guiding
BCRC	Improve their cottages Need brand positioning Improve visitor handling
BICOWA	Train guides Improve product packaging and interpretation
KAFRED	Need for a mid-end tourist standard restaurant Site guides should be trained There seems to be governance issues that need to be addressed More business linkages with tour operators
KATIC	Need for better office and visitor information space Train site guides Training in business management More business linkages with tour operators Can set up a good restaurant for mid end visitors and back packers
NCCDF	Improve CBTE management by training leaders in corporate governance Brand the business Training in subsidiary agriculture to supply lodges in the area Road access issues
Ride 4 a Woman	Need for more business linkages with tour operators Invest more in accommodation More training for women
RMS	Pristine product but there is need for total overhaul of accommodation facilities on the central circuit. It is appalling. Train in mountain guiding and rescue Diversify the product to accommodate non-mountain trekkers

4 PRIORITISED CBTES FOR INVESTMENT

This section shares one-page profiles of information on 20 CBTEs in the Albertine Graben that could be more successful, and add value to the overall tourism offering in areas around them. Some of profiles are supplemented with further background information from the literature in the Annex (section 0) and the full survey responses are provided in the Annex (section 6.5). The location of the 20 CBTEs is illustrated in Figure 9.

Figure 9: Location of 20 CBTEs prioritised for investment



Key to CBTE acronyms: African Community Conservation Tourism Research Resource Centre (ACTREC), Abanya-Rwenzori Mountaineering Association (AMA), Buboma Community Rest Camp (BCRC), Biogodi Community Walk (BICOWA), Batwa Trail (BT), Bigodi Women's Group (BWG), Katwe Tourism Information Centre (KATIC), Kinyampanika Chimpanzee Conservation and Development Association (KCCDA), Tooro Museum / Kibale Cultural Tourism Centre (KCTC), Kibale Association for Rural and Environmental Development (KAFRED), Kyanjuki Handcraft Women Association (KHWA), Nkuringo Community Conservation Development Foundation (NCCDF), Ride 4 A Woman (R4W), Ruboni Community Camp (RCC), Rwenzori Mountaineering Services (RMS), Rweteera Safari Park (RSP), Rwenzori Snow Peaks Coffee House (RSPCH)

4.1 Queen Elizabeth National Park

4.1.1 Dave the Cave Eco Lodge

Parish	GPS coordinates	Key informant
Magambo Parish, Lubrizi District	36M 0179673 UTM 991130 Elevation 1261 m	David Birungi

Overview: Since 2008 Dave the Cave Eco Lodge has offered a “Dave the Cave” experience as its flagship tourism product. This cave is made out of sedimentary rock deposits and faces the Kamweru Crater Lake. The lodge also offers community tours, budget accommodation facilities, canoeing, a natural herbal medicine experience (with herb and organic food sales), and a mini-cultural museum. A traditional beer brewing experience takes tourists through the traditional processes of making beer, including harvesting of the bananas and plantain; the ripening and fermentation processes; the brewing itself and beer tasting.

The CBTE is owned by an individual entrepreneur on private land. Employees include ten full-time staff (40 percent female, eight of which are from the local community), two casual workers. Ten of the staff are youths (aged 18 to 30 years). In 2018 the camp received 160 day-visitors, but this declined to 80 in 2019 (a 50 percent drop). However, the number of overnight visitors increased from 156 to 170 per year (a nine percent increase) in the same period, with visitors usually staying for two nights. In 2019 the camp earned UGX 15 m (an 88 percent increase from 2018), and after UGX 12 m in expenses had a profit of UGX 3 m. Expenditure on local products and services in 2019 was UGX 9.6 m (80 percent of total expenditure) on fresh produce, honey and craft, and services for building, catering, gardening, maintenance, plumbing, security, transport and guiding. The enterprise is championed by the founder and managing director (who was interviewed), and it has not received external support from other donors or agencies. UWA and associations help to promote the camp, including UCOTA, AUTO, and USAGA. Online, the lodge uses social media (i.e. Facebook, Twitter, YouTube, bloggers and influencers), TripAdvisor and a website to promote the camp. They also use word-of-mouth, signage, and guidebooks and tradeshows. The camp is included in the tour itineraries of Uganda Luxury Safaris, Grassroots Adventures, Charles Tours, and Antelope Africa Safari Tours.

Impacts: Environmental benefits have included preservation of the cave, and restoration of the forest around Lake Kamweru with indigenous species. However, some of the local tourists discard plastic bottles in the swamp and lake. Aside from job creation, positive social and economic impacts have included preservation of a cultural museum, financing of community health facilities and education institutions, and staff training (including higher education).

Challenges: COVID-19 has been a major challenge, with the number of day visitors and overnight visitors declining substantially in 2020, to 63 percent of the day visitors and 12 percent of the overnight guests compared with those received in 2019. The number of day-visitors recovered and improved in 2021, with 80 day-visitors by August but lower recovery of overnight stays to 24 percent of 2019 levels. The loss of business meant that some workers were laid off. The quality of accommodation and services provide limit their appeal to mid-range and high-end travelers. Other key challenges include access to capital investment finance, insufficient marketing strategies and advertising, the quality of existing experiences and products (e.g. packaging of the local herbs produced), visitor expenditure and limited length of stay, skills of staff, and seasonality.

Needs: Future investment and support priorities include improvement to the quality of current products and activities by developing walking boards, putting well branded signage, interpretation boards, improve the lighting system in the cave; and setting up a better visitor information centre/waiting area, restaurant and accommodation units. They also need management training for the enterprise owner and hospitality training for staff. To become self-sustaining, the CBTE needs to improve marketing (online and through

tour operators), and also to enhance the protection and restoration efforts of the Ziguto swamp and Lake Kamweru.

Potential impact: To improve local expenditure, the CBTE needs to improve their products and services (as elaborated above), enhanced marketing and promotion, and also to provide staff with management and hospitality training.

4.1.2 The Elephant Home and Campsite

Parish	GPS coordinates	Key informant
Kahokya Parish, Kasese Municipality	35N 0833964 UTM 0001151 Elevation 987m	Jason Masereka

Overview: The Elephant Home and Campsite provides budget accommodation for backpackers, offering B&B and a campsite with tents provided, and is the only community-owned lodge in Kikorongo village along the highway. Activities boating/canoeing, cultural visits and craft making, agro tourism, game drives, nature walks and a motorcycle (bodaboda) safari in QENP. A self-guided walk is available through restored forest, up to 10 km into the forest. Opened in 2017, the lodge creates local employment and conservation awareness through selling local community products and services to the tourists who visit the park. The lodge offers integration of nature and culture tourism, with crafts, safari, and cultural encounters.

The CBTE is based on restored cotton farmlands that were ravaged by elephant. Both the land and enterprise owned by a community organisation. Employees include six full-time staff from the local community (50 percent female), three part-time staff and two local casual workers. Nine of the staff are youths (aged 18 to 30 years). In 2018 the camp received 196 overnight visitors, which increased to 232 in 2019 (an 18 percent increase), staying between one and two nights. In 2019 the camp earned UGX 64.5 m (a 67 percent increase from 2018), and after UGX 63.3 m in expenses had a profit of UGX 1.2 m. Expenditure on local products and services in 2019 was UGX 50.3 m (79 percent of total expenditure) on fresh produce, honey and services for building, catering, gardening, maintenance, plumbing, security, transport and guiding. The enterprise is championed by Rainforest and Community Tours who provided product development support, while it has not received external support from other donors or agencies. Associations help to promote the camp, including UCOTA, COBATI, and USAGA. Online promotion includes social media (i.e. Facebook, Twitter, Instagram, Google my business), OTAs (i.e. TripAdvisor, Airbnb, Booking.com, and Expedia), and a website. They also use word-of-mouth, signage, guidebooks and tradeshow, plus linkages with Village Monde – Vaolo, Tab guide, Tracks4Africa, Tash-clean Travel, the Katunguru Community Boat and Pearls of Uganda. In addition to Rainforest and Community Tours, the camp is included in the tour itineraries of Grasrootz Adventures, Sanyu and Many Africa Safaris, whose owners had previously visited as tourists.

Impacts: Environmental benefits have included restoration of the landscape with indigenous tree planting; providing alternative livelihoods to relieve pressure on the environment (including production of renewable briquettes, rather than charcoal); and garbage collection from the buffer zone and community land. Aside from employment, positive social and economic impacts have included empowerment of local youth and women in craft and other skills; improving public health through waste management; and alternative livelihoods including beekeeping and planting non-palatable crops to reduce HWC. The CBTE has also provide capital to local women to develop MSMEs to supply vegetables and water to local households, and have provided water, medical care, and food to over 200 households (500 people) in the Kikorongo community. Key successes have included the acquisition of land for collective community benefit; restoration of degraded farmland into a tourism business; development of community owned and run tourism products; and involvement of the community in tourism management and benefit sharing.

Challenges: In 2020 the COVID-19 pandemic led to the CBTE only receiving 38 percent of the overnight guests compared with 2019, and there is little sign of improvement yet, with the number of guests at 20 percent of 2019 levels by mid-August 2021. The drop in visitor numbers has distorted the trend of development work plans, and challenged improvements to the competitiveness and sustainability of the enterprise. Aside from the pandemic, other key challenges include competition, and access to capital investment finance (which constrains investment in more guestrooms, and improved water and power supply).

Needs: Future investment and support priorities include improvement of current products and activities; this will be through renovation of accommodation facilities, and procurement of better boats; market linkages; and promotion (improved online visibility, linkage with tour operators, and the protected area). They also need training in production of quality crafts and in business management. To become self-sustaining the CBTE has established a plan which includes affordable water supply; reliable power sourcing with solar panels; increasing the number of guest rooms from three; refurbishment with more modern equipment including refrigerator's, cookers and coffee making machines, and infrastructure for highway day-visitors.

Potential impact: To improve local expenditure, the CBTE needs to increase visitor numbers to the Lodge; supporting community members to invest in related micro businesses it can buy from, with more products and services for the lodge and tourists; and introducing stopovers from the highway for day visitors to buy takeaway coffee, smoothies and other snacks.

4.1.3 Katwe Tourism Information Centre (KATIC)

Parish	GPS coordinates	Key informant
Kyarukara Parish, Katwe-Kabatooro Town Council	35N 0833808 UTM 000068 Elevation 942m	Nicholas Kayongo Arinaitwe

Overview: Katwe Ecotourism Information Center (KETIC) is a community-based tourism enterprise located in the heart of QENP. Since its opening in 2005, KETIC provides accommodation (i.e., a hostel, backpackers with bed and breakfast (B&B), and a campsite). They offer game drives and have mastered the art of bird guiding and community tours. They also show tourists around the famous Katwe Salt Lake, where the salt formation and harvesting processes are explained. This is the only lake in Uganda with a formal salt-mining operation, making it a unique selling product. KETIC also offers fishing tours on Lake Edward, boating and canoeing.

A community organisation owns the land and the tourism business, and employs 25 full-time staff from the local community (20 percent female) and 12 part-time staff, and two casual workers. Most of the staff (20) are youths (aged 18 to 30 years), and there also seven children (aged 17 years or younger). These children provide porter services to tourists during the Katwe Salt Lake and hot spring experience. In 2018 and 2019, the enterprise received 20,258 and 29,837 day-visitors respectfully (a 47 percent increase), while overnight visitors were 509 in 2018 and declined to 351 in 2019 (68 percent of the previous year), with people usually staying two nights. In 2019 KETIC generated UGX 74.4 m revenue, all of which was spent in the local community on fresh produce, honey, and services for guiding, catering, gardening, building, maintenance, plumbing, security and transport. Championed by a (now deceased) member of KETIC, the enterprise has been supported by Nature Uganda with the construction of an office block in 199 (valued at UGX 45 m); and accommodation construction funded by USAID (valued at UGX 200 m) and Re-commune Norway (investing UGX 80 m). UWA, UTA and Uganda Tourism Board in Kasese support marketing and promotion, as do several associations (i.e. UCOTA COBATI, AUTO, UHOA, and USAGA). They are included in the tour itineraries of Red Chilli, Great Lakes safaris, Pinnacle Africa Safaris, Matooke Tours, and Albricks, who came for FAM trips and use the CBTE's guest reviews. Online, KETIC

has a website and is present on social media (Facebook, Instagram, Twitter) and OTA platforms (Airbnb, Booking.com and Tripadvisor). They also use word-of-mouth, signage, guidebooks and brochures, newspapers and tradeshow to promote the enterprise.

Impacts: Positive environmental impacts of the enterprise comprise sensitization of the community on conservation, and in particular co-existence with wildlife. Positive social and economic impacts on the local community include its job creation and alternative livelihoods provided.

Challenges: The COVID-19 pandemic caused substantial challenges with a loss of business for more than a year. In 2020, visitation dropped dramatically to two percent of the day visitors and 17 percent of the overnight visitors hosted in 2019. There are signs of some recovery in 2021, with 848 day visitors and 128 overnight visitors received by August (three percent and 36 percent of 2019 figures, respectfully). Despite the extensive market access channels described, they still lack sufficient market linkages to tourist source markets, advertising and are severely affected by seasonality. They also struggle with access to capital investment finance, a lack of diversification, and are challenged by the quality of service and experiences provided (due to professional staff skill requirements), visitor expenditure and length of stay.

Needs: Priorities for investment include renovation of the hostel, replacing the toilet facilities to suit tourists’ standards. To become self-sustaining, the enterprise needs to enhance marketing and promotion efforts through improved website for efficient online visibility, domestic, regional and international market linkages, and promotion through tour operators, QENP, online and collaboration with other CBTEs), purchasing of modern tools and birding equipment, such as binoculars, cameras, scoping scopes and staff training in visitor handling and hospitality management.

Potential impact: KETIC could increase its local expenditure if there was more promotion and marketing including inclusion in national and international tour itineraries, and more professional training in tour guiding and hospitality management. With further support, they are likely to be included in more tour company itineraries and achieve financial sustainability. For more background information, also see Annexes, section 6.6.1.

4.2 Rwenzori Mountains National Park

4.2.1 Kyanjuki Handcraft Women Association

Parish	GPS coordinates	Key informant
Kyanjuki Parish, Kasese Municipality	36N 0166069 UTM 00240038 Elevation 1428 m	Ruth Abalo

Overview: Kyanjuki Handcraft Women Association (KHWA) is an enterprise owned by four villages of Kyanjuki A Masuule B, Masule B and Kyamboge-Kathulu, selling craft and craft-making experiences. Opened in 2011, the enterprise is located on the foothills of the Rwenzori Mountains, and also offers nature and village walks.

The CBTE is owned by a community organisation, based on government land. KHWA employ 60 full-time staff (90 percent female) and 12 casual workers. Twelve of the staff are youths (aged 18 to 30 years). In 2018 the camp received 66 day-visitors, but this declined to 55 in 2019 (a 16 percent drop). In 2019 the association earned UGX 0.8 m (a 62 percent decline from 2018), and after UGX 0.7m in expenses had a profit of UGX 0.1 m. All expenditure is on local products and services (100 percent), on craft and building services. Support has previously been provided through WWF on sustainable financing of the Rwenzoris MNP for local livelihoods, including handicrafts, survey and exploring the potential of chimpanzee habituation. NGOs and associations help to promote the camp, including UCOTA, COBATI, USAGA and UTA. The enterprise is not included in any tour operator itineraries, and it relies on signage and word-of mouth to promote it.

Impacts: The CBTE has reduced unsustainable reliance of the women on forest resources, and has helped to sensitise the community on conservation and environmental protection. In addition to job creation, positive social and economic impacts include the training and empowerment of women in craft-making and fabric design.

Challenges: The CBTE was closed due to COVID-19, and considerable sales were lost. In 2020 there was a decline in day-visitors to 13 percent from 2019 levels (which were already low), and a 79 percent drop in income. There were just 12 day-visitors in 2021 (22 percent of 2019 levels). Furthermore, flooding of the neighbouring river Nyamwamba claimed the lives of two members, and destroyed two of their properties (and records of 2020/2021 expenditures, which therefore could not be shared). Aside from COVID-19, key challenges include access to capital investment finance, poor internet connectivity, low levels of tourist expenditure when they do visit, coupled with a limited number of products and activities available. There are further challenges with insufficient marketing and advertising, poor quality and diversity of existing experiences and products, seasonality of visitation and the skills of staff.

Needs: Future investment and support priorities identified are extensive, including; business management training, training in making quality crafts meeting tourist standards. They also need to acquire formal lease from government and fence their recently acquired land, and plant more indigenous trees on the property. To become self-sustaining, the association needs to construct their own craft shop, offices and storage areas; improve craft-making skills of staff; and improve their branding, market linkages and promotion (including online, through tour operators).

Potential impact: To improve local expenditure, the association needs to construct their own premises of a craft shop, store and offices, on a piece of recently acquired land. They also need better marketing and craft-making skills training.

4.2.2 Rwenzori Snow Peaks Coffee House

Parish	GPS coordinates	Key informant
Kibirizi Parish, Ibanda-Kyanya Town Council	36N 0184904 UTM 0072309 Elevation 1337m	Mathias Lyahinda

Overview: Rwenzori Snow Peaks Coffee House (RSPCH) is an agrotourism enterprise located on the slopes of Mount Rwenzori and focuses on organic coffee-making and community/cultural experiences. Opened in March 2017, the enterprise offers organic coffee production and consumption to tourists. They offer an agritourism farm and traditional coffee making experiences, craft making, cultural and nature walks.

The CBTE and the land is owned by a local community organisation. The Coffee House employs nine full-time staff (33 percent female), four part-time staff, and three casual workers, who are all drawn from the local community. Four of these are youths (aged 18 to 30 years). In 2018 the camp received 230 day visitors, which declined to 138 in 2019 (down by 40 percent). In 2019 the camp earned UGX 0.6 m (53 percent of 2018's revenue), and 100 percent of the turnover was spent locally. Local procurement included fresh produce, honey and craft, and services used included for building, catering, maintenance, plumbing, security, transport and guiding. External support was received from WWF under the Sustainable Financing for Rwenzori MNP project (UGX 206 m) to construct the Coffee House and develop experiences, agritourism products and improve livelihoods in the park's buffer zone over three years from 2015. They also received apiary training from the Private Sector Foundation Uganda in 2020/21. UWA and UTB help to promote them, as does UCOTA. They have a minor online presence through Facebook, and use word-of-mouth, signage, and tradeshows. They are not included in any tour itineraries.

Impacts: Environmental benefits from the CBTE include encouraging farmers to plant trees and using soil and water conservation practices. The enterprise has trained farmers in local organic coffee production, and climate-smart agriculture, which has improved local livelihoods.

Challenges: COVID-19 did not appear to initially affect business. Interestingly, in 2020, the number of day visitors actually increased by five percent compared with 2019 levels. However, limited tourists from usual source markets caused visitation to drop to 23 by August 2021 (one percent of 2019 numbers). Challenges related to the lack of lodging facilities and online marketing, related to internet connectivity. They also have problems with access to capital investment finance, the quality of experiences, coupled with low (and seasonal) visitor numbers and expenditure, and length of stay.

Needs: To become self-sustaining in the future, improve coffee processing facilities and activities, and improve marketing approaches for their coffee. Their future investment and support priorities include development of online marketing and hospitality training for staff and business management training for the owners, the coffee house is aging and needs refurbishment and maintenance.

Potential impact: To improve local spending, there is need to engage more farmers to grow and supply more coffee. There is need to construct accommodation for visitors to diversify income streams (some clients want stay overnight and engage in community activities. They also need to improve their marketing strategies and efforts.

For more background information, also see Annexes, section 6.6.2.

4.2.3 Abanya-rwenzori Mountaineering Association (AMA)

Parish	GPS coordinates	Key informant
Nyakitokoli Parish, Kabarole District	36N 0211658 UTM 0044190 Elevation 1641m	Azoli Bahati

Overview: Abanya-Rwenzori Mountaineering Association (AMA) is a community enterprise that opened in 1992, and is located on the northern ridge, part of the Rwenzori Mountains. The enterprise offers mountaineering a less challenging ridge trail than others, giving tourists a diversity of activities alongside interactions with nature, storytelling and cultural encounters (e.g. heritage sites of Bakanzo, an indigenous tribe of mountain dwellers). Tourists are guided to ridges associated with a rewarding experience relating to traditional entertainment, medicinal plants, and birds. They also offer an agritourism experience with coffee making, and fishing. Accommodation is provided through a backpackers, homestays, and self-catering apartments.

The CBTE and the land is owned by a community organisation. Employees comprise six full-time staff (16 percent female), 28 part-time staff, and two casual workers all drawn from the local community. The majority of staff are youths (30 employees aged 18 to 30 years). In 2018 the camp received 709 day visitors, and this increased to 814 in 2019 (a 15 percent rise). The number of overnight visitors also increased from 173 to 340 over the same period (a 97 percent increase), with visitors usually staying for one night. In 2019 the camp earned UGX 190.5 m (a 34 percent increase from 2018), and after UGX 171.6 m in local expenses had a profit of UGX 18.9 m. This local expenditure was on fresh produce, honey and craft, and also services for building, catering, gardening, maintenance, plumbing, security, transport and guiding. AMA engages directly with community to establish homestays and crafts that can be offered to tourists. The enterprise is championed by Rwenzori View Guest House who help to promote it, and the camp received external support from Stitching Farmers Families Future Africa in 2018. UCOTA and USAGA associations help to promote the camp, which is present online on social media (Facebook and Twitter), OTAs (Booking.com and Tripadvisor), and a website (which needs improvement). They also use word-of-mouth, posters, guidebooks and brochures. Mapendano Voyages includes the camp in its tour itineraries.

Impacts: Environmental benefits have included awareness raising of conservation and environmental protection among community members. The main positive social and economic impacts relate to job creation, and they established the Karangura Primary School.

Challenges: COVID-19 has been disastrous for the CBTE, with the number of day visitors declining by and overnight visitors dropped substantially in 2020, to five percent of the day visitors and under 1 percent of the overnight guests received in 2019. By August 2021 these numbers had declined further, almost to zero. Other key challenges include access to capital investment finance and income to cover operational expenses, the quality and diversity of experiences and products, visitor expenditure and limited length of stay, skills of staff, and seasonality.

Needs: Future investment and support priorities include training of mountain guides, development of new trails and maintenance of existing ones on private and park land, development of interactive website for improved online visibility. They also need training for staff in craft-making, digital marketing, homestay management and visitor management. To become self-sustaining, the enterprise needs to improve its facilities, provide camping equipment and improve marketing and the motivation of staff. They plan to work with the Rwenzori MNP to maintain Karangura Peak, re-establish the Bumpumpoli – Bundibugyo Trail outside the park, due to its history and beautiful scenery, and want construct four camping sites on the Great Rwenzori Northern Spur Ridge.

Potential impact: To improve local expenditure, the CBTE needs to renovate the Kazingo Guest House and connect it to a reliable power and water supply, procure camping equipment for visitors, to work with the Park to renovate trails and camping sites, and to train local guides, porters (including in catering) and train community members in handicrafts and home stay management skills.

4.2.4 Ruboni Community Camp

Parish	GPS coordinates	Key informant
Ibanda Parish, Ibanda-Kyanya Town Council	36N 0169306 UTM 0038704 Elevation 1677m	Alfred Irumba

Overview: Ruboni Community Camp opened in 2005, and is a community-owned and run tourism enterprise located at the central circuit trail gate to Rwenzori MNP with beautiful mountain views. They offer seven village tour experiences to tourists, an agritourism and coffee making experience, craft making, and showcase the nature and culture of the Rwenzori Mountains through hiking and trekking. Accommodation is offered through homestays and backpackers, with B&B provided and a campsite for visitors to pitch their tents.

A community organisation owns the land and the tourism business, and all employees are from the local community. They employ 12 full-time staff (25 percent female), six local part-time staff, and 35 casual workers. Most of the staff (30) are youths (aged 18 to 30 years). In 2018 and 2019, the enterprise received 127 and 89 day-visitors respectively (a 30 percent decline), in addition to 257 overnight visitors in 2018 which increased to 350 in 2019 (a 36 percent increase), with people usually staying two nights. In 2019 KETIC generated UGX 137.7 m revenue, and after expenditure of UGX 137.6 m had a profit of UGX 79,000. Just 10 percent of expenses were used to buy fresh produce, honey, craft and services (e.g. catering, gardening, maintenance, plumbing, security, tour guiding and transport). The enterprise was supported by the Rwenzori Development Foundation in 2004 which mobilized the community to develop a forest tourist trail, purchase forest land, and construct the tourist camp. Later in 2018 they were supported by PUM Netherlands to upgrade the camp (investing UGX 20 m). Marketing and promotion is provided by UWA, UTB, NGOs and associations (UCOTA and USAGA). They are included in the tour itineraries of 13

companies²² who came for FAM trips saw their website. Online, the CBTE uses social media (Facebook, Instagram, and Twitter) and OTA platforms (Airbnb, Booking.com and TripAdvisor).

Impacts: Positive environmental impacts of the enterprise include more than 100 acres of land dedicated to forest restoration and conservation, raising conservation awareness, encouraging improved soil and water conservation, linking farmers to trees-for-global-benefit project, a tree nursery that supplies seedlings to local farmers, and providing alternative livelihood options to reduce dependency on natural resources. The CBTE activities are entirely run by the local community members and all profits go back to the local community for conservation and community development. Positive social and economic impacts on the local community include employment and providing a market for local goods and services; sponsorship of children’s education (between four and 50 children per year, at more than UGX 21 m); training in sustainable agriculture for households; and community infrastructure development (e.g. bridges, churches and schools).

Challenges: The COVID-19 pandemic caused substantial challenges with activities at a standstill. As a result, in 2020, the number of day visitors dropped to 34 percent of 2019 levels, while overnight visitors only comprised nine percent of those hosted in 2019. There are signs of some recovery, with 97 day visitors (up by nine percent from 2019) and 103 overnight visitors received by August 2021 (29 percent of 2019 figures). Despite its diverse market linkages, challenges remain with insufficient marketing; coupled with a lack of electricity, internet and cellphone connectivity at the lodge; and visitor poor infrastructure (places of convenience, trekking boards, and signage) for day treks. There are also challenges in obtaining capital investment finance, and (despite extensive market access channels) they still lack advertising.

Needs: Priorities for investment include addressing power supply (using renewable energy and connection to the national grid) and internet connectivity, and also to improved marketing with full-time market engagement. They also need to improve day trek and tour infrastructure in the foothills and buffer zone of the Rwenzoris MNP, and improve the hilltop campground. In light of the pandemic, they also wish to offer refresher courses and training to staff to ensure improvements. UCOTA concur on the need for improved marketing and promotion, which could be financed with a grant or incentives at an estimated cost of UGX 30 m.²³

Potential impact: The CBTE could increase its local expenditure if there were more lodge visitors, extended lengths of stay, and capacity building for community members on the production of local produce (to ensure consistent supply throughout the year). UCOTA consider that Ruboni Community Camp is very likely to be included in tour operator itineraries, and achieve financial sustainability with support.²⁴

For more background information, also see section 6.6.3.

4.2.5 Rwenzori Mountaineering Services

Parish	GPS coordinates	Key informant
Ibanda Parish, Ibanda -Kyanya Town Council	36N 0170958 UTM 0037889 Elevation 1577m	Moses Muthahinga

Overview: Established in 1987, Rwenzori Mountaineering Services (RMS) was the first enterprise to sign a concession for mountaineering services in the Rwenzoris MNP, and the only operator of the Central Circuit Trail and snow-capped peaks on the equator. Their trails offer tour guiding, portage services,

²² Many Africa, Grassrootz safaris, Byona Amagara Safaris, Adventure, Bartek Zobek, Legal Nomads, Rainforest and Community Tours, Mamaland Safaris, Speke Uganda Holidays, Kabiza Wilderness Adventures, Mapendano Voyages, Primate Safaris and Taranna Trekking.

²³ Pers. Com. Paul Lubega Muwonge, UCOTA, August 2021

²⁴ Pers. Com. Paul Lubega Muwonge, UCOTA, August 2021

mountain climbing gear, food and chefs, and other related services. They also provide accommodation in mountain huts with B&B, and a campsite for travellers to pitch their own tents, or use RMS camping equipment. They also offer craft-making experiences, cultural visits and village walks.

The CBTE and the land is owned by a local community organisation. Employees comprise 49 full-time staff (18 percent female), 40 part-time staff, and four casual workers who are all drawn from the local community, and include six youths (aged 18 to 30 years). In 2018 the camp received 407 day visitors, and this increased to 623 in 2019 (up 53 percent). During this timeframe the number of overnight visitors also increased from 300 to 411 over the same period (a 37 percent increase), with visitors usually staying for six nights to trek the mountains. In 2019 the camp earned UGX 792 m (a three percent increase from 2018), and all revenue was spent locally. Local procurement included fresh produce, honey and craft, and also services for building, catering, maintenance, plumbing, security, transport and guiding. RMS does not have a champion, and has not received external support from donors or others. Associations of UCOTA and COBATI help to promote the camp, as do UWA and UTB. They are present online on social media (Facebook and Twitter) and have a website. They also use word-of-mouth, signage, guidebooks and brochures, newspapers and tradeshows to promote their offerings. RMS is included in Kitandara Tours and Travel, Speke Uganda Holidays, Nkuringo Safaris and Active Africa Safaris tour itineraries.

Impacts: Environmental benefits have included awareness raising of conservation among community members and support to tree planting initiatives in the community. However, there is a challenge of waste management in the park and community that needs to be addressed. In addition to employment, the main positive social and economic impacts are a community scholarship trust for children, offering school fees and tuition (around UGX 15 million per annum).

Challenges: COVID-19 caused major declines in business in 2020 with the closure of offices, cancellations, laying off workers and being less able to support local suppliers. The number of day visitors declined to 16 percent and overnight visitors dropping to 30 percent compared with 2019 levels. By August 2021 there had been further decline of day-visitors (five percent of 2019 numbers) but some improvement of overnight stays (25 percent of 2019 levels). RMS indicates that their other major challenges are competition with others offering similar experiences elsewhere, and online impersonation of RMS, who mislead potential clients. Further key challenges include access to capital investment finance and income to cover operational expenses, competition and advertising, the quality and diversity of experiences and products, and visitor expenditure. They also have problems with internet and mobile phone connectivity, plus the motivation of staff and seasonality.

Needs: To become self-sustaining in the future, RMS say that mountain huts in the park require refurbishment, renovation and (potentially) reconstruction to provide better accommodation during stopovers in the mountains. A tour operator interviewed stated that there was a “need for total overhaul of accommodation facilities on the central circuit. It is appalling.” This improvement needs to be combined with future investment and support priorities include rigorous marketing of products and services (i.e. online, through tour operators and the park – and reducing the risk of online impersonation), mountain guiding, business management, corporate governance, rescue and hospitality training for staff and directors. They also need modern rescue, communication equipment and climbing gear, and operators suggested training in mountain guiding and rescue.

Potential impact: To improve local expenditure, the RMS needs to build human resources capacity, and to improve their products and services (particularly the quality of accommodation and mountain huts). These improvements will increase demand and in turn increase local expenditure. For more background information, also see the Annexes (section 6.6.4). Offering less strenuous and shorter guided nature-walk options (as the Rwenzoris MNP does from the entrance gate) would also provide more options for revenue generation with new cohorts of older visitors and families.

4.2.6 Kinyampanika Chimpanzee Conservation and Development Association

Parish	GPS coordinates	Key informant
Bukara Parish, Bunyangabo District	36N 01884904 UTM 0072309 Elevation 1697m	Julius Kaganda Malisaba

Overview: Kinyampanika Chimpanzee Conservation Development Association (KICHIDA) is a community-based tourism and conservation development association majoring in chimpanzee conservation, mountaineering, Rwajima hot springs, agritourism (with coffee making), plus community and cultural experiences. Opened in 2016, they offer homestays and traditional chalets, in addition to a campsite where people can bring their own tent or use KICHIDA's equipment. KICHIDA engages in chimpanzee habituation and community conservation awareness creation.

The business and land are situated on are owned by a community organization. All staff are from the local community, including four full-time staff (all men), 20 people part-time, and 30 casual workers. Nine of these members are youths (18 to 30 years), and three are children (17 or younger). In 2018 they received 200 day visitors, and this increased to 600 in 2019 (a 300 percent increase), while there were no overnight visitors in 2018, and just four in 2019 staying two nights. In 2019 it generated UGX 31.7 m revenue, all of which was spent on local product and services, including fresh produce, honey, craft and services for building, catering maintenance and security. Championed by a member of KICHIDA, the commitment of its founding members has kept the enterprise moving forwards. The enterprise was supported by WWF on a Chimpanzee Survey and Monitoring project in 2016 (UGX 24 m), where a chimp family was studied regarding its diet, encroachment was reviewed, and snares and traps were removed. The Rare Species Fund donated equipment to scale up the chimp monitoring (US\$ 7,000) in 2017, and UWA helped to improve staff capacity in mountaineering on the Bukurungu Trail starting in Bunyangabo District. Promotion of the enterprise is supported by UWA, UTB, NGOs and the Rwenzori Tourism Cluster Association Uganda, while associations also assist (UCOTA, AUTO and UHOA). They are included in tour itineraries by Kabarole Tours and Safaris, and Rainforest and Community Tours. They also use posters, signage tradeshows, radio and word-of-mouth advertising. Online, they use Facebook and organisation websites.

Impacts: KICHIDA promotes positive environmental impacts by integrating cultural preservation with nature conservation by using one of the local clan totem (the chimpanzee) as a tourism product and offering it with a story as a tourism experience. They have raised community conservation awareness, supported tree planting in the community, river bank protection, and sensitization against charcoal burning and other unsustainable resource use. Aside from employment, positive social and economic impacts on the local community include contributions to community livelihood projects and the sensitization of community youth and women on savings and income diversification.

Challenges: Amid the COVID-19 pandemic most programs bookings and campaigns were cancelled. Visitation dropped dramatically in 2020 to five percent of the previous year's day visitors, and overnight visitors dropped to zero. Day visitors had recovered slightly by August 2021, to eight percent of 2019 figures. The enterprise is challenged by marketing mainly to domestic tourists, and a lack of quality assurance for accommodation. Other challenges comprise access to finance for capital investment and improved income to cover operational expenses, weak internet connectivity and the quality of facilities, low numbers of visitors and visitor expenditure, and the lack of funds to recruit technical staff. Some of the cultural and heritage sites of the community are in the Park, and access rights are required to showcase their heritage to visitors.

Needs: To become self-sustaining, KICHIDA needs to develop new products and improve current offerings, expand infrastructure (including construction of a community museum and a craft/gift shop) and maintain and refurbish existing buildings, improve market linkages and promotion (online, through

tour operators and the Park). They also need to provide management training for the owners and business management training for staff. They also want to operate tourism concessions in the Rwenzoris MNP so that KICHIDA and local people benefit more.

Potential impact: Local spending could be increased if there were greater sales, which in turn would increase the demand for goods and services provided by the community. New infrastructure combined with increased marketing would also support this. For more background information, also see Annexes, section 6.6.5.

4.3 Kibale National Park

4.3.1 Bigodi Women’s Group

Parish	GPS coordinates	Key informant
Bigodi Parish, Bigodi Town Council	36N 024011401 UTM 0045012 E1164m	Betty Tinka

Overview: Operating since 1993, Bigodi Women’s Group (BWG) make baskets and other local handicrafts that are sold to tourists while others are exported. The handicrafts are made out of sustainably harvested resources from the swamp and local fibres. The craft shop is easily accessible, located next to Bigodi swamp at the trail start, on Kamwenge Fort Portal road. They also supply their locally grown vegetables to the tourist lodges around Bigodi and Kibale NP.

BWG is fully owned and run by local women, based on land owned by a community organisation. It has one full-time female employee who is young (aged 18 to 30 years). They did not report the number of visitors, but in 2019 the CBTE earned UGX 6.7 m (a seven percent increase from 2018). Part of the revenue was spent on local products (i.e. craft and vegetables) and maintenance services, while the remaining was spent on the CBTE owned primary school. The enterprise did not report any champion or prior support from external institutions. UCOTA and USAGA help to promote the BWG, in addition to signage and word-of-mouth. BWC has no online presence or linkages with tour operators.

Impacts: BWC has increased conservation awareness among the women and households producing baskets, through training on sustainable natural resource harvesting. The craft making also provides an that reduces the depletion of the wetland and other natural resources. Positive social and economic impacts include the use of some profits from craft sales to return to the community. Thirty percent of sales revenue is used to support the Bigodi Primary School (which was completely established by the community).

Challenges: COVID-19 lockdowns led to reduced arrivals and sales at the craft shop, and in 2020 income declined modestly, to 85 percent of 2019’s turnover. They also face strong competition from other selling the same products, including those displayed in tourist hotels. Aside from the pandemic, the most prominent challenges are access to finance for capital investment and income to cover operational expenses. The product quality needs improvement to meet international standards.

Needs: Future investment and support priorities include development of an interactive website, building of a selling centre and information office in Fort portal market linkages and improved promotion (online, through tour operators, and the protected area) and refurbishment. They want to train children (the younger generation of women) so that the handicrafts business and traditional culture of weaving can be sustained beyond the life of the original and older members. To attain financial sustainability the women need support to run home stay business diversify the product and services offer (e.g. village tourism, experiential cooking and dining, craft-making experiences etc.), and sell their crafts. Their future investment and support priorities include marketing of products and services (online, through tour operators and the park), training in quality crafts production and business management training.

Potential impact: To improve local expenditure, the CBTE needs to invest in initiating homestay services for tourists and connect them to a reliable power and water supply, hospitality training for women (including in catering) and train women in handicrafts and home stay management skills.

4.3.2 Rweteera Safari Park

Parish	GPS coordinates	Key informant
Rurama Parish, near Fort Portal	36N 0202583 UTM 0055491 Elevation 1334m	Peter Rujabuka

Overview: Rweteera Safari Park offers budget accommodation and community tourism activities on the shores of Lake Nyabikere, situated on the road between Fort Portal and Kibale NP. Opened in 2010, the backpackers provides B&B, and also a campsite and tents. Activities provided include canoeing on the lake, fishing and community tours with a banana gin making experience. They also offer a tea estate walk, and a Crater Lake walk between Nyamirima, Nyinabulito, and Nyabikyere lakes.

The safari park's land is owned by a private individual, and an individual entrepreneur owns the business. It employs 12 full-time staff (42 percent women) and two casual staff who are all from the local community. Youths (aged 18-30 years) comprise 11 members of staff (92 percent).

In 2018 and 2019, the enterprise received between 350 and 285 overnight visitors respectively, and no day visitors. Visitors usually stayed for two nights, but in 2021 this had declined to one night on average. In 2019 the Safari Park generated UGX 126.0 m revenue, and after UGX 557.0 in expenses had a profit of UGX 90 m. Local product and services made up UGX 12.4 m of the expenditure (35 percent), including on fresh produce, craft, in addition to building, security, transport and catering services. While UCOTA and USAGA have helped to promote the business, there has been no other support from external institutions in the past. The Safari Park is present on social media (e.g. Facebook, Instagram, Twitter) and with OTAs (Booking.com and TripAdvisor). They also use word-of-mouth advertising, posters, signage and brochures and a website as promotional channels. The Safari Park is included in the tour itineraries Hug-hug Adventures, Yala Safaris, Roadtrips Uganda, Shoebill Safaris and Fond Afrique.

Impacts: Positive environmental impacts of the CBTE include restoration of indigenous tree species and custodianship over part of Lake Nyabikyere. Positive social and economic impacts on the local community include promoting sales of locally sourced craft and employment for both local and non-local people.

Challenges: The COVID-19 pandemic only generated a modest decline in visitors between 2019 and 2020 (down by 19 percent). However, by August 2021 the Safari Park had only received 22 percent of 2019's figures, suggesting that 2021 could be worse than 2020 without action. Furthermore, they had to retrench some employees who have found alternative employment elsewhere. Despite the varied avenues of promotion, they indicate challenges of poor online visibility of the facility, and also competition with other enterprises in the community offering similar products.

Needs: To become self-sustaining, the CBTEs needs improve the facility and service quality to appeal to different types of tourists, and by scaling up marketing strategies and market linkages. They need a well-developed marketing and branding strategy. Furthermore, they want to increase the amount of time that tourists stay, and increase their expenditure during their visit hence need support in diversifying tourist activities (e.g boat cruise/canoeing on Lake Nyabikere, cable cars across the lake, and beautiful scenery). They also want to improve the overall quality of service offered, facilities and infrastructure (within the context of improved physical site planning), including by improving building maintenance (e.g. communal areas).

Potential impact: Local spending by the Safari Park could be increased if the number of visitors improved, and if the CBTE’s product and activity range was enhanced (e.g boat cruise/canoeing on Lake Nyabikere, cable cars across the lake and beautiful scenery).

4.3.3 Turaco Trails

Parish	GPS coordinates	Key informant
Bigodi Parish, Bigodi Town Council	36N 0211567 UTM 0044990 Elevation 1233m	John Barya Abigaba

Overview: Located on the fringes of Uganda's most magnificent tropical rain forests, the Turaco Trails is a planted forest of indigenous tree species that has attracted and provided a home for 8 species of primate and over 200 bird species. Having opened in 2016, they offer nature walks and a coffee making experience, craft-making and cultural experiences. The trails form a natural link between Kibale NP and QENP.

The business is owned through a private-community partnership (PCP) partnering with KAFRED and community guides, while the land is privately owned. All staff are from the local community, including 15 part-time workers and 15 casual workers, all of whom are youths (18 to 30 years). In 2018 they received 600 day-visitors, and this declined slightly to 570 day-visitors in 2019 (a 5 percent drop). The value of income and expenses were not reported, though they indicated purchases of local craft, maintenance, security and tour guide services. They do not have a champion and have not received any previous external support previously. Promotion of the enterprise is supported by UWA and associations (UCOTA and COBATT), and online they use Facebook and a website. These are complemented with signage, brochures and word-of-mouth advertising. Strangely, they indicated that they are not on any tour operator itineraries, but largely rely on walk-in clients on extension tours from Kibale NP and Bigodi.

Impacts: Turaco Trails has contributed to the protection and conservation of endangered primates and birds in their planted forest, which plays a role in micro-climate regulation for the Bigodi community. There is a little revenue reaching the community through guiding jobs.

Challenges: Due to COVID-19 most of the Trail’s plans were cancelled, as the CEO was using personal savings to protect and conserve the planted forests, and these savings are now exhausted. Day-visitor numbers declined to 35 percent of 2019 levels in 2020 and also 2021. Key challenges prioritized include finance for capital investment and improved income to cover operational expenses, weak internet connectivity, the quality of and diversity of products and services which affect length of stay and visitor spending. They are also challenged by the commitment, motivation and skills of staff, and enterprise management and lack of a clear marketing strategy.

Needs: To become self-sustaining, Turaco Trails needs a marketing strategy to start with. Other priorities include expansion of walking trails, infrastructure expansion, refurbishment and maintenance. They also require financing to expand and protect the habitat they have created.

Potential impact: With support, Turaco Trails could be a subsidiary product to those offered in Kibale NP, and improve community perception and benefits from the park. Local spending could be increased by drawing more visitor traffic through development and implementation of the marketing strategy, diversification of activities and staff training to improve service quality.

4.3.4 Bigodi Community Walk (BICOWA)

Parish	GPS coordinates	Key informant
Bigodi Parish, Bigodi Town Council	36N 0211666 UTM 0044873 Elevation 1200m	Leo Kateeba Baguma

Overview: Bigodi Community Walk (BICOWA) is a community-based tourism enterprise around the Kibale National Park, Uganda's most magnificent tropical rain forest National Park and home to primates. Opened in 2017, BICOWA offers a unique Bigodi community walk and Bigodi swamp nature walk. The community experience involves spending an entire day in the community experiencing the way of life of the local people. They also provide local food experiences, bicycling, night walks, bird watching, an agritourism coffee-making experience and craft making.

The land is privately owned, and the community owns the business, proceeds of which are shared with individual households where visitors go. BICOWA employs 15 people full-time (20 percent women) and seven part-time staff. All employees are from the local community. Thirty-two percent of those employed are youths from the local community (aged 18-30 years). In 2018, 70 day-visitors were received, which increased to 300 in 2019 (a substantial 429 percent increase). In 2019 the BICOWA generated UGX 13 m revenue but had expenses of UGX 21 m, and therefore made a loss of UGX 8 m. Local product and services made up UGX 4.4 m of the expenditure (21 percent), including on fresh produce, honey, craft and also building services, gardening, transport and guiding services. BICOWA was championed by an individual from the USA, but there has been no other support from external institutions.

Associations support its promotion (UCOTA, AUTO and USAGA), as does UTB. BICOWA is present on social media (e.g. Facebook, Instagram, and Twitter) and has a website. They also use brochures, guidebooks, newspapers, signage tradeshows and word-of-mouth promotion. BICOWA is included in the tour itineraries by Speke Uganda Holidays, Laba Africa Expeditions, Gorilla Tours, Kazinga Tours, Gorilla and Wildlife Safaris, and Motorcycle Tours.

Impacts: Positive environmental impacts include routing waste collection, tree planting in Bigodi Town and along the road. They sensitize and train local community members in conservation. Positive social and economic impacts on the local community include the renovation of six homestays in the village, improvement of feeder roads in addition to employment and skills training for guides and craft-makers, including visitor handling and management.

Challenges: The COVID-19 pandemic led a reduction in earnings and the need to downsize staffing. There was a substantial decline in day visitors in 2020, to seven percent of 2019 figures. By August 2021 this had improved well to 44 percent of 2019 (suggesting they could reach 2019 figures this year). Other challenges include access to finance for capital investment, internet connectivity, the quality and diversify products provided, and staff skills.

Needs: To become self-sustaining, the BICOWA needs more marketing (with improved market linkages), and intensive visitor handling and management skills for staff. Their future investment and support priorities include improvement of existing offerings), plus infrastructure expansion, maintenance and refurbishment. Tour operators interviewed also indicated that guides needed more training in interpretation, and that the package needed better packaging.

Potential impact: With more support, the CBTE is very likely to be included in more tour itineraries and achieving financial sustainability.

4.3.5 Tooro Museum / Kibale Cultural Tourism Center

Parish	GPS coordinates	Key informant
Bigodi Parish, Bigodi Town Council	36N 0211566 UTM 0044984 Elevation 1228m	Gerald Kirungi

Overview: Established in 2011, the Tooro Museum and Kibale Cultural Tourism Center (TMKCRC) displays historical and cultural artifacts of Batooro culture. The centre also sells crafts and community experiences (craft making, coffee-making, village walks and swamp walks).

The CBTE business is owned by a local community organisation, and the land is privately owned. The TMKCRC employs one full-time man from the local community, and three part time local people (two of whom are youths aged 18 to 30 years). In 2018 the TMKCRC received 30 day-visitors, which increased to 35 in 2019 (up 17 percent). In 2019 it earned UGX 0.7 m (a 16 percent increase from 2018), and all revenue was spent locally on craft and services for building, security, transport and guiding. However, the museum lacks proper record keeping relating to income and expenses, so these figures may not be accurate. The museum and Centre are championed by the director (who responded to the survey), and has not received external support from donors or others. They do not have any promotional support from organisations, tour operators, and do not have online sales or promotional channels. They rely on word-of-mouth, signage, and brochures, promote their offerings.

Impacts: Environmental benefits relate to the provision of alternative livelihoods of staff, rather than relying on natural resources from the Kibale NP. The main positive social and economic impacts lie in the cultural conservation offered by the museum, which preserves cultural artifacts of the Tooro culture. Employment of local community members and procurement of local crafts are further benefits.

Challenges: COVID-19 caused a substantial decline in business in 2020, and the number of day visitors declined to 17 percent compared with 2019 levels. By August 2021 this had improved modestly to 20 percent of 2019 numbers. The museum lacks a clear marketing strategy (including advertising), while other key challenges include access to capital investment finance and income to cover operational expenses; competition in craft business; the quality and diversity of facilities, experiences and products; and visitation (numbers, length of visit, expenditure, and seasonality). They also have challenges relating to staff skills and motivation.

Needs: To become self-sustaining in the future, there is need to construct a larger and more modern museum to showcase its artifacts, with better trained curators. Future investment and support priorities include expansion of land for the enterprise, development and implementation of a marketing strategy), training of curators and guides. They also need training in financial management and record keeping, and to be included in tour operator itineraries.

Potential impact: To improve local expenditure, the TMKCRC needs to build a better museum, and improve its marketing. This will spur visitor traffic with trickle down effects. The museum may not be sufficiently competitive yet to include in tour operator itineraries.

4.3.6 Kibale Association for Rural and Environmental Development (KAFRED) & Bigodi Wetland

Parish	GPS coordinates	Key informant
Bigodi Parish, Bigodi Town Council	36N 0211401 UTM 00455012 Elevation 1164m	John Tinga

Overview: Kibale Association For Rural and Environmental Development (KAFRED) is a community-based tourism enterprise located around Uganda's most magnificent tropical rain forests and one of the most rewarding areas to explore. The enterprise offers nature walks around the Bigodi Wetlands where tourists see up to eight species of primates and over 200 species of birds. They also offer a community experience where visitors experience beer brewing, among other activities. KAFRED has had visitor handling and management experience since 1992, and has earned several awards for its work.

The CBTE and the land are both owned by a community organisation. Employees include 13 full-time staff (15 percent female; 85 percent local), and two part-time staff from the community. Fourteen of the staff are youths (aged 18 to 30 years). In 2018 the enterprise received 2400 day visitors, which increased to 2600 in 2019 (an eight percent increase). In 2019 KAFRED earned UGX 115.7 m (a 67 percent decline from 2018, despite increased visitation). After UGX 114.7 m in expenses (all spent on local sourcing), they had a profit of UGX 0.9 m in 2019. Local expenditure was on services for building, transport and guiding. The enterprise did not report any champion or prior support from external institutions (although the literature indicates UWA and Peace Corps support – see section 0). A tour operator interviewed raised concerns about the CBTE's governance, and suggested support to address this. Associations help to promote the camp (i.e. UCOTA, USAGA, AUTO and UTA) along with UWA and UTB. Online the enterprise uses Facebook and a website, coupled with brochures, guidebooks, signage, and word-of-mouth promotion. KAFRED is included in the tour itineraries of Many Africa Safaris, Matooke Tours, Around Africa, Wild Frontiers and Classic Safaris.

Impacts: KAFRED have used tourism as a driver to community development by using the proceeds to support education development in the community. Their environmental impacts relate to their custodianship of the Bigodi Wetlands since the early 1990, community tree planting, and conservation awareness and education in the community. Aside from employment, positive social and economic impacts include the construction of community infrastructure (such as school buildings and hospital nurse quarters), and scholarships to local school children.

Challenges: The COVID-19 pandemic and lockdowns meant that KAFRED lost business and had to lay off some workers and reduce wages of remaining staff. Day visitors declined, with KAFRED only receiving 59 percent of those received in 2019. By August 2021 there was some improvement to 40 percent of 2019 arrivals (suggesting they may recover to 2019 levels by the end of the year). Aside from the pandemic, the most prominent challenges are the diversification of activities and products, advertising and seasonality, and the quality of experience and visitation (numbers, length of stay, and expenditure). Sales are challenged by competition with other new enterprises offering similar products and services, in addition to the quality of experience, marketing, and diversity of offerings. The enterprise may face a succession challenge if lower-level management is not equipped with transition and management skills.

Needs: Future investment and support priorities include; diversification of products and activities to improve visitor experience and boost tourism volume and expenditure, setting up a better visitor information centre twined with a mid-end restaurant, maintenance of the trail in Bigodi; better market linkages and improved promotion (online, through tour operators, and the protected area). KAFRED has (more or less) attained financial stability, but requires more marketing, and staff training in visitor handling and management. To strengthen this, they need more marketing quality improvement, and training for

staff in visitor handling and management. The World Bank’s Competitiveness and Enterprise Development Project – Additional Funding (CEDP-AF) has received a concept from UWA to support construction of two tree-houses at KAFRED for viewing).²⁵ Tour operators also suggested training of site guides.

Potential impact: To improve local expenditure, KAFRED needs to diversify products, and increase visitor numbers through marketing and promotion. For more background information, also see Annexes, section 0.

4.4 Mgahinga Gorilla National Park

4.4.1 Batwa Trail

Parish	GPS coordinates	Key informant
Gisozi Parish, Kisoro	35M 079177 UTM 9850198 Elevation 2341 m	Moses Turinawe

Overview: Located within the Mgahinga Gorilla National Park (GNP), the Batwa trail provides an experience of the Batwa culture that demonstrates the past and present social, economic, and environmental status of the Batwa people. Opened in 2010, the enterprise was established to incorporate Batwa into conservation, as well as finding income for them through tourism by acting as tourist guides. The cultural experience complements gorilla trekking in the park.

The business is owned by a tripartite partnership, of UWA, Kisoro District Local Government, and the Batwa. There are 32 part time staff employed from the Batwa community, of which 24 are women (75 percent) but none are under the age of 30. Between 2018 and 2019, the enterprise received between 250 and 300 day-visitors respectively (a 20 percent increase), and no overnight visitors. Between 2018 and 2019, the trail generated UGX 46 m in revenue. Due to COVID 19, 2019 and 2020, generated revenue reduced by almost half to 24m due to the first wave. The second wave worsened the situation further (2020 and 2021) to a mere 2.7m. All the money is spent locally on guides, food and other household items for the Batwa²⁶. The enterprise has been supported by the International Gorilla Conservation Program who provided training guiding in 2012, and promotional support is provided by UWA and UTB. The trail is marketed and sold by UWA’s Mgahinga GNP, and most tour companies (e.g Lets go Travel, Nkuringo Safaris, Matoke tours, Great Lakes Safaris, Bird Uganda Safaris, Kazinga Safaris etc.) taking tourists gorilla trekking include the experience in their itineraries. UWA also provides security support, with armed rangers that accompany visitors.

Impacts: The trail has provided an alternative livelihood option for the Batwa, who were primarily forest inhabitants, and reduced their dependency on forest resources. Positive social and economic impacts on the local community have included improved livelihoods and job creation as well as improved attitudes towards the park.

Challenges: Amid the COVID-19 pandemic, most bookings were cancelled and visitation dropped in 2020 to 50 percent of the previous year’s day visitors. There is little indication of recovery yet, with 16 percent of 2019’s day visitors recorded by August 2021. The main challenges for the enterprise are disease, and the need to increase visitor spending, length of visit, and activities for visitors to do, combined with reducing seasonality.

Needs: To become self-sustaining, the Batwa Trail needs intensification of promotional effort through the park, tour operators, and online. There is need to provide further training to the Batwa in tour guiding, customer service and business management; exposure trip for the Batwa to a destination with a similar or related product. Tour operators interviewed further suggested that the Batwa needed guidance in the re-

²⁵ Pers. Com. James Lutalo, MWTA, August 2021

²⁶ UWA (2021) Accounts Statements, Uganda

investment of their income, to avoid the ‘hand to mouth trend’ and because ‘Tourists want to see an improvement in their livelihoods.’

Potential impact: To improve local expenditure, there is need for robust marketing to increase visitor volume and diversification of products to increase visitor’s length of stay and spending.

4.5 Bwindi Impenetrable National Park

4.5.1 African Community Conservation Tourism Research Resource Centre (ACTREC)

Parish	GPS coordinates	Key informant
Mukono Parish, near Kihihi TC	35M 0791102 UTM9899092 Elevation 1252	Herbert Banobi

Overview: African Community Conservation Tourism Research Resource Centre (ACTREC) is a community initiative that creates, promotes, and raises community conservation awareness through local community participatory approaches to existing strengths and methodologies. ACTREC offers accommodation with traditional chalets and B&B for backpackers, and also campsites for visitors to bring their own tents. Recreational activities include cultural and village visits; agritourism with coffee making experiences; banana beer and craft-making; along with hiking and nature walks. Uniquely, ACTREC organises year-round competition events at the different community levels from the local council one to the regional and aims at reaching the national and international level competitions. The enterprise uses Music, Dance, and Drama (MDD) through its innovative ‘Dancing for Nature’ initiative to support conservation efforts at all community levels. The final competition and winners of the competitions are always crowned on International Environment Day in June.

The CBTE business is owned by a Limited Company, and located on land owned by a private individual/ company. All staff are from the local community, and ACTREC employs seven people full-time (71 percent female), three part-time and three casually. These include nine youths (aged 18-30 years). In 2018 and 2019 ACTREC hosted 330 and 450 day visitors respectively, and also 30 to 40 overnight visitors who stayed two nights on average. In 2019 ACTREC earned UGX 2 m revenue, and after UGX 1.0 m in expenses had a profit of UGX 1 million. Local product and services made up UGX 0.9 m of the expenditure (90 percent) on fresh produce, and also building, catering, labour, maintenance, plumbing and security. The executive director champions the CBTE (i.e. the questionnaire respondent). UCOTA and COBATI have helped with promotion, which is also done through a website, word-of-mouth, brochures and signage. The enterprise has been supported by the International Gorilla Conservation Program to build community water tanks and a craft weaving shed for women, and from the African Wildlife Foundation to construct a school classroom. ACTREC is included in Kikooko Africa Tours itineraries, and they have been collaborating on a conservation awareness walk.

Impacts: Positive environmental impacts of the enterprise have included the restoration of forest landscapes, and offers restoration packages to conservationists, researchers and educational tourists. The MDD and traditional folklore is used to raise conservation awareness and environmental protection. Positive local social and economic impacts include employment and improved livelihoods.

Challenges: COVID-19 led to a complete collapse in day visitors, which dropped to zero in 2020 and 2021 so far. While overnight visitors dropped to 12.5 percent of 2019 levels in 2020, they had rebounded to 125 percent compared with 2019 by August 2021. The pandemic meant that their dancing events and challenges were cancelled, and workers were laid off and some partners were lost. Aside from COVID-19, other challenges include access to finance for capital investment and operational expenses; poor product and activity quality and diversity; limited promotion and low levels of staff motivation and skills.

Needs: In order to become self-sustaining, ACTREC needs support for its environmental management activities, and a marketing plan. They also have an extensive list of future investment priorities, including

starting a lending venture, bee keeping, mushroom/vegetable growing, diary farming; infrastructure expansion and maintenance (the accommodation is low-end, and requires improved cleanliness); and business training.

Potential impact: ACTREC suggests that sustainable management of natural resources and conservation ought to be given more attention using new approaches to conservation and restoration of natural forests through the communities at the different levels.

4.5.2 Ride 4 A Woman

Parish	GPS coordinates	Key informant
Mukono Parish, Kanungu District	35 M 0791075 UTM 989215 Elevation 1392m	Eveline Habasa Rubalema

Overview: Opened in 2013, Ride 4 A Woman is a community women empowerment project with three hundred women members focusing on craft making, textiles sewing (including batik made into clothes), and a mid-range accommodation facility. The CBTE is strategically located on the main entrance to the park, where gorilla trekking takes place. They offer a mid-range guest house and homestay with B&B, and also offer agritourism experiences and cultural visits.

The CBTE is owned by a community organisation, and the land is owned by the government. All staff are from the local community, and employees include 54 full-time staff (100 percent female), 160 part-time staff and 15 casual workers. Sixty-nine staff members are youths (aged 18 to 30 years). In 2018 the camp received 2920 day visitors, but this declined to 1925 in 2019. In the same period, the number of overnight visitors increased from 30 to 50 per year (a 67 percent increase) who usually stayed for two nights. In 2019 the camp earned UGX 465 m, and after UGX 439.7 m in expenses had a profit of UGX 25.3 m. Expenditure on local products and services in 2019 were UGX 307.8 m (70 percent) on fresh produce and honey, and services for building, catering, maintenance, security and guiding. The enterprise is championed by the founder (who was interviewed), and it has not received external support from donors or other agencies. Several NGOs and associations help to promote the camp, including UCOTA, COBATI, AUTO, USAGA, UTA and UWA. They also use social media (Facebook and Instagram), OTAs (Airbnb, Booking.com, and TripAdvisor), a website, word-of-mouth, signage, brochures and tradeshow to advertise the camp. The camp is included in the tour itineraries of Let's Go Travel, Wild Frontiers and Classic Africa Safaris.

Impacts: Environmental benefits of the CBTE include awareness raising and transformation of former poachers and charcoal burners into craft makers. Ride 4 A Woman has involved and empowered women in craft making and sewing textiles, and are currently involving women in diversification of their income-generating activities and alternative livelihoods. The CBTE also makes a substantial contribution to education, with school fees for 86 children (costing UGX 129 m annually). Since opening, the enterprise has empowered and improved the lives of over 250 women, and improved the quality of crafts produced.

Challenges: COVID-19 has been a substantial challenge, and the number of day visitors and overnight visitors dropped substantially in 2020, to 17 percent of 2019's day visitors and no overnight guests. The number of day-visitors have begun to improve in 2021, with 840 day visitors received by August (slightly down from 2019 figures), but minimal recovery of overnight stays to 16 percent of 2019 levels. The decline has meant that the CBTE had to borrow money to survive. Furthermore, as more of the women stayed at home (due to government orders), many women members experienced domestic violence, which has led to a decline in self-esteem among those affected. A challenge related to its popularity has been the number of participants (initially 300 local women) was also challenging to manage, control, and to involve effectively in daily operations. Despite their online presence and linkages with tour operators, the CBTE's main challenge is marketing and advertising of their products and services. Other related challenges include the

lack of visitors, and the need to provide more products and activities for them. Seasonality is also a key challenge.

Needs: Future investment and support priorities include the enhancement of the quality of current products and activities; infrastructure expansion and maintenance (restaurant and accommodation). They also need staff training in customer service and business management. These needs were reinforced by the opinions of tour operators interviewed. To become self-sustaining, the enterprise needs better market access linkages and promotion in source markets, online and through tour operators; and to introduce new products to increase tourist stay.

Potential impact: The quality of service of the enterprise, both on the accommodation facilities and crafts is very good and they can attain self-sustainability and inclusion on more tour itineraries.

4.5.3 Nkuringo Community Conservation Development Foundation

Parish	GPS coordinates	Key informant
Nteko Parish	35 M 0792399 UTM 98804470 Elevation 2068	Turyagyenda Asigareyo

Overview: Opened in 2008, the Nkuringo Community Conservation Development Foundation (NCCDF) is a community-owned tourism development enterprise has used tourism and conservation as drivers for the socio-economic transformation of the Nkuringo Community. The enterprise offers several tourism products and services including the Batwa experience, forest walks, community walks, crafts selling. The enterprise also owns a high-end Clouds Mountain Lodge (run on a Private-Community Partnership Arrangement with the Uganda Safari Company), a campsite and a tea plantation in the Bwindi's buffer zone.

The Foundation owns the land and the tourism business, and employs nine full-time staff (all men, from the local community) and 15 part-time staff. Two staff members are youths (18 to 30 years). In 2018 the enterprise received 2400, which increased to 2502 in 2019 (a four percent increase). They also received 2004 overnight visitors in 2018 and 2064 in 2019, who usually stayed for two nights. In 2019 the NCCDF generated UGX 557.3 m revenue (of which 70 percent is from Clouds Mountain Lodge), and after UGX 557.0 in expenses had a profit of UGX 280,000. Local product and services made up UGX 501 m of the expenditure (90 percent), which was used to buy craft and services (i.e. building, gardening, security, guiding and transport). The enterprise has been supported by the International Gorilla Conservation Program to build community water tanks and a craft weaving shed for women, and from the African Wildlife Foundation to construct a school classroom. They are included in the tour itineraries of Nkuringo Walking Safaris, Uganda Safari Company and Crystal Safaris.

Impacts: Positive environmental impacts of the enterprise have included addressing human-wildlife conflict, by planting non-palatable tea crops in the buffer zone; raising conservation awareness in the community, and providing alternative livelihood opportunities. Positive social and economic impacts on the local community have included: Education sponsorship of local children; providing a market for local products; job creation, including for guides; enhancing livelihoods and local investment; and skills development for community members.

Challenges: Amid the COVID-19 pandemic, visitation dropped dramatically in 2020 to four percent of the previous year's day visitors, and 6 percent of overnight visitors. There are signs of some recovery in 2021, with 500 overnight visitors received by August. The reduction of tourism income due to COVID-19 has led to the community members opening up stone quarries across the area to gain income from the sale of rocks for construction, but spoiling the landscape in the process. The Foundation's strategic plan has not been implemented, and financial-mismanagement and the power of elites are problems within the Foundation.

Needs: The entire Nkuringo area (i.e. Nteko and Rubuguri) and the community enterprises capacity development for communities to exhaustively tap the tourism potential. This includes improvement of current products and market linkages; diversification of tourism activities and products; management training for owners; hospitality training for staff; infrastructure maintenance and expansion (including road access improvement); refurbishment; and further tour operator linkages. Tour operators interviewed suggested NCCDF also required corporate governance training, and also agricultural training to support lodges in the area with fruit and vegetables. To become self-sustaining, the enterprise needs to improve the corporate and financial governance of the management; to create a reserve fund; and establish alternative eco-friendly investments. Construction of cultural and visitor information centres in Rubuguri require investment. Online visibility of NCCDF needs improvement through a web portal and trained staff.

Potential impact: Local spending could be improved by building capacity for year-round quality production and processing of poultry, eggs, vegetables and honey. This would also allow NCCDF to upscale their supply to other lodges in addition to Clouds. With diversification and quality improvements of visitor activities and products, coupled with marketing and staff capacity enhancements, there is very good likelihood of further inclusion in tour operators itineraries, and achieving financial sustainability. Also see further background information in section 6.6.7

4.5.4 Buhoma Community Rest Camp (BCRC)

Parish	GPS coordinates	Key informant
Mukono Parish, Kanungu District	35 M 0791212 UTM 9890821 Elevation 1457m	Joseph Mutono

Overview: Buhoma Community Camp is a community-owned accommodation facility on the fringes of Bwindi Impenetrable National Park, which opened in 1993. The camp offers village and community walks, agrotourism with coffee and craft-making experiences, and sells craft. The camp provides traditional chalets with B&B, and a campsite where people can pitch their tents. The CBTE is in the process of constructing a high-end community lodge from the camp’s profits, as an indication of the business success.

While the land is owned by the government, the camp is entirely community-owned, and all proceeds are re-invested in the community. All staff are from the local community, and the camp employs 15 full-time staff (20 percent female), 12 part-time staff and two casuals. Two of the staff members are youths (aged 18 to 30 years). In 2018 the camp received 200 day visitors, and this increased to 300 in 2019. The number of overnight visitors also increased by nine percent in this time, from 1098 to 1200, who usually stayed for two nights. In 2019 the camp earned UGX 163.2 m revenue, and after UGX 160 m in expenses had a profit of UGX 3.2 m. Local product and services were valued at UGX 128 m of the expenditure (80 percent) on fresh produce, and services for building, catering, maintenance, plumbing and security. The enterprise was supported in 2020 by the World Wildlife Fund with food relief for community members during COVID-19, and by the IGCP under a ‘send a cow’ program (which gave cows to group members who then gave away calves after they gave birth) and the supply of water tanks. Several associations provide support to promote the camp, including UCOTA, COBATI, AUTO, USAGA and UWA. They also use social media, OTAs, word-of-mouth, signage and brochures to advertise the camp. The camp is included in the tour itineraries of Bird Uganda Safaris, Matooke Tours, Primate Watch and Great Lakes Safaris.

Impacts: The main environmental impacts of the camp are raising awareness of tree planting and broader conservation campaigns. In addition to employment, the local community benefits include education support (up to UGX 20 m) and a health insurance scheme (worth UGX 60 m). The camp has improved community livelihoods by educating school children, and making clean water available for domestic use.

Challenges: The number of day visitors and overnight visitors dropped substantially due to the COVID-19 pandemic in 2020 to 16 percent of 2019's overnight and day visitors, which has provided to be a substantial challenge. The number of day-visitors had largely recovered in 2021, with 150 day visitors received by August (on a par with 2019 figures), and a slight recovery of overnight stays to 25 percent of 2019 levels. During the pandemic the loss of business meant that some workers lost their jobs. The enterprise reports challenges of quality and competition with similar services, and also their advertising and promotional strategies. The camp is also challenged by the need to increase numbers of visitors, their spending and length of stay, and also providing more products and activities for visitors. Seasonality is also a key challenge.

Needs: Future investment and support priorities are diverse, including the improvement of the range of products sold, and the quality of current products (e.g. cottages and restaurant need upgrading); infrastructure maintenance (restaurant and accommodation units; and training in corporate governance to directors and customer service to workers (needs that were reinforced during tour operator interviews). To become self-sustaining, the enterprise needs to improve the quality of its existing facilities, and also requires a prudent marketing strategy.

Potential impact: The construction of the new high-end lodge will enhance the financial sustainability, and further opportunities for inclusion in tour operator itineraries. Local expenditure could be improved with better quality accommodation and services, and also increased sales.

5 RECOMMENDATIONS FOR POSSIBLE INVESTMENT

The 20 prioritised CBTEs demonstrate potential to succeed if supported. They are strategically located close to National Parks and opportunity to generate business from these visitors. They have strong potential for inclusion in tour operator itineraries and on OTA platforms. We are witnessing a progressing recovery of park visitations from COVID. The 20 prioritized CBTEs generate business from park clients, and by addressing some of their challenges, a positive change can be expected.

A number of recommendations identified from the literature on previous CBTE support projects have been supported by this assessment (see section 2)²⁷. Areas of intervention that could be supported under the IFPACD project are outlined in Table 5 below.

Table 5: CBTE support interventions proposed for the IFPACD project

Component & sub-component	Description	CBTE support intervention
Component 1. Improved management of protected areas		
Subcomponent 1.1. Improvement of infrastructure and equipment for the management of PAs	This sub-component includes investments and maintenance support costs for: (a) Grading and maintenance of tracks and trails, including climate-proofing, within PAs to improve access for park management; and (b) Infrastructure (such as fencing and walls to reduce human-wildlife conflicts, staff accommodation, and ranger posts).	CBTEs offering trekking in the Rwenzoris NP highlighted their desire to improve the quality (and number) of trail huts and campsites, trail condition, access to cultural heritage sites, and address waste management in the park (i.e. RMS, AMA and KICHIDA) – all of which would require UWA collaboration. KICHIDA also sought more tourism concessions in the park that local people could benefit from.
Component 2. Increased revenues and jobs from forests and wildlife protected areas		
Subcomponent 2.1. Investments in tourism	This sub-component includes investments in infrastructure that leverage private and community investment and support for the diversification of tourism products, including the provision of support to community-based enterprises that could add value to the overall tourism offerings.	<p>1. Grant financing for capital investment, including the expansion and refurbishment of accommodation and other visitor facilities (e.g. cottage improvement for BCRC; development of a tourist-standard restaurant for KAFRED; improved offices, a restaurant and a visitor information area for KATIC; improved road access to NCCDF; accommodation for Ride 4 a Woman; construction of an improved Tooro Museum; construction of a community museum and a craft/gift shop for KICHIDA). While some general information was collected during the field visits, another phase of data collection is needed to identify specific investment requirements, linked with business planning for specific CBTEs to ensure their commercial viability.</p> <p>2. Technical support to specific CBTEs, including strengthening their online presence (including OTAs); integration in tour operator itineraries; improvement of standards; product and service diversification; and aggressive marketing.</p>

²⁷ And the background report, Spenceley, A. and Ahebwa W. M. (2021) op. cit.

Component & sub-component	Description	CBTE support intervention
		<p>3. Improve COVID-19 preparedness and response measures of CBTEs: The government has COVID protocol, and these need to be in place at CBTEs for them to be safe places to visit. While some guidance has been developed by the EU for protected area operations amid COVID-19,²⁸ none is available yet for CBTEs. Guidance development, trainings, and provision of equipment would help to address this challenge.</p>

The assignment also identified relevant to The World Bank’s CEDP-AF project (2021-22). This project aims to help strengthen the community’s capacity to engage in tourist-related commercial activities including product development and marketing of their products. A community sub-project component will support commercial activities including marketing of products (community-led tours or stays or upgrade of public facilities). The aim is to engage communities in tourism-related income generating activities, increase benefits, alleviate poverty, improve livelihoods and influence positive support for protection and conservation of tourism resources.²⁹ Areas of general tourism investment needed by the CBTEs that could be supported under the CEDP-AF project include:

- Support for existing associations and existing Ugandan NGOs working with CBTEs.** These would focus on UCOTA, COBATI, AUTO, USAGA and UHOA under the umbrella of UTA. Previously it had been suggested that support should strengthen the capacity of the associations to support CBTEs in the long-term (not only during the project implementation periods); giving due credit and recognition to their achievements; supporting their linkages with Ugandan hotels, and Uganda and international tour operators; and raising awareness among CBTEs of the benefits of membership. This assignment similarly recommends strengthening the capacity and resources available to associations (particularly UCOTA and COBATI). For example, this could be achieved by supporting the construction of ‘Community Tourism Development House’ in Kampala or any other busy towns to house offices of UCOTA and COBATI. They could also have other offices to rent out to tourism associations (e.g. UHOA, TUGATA, USAGA etc.) which are currently paying for expensive offices. This would save rental costs and generate revenue for sustainability purposes. They could also include a restaurant as another business arm for revenue generation for the associations. and UWA to support CBTEs in the Albertine Graben. Furthermore, there is a need to coordinate destination development and synergies among tourism support agencies.³⁰
- Support stronger linkages between CBTEs, private partners and markets,** to strengthen their participation in the tourism value chain, improve their business viability and market access, and capture a greater proportion of traveller expenditure for local people. For example, an issue of need for improved collaboration between CBTEs was raised, bringing up the potential for establishing and promoting ‘Community Tourism Routes’, with adequate signage, quality, branding, and linkages to operators. Nearly all of the CBTEs highlighted a need to improve their marketing and promotion (i.e. online, through tour operators, with other CBTEs and their neighbouring parks). Some CBTEs already have strong and diverse market linkages (e.g. KATIC,

²⁸ Spenceley, A. (2021) [Tourism and visitation to protected areas amid COVID-19](#), European Union

²⁹ Pers. Com. James Lutalo, MWTA, August 2021

³⁰ Pers. Com. Paul Lubega Muwonge, UCOTA, August 2021

Ruboni Community Camp, Reeteera Safari Park and Ride 4 A Woman), but require more support. Other enterprises have little to no online presence or inclusion in tour operator itineraries. The project could address these challenges by:

- Providing guidance and market access training (perhaps adapting and updating earlier UNWTO guidance for CBTEs³¹);
 - Operating familiarisation (FAM) trips for national and international tour operators and guides for inclusion in itineraries and mainstream tourism circuits, and to provide feedback on options to improve the experience. These could focus first on those that already include CBTEs in their portfolios (see Table 2), and other members of AUTO. Also, match-making ‘speed dating’ events could be held between CBTEs and operators, to create a focussed trade fair, to raise awareness and build commercial partnerships. This should be available to all, but prioritise support to CBTEs that currently have few or no such linkages with operators (e.g. ACTREC, KHWA, AMA, KICHIDA, BWG and Tooro Museum); and,
 - Increasing the online presence of those who have limited use of social media (e.g. Facebook, Instagram, Twitter) and OTAs (e.g. Airbnb, Booking.com and Tripadvisor), such as KHWA, Rwenzori Snow Peaks Coffee House, KICHIDA, Turaco Trails, BWG, Tooro Museum, KAFREC, the Batwa Trail and ACTREC).
- **Strengthen the sustainability and recognition of achievement in the market:** Strengthening CBTE application of the Global Sustainable Tourism Criteria, and independent certification of their achievement, would enable them to validate sustainability claims. UTA has been working with Travelife (a GSTC-recognised program) already in Uganda. Enhancing the sustainability of CBTEs could help them tap into the increasing market for sustainable travel (see Box 2), This would undoubtedly need to be coupled with:
 - Sustainable tourism training and equipment (potentially via the associations);
 - Financing for certification bodies to conduct CBTE audits; and
 - Recognition on Travalyst member systems of OTAs to recognise sustainable performance (i.e. currently available on Booking.com, Google, and to be expanded to Tripadvisor, Trip.com and others in the future).³²
 - **Strengthen the financial capacity of CBTEs:** Training CBTEs on savings and investment so that they can save the profits, reinvest in new ventures, make more profits, and trigger more opportunities. This can also be supported through the creation of a reserve fund, that can be a source of reinvestment funding.

Box 2: People want to travel more sustainably in the future³³

Consumer research by Booking.com in 2021 among 29,000 travellers in 30 countries suggests that sustainable travel is at a watershed moment, with 61 percent of travellers saying that the pandemic has made them want to travel more sustainably in the future, and 49 percent saying the pandemic has shifted their attitude to make positive changes in their everyday lives.³⁴ Their top priorities are recycling, reducing food waste, avoiding single use plastic and a desire to walk or cycle short distances to avoid using public transport or car use. They are most concerned about excess waste, threats to local wildlife and natural habitats, overcrowding at popular sights and destinations, and greenhouse gas emissions.³⁵

³¹ Rozga, Z. and Spenceley, A. (2006) Welcome to the market access training manual, UNWTO, DOI: [10.13140/RG.2.1.4560.6240](https://doi.org/10.13140/RG.2.1.4560.6240)

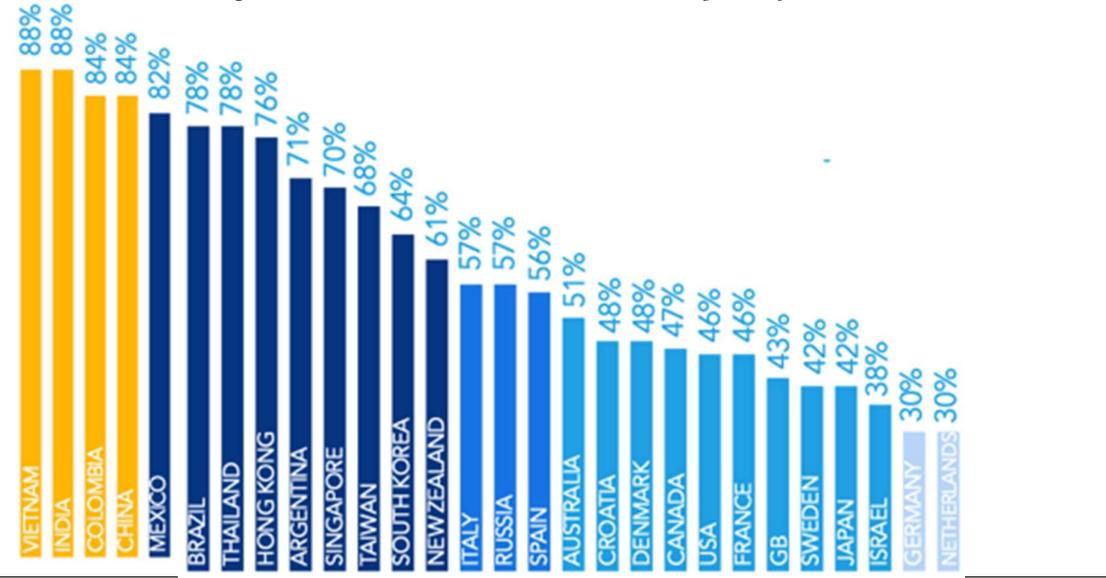
³² E.g. see Eskins, J. (2021) Google is now helping travellers go green, Bloomberg, Available at; <https://www.bloomberg.com/news/articles/2021-09-22/google-search-adds-eco-certified-check-for-finding-sustainable-hotels>

³³ Booking.com (2021) Sustainable travel report 2021, Available at: <https://globalnews.booking.com/bookingcoms-2021-sustainable-travel-report-affirms-potential-watershed-moment-for-industry-and-consumers/>

³⁴ Booking.com (2021) op. cit.

³⁵ Booking.com (2021) op. cit.

Travellers who stated the pandemic made them want to travel more sustainably in the future



6 ANNEX 1: CBTE INVENTORY, PRIORITISATION, QUESTIONNAIRES, DATA & ADDITIONAL INFORMATION

6.1 Baseline inventory of existing CBTEs & prioritisation of 20 CBTEs

Inventory of existing CBTEs – [Link to excel file here](#)

	Name of CBTE	UWA Priority List	UCOTA Priority List	Final List	Criteria from moving from long list (80-100) to 30-40 to visit)				
					Operational?	Interested in being visited/ interviewed?	Type of product/service	Emerging or Mature?	Proximity to tourism route/attraction?
1	Boomu womens campsite		y		not yet open		Campsite		MURCHISON FALLS NP
2	Bulindi eco café				not yet open		Café		MURCHISON FALLS NP
3	Mubako cultural Community association, Mubako Parish, B	y	y	1	Operational	yes	and crafts	Emerging	MURCHISON FALLS NP
4	Albert Nile Tourism association	y	y	1	Operational	yes	excursion	mature	MURCHISON FALLS NP
5	Kyamalera wildlife education center				Operational	yes	Education centre	Mature	MURCHISON FALLS NP
6	Murchison Ecotourism Community Conservation Associatio	y	y	1	Operational	yes	Boat Cruise,	Mature	MURCHISON FALLS NP
7	Purongo Cultural center - (Purongo subcounty, Nwoya disti	y	y	1	Operational	yes	Cultural centre	mature	MURCHISON FALLS NP
8	Ponadiga Beekeepers Association Ecotourism (Nyamitete Pi		y	1	Operational	yes	Beekeepers		MURCHISON FALLS NP
9	Pakwach craft makers	y	y	1	Operational	yes	Craft	mature	MURCHISON FALLS NP
10	Bigodi Women's Group	y	y	1	Operational	yes		mature	KIBALE NP
11	CVK Guesthouse				Operational	yes	Accommodation	mature	KIBALE NP
12	Community Action Project CAP (kibale)				Not very active				KIBALE NP
13	Kibale Association for Rural & Environmental Development	y		1	Operational	yes		Mature	KIBALE NP
14	Bigodi Community Walk (BICOWA)	y	y	1	Operational	yes		Emerging	KIBALE NP
15	Turaco trails	y	y	1	Operational	yes	Trekking	emerging	KIBALE NP
16	Tooro Museum		y	1	Operational	yes	Museum	emerging	KIBALE NP
17	Rwentera safari park	y		1	Operational	yes	Safari park (zoo?)	mature	KIBALE NP
18	Abanyarwenzori Mountaineering Association (AMA)		y	1	Operational	yes	Trekking	mature	RWENZORI MNP
19	Rwenzori Mountaineering services	y		1	Operational	yes	Trekking	mature	RWENZORI MNP
20	Ruboni Community Camp	y	y	1	Operational	yes	Campsite	mature	RWENZORI MNP
21	Kasese Community Trails				Operational	yes	Trekking	emerging	RWENZORI MNP
22	Kilembe Women Group	y	y	1	Operational	yes		mature	RWENZORI MNP
23	Rwenzori Turaco view campsite				Operational	yes	Campsite	mature	RWENZORI MNP
24	Eco- Gardens Rwenzori				Not very active			mature	RWENZORI MNP
25	Rwenzori coffee house (Coffee Shack)		y		Not very established		Agritourism / café	emerging	RWENZORI MNP
26	Nyacomose		y	1	operational	yes	trekking	emerging	RWENZORI MNP
27	Bughalitsa				Operational		community walk	emerging	RWENZORI MNP
28	Kinyampanika Chimpanzee conservation Development Assc	y	y	1	Operational	yes	Trekking & museum	emerging	RWENZORI MNP

29	Lhubiriha conservation and tourism organization				still young		trekking	emerging	RWENZORI MNP
30	Kikorongo Women Group	y	y	1	not very active at the m	yes	Craft	Mature	QUEEN ELIZABETH NP
31	The Elephant Home		y	1	Operational	yes	commuity tours,	emerging	QUEEN ELIZABETH NP
32	Katwe Tourism Information Centre		y	1	operational		centre/lake	mature	QUEEN ELIZABETH NP
33	Kichwamba Community Tourism Initiative (KECOTI)				Not very active				QUEEN ELIZABETH NP
34	Rumuri coffee tours and homestay		y	1	Operational	yes	homestay	emerging	QUEEN ELIZABETH NP
35	Mukorobozi Community Tourism Group		y	1	Operational	yes	Crater lakes tours	emerging	QUEEN ELIZABETH NP
36	House of Love Africa				Operational				QUEEN ELIZABETH NP
37	Katara Women's association	y	y	1	Not very active	yes	Craft	Mature	QUEEN ELIZABETH NP
38	Katunga Women's Group								QUEEN ELIZABETH NP
39	Omumashaka Women Group				Operational				QUEEN ELIZABETH NP
40	Dave the cave eco lodge		y	1	Operational	yes	Accomodation	Mature	QUEEN ELIZABETH NP
41	Forum For Youth Development, FYDE				closed				QUEEN ELIZABETH NP
42	Katunguru community boat		y	1	Fully operational	yes	Boat tour	emerging	QUEEN ELIZABETH NP
43	Katwe destination center		y	1	still young	yes	safaris, Katwe tours	emerging	QUEEN ELIZABETH NP
44	Kazinga community tourism group								QUEEN ELIZABETH NP
45	Ishasha community uplift		y		Collapsed		response experience		QUEEN ELIZABETH NP
46	Deos homestead and elephant trench experience (Bukorwe)		y	1	Operational	yes		emerging	QUEEN ELIZABETH NP
47	Buhoma community rest camp			1	Operational	yes	Accomodation		BWINDI IMPENETRIBLE NP
48	Ruhija gorilla friends resort		y		Operational		Accomodation		BWINDI IMPENETRIBLE NP
49	Ruhija community rest camp	y	y	1	Operational	yes	Accomodation		BWINDI IMPENETRIBLE NP
50	Batwa sanuriro development organisation	y	y	1	Operational	yes	batwa tours, crafts	emerging	BWINDI IMPENETRIBLE NP
51	Buhoma women crafts group	y	y	1	Operational	yes	Craft	mature	BWINDI IMPENETRIBLE NP
52	Ride for a woman	y	y	1	Operational	yes	women training,	mature	BWINDI IMPENETRIBLE NP
53	Nyundo valley hill bandas		y	1	Operational	yes	Accomodation		BWINDI IMPENETRIBLE NP
54	Wagtail eco-campsite				Operational		Accommodation	mature	BWINDI IMPENETRIBLE NP
55	Nkuringo Community Conservation Development Foundati	y	y	1	Operational	yes	accommodation		BWINDI IMPENETRIBLE NP
56	Nguringo cultural center	y		1	Operational	yes	Cultural centre		BWINDI IMPENETRIBLE NP
57	Gift of nature lodge		y		Operational	yes			BWINDI IMPENETRIBLE NP
58	Angle project Uganda								BWINDI IMPENETRIBLE NP
59	Pendo project								BWINDI IMPENETRIBLE NP

60	Rushaga tourism association	y	y	1	Operational	yes	crafts	emerging	BWINDI IMPENETRIBLE NP
61	Bwindi conservation for generations foundation								BWINDI IMPENETRIBLE NP
62	Gorilla trust conservation foundation								BWINDI IMPENETRIBLE NP
63	Nkuringo youth organisation	y							BWINDI IMPENETRIBLE NP
64	Nkuringo orphanage								BWINDI IMPENETRIBLE NP
65	Singing gorilla organisation								BWINDI IMPENETRIBLE NP
66	Gorilla kids organisation	y							BWINDI IMPENETRIBLE NP
67	Nkuringo vulnerable children foundation								BWINDI IMPENETRIBLE NP
68	Mgahinga community campground		y	1	operational	yes	Campsite	mature	MGAHINGA GORILLA NP
69	Lake Mutanda ecoresort				operational	yes	Accommodation	emerging	MGAHINGA GORILLA NP
70	Kisoro coffee trails		y	1	operational	yes	coffee trail	emerging	MGAHINGA GORILLA NP
71	The Batwa trail		y	1	operational	yes	park	mature	MGAHINGA GORILLA NP

Criteria for prioritisation of 20 CBTEs

Issues to consider in selection of the prioritised 20 CBTs (from inception report)

- Presence of any conflict within the community that could derail the CBT
- Presence of a leader/champion
- Whether they showed strong commitment to any previous assistance from NGOs, donors and government) (where applicable)
- Environmental and social impacts of the CBT in the community and protected area
- Tour operator interest in including them in packages
- Likelihood of achieving financial sustainability if future support was provided

Ratings by field assessors

Name of the enterprise:	Presence of a champion	Existing relationships with partners	Commitment to tourism development	Commitment to improved conservation	Social and cultural impacts in community	Environmental impacts	Likelihood of inclusion in tour operator itineraries	Likelihood of achieving financial sustainability	Tally of 'very good' ratings
Nkuringo Community Conservation Development Foundation	Fair	Very good	Very good	Very good	Very good	Very good	Very good	Very good	16
BATWA TRAIL	Very good	Very good	Very good	Very good	Very good	Very good	Very good	Very good	13
Rweteera Safari Park	Neutral	Neutral	Very good	Very good	Very good	Very good	Very good	Very good	10
African Community Conservation Tourism Research Resource Central (ACTREC)	Very good	Very good	Very good	Very good	Fair	Very good	Very good	Very good	15
Buhome Community Rest Camp	Neutral	Very good	Very good	Very good	Very good	Fair	Very good	Very good	16
Ride 4 a woman	Very good	Fair	Fair	Fair	Very good	Fair	Very good	Very good	13
Dave the Cave Eco Lodge	Very good	Neutral	Fair	Very good	Fair	Very good	Very good	Very good	13
Katara Women's poverty Alleviation group	Very good	Very good	Fair	Fair	Fair	Fair	Fair	Fair	10
Kyanjuki Handcraft Women Association	Fair	Fair	Very good	Very good	Very good	Very good	Fair	Very good	10
The Elephant Home and Campsite	Very good	Fair	Very good	Very good	Very good	Very good	Very good	Very good	16
Katwe Ecotourism Information Center (KETIC)	Very good	Very good	Fair	Fair	Fair	Fair	Very good	Very good	11
Ruboni Community Camp	Very good	Very good	Very good	Very good	Very good	Very good	Very good	Very good	18

Name of the enterprise:	Presence of a champion	Existing relationships with partners	Commitment to tourism development	Commitment to improved conservation	Social and cultural impacts in community	Environmental impacts	Likelihood of inclusion in tour operator itineraries	Likelihood of achieving financial sustainability	Tally of 'very good' ratings
Abanyarwenzori Mountaineering Association (AMA)	Very good	Very good	Very good	Very good	Very good	Very good	Very good	Very good	16
Rwenzori Mountaineering Services (RMS)	Neutral	Fair	Very good	Very good	Very good	Fair	Very good	Very good	16
Rwenzori Snow Peaks Coffee House	Neutral	Neutral	Very good	Very good	Very good	Fair	Very good	Very good	14
Kinyampanika Chimpanzee Conservation Development Association (KICHIDA)	Very good	Very good	Very good	Very good	Very good	Very good	Very good	Very good	17
Turaco Trails	Very good	Neutral	Very good	Very good	Fair	Very good	Very good	Very good	15
Kibale Association For Rural and Environmental Development (KAFRED)	Neutral	Very good	Very good	Very good	Very good	Very good	Very good	Very good	17
BIGODI COMMUNITY WALK (BICOWA)	Very good	Very good	Very good	Very good	Very good	Very good	Very good	Very good	15
Bigodi Women's Group	Neutral	Fair	Very good		Very good	Very good	Fair	Very good	9
Tooro Museum / Kibale Cultural Tourism Center	Very good	Neutral	Very good	Very good	Fair	Fair	Fair	Fair	8
Mgahinga Community Campground									0
Nkuringo Cultural Centre	Neutral	Poor	Fair	Fair	Fair	Fair	Fair	Neutral	0
Batwa Sanuriro Development organization	Fair	Poor	Neutral	Neutral	Neutral	Fair	Fair	Fair	0
Nyamughasana Community Conservation and Mountaineering services	Neutral	Neutral	Very good	Very good	Neutral	Fair	Fair	Fair	5
Ruhija Gorilla Friends Resort Campsite	Fair	Fair	Fair	Fair	Fair	Fair	Fair	Very good	5
Tuza Homestay	Neutral	Not applicable	Fair	Fair	Neutral	Fair	Fair	Fair	7
Rushaga Community Tourism Association	Neutral	Neutral	Fair	Fair	Fair	Fair	Fair	Fair	0
Ruhija Community Rest Camp	Fair	Neutral	Fair	Fair	Fair	Fair	Fair	Fair	2
Deo's Homestead and Elephant Trench experience	Neutral	Neutral	Very good	Very good	Fair	Very good	Very good	Fair	6
Bunyaruguru Ecotourism Initiative	Poor	Poor	Neutral	Very good	Very good	Neutral	Fair	Fair	4
Kikorongo Community Women Anti-Poaching Group		Poor	Neutral	Fair	Fair	Fair	Fair	Fair	

Name of the enterprise:	Presence of a champion	Existing relationships with partners	Commitment to tourism development	Commitment to improved conservation	Social and cultural impacts in community	Environmental impacts	Likelihood of inclusion in tour operator itineraries	Likelihood of achieving financial sustainability	Tally of 'very good' ratings
									1
Kazinga Channel Boat Safaris	Very good	Neutral	Fair	Fair	Fair	Fair	Fair	Fair	3
Judith Rutaro Homestay and Coffee Tours	Not applicable	Not applicable	Neutral	Neutral	Neutral	Neutral	Fair	Fair	0
Pondiga Beekeepers Association	Very good	Very good	Neutral	Fair	Fair	Very good	Neutral	Fair	6
Mubako Community Conservation	Neutral	Neutral	Fair	Fair	Very good	Very good	Fair	Neutral	3
Albert Nile Conservation and Tourism Association (ACOTA)	Fair	Neutral	Neutral	Neutral	Poor	Poor	Very good	Fair	3
Acholi Community Tourism Centre	Fair	Very bad	Poor	Poor	Poor	Neutral	Fair	Fair	0

List of 20 prioritised CBTEs

Name of CBTE	Tally of 'very good' ratings
Nkuringo Community Conservation Development Foundation	16
BATWA TRAIL	13
Rweteera Safari Park	10
African Community Conservation Tourism Research Resource Central (ACTREC)	15
Buhoma Community Rest Camp	16
Ride 4 a woman	13
Dave the Cave Eco Lodge	13
Kyanjuki Handcraft Women Association	10
The Elephant Home and Campsite	16
Katwe Ecotourism Information Center (KETIC)	11
Ruboni Community Camp	18
Abanyarwenzori Mountaineering Association (AMA)	16
Rwenzori Mountaineering Services (RMS)	16
Rwenzori Snow Peaks Coffee House	14
Kinyampanika Chimpanzee Conservation Development Association (KICHIDA)	17
Turaco Trails	15
Kibale Association For Rural and Environmental Development (KAFRED)	17
BIGODI COMMUNITY WALK (BICOWA)	15
Bigodi Women's Group	9
Tooro Museum / Kibale Cultural Tourism Center	8

6.2 Questionnaire for CBTEs

[Link to pdf version here](#)

Enterprise survey: Assessment of options for growth for Community-based Tourism Enterprises in Western and Northwestern Uganda

1. About your community-based tourism enterprise

1. Please provide contact information for the enterprise

Name of the enterprise:	<input type="text"/>
Main contact person:	<input type="text"/>
Position:	<input type="text"/>
Physical Address:	<input type="text"/>
GPS location:	<input type="text"/>
Telephone #:	<input type="text"/>
Mobile/Cellphone #:	<input type="text"/>
E-mail:	<input type="text"/>
Website:	<input type="text"/>
Social media: (Facebook, LinkedIn, Instagram, Twitter):	<input type="text"/>
Nearest Town:	<input type="text"/>
Nearest Iconic tourist attractions (e.g protected area, national park, cultural site etc):	<input type="text"/>
Tourism circuit:	<input type="text"/>

Suggested question: ☑ ☒

Enterprise survey: Assessment of options for growth for Community-based Tourism Enterprises in Western and Northwestern Uganda

2. Products and services provided

2. Please write a short description of the enterprise

Please write about two to three sentences describing the enterprise products and services products. Include descriptions of the local environment (if associated with a protected area or community trust, for example).

1

3. What is unique or innovative about your enterprise? Why should people visit?

4. What type of accommodation is available at your enterprise?

Please tick as many as necessary

- | | |
|---|--|
| <input type="checkbox"/> No accommodation | <input type="checkbox"/> Guesthouse |
| <input type="checkbox"/> Backpackers | <input type="checkbox"/> Homestay |
| <input type="checkbox"/> Bed and Breakfast | <input type="checkbox"/> Hotel |
| <input type="checkbox"/> Campsite (bring your own tent) | <input type="checkbox"/> Self catering flat/ apartment |
| <input type="checkbox"/> Campsite (with tents provided) | <input type="checkbox"/> Traditional chalet |
| <input type="checkbox"/> Game Lodge | |
| <input type="checkbox"/> Other (please specify) | |

5. What recreational activities are available at your enterprise?

Please tick as many as necessary

- | | |
|--|--|
| <input type="checkbox"/> Boating/Canoeing | <input type="checkbox"/> Game Drives |
| <input type="checkbox"/> Casino/Gaming | <input type="checkbox"/> Traditional chalet |
| <input type="checkbox"/> Coffee making experience | <input type="checkbox"/> Hiking/Trekking/Nature walk |
| <input type="checkbox"/> Craft making | <input type="checkbox"/> Horse riding |
| <input type="checkbox"/> Cultural visits | <input type="checkbox"/> Hunting |
| <input type="checkbox"/> Cycling | <input type="checkbox"/> Jogging/ running |
| <input type="checkbox"/> Equipment rental | <input type="checkbox"/> Massage (foot/traditional/etc.) |
| <input type="checkbox"/> Farm experience (Agritourism) | <input type="checkbox"/> Village walk |
| <input type="checkbox"/> Fishing | |
| <input type="checkbox"/> Other (please specify) | |

6. Please describe any other facilities or services that are not listed above (e.g. tour options, amenities):

Suggested question: ☑ ☒

Enterprise survey: Assessment of options for growth for Community-based Tourism Enterprises in Western and Northwestern Uganda

3. Ownership and employment

7. When did the enterprise first open to tourists?

Please enter the day, month and year of opening

Date

8. Who owns the land that the enterprise is situated on?

- | | |
|--|--|
| <input type="checkbox"/> Church | <input type="checkbox"/> Private Individual/ Company |
| <input type="checkbox"/> Community (Communal Land) | <input type="checkbox"/> Leased from owner |
| <input type="checkbox"/> Community organisation (e.g. Trust) | <input type="checkbox"/> Not known |
| <input type="checkbox"/> Government | |
| <input type="checkbox"/> Other (please specify) | |

9. Who owns the tourism business?

- | | |
|---|--|
| <input type="checkbox"/> Community trust / organisation | <input type="checkbox"/> Private-community partnership |
| <input type="checkbox"/> Individual entrepreneur | <input type="checkbox"/> Joint-venture partnership |
| <input type="checkbox"/> Non-Governmental Organisation (NGO) | <input type="checkbox"/> Shareholders |
| <input type="checkbox"/> Private individuals (more than 1 individual) | <input type="checkbox"/> Not known |
| <input type="checkbox"/> Other (please specify) | |

10. If there is more than one owner (e.g. a partnership) please explain the structure and organization, the names of the partners, and their % shareholding

11. How many people are employed by the enterprise?

Full time - Women - Ugandan, not from local community

Full time - total

Full time - Women - not from Uganda

Full time - Women - total

Full time - Men - total

Full time - Women - local community

Full time - Men - Ugandan, not from local community

Full time - Men - not from Uganda

Part time - total

Part time - Ugandan, not from local community

Full time - Men - local community

Part time - not from Uganda

Casual - total

Casual - Ugandan, not from local community

Casual -not from Uganda

Part time - local community

Youth (18-30 yrs) - local community

Youth (18-30 yrs) - Ugandan, not from local community

Youth (18-30 yrs) - not from Uganda

Casual - local community

Youth (18-30 yrs) - total

Children (17 or younger) - total

Children (17 or younger) - local community

Children (17 or younger) - Ugandan, not from local community

Children (17 or younger) - not from Uganda

Suggested question: ☑ ☒

Enterprise survey: Assessment of options for growth for Community-based Tourism Enterprises in Western and Northwestern Uganda

4. Visitation

12. How many day visitors did you have over the past four years?

2018:

2019:

2020:

2021 (so far):

13. How many people stayed at the enterprise overnight over the past four years?

Please enter a number, or leave blank if your enterprise has no accommodation

2018:	<input type="text"/>
2019:	<input type="text"/>
2020:	<input type="text"/>
2021 (so far):	<input type="text"/>

14. How many nights did each visitor stay for, on average, over the past four years?

Please enter a number, or leave blank if your enterprise has no accommodation

2018:	<input type="text"/>
2019:	<input type="text"/>
2020:	<input type="text"/>
2021 (so far):	<input type="text"/>

Suggested question:

Enterprise survey: Assessment of options for growth for Community-based Tourism Enterprises in Western and Northwestern Uganda

5. Income and expenses

15. What was the enterprise income for the past four years?

Please enter numbers only, in Uganda Shilling

2018:	<input type="text"/>
2019:	<input type="text"/>
2020:	<input type="text"/>
2021 (so far):	<input type="text"/>

16. What were the enterprise expenses for the past four years?

Please enter numbers only, in Uganda Shilling

2018:	<input type="text"/>
2019:	<input type="text"/>
2020:	<input type="text"/>
2021 (so far):	<input type="text"/>

17. Please indicate the types of products and services bought in the local community

- | | | |
|---|--|---------------------------------------|
| <input type="checkbox"/> Chicken & other meat | <input type="checkbox"/> Honey | <input type="checkbox"/> Maintenance |
| <input type="checkbox"/> Craft | <input type="checkbox"/> Vegetables | <input type="checkbox"/> Plumbing |
| <input type="checkbox"/> Eggs | <input type="checkbox"/> Building services | <input type="checkbox"/> Security |
| <input type="checkbox"/> Fish | <input type="checkbox"/> Catering services | <input type="checkbox"/> Tour guiding |
| <input type="checkbox"/> Food | <input type="checkbox"/> Gardening | <input type="checkbox"/> Transport |
| <input type="checkbox"/> Fruit | <input type="checkbox"/> Labour | |
| <input type="checkbox"/> Other (please specify) | | |

18. Please estimate how much money the enterprise spends each year on products and services provided from the local community

Please enter numbers only, in Uganda Shilling

2018:	<input type="text"/>
2019:	<input type="text"/>
2020:	<input type="text"/>
2021 (so far):	<input type="text"/>

19. Please describe what is needed to increase the local spending by the enterprise in the community

Suggested question: ☑ ☒

Enterprise survey: Assessment of options for growth for Community-based Tourism Enterprises in Western and Northwestern Uganda

6. Champions and support received

20. Is there a contact partner or champion agency involved?

Does any person, organization or company help this enterprise heavily supporting this enterprise or with funding and/or technical assistance in any way? Perhaps a member of the community, a non-governmental organization, donor, a tourism enterprise, or a tour operator?

- Yes No

21. If you answered YES, please add the partner or champion agency details below

Name of contact person:	<input type="text"/>
Organisation name	<input type="text"/>
Telephone number:	<input type="text"/>
Email:	<input type="text"/>
Website:	<input type="text"/>

22. Have any other institutions ever provided support to the enterprise?

(e.g. donors, government agencies, associations, non-governmental organisations, tourism companies etc)

Yes

No

If you answered YES, please provide information about the support below about each institution:

23. Institution 1 providing support:

Institution providing support:	<input type="text"/>
Name of project:	<input type="text"/>
Contact person at that project:	<input type="text"/>
Value of support (US\$):	<input type="text"/>
Start date of support:	<input type="text"/>
End date of support:	<input type="text"/>
Status (Planned / Ongoing / Completed / On hold):	<input type="text"/>
Brief description of the project:	<input type="text"/>

24. Institution 2 providing support:

Institution providing support:

Name of project:

Contact person at that project:

Value of support (US\$):

Start date of support:

End date of support:

Status (Planned / Ongoing / Completed / On hold):

Brief description of the project:

25. Institution 3 providing support:

Institution providing support:

Name of project:

Contact person at that project:

Value of support (US\$):

Start date of support:

End date of support:

Status (Planned / Ongoing / Completed / On hold):

Brief description of the project:

Suggested question: ☑ ☒

26. Do any government agencies, associations or non-governmental organisations or private operators help to promote your business?

Please tick as many as needed

- | | |
|---|---|
| <input type="checkbox"/> Association of Uganda Tour Operators (AUTO) | <input type="checkbox"/> Uganda Safari Guides Association (USAGA) |
| <input type="checkbox"/> Community Based Tourism Initiative (COBATI) | <input type="checkbox"/> Uganda Tourism Association (UTA) |
| <input type="checkbox"/> Non-governmental organisations (NGOs) | <input type="checkbox"/> Uganda Wildlife Authority (UWA) |
| <input type="checkbox"/> Uganda Community Tourism Association (UCOTA) | <input type="checkbox"/> National Forest Authority (NFA) |
| <input type="checkbox"/> Uganda Hotel Owners Association (UHOA) | |
| <input type="checkbox"/> Other organisations (please specify) | |

27. Do any tour operator companies include your enterprise in their trips and itineraries?

If YES, please list the tour operator companies here, and explain how you came to be included in their trips

28. Do you use any online sales and promotion channels?

Please tick as many as needed

- | | |
|---|--------------------------------------|
| <input type="checkbox"/> Airbnb | <input type="checkbox"/> Tripadvisor |
| <input type="checkbox"/> Booking.com | <input type="checkbox"/> Twitter |
| <input type="checkbox"/> Facebook | <input type="checkbox"/> Website |
| <input type="checkbox"/> Instagram | |
| <input type="checkbox"/> Other (please specify) | |

29. How else do you market and promote your enterprise?

Please tick as many as needed

Flyers / brochures

Guide books

Newspapers / magazines

Posters

Signposts

Through local people

Other (please specify)

Through local tourism enterprises

Through friends and relatives

Through people working with tourism enterprises (e.g. guides and drivers)

Through previous visitors

Tradeshows

Word of mouth

30. What challenges are there in getting visitors or making sales?

Suggested question: ☑ ☒

Enterprise survey: Assessment of options for growth for Community-based Tourism Enterprises in Western and Northwestern Uganda

8. Sustainability

31. Please explain the **good** social and economic impacts of the enterprise to the local community (e.g. distribution of profits; community infrastructure; education, conservation, health, in-kind or other financial benefits)

32. Is there any conflict or disagreement within the community regarding the enterprise, or other **bad** impacts of the enterprise?

If **YES**, please describe in the box below

33. What are the main **good** environmental impacts of the enterprise in the community and protected area?

34. What are the main **bad** environmental impacts of the enterprise in the community and protected area?

Suggested question: ☑ ☒

Enterprise survey: Assessment of options for growth for Community-based Tourism Enterprises in Western and Northwestern Uganda

9. Enterprise challenges and needs

35. Are any of the following issues challenge for the enterprise?

	Strongly agree	Agree	Neutral	Disagree	Strongly disagree
Access to finance for capital investment	<input type="radio"/>				
Access to income for operational expenses	<input type="radio"/>				
Accessibility	<input type="radio"/>				
Advertising	<input type="radio"/>				
Commitment of staff	<input type="radio"/>				
Communications	<input type="radio"/>				
Competition	<input type="radio"/>				
Conflict in the community	<input type="radio"/>				
Corruption	<input type="radio"/>				
Disease (e.g. COVID-19, malaria, tuberculosis (TB), HIV-AIDS etc)	<input type="radio"/>				
Improve quality of experience for visitors	<input type="radio"/>				
Increase the amount of time visitors stay	<input type="radio"/>				
Increase visitor spending	<input type="radio"/>				
Internet connectivity	<input type="radio"/>				
Lack of visitors	<input type="radio"/>				
Management of the enterprise	<input type="radio"/>				
Mobile phone connectivity	<input type="radio"/>				
Provide more activities for visitors to do	<input type="radio"/>				
Motivation of staff	<input type="radio"/>				
Ownership of the enterprise	<input type="radio"/>				
Provide more products for visitors to buy	<input type="radio"/>				
Quality of facilities	<input type="radio"/>				
Quality of service provided to visitors	<input type="radio"/>				
Seasonality	<input type="radio"/>				
Transparency (clarity) of how income is used	<input type="radio"/>				
Skills of staff	<input type="radio"/>				

Please describe these or any other challenges below

36. What is needed for the enterprise to become self-sustaining from its sales in the future (i.e. not needing donor/NGO funding, or other external support)?

37. What are the future investment and support priorities for the enterprise?

	Strongly agree	Agree	Neutral	Disagree	Strongly disagree
Development of new activities for visitors	<input type="radio"/>				
Development of new products to sell	<input type="radio"/>				
Hospitality training for staff	<input type="radio"/>				
Improvement of current activities	<input type="radio"/>				
Improvement of current products	<input type="radio"/>				
Improvement of market linkages	<input type="radio"/>				
Infrastructure expansion (e.g. enterprise buildings)	<input type="radio"/>				
Infrastructure maintenance (e.g. for enterprise buildings)	<input type="radio"/>				
Management training for enterprise owners	<input type="radio"/>				
Promotion online	<input type="radio"/>				
Promotion through tour operators	<input type="radio"/>				
Promotion through the protected area management	<input type="radio"/>				
Refurbishment (e.g. furniture, equipment, decoration)	<input type="radio"/>				

Please explain your answers, and add any additional types of support here

Suggested question: ☺ ⊗

Enterprise survey: Assessment of options for growth for Community-based Tourism Enterprises in Western and Northwestern Uganda

10. Reflections

38. What do you think are the key successes of the enterprise? *What does it do well, and how?*

39. What could have been done differently, to be more successful? *What has been learned from mistakes made and challenges faced?*

40. What have the implications of COVID-19 been for the enterprise?

41. Please add any other comments you would like to share here

Suggested question: ☑ ☒

Enterprise survey: Assessment of options for growth for Community-based Tourism Enterprises in Western and Northwestern Uganda

11. ASSESSOR EVALUATION: Quality of the enterprise

Please look around the enterprise, and assess how clean and well maintained you think the facilities are.

Use the rating scales provided: Very good, Fair, Neutral, Poor and Very Bad.

Please describe the quality of experience offered, to the best of your ability.

42. Accommodation

	Very good	Fair	Neutral	Poor	Very bad	Not applicable
Accommodation Exteriors	<input type="radio"/>					
Accommodation Interiors	<input type="radio"/>					
Bedrooms	<input type="radio"/>					
Bathrooms & toilets	<input type="radio"/>					
Communal Areas	<input type="radio"/>					

Please describe any comments or concerns here:

43. Non-accommodation products and services
(please leave blank if you did not sample any of these)

	Very good	Fair	Neutral	Poor	Very bad	Not applicable
Food	<input type="radio"/>					
Drink	<input type="radio"/>					
Tours	<input type="radio"/>					

Please describe any other products and services here:

44. Hygiene, Safety & Security

	Very good	Fair	Neutral	Poor	Very bad
Hygiene and cleanliness	<input type="radio"/>				
General feeling / sense of safety	<input type="radio"/>				

Please describe any comments or concerns here:

45. Staff

	Very good	Fair	Neutral	Poor	Very bad
Knowledge	<input type="radio"/>				
Friendliness	<input type="radio"/>				

Please describe any comments or concerns here:

46. How would you rate the following for the enterprise

	Very good	Fair	Neutral	Poor	Very bad	Not applicable
Presence of a champion	<input type="radio"/>					
Level of success of the enterprise so far	<input type="radio"/>					
Existing relationships with partners	<input type="radio"/>					
Market access potential	<input type="radio"/>					
Uniqueness	<input type="radio"/>					
Level of innovation	<input type="radio"/>					
Commitment to tourism development	<input type="radio"/>					
Commitment to improved conservation	<input type="radio"/>					
Social and cultural impacts in community	<input type="radio"/>					
Environmental impacts	<input type="radio"/>					
Financial and economic impacts	<input type="radio"/>					
Language abilities	<input type="radio"/>					

Please describe any other issues here:

47. How would you predict the CBTE's potential future performance, if they were given further support?

	Very good	Fair	Neutral	Poor	Very unlikely
Likelihood of inclusion in tour operator itineraries	<input type="radio"/>				
Likelihood of achieving financial sustainability	<input type="radio"/>				

Please describe any comments or concerns here:

48. Please note any other issues that are not captured in this questionnaire, which you think are of value or interest to tourists and tour operators below

6.3 Questionnaire for support institutions

[Link to pdf of questionnaire here](#)



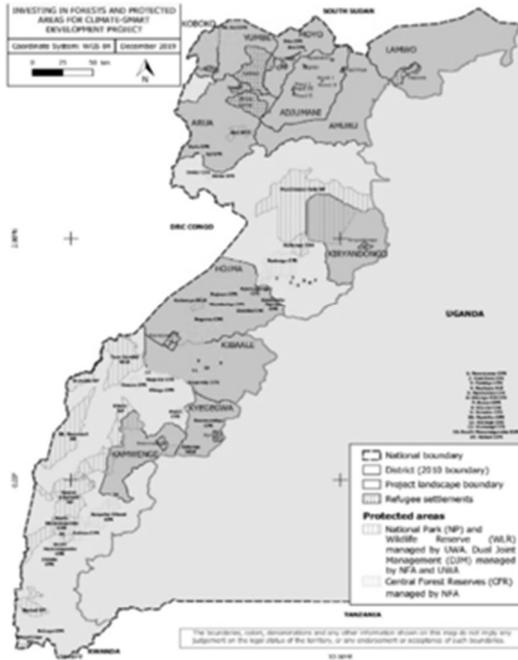
Stakeholder survey: Assessment of options for growth for Community-based Tourism Enterprises in Western and Northwestern Uganda

1. Introduction

The World Bank is conducting an assessment of community-based tourism enterprises (CBTEs) in Western and Northwestern Uganda. The objective of the assessment is to identify opportunities for supporting communities to improve the experience offered to visitors and therefore earn higher revenues from tourism. The assessment will also examine lessons learned from previous donor-funded community tourism support initiatives.

This information will be used in the preparation of the Investing in Forests and Protected Areas for Climate Smart Development Project (IFPACD) project of the World Bank and Government of Uganda.

Albertine Rift region, in western and northwestern Uganda



1. About your institution

Name of institution:

Your name:

Position:

Telephone #:

Mobile/Celphone #:

E-mail:

Website:

2. About your institution's project on community-based tourism in the Albertine Rift region of Uganda

Please describe one project here. If you wish to add another project, please complete another survey when you have finished this one.

Name of project:	<input type="text"/>
Role of your institution:	<input type="text"/>
Partner organisations, and their role:	<input type="text"/>
Name of CBTE/s supported:	<input type="text"/>
Value of support (US\$):	<input type="text"/>
Start date of support:	<input type="text"/>
End date of support:	<input type="text"/>
Status (Planned / Ongoing / Completed / On hold):	<input type="text"/>
Brief description of the project:	<input type="text"/>

3. What have the main project successes been?

4. What have the main challenges been in implementation?



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Stakeholder survey: Assessment of options for growth for Community-based Tourism Enterprises in Western and Northwestern Uganda

2. Community-based Tourism Enterprise (CBT) Information (no. 1)

5. Please enter information about a CBTE supported under this project.

To provide information more CBTEs supported by this project, you can fill in this form again on the next page.

Name of the enterprise:

Main contact person:

Position:

Physical address:

Telephone #:

Mobile/Cellphone #:

E-mail:

Website:

Social media: (Facebook, LinkedIn, Instagram, Twitter):

Nearest Town:

Nearest iconic tourist attractions (e.g protected area or cultural site etc):

Tourism circuit:

6. How would you rate the current products and services of the CBTE?

	Very good	Fair	Neutral	Poor	Very bad	Not applicable	Don't know
Accommodation Exteriors	<input type="radio"/>						
Accommodation Interiors	<input type="radio"/>						
Bedrooms	<input type="radio"/>						
Bathrooms & toilets	<input type="radio"/>						
Communal Areas	<input type="radio"/>						
Food	<input type="radio"/>						
Drink	<input type="radio"/>						
Tours	<input type="radio"/>						

Please describe any comments or concerns here:

7. How would you rate the CBTE's performance?

	Very good	Fair	Neutral	Poor	Very bad
Presence of a champion	<input type="radio"/>				
Level of success of the enterprise so far	<input type="radio"/>				
Existing relationships with partners	<input type="radio"/>				
Market access potential	<input type="radio"/>				
Uniqueness	<input type="radio"/>				
Level of innovation	<input type="radio"/>				
Commitment to tourism development	<input type="radio"/>				
Commitment to improved conservation	<input type="radio"/>				
Social and cultural impacts in community	<input type="radio"/>				
Environmental impacts	<input type="radio"/>				
Financial and economic impacts	<input type="radio"/>				

Please describe any other issues here:

8. How would you describe your institution's experience in working with this CBTE in the past?

	Very good	Fair	Neutral	Poor	Very bad
Ease of working with the CBTE	<input type="radio"/>				
Level of commitment to the partnership with your institution	<input type="radio"/>				

Please describe any issues you think should be known if this CBTE were considered for additional support by the proposed Investing in Forests and Protected Areas for Climate Smart Development Project (IFPACD) project of the World Bank and Government of Uganda:

9. How would you predict the CBTE's potential future performance, if they were given further support?

	Very good	Fair	Neutral	Poor	Very unlikely
Likelihood of inclusion in tour operator itineraries	<input type="radio"/>				
Likelihood of achieving financial sustainability	<input type="radio"/>				

Please describe any comments or concerns here:

10. What are the most important needs for the CBTE to ensure financial sustainability in the long-term?

	Strongly agree	Agree	Neutral	Disagree	Strongly disagree	Not applicable	Don't know
Tour operator interest in including them in packages	<input type="radio"/>						
Better advertising and promotion	<input type="radio"/>						
Online market access	<input type="radio"/>						
Better quality of products / activities	<input type="radio"/>						
Development of new products / activities to sell	<input type="radio"/>						
Increasing length of stay	<input type="radio"/>						
Attracting more visitors	<input type="radio"/>						
Improved internet connectivity	<input type="radio"/>						
Improved mobile phone connectivity	<input type="radio"/>						
Improved road access	<input type="radio"/>						
Improved enterprise governance	<input type="radio"/>						
More equitable benefit sharing	<input type="radio"/>						
Less conflict in the community	<input type="radio"/>						
Presence of a community champion	<input type="radio"/>						
Improved commitment of staff	<input type="radio"/>						
Less environmental damage	<input type="radio"/>						
Better access to finance	<input type="radio"/>						
Training for enterprise owners	<input type="radio"/>						
Training for staff	<input type="radio"/>						
Improved hospitality skills	<input type="radio"/>						
Improved language abilities	<input type="radio"/>						

	Strongly agree	Agree	Neutral	Disagree	Strongly disagree	Not applicable	Don't know
Infrastructure maintenance	<input type="radio"/>						
Infrastructure expansion	<input type="radio"/>						
Refurbishment (e.g. furniture, equipment, decoration)	<input type="radio"/>						
Improved level of hygiene	<input type="radio"/>						
Improved security	<input type="radio"/>						

Please explain your answers, and add any additional needs here:

11. What overall value of investment do you think would be needed, if resources were available, for this enterprise to become self-sufficient ? (in Uganda Shilling)

(Or indicate if you do not think the enterprise could ever be self-sufficient)

12. What kind of financial support would be most appropriate for this CBTE?

	Strongly agree	Agree	Neutral	Disagree	Strongly disagree	Not applicable	Don't know
Grant (non-repayable fund)	<input type="radio"/>						
Debt (a loan that is re-paid over a set period of time, with interest)	<input type="radio"/>						
Take-over finance or re-financing (loan finance for well-established enterprises)	<input type="radio"/>						
Incentives (subsidies on capital expenditure items)	<input type="radio"/>						

Please explain your answers, and add any other financial support options here:

13. Please add any other comments about this CBTE you would like to make below:

Thank you for providing information about this enterprise.

If you would like to add another CBTE, please proceed to the next page (You can add up to 5 CBTEs on this survey)

If you have no other CBTEs to enter, please proceed to page 7 on Reflections.

Option to add up to 5 CBTEs, with the same questions 5-13



Stakeholder survey: Assessment of options for growth for Community-based Tourism Enterprises in Western and Northwestern Uganda

7. Reflections on community-based tourism in the Albertine Rift

50. What do you think are the key successes factors for community-based tourism enterprises in the Albertine Rift?

51. What successes could be scaled up?

52. What could have been done differently, for the community-based tourism enterprises to be more successful? *What has been learned from mistakes made and challenges faced?*

53. What have the implications of COVID-19 been for the community-based tourism enterprises in the Albertine Rift?

54. Please note any other issues that are not captured in this questionnaire, which you think are of value or interest to tourists and tour operators

26

55. Please indicate if you would like to have a follow up discussion about your initiatives or responses, kindly indicate 'Yes' below, or emailing Dr Anna Spenceley (annaspenceley@gmail.com) or Dr Wilber Abwer (ahetwawilber@gmail.com)

Yes please

No thank you

Thank you for your inputs!

6.4 Database of consultees, including donors and support institutions

[Link to Excel file here](#)

Name of institution	Contact name	Projects (planned)	Projects (ongoing)										
		Sustainability training, certification, digital marketing training and resilience building	Innovation Challenge Award	Green Economy Investment Fund for SMEs	Ukarimu – open-source curriculum & skilling clusters for tourism &	Skills Development Fund & capacity needs assessment – Albertine-	U-LEARN II – Youth vocational and technical training - Western	Skills Development Facility	East African Tourist Guides Portal project	The Covid 19 Economic Recovery Program	Greening the Tourism Sector in Uganda – Support MSMEs apply	Tourism Intervention Fund	Capacity building support
	(Bold & blue responses to questionnaire/ request for a meeting)												
	Manga Lyadda												Y
MoTWA	James Lutalo												Y
UTB	Lilly Ajarova		Y										
UTB	Claire Mugabi		Y										
UTB	Sophie Baliijuka		Y										
UWA	Richard Kapere												
UWA	Dorcus Twesigomwe												
UWA	Stephen Masaba												
UWA	George Owoyesigire												
UWA - Rwenzori Mountair	James Okwara												
UWA - Rwenzori Mountair	Julius Biryabaeeruka												
UWA - QENP (Warden)	Edward Asalo												
UWA - QENP (Community)	Fisher Bainomugisha												
NFA	Sylvia Tumuslime												
MoFPED								Y					
Uganda Development Bank				Y								Y	
Uganda Bureau of Standards	John Kyazze												
UTA	Richard Kawere									Y	Y		
UCOTA	Helen Lubowa												
UCOTA	Lubega												
UHOA	Sylvia Ntabaazi												
UHOA	Jeanne Byamugisha												
AUTO	Gloria Tumwesigye	executive@ugandatouroperators.org											
USAGA	Herbert Byaruhanga									Y			
COBATI	Maria Baryamujura												
Nature Uganda	DR. Diana Nalwanga												
AWF	Sudi Bamulesewa												

Name of institution	Contact name	Projects (planned) Projects (ongoing)										
		Sustainability training, certification, digital marketing training and resilience building	Innovation Challenge Award	Green Economy Investment Fund for SMEs	Ukarimu – open-source curriculum & skilling clusters for tourism &	Skills Development Fund & capacity needs assessment – Albertine-	U-LEARN II – Youth vocational and technical training - Western	Skills Development Facility	East African Tourist Guides Portal project	The Covid 19 Economic Recovery Program	Greening the Tourism Sector in Uganda – Support MSMEs apply	Tourism Intervention Fund
Swisscontact							Y					
Fundacion Gaiker	Javier Rios										Y	
Chimpanzee Trust	Dr Joshua Rukundo											
Justice Tourism Founder	James Nadiope											
USAID												
UNDP	Nicholas Burunde		Y									
UNDP	Wilson Kwamya		Y									
World Bank PSFU	Ivan Kakooza							Y		Y		
World Bank PSFU	Gideon Badagawa							Y		Y		
World Bank	Moses Kibirige											Y
EU	Tarik Kubach			Y							Y	Y
ENABEL	Ham Wilson					Y						
Netherlands Enterprise Ag		Y										
GIZ					Y					Y		
DFID												
Mastercard foundation							Y			Y		
NOREC												
Booking Cares					Y							
Belgian government						Y						
MUK	Dr. Wilber Ahebwa											
Kabale University												
Mountains of the Moon university												
UWRTI												
Mango Tree Educational Enterprises					Y							

Name of institution	Contact name	Projects (completed)						Projects (suspended due to COVID-19)			Status unknown
		Matching Grant to support MSME's in Tourism	Competitiveness and Enterprise Development Project	Strategic plan development for tourism associations	Uganda Tourism Status Report	Community Based Tourism Businesses Support – Exchange Programme	Improving Policies and Regulations to Support Development of Markets in	Uganda Tourism for Biodiversity Program	Marketability of the East African Cultural Crafts	Support to Agri-tourism	
	(Bold & blue responses to questionnaire/ request for a meeting)										
	Manga Lyadda				Y		Y				
MoTWA	James Lutalo				Y		Y				
UTB	Lilly Ajarova										
UTB	Claire Mugabi										
UTB	Sophie Balijjuka										
UWA	Richard Kapere										
UWA	Dorcus Twesigomwe										
UWA	Stephen Masaba										
UWA	George Owoyesigire										
UWA - Rwenzori Mountair	James Okwara										
UWA - Rwenzori Mountair	Julius Biryabaeeruka										
UWA - QENP (Warden)	Edward Asalo										
UWA - QENP (Community)	Fisher Bainomugisha										
NFA	Sylvia Tumuslime										
MoFPED											
Uganda Development Bank											
Uganda Bureau of Standards	John Kyazze				Y						
UTA	Richard Kawere		Y						Y		
UCOTA	Helen Lubowa						Y				
UCOTA	Lubega						Y				
UHOA	Sylvia Ntabaazi										
UHOA	Jeanne Byamugisha										
AUTO	Gloria Tumwesigye										
USAGA	Herbert Byaruhanga										
COBATI	Maria Baryamujura										
Nature Uganda	DR. Diana Nalwanga										
AWF	Sudi Bamulesewa							Y			

Name of institution	Contact name	Projects (completed)						Projects (suspended due to COVID-19) <i>Status unknown</i>	
		Matching Grant to support MSME's in Tourism	Competitiveness and Enterprise Development Project	Strategic plan development for tourism associations	Uganda Tourism Status Report	Community Based Tourism Businesses Support – Exchange Programme	Improving Policies and Regulations to Support Development of Markets in	Uganda Tourism for Biodiversity Program	Marketability of the East African Cultural Crafts
Swisscontact									
Fundacion Gaiker	Javier Rios								
Chimpanzee Trust	Dr Joshua Rukundo								
Justice Tourism Foundation	James Nadiop								
USAID							Y		
UNDP	Nicholas Burunde					Y			Y
UNDP	Wilson Kwamya					Y			Y
World Bank PSFU	Ivan Kakooza	Y	Y						
World Bank PSFU	Gideon Badagawa	Y	Y						
World Bank	Moses Kibirige	Y	Y	Y	Y				
EU	Tarik Kubach								
ENABEL	Ham Wilson								
Netherlands Enterprise Ag									
GIZ								Y	
DFID				Y	Y				
Mastercard foundation									
NOREC						Y			
Booking Cares									
Belgian government									
MUK	Dr. Wilber Ahebwa								
Kabale University									
Mountains of the Moon university									
UWRTI									
Mango Tree Educational Enterprises									

6.5 Full survey records for prioritised CBTES

[Link to all CBTE records here](#)

Question 1:					
First h Please provide contact information for the enterprise					
Name of the enterprise	Main contact person	Position	Physical Address:	GPS location:	Telephone #:
Nkurungu Community Conservation Development Foundation	Turyagenda Aigany	Chairperson	Nkurungu Town Council UGANDA WILDLIFE AUTHORITY, MGAHINGA GORILLA NATIONAL PARK	35M 0792399 UTM 98804470 Elevation 2068	+256 782 193 135
3 BATHWA TRAIL	Moses Turinane	Warden Tourism, MGAHINGA NATIONAL PARK		35M 079177 UTM 9850198 Elevation 2341m	+256 772 932 018
5 Rwetere Safari Park	Peter Rujabuka	Managing Director	Rwetere Village Fort Portal City	36N 0202583 UTM 0055491 Elevation 1334m	+256 776 862 153
Nyundo Valley Hill Banded/ African Community Conservation Tourism Research Resource Central (ACTREC)	Herbert Banohi	Executive Director	Buhoma Town Council, Karungu District	35M 0791102 UTM 9899092 Elevation 1252m	+256 772 930 304
13 Buhoma Community Rest Camp Limited	Joseph Mutono	Manager	Buhoma Town Council, Karungu District	35M 0791212 UTM 9890621 Elevation 1457m	+256 772 384 965
14 Ride 4 a woman	Eveline Habasa Rubal	Founder	Buhoma Town Council	35M 0791075 UTM 989215 Elevation 1392m	+256 772 607 317
15 Dave the Cave Eco Lodge	David Birungi	Founder/Managing Director	Nyabingi Village, Lubiri District	36M 0179673 UTM 991130 Elevation 1261	+256 772 863 399
21 Kyuruki Handcraft Women Association	Ms. Ruth Abalo	Coordinator/Marketing Mar	Nyabingi Ward, Kaese Municipality	36N 0164069 UTM 00240038 Elevation 1428m	+256 787 361 816
24 The Elephant Home	Jason Masereka	Manager	Kikorongo village, Kaese District	35N 0833964 UTM 0001151 Elevation 987m	+256 787 822 299
25 Katwe Ecotourism Information Center (KETIC)	Nicholas Kayunga Ari	Chairperson	Katwe-Kabarototo Town Council Nyakalingyo Cell, Banda - Kyanya town council, Kaese	35N 0833808 UTM 000068 Elevation 942m	+256 752 618 265
26 Ruboni Community Camp	Alfred Inumba	General manager	Kadogo Trading Center, Bukusuku Sub -County, Fort Portal City, Kabarole District	36N 0169306 UTM 0038704 Elevation 1677m	+256 773 650 049
27 Abanya-Rwenzori Mountaineering Association (AMA)	Asili Bahati	Team Leader	Katwe-Kabarototo Town Council	36N 0211658 UTM 0044190 Elevation 1641m	+256 0772 621 397 / +2
28 Rwenzori Mountaineering Services (RMS)	Moses Muthahinga	Chairperson Board of Govern	Nyakalingyo Cell, Banda-Kyanya Town Council	36N 0170958 UTM 0037889 Elevation 1577m	+256 773 115 842
29 Rwenzori Snow Peaks Coffee House	Mathias Lyahinda	Marketing Manager	Ibaki Village, Bugbye Sub County, Kaese District	36N 0184904 UTM 0072309 Elevation 1337m	+256 759 067 171
Kinyampanika Chimpanzee Conservation Development Association (KICHOA)	Julius Kaganda Malisi	Managing Director	Bunyanyabango District	36N 01884904 UTM 0072309 Elevation 1697m	+256 7754 416 251
32 Turaco Trails	John Barya Abigaba	CHIEF EXECUTIVE OFFICER/ Tr	Purongo Town Council	36N 0211567 UTM 0044990 Elevation 1233m	+256 772 475 071
Kibale Association For Rural and Environmental Development (KAFRED)	John Tinga	Programmes Manager	Bigodi Town Council	36N 0211401 UTM 00455012 Elevation 1164m	+256 772 468 113
34 BIGODI COMMUNITY WALK (BICOWA)	LEO KATEIBA BAGUMU	CHIEF EXECUTIVE OFFICER	Bigodi Town Council	36N 0211666 UTM 0044873 Elevation 1200m	+256 394 875 525
35 Bigodi Women's Group	Betty Tinka	Chairperson	Bigodi Town Council	36N 024011401 UTM 0045012 E1164m	+256 772613475
39 Tooro Museum / Kibale Cultural Tourism Center	Gerald Kirungi	Director	Bigodi Town Council	36N 0211566 UTM 0044984 Elevation 1228m	+256 (0) 782 451 164

First N	Mobile/Cellphone #:	E-mail:	Website:	Social media: (Facebook, Lin	Nearest Town:	Nearest iconic tourist attractions (e.g protected	Tourism circuit:
1	+256 779 799 814	info@buringahed.org	N/A	@buringabawafesteventerene	Nkurungu Town Council	Beindi Impenetrable forest National Park	Kampala-Beindi-Mghinga-Rwanda Tourist Circuit
3	N/A	N/A	N/A	N/A	Kaese Municipality	Mghinga Gorilla National Park	Kampala-Beindi-Mghinga-Rwanda
5	+256 753 266 007	rwetere@safari-park.com	www.rwetere@safari-park.com	@rwetere@safari-park	Fort Portal City	Kibale National Park	Kampala-Kibale-Rwenzori-Queen Tourism Circuit
12	+256 784 761 707	info@actrec.org	www.actrec.org	N/A	Kihhi Town Council	Beindi Impenetrable National Park	Kampala-Lake Muro-Beindi-Queen Tourist Circuit
13	+256 781 790 605	buhomacomunity@gmail.com	www.buhomacomunity.org	N/A	Karungu Town Council	Beindi Impenetrable National Park	Kampala-Lake Muro-Beindi-Queen Tourist Circuit
14	+256 785 999 112	ride4awoman@gmail.com	www.ride4awoman.org	@ride4awoman	Kihhi Town Council	Beindi Impenetrable National Park	Kampala-Lake Muro-Beindi-Queen Tourist Circuit
15	+256 706 825 615	nyabingitour@gmail.com	www.davethecaveecolodge.com	@davethecave	Nyakahuru Town Council	Queen Elizabeth National Park	Kampala-Kibale-Rwenzori-Queen Tourism Circuit
21	+256 758 803 032	akaloruh71@gmail.com	N/A	N/A	Kaese Municipality	Rwenzori Mountains National Park	Kampala-Kibale-Rwenzori-Queen Tourism Circuit
24	+256 773 426 788	info@theelephanthome.com	www.theelephanthome.com	@theelephanthome	Kaese Municipality	Queen Elizabeth National Park	Kampala-Kibale-Rwenzori-Queen Tourism Circuit
25	+256 774 135 912	kagongon@gmail.com	www.katwe_council.com	N/A	Katwe-Kabarototo Town Council	Queen Elizabeth National Park	Kampala-Kibale-Rwenzori-Queen Tourism Circuit
26	+256 752 503 445	ruboni.communitytourism@gmail.com	www.rubonitourism.com	@rubonitourism	Kaese Municipality	Rwenzori Mountains National Park	Kampala-Kibale-Rwenzori-Queen Tourism Circuit
27	+256 772 621 397 / +25	asilibahati@gmail.com	http://abanya-rwenzori-mountaineering.com	https://www.facebook.com/abanya-rwenzori-mountaineering	Fort Portal City	Rwenzori Mountains National Park, Semliki Natia	Kampala-Kibale-Rwenzori-Queen Tourism Circuit
28	+256 752 632 117	rwenzorim@gmail.com	www.rms.co.ug	@rwenzorim	Fort Portal City	Rwenzori Mountains National Park	Kampala-Kibale-Rwenzori-Queen Tourism Circuit
29	+256 780 663 875	busongorointong@gmail.com	N/A	@busongorointong	Kaese Municipality	Rwenzori Mountains National Park	Kampala-Kibale-Rwenzori-Queen Tourism Circuit
30	+256 776 022 013	kinyampanikachimpasee@gmail.com	N/A	@kinyampanikachimpasee	Kibale Town Council	Rwenzori Mountains National Park	Kampala-Kibale-Rwenzori-Queen Tourism Circuit
32	+256 752 475 071	johnbarya@gmail.com	www.turacotrails.com	@turacotrails	Bigodi Town Council	Kibale National Park	Kampala-Kibale-Rwenzori-Queen Tourism Circuit
33	N/A	kafredbigodi@gmail.com	www.bigoditourism.com	@bigodi_wetland_sanctuary	Bigodi Town Council	Kibale National Park	Kampala-Kibale-Rwenzori-Queen Tourism Circuit
34	+256 788 908 393	bicowaganda@gmail.com	www.bicowacamps.com	N/A	Bigodi Town Council	Kibale National Park	Kampala-Kibale-Rwenzori-Queen Tourism Circuit
35	+256 782 111	N/A	N/A	N/A	Bigodi Town Council	Kibale National Park	Kampala-Kibale-Rwenzori-Queen Tourism Circuit
39	Not Applicable	geraldkirungi@gmail.com	Not Applicable	Not Applicable	Bigodi Town Council	Kibale National Park	Kampala-Kibale-Rwenzori-Queen Tourism Circuit

First N	Open-Ended Response
1	Please write a short description of the enterprise. Please write about two to three sentences describing the enterprise products and services products. Include descriptions of the local environment (if associated with a protected area). Nkurungo Community Conservation Development Foundation is a community-owned tourism development enterprise that uses tourism and conservation as drivers for the socio-economic transformation of the Nkurungo Community. The enterprise offers several tourism products and services including the Batwa experience, forest walks, community walks, crafts selling. The enterprise also owns a high-end tourist lodge, the Clouds Mountain Lodge. The Batwa trail is an experience of the Batwa culture that demonstrates the past and present social, economic, and environmental status of the Batwa people. It is an enterprise established to incorporate Batwa into conservation as well as finding income for them through tourism by acting as tourist guides. The product is within the Mgahinga Gorilla National Park
3	Rweteera Safari Park is an eco-lodge offering budget accommodation and community tourism activities on the shores of Lake Nyabikyera. The park is located between FortPortal City and Kibale National Park on the Ibanda-FortPortal Road. ACTREC is a community initiative that creates, promotes, and raises community conservation awareness through local community participatory approaches to existing strengths and methodologies. This initiative involves year-round competition events at the different community levels from the local council one to the regional and aims at reaching the national and international level competitions. The enterprise uses Music, Dance, and Drama (MDD) to support conservation efforts at all community levels and the final competition and winners of the competitions are always crowned in June on International Environment day. The initiative is dubbed "Dancing for Nature"
12	Buhoma Community Camp is a community-owned accommodation facility on the fringes of Bwindi Impenetrable National Park. The camp offers accommodation, crafts, village/community walks, and agrotourism. Ride 4 a woman is a community women empowerment project with three hundred women members and focusing on craft making, sewing, and a mid-range accommodation facility around Bwindi Impenetrable National Park
14	Dave the Cave Eco Lodge is a private individual tourism enterprise offering the famous Dave the cave experience as their flagship tourism product. The cave is made out of sedimentary rock deposits and faces a crater lake, Kanwezu. Other products and services offered here are community tours, budget accommodation facilities, canoeing, a natural herbal medicine experience, and a mini-cultural museum.
15	Kyanjuki Handcraft Women Association is a community enterprise owned by four villages of Kyanjuki A, Masulu B, Masulu B, and Kyambogo-Kathulu. The enterprise is located on the foothills of the Rwenzori Mountains and deals majorly in handcrafts.
21	Located in the restored elephant ruins on the cotton farmland neighboring Queen Elizabeth National Park, the lodge demonstrates tourism as an alternative and sustainable livelihood in the protected area neighborhoods formerly faced by human-wildlife conflicts due to farming in the buffer of the park. The Elephant Home is a budget accommodation facility for tourists majorly visiting Uganda's most frequented national park, Queen Elizabeth National Park. The lodge creates local employment and conservation awareness through selling local community products and services to the tourists who visit the park.
24	Katwe Ecotourism Information Center (KEIC) is a community-based tourism enterprise located in the heart of Queen Elizabeth National Park. KEIC has for more than fifteen years mastered the art of guiding and providing accommodation to tourists around the famous salt lake, Katwe. KEIC also prides itself in bird guiding around Lake Munyonyonyo, fishing tours on lake Edward and community tours.
25	Ruboni community camp is a community-owned and ran tourism enterprise located at the central circuit trail gate to Rwenzori Mountains National Park. We offer up to seven village tour experiences to tourists, showcasing the nature and culture of the Rwenzori mountains. All our activities are entirely run by the local community members and all profits go back to the local community for conservation and community development.
26	AMA is a community enterprise located on the northern ridge, part of the Rwenzori Mountains. The enterprise offers mountaineering services on a less challenging ridge yet giving tourists a diversity of activities alongside interactions with nature, new entraining experiences, and cultural encounters.
27	Rwenzori Mountaineering Services is a community-based organization that provides tourism services in the Rwenzori Mountains. These services include accommodation, tour guiding, portage services, mountain climbing gear, food and chef, and other related services.
28	Rwenzori Snow Peaks Coffee House is an agrotourism enterprise located on the slopes of Mount Rwenzori and focuses on coffee-making and community/cultural experience. The enterprise offers organic coffee production and consumption to tourists.
29	KICHDA is a community-based tourism and conservation development association majoring in Chimpanzee conservation, mountaineering, community experience, Rwajima hot spring experience, and cultural experience. KICHDA also engages in chimpanzee habituation and community conservation awareness creation.
30	Located on the fringes of Uganda's most magnificent tropical rain forests, the Turaco Trails is a planted forest of indigenous tree species that has attracted and provided a home for endangered primate species and birds. We offer nature walks and a coffee-making experience
32	KAFRED is a community-based tourism enterprise found around Uganda's most magnificent tropical rain forests and one of the most rewarding areas to explore. The enterprise offers nature walks around the Bigodi Wetlands where tourists see up to eight (8) species of primates and over 200 species of birds. We also offer a community experience where visitors experience beer brewing, among other activities.
33	Bigodi Community Walk (BCOWA) is a community-based tourism enterprise around the Kibale National Park, Uganda's most magnificent tropical rain forest National Park and home to primates. BCOWA offers Bigodi community walk experience, Bigodi swamp walk, nature walk, local food experience, bicycling, night walk, and bird watching.
34	We make baskets and other local handicrafts that we sell to the tourists. We also, supply our locally grown vegetables to the tourist lodges around Bigodi and Kibale National Park.
35	Located in Bigodi Town Council near Kibale National Park, Toroo Museum is a local museum offering historical and cultural artifacts of Batooro culture. The center also sells crafts and a community experience to tourists.

Question 3	
First N	Open-Ended Response
1	Our location on the fringes of the famous Bwindi Impenetrable Forests that host Uganda's flagship tourism product, the Mountain Gorillas. The unique franchise management of our community lodge, Clouds Mountain Lodge, where the franchisee does the running and maintaining of the lodge and remits forty dollars per client to the foundation (NCCDF).
3	The unique culture of the first forest people and the product is within the Mgahinga Gorilla National Park
5	The location of Rweteera Safari Park between FortPortal City and Kibale National Park on the Ibanda-FortPortal Road gives it easy access for both tourists visiting FortPortal City and Kibale National Park. The lodge also offers canoeing on Lake Nyabikyera and a banana gin making experience in their community tours.
12	The enterprise uses Music, Dance, Drama, and traditional folklore to raise conservation awareness and environmental protection. The enterprise also restores landscapes with forests and offers restoration packages to conservationists and research/ education tourists. Our location within the country's flagship tourism product, gorilla tracking, and near the starting point for this experience. The camp is entirely community-owned and all proceeds are ploughed back into the community
13	We are strategically located on the main entrance to Uganda's flagship tourism product, Gorilla trekking. We have involved and empowered women in craft making and sewing textiles.
14	We are currently involving women in income-generating activities and alternative livelihoods
15	The famous Dave the cave is the most unique experience offered with both a traditional folk tale and a scientific formation process story narrations. In terms of innovation, our natural herbal medicine experience stands out. This is complemented by our organic foods and a cultural museum.
21	Our handcraft shop is located on the second major trail, the Kilemba Trail to the snow-capped Rwenzori Mountains. Besides being snowcapped along the equator line, the trail connects to Africa's third highest peak and this offers a huge market potential of our crafts for mountain climbers •Our strategic location on the entry point to Uganda's most frequented national park, Queen Elizabeth National Park and. • The innovative feature about the Elephant Home is the fact that we turned formerly human-wildlife conflict-prone farmland into a tourist accommodation facility and forest restoration center. This has offered a perfect integration of nature and culture tourism, with crafts, safari, and cultural encounters.
24	Being in the heart of Queen Elizabeth National Park, Uganda's most popular tourist destination. We are also the pioneers of Katwe salt lake where we offer a unique experience highlighting the salt making processes.
25	•The location at the park gate of the central circuit trail to a snow-capped mountain ranges along the equator line •Our enterprise showcases the mountain nature and trekking experiences in the foothills, making it appeal to none mountain climbers during their lowland safari. •Promoting local unique experiences that allow guests to meet the people and immerse themselves in the local life.
26	Our location on a snow-capped mountain along the equator line uniquely identifies us. Our trail passes through most of the heritage sites of Bakanzo, an indigenous tribe of mountain dwellers. Tourists are guided to climbed ridges associated with a rewarding experience relating to traditional entertainments, medicinal plants, birds, and cultural sites among others.
27	RMS is a mountaineering pioneer and the only one on the Central Circuit Trail to the snow-capped peaks on a mountain that is along the equator. RMS is a community initiative and the first enterprise to sign a concession of providing mountaineering services to the peaks of Mount Rwenzori
28	Our strategic location on the slopes of a snow-capped mountain along the equator line. We offer organic coffee production, consumption, and community experience to tourists.
29	Our location on the slopes of a snow-capped mountain along the equator line. We also excel in integrating cultural preservation with nature conservation by using one of the local clan totem, the chimpanzee as a tourism product and offering it along with the story as a tourist product. We offer mountaineering, community and cultural experiences
30	Our strategic location on the fringes of Uganda's most magnificent tropical rain forests, and most importantly being a planted forest of indigenous tree species that has attracted and provided a home for endangered primate species and birds. Turaco Trails offer a natural corridor that connects Kibale National Park to Queen Elizabeth National Park
32	KAFRED is strategically located in Bigodi Town Council around Uganda's most magnificent tropical rain forests and one of the most rewarding areas to explore. Being adjacent to a primate park, and having a visitor handling and management experience of close to 30 years, KAFRED augments the entire tourist experience. We have also used tourism as a driver to community development by using the proceeds to support education development in the community.
33	Our strategic Location in Bigodi Town Council around Kibale National Park, Uganda's most magnificent tropical rain forest National Park and home to primates. We provide an opportunity for tourists to walk while learning, discovering, and experiencing nature and the local way of life.
34	They are local handicrafts made out of sustainably harvested resources from the swamp and local fibers. It is fully owned and run by local women. The crafts shop is easily accessible. It is located next to Bigodi swamp where the swamp walk starts, on Kamwezu Fortportal road.
35	The museum is strategically located near a primate park and offers a cultural experience of the Toroo culture. The museum is located on a major tourism circuit of Kampala-Kibale-Rwenzori-Queen Tourism Circuit.
39	Rwenzori-Queen Tourism Circuit.

Question 4												
First	What type of accommodation is available at your enterprise? Please tick as many as necessary											
	No accommodation	Backpackers	Bed and Breakfast	Campsite (bring yo	Campsite (with tents provided)	Game Lodge	Guesthouse	Homestay	Hotel	Self catering flat/apartment	Traditional chalet	Other (please specify)
1												Full Board
3												
5		Backpackers										
12		Backpackers										Traditional chalet
13												Traditional chalet
14							Guesthouse	Homestay				
15		Backpackers										Traditional chalet
21		No accommodation										
24		Backpackers										
25		Backpackers										Traditional chalet
26		Backpackers						Homestay				Hostel
27		Backpackers						Homestay		Self catering flat/apartment		
28												Mountain huts
29		No accommodation										
30								Homestay				Traditional chalet
32		No accommodation										
33		No accommodation										
34		No accommodation										
35		No accommodation										
39		No accommodation										

Question 5																		
First	What recreational activities are available at your enterprise? Please tick as many as necessary																	
	Boating/Canoeing	Coffee making	Craft making	Cultural visits	Cycling	Equipment rental	Farm experience (Agritourism)	Fishing	Game Drives	Traditional	Hiking/Trekking/Nature walk	Horse riding	Hunting	Jogging/running	Massage	Village walk	Other (please specify)	
1																		
3																		
5	Boating/Canoeing							Fishing										
12		Coffee making	Craft making	Cultural visits			Farm experience (Agritourism)											Dancing for nature experience Banana beer
13		Coffee making	Craft making	Cultural visits			Farm experience (Agritourism)											Village walk brewing
14			Craft making	Cultural visits			Farm experience (Agritourism)											Village walk
15	Boating/Canoeing	Coffee making	Craft making	Cultural visits			Farm experience (Agritourism)	Fishing										Village walk Traditional Beer brewing experience
21			Craft making	Cultural visits														Village walk
24	Boating/Canoeing		Craft making	Cultural visits			Farm experience (Agritourism)		Game Drives					Jogging/running				Bodaboda (Motorcycle) Safaris Self Guided
25	Boating/Canoeing		Craft making	Cultural visits					Game Drives									Village walk Salt lake tours Bird watching
26		Coffee making	Craft making	Cultural visits			Farm experience (Agritourism)											Village walk
27		Coffee making experience	Craft making	Cultural visits			Farm experience (Agritourism)	Fishing		Traditional								Guided walks Bird watching Traditional
28		Coffee making	Craft making	Cultural visits			Farm experience (Agritourism)											Village walk folk tales
29		Coffee making	Craft making	Cultural visits			Farm experience (Agritourism)											Village walk
30		Coffee making	Craft making	Cultural visits			Farm experience (Agritourism)											Village walk
32		Coffee making	Craft making	Cultural visits			Farm experience (Agritourism)											Village walk
33			Craft making	Cultural visits			Farm experience (Agritourism)											Village walk
34		Coffee making	Craft making	Cultural visits	Cycling		Farm experience (Agritourism)											handicrafts making workshop offered to the tourists
35			Craft making	Cultural visits														
39		Coffee making	Craft making	Cultural visits														Village walk Swamp Walk

Question 6		Question 7		Question 8				Question 9				Question 10	
First	When did the enterprise first open	Who owns the land that the enterprise is situated on?	Who owns the tourism business?	If there is more than one owner									
	Open-Ended Response	Open-Ended Response	Open-Ended Response	Open-Ended Response	Open-Ended Response	Open-Ended Response	Open-Ended Response	Open-Ended Response	Open-Ended Response	Open-Ended Response	Open-Ended Response	Open-Ended Response	
1	30/06/2008	Government	Community trust / organisation	Community trust / organisation									
3	02/02/2010	Government	Private Individual/Company	Individual entrepreneur								Triple like / Not certain	
5	Restwera Safari park offers a	01/11/2010	Private Individual/Company	Individual entrepreneur									
12	Dancing for nature is a new	05/06/2018	Private Individual/Company	Individual entrepreneur								Company Limited by Guarantee	
13		05/07/1993	Government	Community trust / organisation									
14		02/04/2019	Private Individual/Company	Community trust / organisation									
15	Traditional Beer brewing exp	25/12/2008	Private Individual/Company	Individual entrepreneur									
21		05/08/2011	Government	Community trust / organisation									
24	We offer Bodaboda (Motorcy	14/05/2017	Community organisation (e.g. Trust)	Community trust / organisation									
25	We offer the salt lake tour	04/05/2005	Community organisation (e.g. Trust)	Community trust / organisation									
26		03/04/2005	Community organisation (e.g. Trust)	Community trust / organisation									
27	N/A	15/04/1992	Community organisation (e.g. Trust)	Community trust / organisation									
28	Not Applicable	05/07/1987	Community organisation (e.g. Trust)	Community trust / organisation									
29	Not Applicable	07/05/2022	Community (Communal Land)	Community trust / organisation								Not Applicable	
30	N/A	31/05/2016	Community organisation (e.g. Trust)	Community trust / organisation									
32	N/A	02/07/2016	Private Individual/Company	Individual entrepreneur						Private community partnership		The business is operating hand	
33	N/A	13/09/1992	Community organisation (e.g. Trust)	Community trust / organisation									
34	N/A	02/12/2017	Private Individual/Company	Individual entrepreneur								N/A	
35	N/A	16/03/1993	Community organisation (e.g. Trust)	Community trust / organisation									
39	Not Applicable	07/07/2011	Private Individual/Company	Community trust / organisation								Not Applicable	

Question 11																					
First		How many people are employed by the enterprise?																			
		Full time - Full time	Full time - Full time	Full time - Full time	Full time - Full time	Full time - Part time	Part time - Part time	Full time - Part time	Casual - 1 Casual	Casual - 1 Casual	Casual - n Part time	Youth (18 Youth	Youth (18 Youth	Youth (18 Youth	Casual - 1 Youth	18 Children	Children	Children	Children		
1	0	9	0	0	9	0	0	0	15	0	9	0	0	0	15	2	0	0	0	0	
3	0	32	0	24	8	24	0	0	32	0	8	0	0	0	32	0	0	0	0	0	
5	2	12	0	5	7	1	0	0	0	0	7	0	2	0	0	11	9	0	2	11	
12	0	7	0	5	2	5	0	0	3	0	2	0	3	0	3	9	0	3	9	0	
13	0	15	0	3	12	3	0	0	12	0	12	0	2	0	12	2	0	2	2	0	
14	0	54	0	54	0	54	0	0	160	0	0	0	15	0	160	69	0	15	15	0	
15	2	33	0	4	6	2	0	0	0	0	0	2	0	0	10	0	0	2	10	0	
21	0	60	0	54	6	54	0	0	0	0	6	0	12	0	0	12	0	12	12	0	
24	0	6	0	3	3	3	0	0	3	0	2	0	2	0	2	9	0	2	9	0	
25	0	25	0	5	20	5	0	0	12	0	20	0	2	0	2	20	0	2	20	7	
26	0	12	0	3	9	3	0	0	6	0	9	0	35	0	6	30	0	35	30	0	
27	0	6	0	1	5	1	0	0	28	0	5	0	2	0	28	30	0	2	30	0	
28	0	49	0	9	40	9	0	0	40	0	40	0	4	0	40	6	0	6	6	0	
29	0	9	0	3	6	3	0	0	4	0	6	0	3	0	5	4	0	3	4	0	
30	0	4	0	4	0	0	0	0	20	0	4	0	30	0	20	9	0	30	9	3	
32	0	0	0	0	0	0	0	0	0	0	0	0	15	0	0	15	0	0	0	0	
33	0	13	0	2	11	2	0	0	2	0	11	0	0	0	2	10	4	0	14	0	
34	0	15	0	3	12	3	0	0	0	7	0	12	0	0	11	11	32	1	11	33	0
35	0	1	0	1	0	1	0	0	0	0	0	0	0	0	1	0	0	0	1	0	0
39	0	0	0	0	0	0	0	0	0	0	1	0	0	0	3	2	0	0	0	0	0

Question 12		Question 13				Question 14				Question 15				Question 16						
First		How many day visitors did you have over the past				How many people stayed at the enterprise				How many nights did each visitor stay for				What was the enterprise income for the past four years? Please use						
		2018	2019	2020	2021 (est)	2018	2019	2020	2021 (est)	2018	2019	2020	2021 (est)	2018	2019	2020	2021 (est)			
1	2400	2502	100	80	2004	2064	114	500	2	2	2	2	590976000	557280000	290560000	738800000	589000000	557000000	290160000	730000000
3	250	300	150	50																
5					350	285	78		2	2	1		126000000	102600000	140400000		36000000	18000000	4200000	
12	330	450	0	0	30	40	5	50	2	2	2	2	15000000	20000000	10000000	6000000	70000000	30000000	4000000	3000000
13	200	300	50	150	1098	1200	200	300	2	2	2	2	149328000	163200000	272000000	408000000	140000000	160000000	146880000	371280000
14	2920	1825	310	840	30	50	0	8	2	2	2	2	365030344	465030344	0	3000000	39790384	43970384	0	20000000
15	160	80	50	80	154	170	20	40	2	2	2	2	80000000	150000000	20000000	25000000	48000000	120000000	25000000	15000000
21	66	55	7	12									22128000	8350000	1750000	2100000	4398000	7023000	0	0
24	0	0	0	0	196	232	87	46	3	2	2	1	33690700	64480781	22812950	7037975	37630000	63280000	22812950	4086175
25	22518	29837	469	848	509	351	60	128	2	2	1	2	469040000	743640000	10660000	37300000	409040000	743640000	10660000	37300000
26	127	89	30	97	257	350	30	97	2	2	2	2	123670250	137678300	46600500	24070500	120670400	137600000	53200000	105420000
27	709	814	41	2	173	340	2	0	1	1	0	0	141800000	190476000	30750000	0	124075000	171564000	27880000	5470000
28	407	623	97	32	300	411	123	502	6	6	6	6	780000000	792000000	280000000	860000000	792000000	280000000	860000000	860000000
29	230	138	145	23									18400000	9660000	1087500	1350000	12130000	6488000	8168000	7990000
30	200	600	30	43	0	4	0	0	0	2	0	0	95000000	317000000	156600000	23000000	95000000	317000000	156600000	23000000
32	600	570	200	200																
33	2600	2600	1544	1056	0	0	0	0	0	0	0	0	140880000	115700000	78266351	20454800	160754516	114707000	75875000	20285700
34	70	300	20	131									4000000	130000000	90000000	20000000	67000000	210000000	50000000	38000000
35													6230000	66800000	57000000		16430000	15833000	11600000	
39	30	35	6	7	0	0	0	0	0	0	0	0	6000000	7000000	12000000	14000000	20000000	20000000	0	15000000

Question 17		Question 18																			
First		Please indicate the types of products and services bought in the local community																			
		Chicken & Craft	Eggs	Fish	Food	Fruit	Honey	Vegetables	Building services	Catering services	Labour	Maintenance	Plumbing	Security	Tour guiding	Transport	Other (please specify)	2018	2019	2020	2021 (est)
1	Craft																	531876400	561552000	26114400	65772000
3	Craft																				
5	Chicken & Craft																				
12	Chicken & Craft																				
13	Chicken & Craft																				
14	Chicken & Craft																				
15	Chicken & Craft																				
21	Craft																				
24	Chicken & Craft																				
25	Chicken & Craft																				
26	Chicken & Craft																				
27	Chicken & Craft																				
28	Chicken & Craft																				
29	Craft																				
30	Craft																				
32	Chicken & Craft																				
33	Craft																				
34	Craft																				
35	Craft																				
39	Craft																				

Question 19		Question 20	Question 21		
First Name	Please describe what is needed to increase the local spending by the enterprise in the community	Is there a contact person?	If you answered YES, please add the partner or champion agency details below		
	Open-Ended Response	Response	Name of contact person:	Organisation name	Telephone number:
1	-Capacity building for community members -Marketing	No			
3	Enhanced marketing of the business	Yes	Mr. Moses Turinawe	Uganda wildlife authority	+256 772 932 018
5	There is a need to increase visitor numbers by intensifying the marketing strategies There is a need of diversifying our product range	No			
12	Promotion of the "Dancing for Nature" competitions at the different tourism value chain nodes and community levels	Yes	Herbert Banobi	ACTREC	+256 784 769 707
13	Increase in marketing to increase sales Increasing the accommodation facilities and service standards	No			
14	We need marketing for the products and services offered to the tourists We need diversification of our product range to suit the different tourist markets We need a coffee processing machine so that we can improve the quality of coffee offered to the tourists	Yes	Eveline Habasa Rubalema	Ride 4 a Woman	+256 772 607 317
15	We need improvement of our products and services offered to our tourists We also need marketing and promotion of our products and services We need staff training in management and hospitality	Yes	David Birungi	Dave the Cave	+256 772 863 399
21	We need to construct our own premises on our recently acquired piece of land for a good craft shop, store, and offices We need more marketing of our crafts We also need training of our staff in craft-making skills	Yes	Phiona Nimusima	N/A	+256 778 621 214
24	*Increasing visitor numbers staying at or visiting the lodge *Supporting more community members to invest in related micro businesses *Supporting the community to produce more products and services salable to the lodge and tourists *Introducing a stopover for day guests to buy takeaway coffee, smoothies and other snacks since it is located on the highway.	Yes	Possiano Teretere	Rainforest and Community	+256 773 426 748
25	We need our products to be included in national and international tourism products We need more promotion and marketing We need more professional training in tour guiding and hospitality management	Yes	Mr. Yowasi Kimulya (Deceased)	Katwe Ecotourism Informa	N/A
26	*Increased lodge visitor numbers by enhanced marketing *Increased visitor duration of stay at the lodge. *Community capacity building on production planning to ensure they can have sufficient supply all the time, throughout the year	No			
27	-Renovation of our accommodation facility, Kazingo Guest House -Connecting our enterprise to a reliable source of power and a nearby water supply -Buying Camping gear for our tourists -There is a need to work with the Rwenzori Mountains National Park to renovate trails to Karangura Peak, Bwamba Pass, Bumpopol - Bundubugyo Trail, and Four Camping sites inside the park -Training of the local guides and porters -Training of women in handcraft making -Training of guides and porters in catering (cooking) services	Yes	Ineke Jongorius	Rwenzori View Guest House	+256 772 722 102
28	We need human resource capacity building and training We need to improve our products and services offered by improving the quality of our accommodation facilities especially the mountain huts. This will increase demand for our products and services by middle to high-end tourists which will in turn increase demand for local spending.	No			
29	We need to construct accommodation facilities for tourists. This will increase the demand for not only our coffee but other products and services from the local community. We need to improve our marketing efforts and strategies	No			
30	We need to increase marketing of the enterprise and increase sales which in turn increases demand for the goods and services from the local community we need to construct a community museum and a gift/ craft shop	Yes	Mr. John Kathuku Tumwine	KICHIDA	+256 782 303 599
32	Need to boost the forest restoration to increase the habitat for the primates and birds Need to strengthen the security of the enterprise There is a need for stirring up the marketing of the enterprise	No			
33	There is a need for product diversification We need to increase visitor numbers through stimulated marketing for products and services	No			
34	We need more marketing and strategic planning for BICOWA We also need skills training for our staff in visitor handling and management	Yes	Ben Markler	United States of America	1954908164
35	Marketing of the handicrafts shop, that will increase the visitor numbers and increase sales.	No			
39	Need to improve marketing of the museum There is a need to expand and beautify the museum to attract more tourists	Yes	Gerald Karungi	Tooro Museum	+256 (0) 782 451 164

Question 22		23							
First Name	Have any other institution providing support.	Name of project	Contact person at that project	Value of support	Start date of supp	End date of supp	Status (Planned)	Brief description of the project.	
	Response Institution providing support:								
1	Yes International Gorilla Conservation Program (IGCP)	Construction of a craft weaving shed	Not Known	39000000	2019	2020	Completed	The project involved constructing a craft weaving shed where women collectively weave handicrafts while showcasing the crafts making experience to the tourists and displaying the crafts for sale.	
3	Yes International gorilla conservation program/Kisoro district local government			In kind		2012	Completed	Training in guiding	
5	No								
12	No								
13	Yes WWF Uganda Country Office	Food Relief	Dr. David Oduli	26000000	July 2020	August 2020	Completed	The project supplied relief food to the community members who were affected by the effects of Covid-19	
14	No								
15	No								
21	Yes WWF Uganda Country Office	Handcrafts, surveys, and more	Richard Mweigwa	12234436	08/05/2015	08/01/2016	Completed	The project was part of a big initiative funded by WWF Uganda Country Office aimed at sustainably financing the Rwenzori Mountains National Park for local community livelihood enhancement	
24	No								
25	Yes Nature Uganda	Construction of an office block	Achilles Byaruhanga and Jimmy B Over	45000000		1999	2000	Completed	The project entailed construction of an office block
26	Yes Rwenzori Development Foundation (RDF)	Indigenous Forest Conservation	John Tinka	32000000		2004	2005	Completed	The project involved mobilizing the community to avail the forest land for conservation and to be used sustainably as a tourist trail, forest land purchase, and a community tourist camp construction
27	Yes Sticking Farmers Families Future Uganda	Advancing Food Security through	Mr. Tjes MIM Vinken	26754800	January 2018	December 2018	Completed		
28	No								
29	Yes WWF Uganda Country Office	Sustainable Financing for Rwe	Richard Mweigwa	206000000	30/06/2015	30/05/2019	Completed	Development and diversification of community based tourism experiences, agritourism products, and livelihood improvement in the buffer zones of the Rwenzori Mountains National Park -Uganda	
30	Yes WWF Uganda Country Office	Chimpanzee survey and monitoring	Richard Mweigwa	24000000		2016	2017	Completed	Project intended to survey and monitor one of the chimpanzee families, diet distribution, encroachment, removal of snares and traps for possible habituation for tourism purposes
32	No								
33	No								
34	No								
35	No								
39	No Not Applicable	Not Applicable	Not Applicable	Not Applicable	Not Applicable	Not Applicable	Not Applicable	Not Applicable	

24								
First Name	Institution providing support	Name of project	Contact person at that institution	Value of support (USD)	Start date of support	End date of support	Status (Planned / Ongoing)	Brief description of the project
1	International Gorilla Conservation Program (IGCP)	Water tanks for the communities	Henry Mutabazi	4700000	2017	2018	Completed	The project provided four water tanks for the rural community in Nkurungu
3								
5								
12								
13	International Gorilla Conservation Program	"Send a cow" and farrow tanks	Henry Mutabazi	5200000	2019	2020	Completed	The project involved giving cows to group members within the identified subgroup individuals who then would give a calf after the cow giving birth. The same project gave water tanks to some of our members.
14								
15								
21	Uganda Country Office aimed at sustainably financing the Rwenzori Mountains National Park for local community livelihood enhancement							
24								
25	USAID	Putting up accommodation facilities	Kaddu Sebunya	20000000	2010	2013	Completed	Construction of accommodation facilities
26	PUM/Netherlands	Upgrading the camp standards	Eliza Akersdijk	20000000	November 2018	November 2019	Completed	Project involved upgrading the camp to ensure it appeals to the new market segments outside the mountain climbers, who are the original target of the camp
27								
28								
29	Private Sector Foundation Uganda (PSFU)	Skills development facility	Yvonne +256 775 450 433	2200000	Nov/2020	June/2021	Completed	The project aimed at training community members in modern apiculture practices. This was a donation in kind to equip the enterprise with equipment to scale chimpanzee monitoring for habilitation
30	Rare species fund	Donation in kind for equipment	Robert Johnson	Approximately 7000 USD	2017	2018	Completed	
31								
32								
33								
34								
35								
39	Not Applicable	Not Applicable	Not Applicable	Not Applicable	Not Applicable	Not Applicable	Not Applicable	Not Applicable

25									
First Name	Institution providing support	Name of project	Contact person at that institution	Value of support (USD)	Start date of support	End date of support	Status (Planned / Ongoing)	Brief description of the project	
1	IGAT	Building one classroom at a community school	Not known	In Kind		2018	2019	Completed	The project involved construction of one classroom block to give the community children ample space for learning
3									
5									
12									
13									
14									
15									
21									
24									
25	Recommune Norway	construction of accommodation facilities	Ba	8000000			Completed	Construction of accommodation, toilet and a marketing round house	
26									
27									
28									
29	Uganda Wildlife Authority/Rwenzori Mountains National Park	Capacity building in mountaineering	James Dwar, Senior warden	In Kind (Training)		2018	2018	Completed	Staff capacity building in mountaineering of the Bukuku Trail in Buvungabo District
30									
31									
32									
33									
34									
35									
39	Not Applicable	Not Applicable	Not Applicable	Not Applicable	Not Applicable	Not Applicable	Not Applicable	Not Applicable	

26			27			28		
First Name	Do any government agencies, associations or non-governmental organisations or private operators help	Do any tour operator compare	Do you use any online sales and promotion channels? Please tick as many as need	Do any government agencies, associations or non-governmental organisations or private operators help	Do any tour operator compare	Do you use any online sales and promotion channels? Please tick as many as need	Do any government agencies, associations or non-governmental organisations or private operators help	Do any tour operator compare
	Associat Non-gover Uganda C Uganda H Uganda SI Uganda T Uganda V National F Other org	Open-Ended Response	Airbnb Booking.c Facebook Instagram Tripadvisor Twitter Website Other (pl					
1	Association Community Based To Uganda Co Uganda Hotel Owners Association Uganda Wildlife Authority (UWA) - Nkurungu Walking Safaris - Uganda Safari Company		Facebook					
3	Non-governmental organisations (NGOs) Uganda Wildlife Auth Uganda To	The product is sold by Uganda Wildlife Authority	Mgahinga Gorilla National Park as part of the park activities thus most of					
5	Uganda Community Ti Uganda Safari Guides Association (USAGA)	Hug-hug Adventures Yala Safaris Roadtrip Booking.c Facebook	Instagram Tripadvisor Twitter Website					
12	Community Based To Uganda Community Tourism Association (UCOTA)	Kikooko Africa Tours - The director has been walking with the executive director in the conservation	Website					
13	Association Community Non-gover Uganda Community Ti Uganda Safari Guides / Uganda Wildlife Authority (UWA) Bird Uganda Safaris Matooke Tours Primate	Booking.c Facebook	Tripadvisor Website					
14	Association Community Non-gover Uganda Community Ti Uganda Safari Guides / Uganda Wildlife Authority (UWA) Let's go travel Wild Frontiers	Airbnb Booking.c Facebook	Instagram Tripadvisor Website					
15	Association of Uganda Tour Opera Uganda Community Ti Uganda Safari Guides / Uganda Wildlife Authority (UWA) Uganda Luxury Safaris Grassroots Adventures	Charles Facebook	Tripadvisor Twitter Website YouTube					
21	Community Non-gover Uganda Community Ti Uganda Safari Guides Association (USAGA) Uganda Tourism Board (UTB)							
24	Community Based To Uganda Community Ti Uganda Safari Guides Association (USAGA) Katunguru	Grassroots adventures - the ow Airbnb	Booking.c Facebook Instagram Tripadvisor Twitter Website Village mo					
25	Association Community Non-gover Uganda Co Uganda Ho Uganda Saf Uganda To Uganda Wildlife Auth Uganda To Red chili Great lakes safaris Pin Airbnb	Booking.c Facebook	Instagram Tripadvisor Twitter Website					
26	Non-gover Uganda Community Ti Uganda Saf Uganda To Uganda Wildlife Auth Uganda To IMANYA.AFRICA - the director v Airbnb	Booking.c Facebook	Instagram Tripadvisor Twitter Website Village Mo					
27	Uganda Community Ti Uganda Safari Guides Association (USAGA)	Mapendano Voyages Through Rwenzori V Booking.c Facebook	Instagram Tripadvisor Twitter Website					
28	Community Based To Uganda Community Tourism Association (UC Uganda Wildlife Auth Uganda To Kitandara Tours and Travel Speke Uganda Holidays N Facebook		Twitter Website					
29	Non-gover Uganda Community Tourism Association (UC Uganda Wildlife Auth Uganda Tourism Board (UTB)		Facebook					
30	Association of Uganda Non-gover Uganda Co Uganda Hotel Owners Association Uganda Wildlife Auth Rwenzori F Kabarole Tours and Safaris Rain forest and community		Facebook					Websites o
32	Community Based Tourism Initiative (COBAT) Uganda Safari Guides / Uganda Wildlife Authority (UWA)		Facebook					Website
33	Association of Uganda Tour Opera Uganda Community Ti Uganda Saf Uganda To Uganda Wildlife Auth Uganda To Classic Safaris Many Africa Safaris Matooke Tours Ari Facebook		Facebook					Website
34	Association of Uganda Tour Opera Uganda Community Ti Uganda Safari Guides Association (USAGA) Uganda To Speke Uganda Holidays Laba Africa Expeditions Gorill Facebook		Instagram Twitter Website					
35	Uganda Community Ti Uganda Safari Guides Association (USAGA)							
39		Not Applic Not Applicable						Not Applic

33	34
What are the main good environmental impacts of the enterprise in the community and protected area?	What are the main bad environmental impacts of the enterprise in the community and protected area?
Open-Ended Response	Open-Ended Response
1 We have addressed human-wildlife conflicts by growing nonpalatable crops in the buffer zones. Raising conservation awareness among the community through the different interventions undertaken by NCCDP. Providing opportunities for alternative livelihoods.	None known
3 The Batwa experience has provided an alternative means of livelihood for the Batwa who were primarily forest inhabitants.	None
5 We have charismatically kept custody of part of Lake Nyabikya. We have increased tree cover by restoring indigenous tree species.	None
12 Conservation awareness-raising and environmental protection through locally available methodologies and approaches.	Not Applicable
13 We sensitise the community on tree planting and on other conservation awareness campaigns.	None
14 We have sensitised and transformed former poachers and charcoal burners into craft makers.	No bad impact so far.
15 We have restored a forest around Lake Kamwenzu. We are custodians of the Zigabo swamp on Lake Kamwenzu and we have ensured its conservation.	Some of our local tourists poor dispose of their plastic bottles into zigabo swamp and Lake Kamwenzu.
21 The alternative source of income has reduced the would be unsustainable reliance on the forests for livelihoods. We have sensitised the community on conservation and environmental protection.	None known so far.
24 •Degraded landscape restoration making a home for wildlife through the tree-planting support to the community and indigenous tree planting on the property. •Alternative livelihoods for locals reduces pressure on the environment, through tourism activities established.	
25 We have sensitised the community on conservation especially human-wildlife co-existence.	
26 •Dedication of 330+ acres of land for forest restoration and conservation. •Training and awareness on conservation. •Supporting and encouraging soil and water conservation practices in the community. •Linking farmers to trees for global benefit project. •We operate a tree nursery that supplies seedlings to local farmers. •We create alternative livelihoods that reduce dependency of the rural population on the environment and natural resources.	
27 Community sensitisation and awareness creation about conservation and protection of the environment.	
28 We sensitise and create awareness in the community about conservation. We also encourage and support tree planting initiatives in the community.	We still have a challenge of waste disposal management in the park and around the community.
29 We encourage farmers to plant trees. We have also encouraged our farmers to engage in soil and water conservation practices.	Not applicable
30 We encourage and support tree planting in the community. We invest in riverbank protection of the rivers in the community.	None known so far.
32 Community sensitisation against charcoal burning and other unsustainable natural resource use.	No bad impacts known.
33 planted forest. Turtles trails play a role in the microclimate regulation of the Bigodi community.	None known as yet.
34 KAFED is a custodian of the Bigodi Wetlands since the early 1990s. We do tree planting in the community. We also do conservation awareness and education in the community.	None known so far.
35 We do routine waste and garbage collection. We have invested in tree planting in Bigodi Town and along the road. We sensitise and educate the community about conservation.	None known so far.
36 - We have increased conservation awareness among the women and households producing baskets when we train them about sustainable natural resource harvesting. We have created an alternative income that reduces the depletion of the wetland and other natural resources.	
37 The museum is offering an alternative means of livelihood for her employees who would probably be relying on the Protected area as a source of livelihood.	None Known so far.
38	

	39	40
What could have been done differently, to be more successful? What has been learned from mistakes made and challenges faced?		What have the implications of COVID-19 been for the enterprise?
Open-Ended Response		Open-Ended Response
1 Implementing alternative investment outside tourism for sustainability		COVID-19 cut off and reduced tourism income. This has led to the community members of
3 If we had strengthened, intensified, and improved our marketing efforts		Reduced visitor numbers and cancellation of bookings by most of the potential tourists the
5 We regret to some extent our physical planning of the entire site, we would have done it in a different way		The number of clients has drastically reduced. We laid off some of our employees and they l
12 We initially miscalculated the probable numbers of participants in the "Dancing for nature" competitions		Our dancing events and competitions were closed. We lost some partners. We laid off som
13 If we had constructed a high-end lodge for the community we would be earning more from tourism in this community. If we had strengthened our marketing efforts, we would have made more sales of our products and services.		We lost business. We laid off some workers.
14 The enterprise started with 300 women from the local community and this number was huge to manage, control, and effectively involved in the daily running of the enterprise		Due to the stay at home orders, many of our women members experienced domestic violat
15 We regret having not built and properly package our local herbs		Due to Covid-19, we laid off some workers and lost business for all the lockdown period.
21 We regret the low marketing efforts. There is a strong need for scaling up marketing efforts to increase sales and become self-sustaining		Due to Covid-19, our business was closed and we lost the would be sales for that period.
24 Building the lodge in an area without available water or power facilitates to run the operation of the lodge. This would have seen the lodge get more guests and continually improve its operations, facilities, and equipment.		It has lowered the visitor numbers (sometimes to zero) and distorted the trend of our devel
25 If we had joined our marketing efforts with other local community tourism enterprises		We lost business for more than a year and could not earn enough income to run our daily a
26 Invest in more marketing. If we had constructed the lodge in an area with internet and phone network connection. No more training for staff. Invest in clean energy to use in the lodge and sufficiently supply the operations tools and gadgets		Almost no revenue made so all our activities are at standstill and people who earn their liv
27 Training staff. Digital marketing. Quality facilities. If we had constructed our own accommodation facilities		It has been a disaster to our tourism business.
28 If we had patented and invested in online protection and promotion. We could not be facing online impersonation and misleading our potential clients. If we had invested in the training of more youthful staff to work as guides and porters		Our offices were closed, lost business through cancellations, laid off some workers and our i
29 If we had constructed our accommodation facilities we would be hosting tourists overnight and earning more from them. If we had marketed our coffee well, we would be earning a great deal.		We lost sales due to limited numbers of tourists to our coffee house. Our source markets we
30 If we had constructed a museum in the community and not using one in the park which requires seeking permission from the park management to access		Most programs, bookings, and community mobilizations and campaigns have been cancell
32 If we had started with the restoration of the corridor that connects The Turaco Trails to Kibale National Park and Queen Elizabeth National Park, the animals could be moving freely without getting exposed to hunters and poachers.		Most of the plans for the Turaco Trails have been shut down due to the fact that I was using
33 If we had invested more in the marketing of our products and services. If we had invested in the training of our staff in visitor handling and management		We lost business due to the lockdowns and this led to laying off some of our workers, even t
34 If the enterprise had a direct link to the source markets we could be offering direct, specialized and tailored tour packages to tourists		Our earnings have been affected and this triggered us to downsize the staff.
35		Our business has been grounded and this has affected our incomes.
38 The size of the museum would have been bigger. A small museum limits the storage and exhibition capacity of the museum		We have not been getting customers

	41	42					
Please add any other comments you would like to share here	Accommodation						
Open-Ended Response	Accommod/ Accommo/ Bedroom/ Bathroom/ Communal/ Please describe any comments or concerns here.						
1 The entire Nkurungu area and the community enterprise lack technical support to build the capacity of communities on exhaustively taping the tourism potential it had booked	Very good	Very good	Very good	Very good	Very good	Very good	Very good
3 I have joined other enterprises. It has been difficult to maintain the facility with the limited sales made currently	Not applic	Not applic	Not applic	Not applic	Not applic	Not applic	Not applic
5 Sustainable management of natural resources and conservation ought to be given more attention using new approaches to conservation and restoration of natural forests through the communities at the different levels.	Fair	Fair	Fair	Fair	Fair	Fair	Fair
12	Fair	Fair	Fair	Fair	Fair	Fair	Fair
13	Fair	Fair	Fair	Fair	Fair	Fair	Fair
14 If we can get at least a stimulus package to uplift our enterprise and restore the esteem of our women	Very good	Very good	Very good	Very good	Very good	Very good	Very good
15 If supported, we have many things that we inspire to do to improve community livelihoods while conserving natural resources	Fair	Fair	Fair	Fair	Fair	Fair	Fair
21 The floods from the neighboring river Nyamwamba claimed the lives of two of our members and took some of our properties. We need support to reinstate our lost properties	Not applic	Not applic	Not applic	Not applic	Not applic	Not applic	Not applic
24 *The elephant home is the only community-owned lodge in the Kikorongo village along the highway. It is surrounded by up-market lodges. *The accessibility, low price, and visibility give it a competitive advantage. It is closest to the park gate and the equator than any other lodges in the area. *Being community-owned is an opportunity to continue empowering the local community hence supporting community coexistence with wildlife and adaptation to the impacts of climate change. *Introduction of the roadside stopover would enhance more direct income opportunities to the community.	Fair	Fair	Fair	Fair	Fair	Fair	Fair
25 We are also operating a crocodile farm that requires funding so as to open it up for tourism	Fair	Fair	Fair	Fair	Fair	Fair	Fair
26 Many people want to experience the Rwenzori mountains without going to the peaks due to lack of budget, time, and fitness. Improving the infrastructure on the community lodge and foothills trails will increase the chances of selling to this market. We want to improve the hilltop campground where guests can view margarita and the forest trails where guests can find chimpanzees, primates, and other forest wildlife. All these are unique attractions with connection to Rwenzori, especially if people can experience them without going to the high peaks	Fair	Fair	Fair	Fair	Fair	Fair	Fair
27 I would recommend training for our local community members in tourism related businesses such as craft making, homestay management, and visitor management skills.	Fair	Fair	Fair	Fair	Fair	Fair	Fair
28 As a means of easing the mobility of clients, we need cars to transfer clients from point to point. There is a need to diversify income generation. Learning from Covid-19, we need alternative investments such as a tourism institute, a hotel, and improving our health facility.	Fair	Fair	Fair	Fair	Fair	Fair	Fair
29 are affected by Covid-19	Not applic	Not applic	Not applic	Not applic	Not applic	Not applic	Not applic
30 We need facilitation for concessions between the Rwenzori Mountains National Park management and KICHIDA so that the locals can benefit more from the park.	Fair	Fair	Fair	Fair	Fair	Fair	Fair
32 There is a strong desire to expand and protect this artificially created habitat for wildlife but we are being constrained by our insufficient financial muscle	Not applic	Not applic	Not applic	Not applic	Not applic	Not applic	Not applic
33 KAFRED is a nationally recognized community organization with several awards and a wonderful management team.	Not applic	Not applic	Not applic	Not applic	Not applic	Not applic	Not applic
34 We need more vigorous marketing strategies for community-based tourism activities due to the fact that many tourists are picking a lot of interest in such activities	Not applic	Not applic	Not applic	Not applic	Not applic	Not applic	Not applic
35 We need to train our children (the younger generation of women) so that this handicrafts business and the traditional culture of weaving can be sustained beyond the lifespan of the original/ older members.	Not applic	Not applic	Not applic	Not applic	Not applic	Not applic	Not applic
38 My emphasis is on management and staff training in visitor handling and marketing skills	Not applic	Not applic	Not applic	Not applic	Not applic	Not applic	Not applic

43				44				45			
Non-accommodation products and services (please leave blank if you did not sample any of these)				Hygiene, Safety & Security				Staff			
Food	Drink	Tours	Please describe any other products and services here:	Hygiene & General	Food Safety	Security	Knowledge	Friendliness	Other	Please describe any comments or concerns here:	
1	Very good	Very good	Fair	Very good	Very good	Very good	Very good	Very good	Very good	Very good	
3	Not applic.	Not applic.	Very good	Neutral	Fair	The Butwa	Very good	Very good	Very good	Very good	The staff are very knowledgeable and friendly
5	Fair	Fair	Fair	Very good	Very good	The enterpr	Very good	Very good	Very good	Very good	The staff is very friendly and knowledgeable about the services offered
12	Fair	Very good	Fair	Fair	Very good	hygiene an	Very good	Very good	Very good	Very good	The staff is very knowledgeable about their product offers
13	Fair	Very good	Very good	Very good	Very good		Very good	Very good	Very good	Very good	Since 1993, the enterprise has been operational and the enterprise staff has attained knowledge and experience in visitor handling and management
14	Very good	Very good	Fair	The enterprise also makes African batik and sews them into different clothes for both local and tourist markets.	Very good	Very good	Very good	Very good	Very good	Very good	Very commendable
15	Fair	Very good	Very good		Fair	Fair	The hygien	Very good	Very good	Very good	
21	Not applic.	Not applic.	Not applicable		Fair	Very good		Very good	Very good	Very good	
24	Fair	Very good	Very good	There is a need for improvement in the food preparation and handling to ensure service quality	Very good	Very good		Very good	Very good	Very good	The enterprise is very knowledgeable and friendly to the tourists.
25	Fair	Very good	Very good		Fair	Very good	There is a n	Very good	Very good	Very good	KETIC hastrained professional and specialized staff in different tourism domains
26	Very good	Very good	Very good		Very good	Very good		Very good	Very good	Very good	The staff has acquired knowledge, skills, and experience for close to thirty (30) years. They have mastered the art of visitor handling and management
27	Fair	Fair	Very good		Very good	Very good		Very good	Very good	Very good	The enterprise staff have over the years attained knowledge and experience in visitor handling and management
28	Fair	Very good	Very good		Very good	Very good	The enterpr	Very good	Very good	Very good	The staff are very friendly and have gained experience in visitor handling and management for more than thirty (30) years
29	Not applic.	Very good	Very good		Very good	Very good		Very good	Very good	Very good	
30	Fair	Fair	Very good	The enterprise lacks professional staff to handle and manage the foods and beverages	Very good	Very good		Very good	Very good	Very good	
32	Not applic.	Not applic.	Very good	The enterprise has well managed nature trails that provide opportunities for watching up to eight (8) primate species and over 200 bird species of different conservation statuses	Very good	Very good	The enterpr	Very good	Very good	Very good	The proprietor presents a good knowledge base for the enterprise to be self-sustaining and conserve wildlife
33	Not applic.	Not applic.	Very good		Very good	Very good		Very good	Very good	Very good	The staff has gained knowledge and experience over time as the enterprise has stood the test of time
34	Not applic.	Not applic.	Fair		Very good	Very good	The enterpr	Very good	Very good	Very good	The staff are very friendly and knowledgeable in what they are doing
35				The group doesn't provide food, tours or drinks services	Very good	Very good		Very good	Very good	Very good	
39	Not applic.	Not applic.	Fair	Not Applicable	Fair	Very good		Very good	Very good	Very good	

46													
How would you rate the following for the enterprise													
Presence	Level of s	Existing ri	Market ac	Uniquenes	Level of in	Commits	Commits	Social and	Environm	Financial	Language	Please describe any other issues here:	
1	Fair	Very good	Very good	Very good	Fair	Fair	Very good	Very good	Very good	Very good	Very good	Fair	
3	Very good	Fair	Very good	Very good	Fair	Fair	Very good	Very good	Very good	Very good	Very good	Neutral	The enterprise is managed by the Mghunga National Park which plays a strategic role in the management, growth, and development in general. On the other hand, this presented a challenge in accessing the financial information to assess the financial performance of the enterprise
5	Neutral	Fair	Neutral	Fair	Fair	Fair	Very good	Very good	Very good	Very good	Fair	Fair	Improvements in marketing and market linkages are still needed if the enterprise is to move to the next level of success
12	Very good	Fair	Very good	Very good	Very good	Very good	Very good	Very good	Fair	Very good	Fair	Very good	The approaches used to community conservation and awareness creation are very unique and if supported the enterprise can go a long way beyond the confines of their region
13	Neutral	Very good	Very good	Very good	Neutral	Neutral	Very good	Very good	Very good	Fair	Very good	Very good	The enterprise is constructing a community high-end lodge from the enterprise proceeds, an indication of business success.
14	Very good	Fair	Fair	Very good	Fair	Fair	Fair	Fair	Very good	Fair	Very good	Very good	
15	Very good	Fair	Neutral	Very good	Very good	Very good	Fair	Very good	Fair	Very good	Fair	Very good	
21	Fair	Fair	Fair	Fair	Fair	Very good	Very good	Very good	Very good	Very good	Very good	Fair	
24	Very good	Fair	Fair	Very good	Fair	Very good	Very good	Very good	Very good	Very good	Fair	Very good	The lodge needs investment in clean energy and water to run the housekeeping and other sections of the enterprise
25	Very good	Fair	Very good	Very good	Fair	Fair	Fair	Fair	Fair	Fair	Fair	Very good	Ruboni community camp is not connected to the national electricity grid and thus it has opted for unsustainable energy use.
26	Very good	Fair	Very good	Very good	Fair	Fair	Very good	Very good	Very good	Very good	Very good	Very good	
27	Very good	Fair	Very good	Very good	Fair	Fair	Very good	Very good	Very good	Very good	Very good	Very good	
28	Neutral	Very good	Fair	Very good	Fair	Very good	Very good	Very good	Very good	Fair	Very good	Very good	
29	Neutral	Fair	Neutral	Very good	Fair	Fair	Very good	Very good	Very good	Fair	Very good	Very good	
30	Very good	Fair	Very good	Very good	Fair	Very good	Very good	Very good	Very good	Very good	Very good	Very good	
32	Very good	Fair	Neutral	Very good	Very good	Very good	Very good	Very good	Fair	Very good	Fair	Very good	
33	Neutral	Very good	Very good	Very good	Fair	Very good	Very good	Very good	Very good	Very good	Very good	Very good	The enterprise is likely to face a challenge of elite capture by the top management if the lower-level managers are not equipped with transition and management skills
34	Very good	Fair	Very good	Very good	Fair	Very good	Very good	Very good	Very good	Very good	Very good	Fair	
35	Neutral	Fair	Fair	Very good	Neutral	Fair	Very good	Very good	Very good	Very good	Fair	Fair	
39	Very good	Neutral	Neutral	Fair	Fair	Fair	Very good	Very good	Fair	Fair	Very good	Very good	The enterprise lacks proper record keeping of the income and expenditures.

47		48
	How would you predict the CBTE's potential future performance, if they were given further support?	Please note any other issues that are not captured in this questionnaire, which you think are of value or interest to tourists and tour operators below
	Likelihood/Likelihood Please describe any comments or concerns here: if well marketed and staff capacity in tourist handling skills and enterprise management enhanced, the enterprise will take off to the next level of success	Open-Ended Response
1	Very good Very good The enterprise is managed and marketed by the big game Gorilla National Park. This has made it easy for the enterprise to increase sales, increasing the likelihood of inclusion in tour operator itineraries and achieving financial sustainability.	The Batewa Trail experience complements the famous Gorilla tracking experience
3	Very good Very good The enterprise is good enough for the budget travellers and this tourist spotlights finds a home away from home	The enterprise is strategically located on the shores of Lake Nuhlayere on Karamoja Road Highway between Fort Portal City and Kibale National Park
5	Very good Very good The enterprise is very unique and offers year round events that tourists can engage in at all times of the year	The enterprise offers alternative local community conservation awareness campaigns that are very entertaining to all tourist typologies and ages
12	Very good Very good The enterprise embarked on constructing a community high-end lodge, once it is fully operational it will be capable of attaining self-sustainability and inclusion in tour operator itineraries for all tourist typologies	
13	Very good Very good The quality of service of the enterprise, both on the accommodation facilities and crafts is very good and they can attain self-sustainability and inclusion on tour itineraries	The quality of service for their accommodation facilities and the quality of crafts they produce are very commendable
14	Very good Very good The caves, the herbal medicine, and Lake Kamwera combined offer a unique experience that can be included in tour itineraries for most of the tourist typologies	The enterprise has specialized in marketing a sedimentary rock cave, natural herbs, and birding, and this offers an intriguing experience to the tourist
15	Very good Very good The enterprise requires more improvement on the quality and branding of their crafts if it is to attain self-sustainability	The Elephant Home is strategically located near the equator line than any other lodging facility in the community. This offers opportunities for tourists to enjoy this fascinating equator line at all times of the day
21	Fair Very good Being a community enterprise, the lodge has strived to develop and improve facilities within its own means. If supported, the lodge can be self-sustaining and increase the trickle-down effects in the community	Being custodians of Uganda's only salt mining lake, offering the salt tour experience to tourists gives a wonderful experience.
24	Very good Very good Besides not being connected to the national electricity grid, the camp faces a challenge of poor mobile phone and internet connectivity	Rubens Community Camp offers a hilltop camping ground where guests can view the famous Margaria peak and the forest trails where guests can find three horned chameleons, primates, and other forest wildlife
25	Very good Very good AMR offers a less strenuous trail to some of the high points of the Rwenzori Mountains and this would provide a better alternative for the less experienced mountain climbers	AMR directly engages community members in complementing our products and services by providing homestay facilities and crafts to the tourists.
26	Very good Very good The enterprise is the only one of its kind doing mountaineering services and operating at the central circuit trail, the tourist favorite trail on the Rwenzoris.	Rwenzori Mountaineering services is the first community-based tourism enterprise to sign a concession with a protected area, Rwenzori Mountains National Park to carry out mountaineering in the park. It has thus gained knowledge and expertise in mountain climbing for over thirty (30) years.
27	Very good Very good The enterprise agrees to the proposed Rwenzori Mountains peak hikes with chimpanzee trekking. This makes the enterprise unique from other similar enterprises offering mountaineering services	The enterprise lacks clear concessions with Rwenzori Mountains National Park which will go a long way to establish use relations of the park. Some of the cultural and heritage sites of the community are found within the national park and this enterprise could require access-rights to such sites to showcase some of their cultural artifacts to the tourists.
28	Very good Very good If supported, Tuzaco trails will diversify the product range of the Kibale Semuli Conservation Area and improve community perception and benefits from the conservation of wildlife in the area	The enterprise offers an alternative for the primate and bird watching outside Kibale National Park
29	Very good Very good The enterprise has more or less attained financial sustainability. All that is needed is to do more marketing, staff training in management, and visitor handling skills.	KARNEO has attained up to 29 years of visitor handling and there is a greater sense of safety for the tourists.
30	Very good Very good The enterprise has a unique community experience and a very good likelihood of being included in tour operator itineraries	Marketing of the enterprise at the different market sources can be the turning point for this enterprise to achieve self-sustainability
31	Fair Very good The enterprise may not be competitive enough to be included in tour operator itineraries	Being the only museum around Kibale National Park the Tuzaco Museum offers alternative activities for tourists to do.
32	Very good Very good	
33	Very good Very good	
34	Very good Very good	
35	Fair Very good	
36	Fair Fair	

6.6 Additional information on CBTEs from the literature

This section contains additional information on some of the shortlisted CBTEs based on available literature.

6.6.1 Katwe Tourism Information Centre (KATIC)

The Katwe Tourism Information Center (KATIC) offers tours of a traditional salt mining operation on Lake Katwe as well as guided bird watching on Lake Munyanyange. Both lakes are within the community and owned by the local Town Council, and there is a Memorandum of Understanding between them for management of the lake. The main tourism attraction in the community is the traditional salt mining, which dates back to the 16th century.³⁶

The USAID-STAR program provided trainings in business planning, tourism operations, guide training and sales and marketing, and support to implement the business plan and operations manual and improve financial management. Nature Uganda was supported to deliver an in-depth bird-guide training program to strengthen the ability to service the bird watching market. Costed plans were developed for a boardwalk and fencing around the lake, and assessment of tour interpretation and signage. These were to be undertaken during a follow on project. A small grant was provided to construct a resting shelter and washrooms for visitors, to encourage longer stays. A sales trip was organised for the KATIC director and guides to four lodges around QENP, and a subsequent FAM trip for one of those lodge managers.



6.6.2 Rwenzori Snow Peaks Coffee House

A 3-year project from WWF ran from 2015 to 2018 in the Rwenzoris Mountains NP. At the start of the WWF intervention, members of the Busongora Joint Farmers Association were simply growing coffee beans and selling them on. They have added value to their coffee through more sustainable land practices to increase coffee yields from 14 to 23 kg per season. They aim to obtain approval from the Ugandan National Bureau of Standards (UNBS) to allow them to sell the coffee commercially. They have also established an agrotourism enterprise called Rwenzori Coffee Safaris, whereby visitors can have an experience in a nursery, on the farm, picking, processing and grinding beans, and then a cup of coffee in a café. The operation is in its infancy, and WWF reported that there were 40 visitors during 2018. By the end of the WWF agreement, a contractor had been paid to finalise the construction of a coffee café/restaurant, which was due for completion during October 2018. However, the enterprise urgently requires additional investment to finance electricity, water, a coffee machine, water and restaurant furniture, of an estimated UGX 175 m. WWF have left, and simply indicate that they can provide a reference to the

³⁶ Global Sustainable Tourism Alliance Uganda (2011) Uganda/Sustainable tourism in the Albertine rift (USAID-STAR), USAID, Final report, July 2009-August 2011

community if they need it for another project. The association members recognize that mistakes were made with budgeting requirements, but are not empowered to find and secure an investment partner.³⁷



6.6.3 Ruboni Community Camp

The Ruboni Community Conservation and Development Program (RCCDP) is a community-based organization (CBO) located in Kasese District.³⁸

The tourism component of RCCDP provides low-cost accommodations, community walks, nature walks, cultural dances and crafts to the limited number of tourists en-route to the central circuit of the Rwenzori Mountains. They also run a restaurant and bar at the camp. Additional land for development of nature walks was purchased near RMNP with an area of wetland and some land that has been farmed. In partnership with ECOTRUST, Geolodges built a lodge at the edge of Ruboni Community and the boundary of Rwenzori Mountains National Park, on 100 acres of ECOTRUST land that acts as a buffer between the community and park. USAID-STAR, ECOTRUST, and Geolodges entered into a MoU committing to raise the funds for development of the facility. Geolodges and ECOTRUST matched USAID funds in development of the Visitor Center.³⁹

The USAID-STAR program also supported business plan development, tourism operations, guide training, and sales and marketing for the current product offering and additional products associated with the Rwenzori Visitor Center; and technical assistance to enhance governance and operations. USAID-STAR organized a group of six foreign tourists to take part in testing the new Ruboni hill hike, and a hilltop camping product, and assessed an proposed new product, the ‘waterfall walk.’ A small grant was provided to complete construction works on the kitchen/restaurant and upgrading the ecosan toilets to water borne toilets.⁴⁰

6.6.4 Rwenzori Mountaineering Services

The Rwenzori Mountaineering Services (RMS) is an association with a 30-year concession to operate the central trail in the park. However, stakeholders indicate that there needs to be improvements in terms of management and customer care to improve the service and also the benefits to the community. One stakeholder was skeptical though, and suggesting that they are “not willing to improve, and have poor services and conditions.” The association is defensive about the criticism, stating that “anyone who

³⁷ Spenceley, A. (2019) Diagnostic Studies N° 2.1 to 2.5 To support the Mid-Term-Review of Uganda's 2nd National Development Plan (NDP-2) and evaluation of NDP-1; Main report – Tourism (2.5) FINAL, 7 February 2019, European Development Fund, FWC SIEA 2018, Lot 2 Infrastructure, sustainable growth and jobs, EuropeAid/138778/DH/SER/Multi, Specific Contract Nr 2018/399-295

³⁸ Global Sustainable Tourism Alliance Uganda (2011) op. cit.

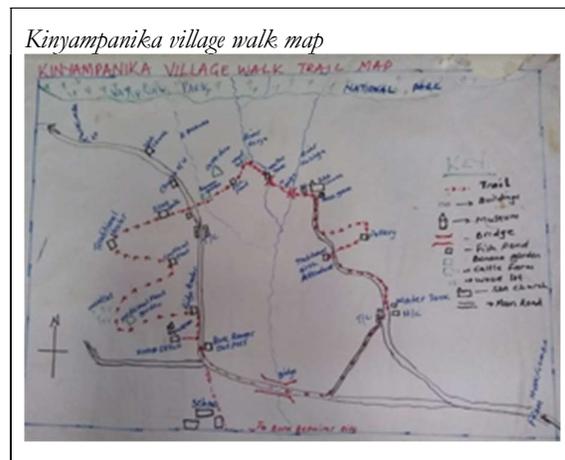
³⁹ Global Sustainable Tourism Alliance Uganda (2011) op. cit.

⁴⁰ Global Sustainable Tourism Alliance Uganda (2011) op. cit.

threatens the concession threatens every member of the RMS”, and that “the community is bigger than an individual”. They acknowledge though that the previous board had “financial management challenges”, and did not meet their obligations to pay their concession fees. After receiving letters from UWA threatening to cancel the agreement, the community sold 3 acres of land to reduce their debt but UGX 60 m. A new board has prioritized re-payment of the concession fees and government taxes, and has reduced their debt from UGX 780 m to UGX 390 m. They intend to settle the debt by the time the concession is renewed. RMS also indicate that they want to improve their facilities and service, but need around UGX 500 m to do so. Currently RMS charge USD 1000 per international tourist to reach the peak, including park fees, accommodation, food, porters, and guides. There were suggestions that the bednight fees for Ugandans could be lower, or removed, because this rate makes them less profitable. RMS was concerned that UWA was duplicating the service for a lower rate, and also offering shorter trails to visitors on the central route that their concession covered (e.g. the Diamond route). The option of engaging with a private sector partner to do so has not been considered previously, and they indicate that any partner would need to understand the community-benefit aims of the association.⁴¹

6.6.5 Kinyampanika chimpanzee conservation and Development Association

The Kinyampanika Chimpanzee Conservation and Development Association was established in 2011 following encouragement from UWA. Members pay a registration fee of UGX 5,000. WWF provided support to the association for three years between 2015 and 2018. Training was provided in tourist handling, and the collection of cultural artifacts to use in an interpretation centre. Work on monitoring chimpanzees is part of a process to habituate chimpanzees for tourism trekking and develop a chimp trail. The trail, developed with the support of UCOTA, will also include attractions within the community, including the Rwagimba hot springs, a traditional blacksmith and pottery. UCOTA also helped with an operational manual and guidance on how to handle tourism. The association has collected a number of cultural artifacts including pots, baskets and musical instruments to promote local cultural heritage values among local people. The collection needs improvement, interpretation, storage and a display area.⁴²



Representatives of UTB came to meet the association, but did not return. The association indicates that they could offer tours now, with the community route, birding, and the opportunity to see chimpanzees. However, by 2018 no tourists had been received, despite linkages have been made to UCOTA and with the Rwenzori Mountains Community Tourism Development Associations.⁴³

⁴¹ Spenceley, A. (2019) op. cit.

⁴² Spenceley, A. (2019) op. cit.

⁴³ Spenceley, A. (2019) op. cit.

6.6.6 Kibale Association for Rural and Environmental Development (KAFRED) & Bigodi Wetland

KAFRED was formed in 1992 by six individuals from Bigodi community with technical guidance from an American Peace Corps volunteer who identified the potential of developing CBT in Bigodi village. The idea to develop tourism was based on the resources found in Bigodi Wetland Sanctuary (BWS) next to Kibale National Park in western Uganda. KAFRED's overall aim was "to develop the rural community through the wise use of natural and cultural resources."⁴⁴

With technical support from UWA and the Peace Corps volunteer, KAFRED obtained land use rights from the sub-county authorities who were overseeing BWS on behalf of the community. With user rights, KAFRED was authorised to manage tourism activities in and around the wetland. After acquiring the resource user rights and authority to oversee the wetland, the founders designed the KAFRED constitution and proceeded to register the 'community' entity as a limited company. After registration, KAFRED began recruiting other members from the community, who paid a once-off membership fee to join, and by 2010 there were 170 members.

By 1996, tourism business had increased and focused on a combination of the diverse tourism natural resources (flora and fauna) and rich culture such as food, music, dance and drama. Tourist facilities and services included the board walk around the wetland, tree houses that acted as pavilions for bird watching, a visitor information centre that also served as a community hall, an office and a canteen for drinks, snacks and handicraft. Guiding services were provided by local people trained in tour guiding, first aid and interpretation skills. Swamp walks, village trails, bird watching, primate viewing, and cultural performances were also established, along with craft shops had been set up in the village with support from the UCOTA.⁴⁵

In 2008 a revolving fund was initiated to benefit families directly neighbouring BWS and affected by wildlife crop raiding, using KAFRED tourism revenue. Individuals could borrow up to approximately UGX 100,000 (interest free) to start income generating activities, and then pay back the loan after one year. However, the available funds were never enough to satisfy the submitted applications.⁴⁶

6.6.7 Nkuringo Community Conservation Development Foundation

A group of 23 community members from Nteko and Rubuguri parishes formed an association called Nkuringo Tourism Development Association (NTDA), with the intention of taking advantage of the tourism related opportunities through running private tourism businesses. They re-named their organisation the Nkuringo Community Conservation and Development Foundation (NCCDF), with technical and financial facilitation from IGCP and UWA in 2004.⁴⁷ NCCDF is headquartered in Nkuringo Town Council which has been carved out of Nteko Parish. But Nteko Parish, Rubuguri Parish and Rubuguri Town Council remain the owners and beneficiaries and they always have rotational leadership.

⁴⁴ Tinka, J. (2007) Community ecotourism: a turning point for Bigodi village. A history of the Kibale Association for Rural and Environmental Development- KAFRED (1992-2007), in Nyakaana, J. B. and Ahebwa, W. B (2011) Governance of Community-Based Tourism in Uganda: An analysis of the Kibale Association for Rural and Environmental Development (KAFRED), in van der Duim, R., Meyer, D., Saarinen, J. and Zellmer, K. (eds) New alliances for tourism, conservation and development in Eastern and Southern Africa, pp64-82

⁴⁵ Nyakaana, J. B. and Ahebwa, W. B (2011) op. cit.

⁴⁶ Nyakaana, J. B. and Ahebwa, W. B (2011) op. cit.

⁴⁷ Ahebwa, W. M. (2014) Greater Virunga Transboundary Collaboration: Provision of services for conducting a baseline study and mapping of private community tourism partnerships and ecosystem services enterprises, Final report, East African Network for Sustainable Tourism

This foundation has allowed the community to access benefits from tourism through their own tourism products (such as a community walk) and become the stewards of six of the eight daily available gorilla permits for the Nkuringo gorilla family.⁴⁸

Some community members, District officials and opinion leaders felt the group of 23 members were not representative of all the people in the two parishes since they were not elected in the first place and argued that they capitalised on the “ignorance” of the masses. However, members of NTDA chose to register NCCDF in this way for three reasons: liability of members is only limited to the amount guaranteed in the articles and memorandum of association; the company is not liable to pay corporation tax on profits as long as the profits are ploughed back into the company in line with its objectives; and, instead of declaring dividends, like in the case of a company limited by shares, profits are ploughed back to support social activities. The registration of NCCDF as a company worsened the controversy, as some community members and tourism companies saw it as more evidence suggesting that NCCDF was not a community focused venture, but a kind of private initiative driven by a few individuals who were using the community name to attract support.⁴⁹ The NCCDF evolved over time, and by 2019 was headed by an administrator working under a board of 50 directors who serve for four years and is elected during an Annual General Meeting.⁵⁰

NCCDF purchased 13 acres of land for the PCP lodge for a total of UGX 31 million (about USD 15,500 at that time). Of these funds, UGX 15 million was from NCCDF reserves, and UGX 16 million was borrowed from the Solidarity Fund of Rwanda (a conservation fund also administered by IGCP for Rwanda). The sum taken from NCCDF reserves for land purchase was the same as an amount paid by IGCP and UWA to NCCDF in exchange for labour to remove exotic fruit species from the new Bwindi buffer zone, necessary as these were attracting gorillas out of the park. The UGX 16 million was also brokered by IGCP as loan deal between NCCDF and the Solidarity Fund of Rwanda, whereby the borrowed money was to be paid back once NCCDF got any other funding for the project or after the lodge started operating.⁵¹

Following a tender process, The Uganda Safari Company was selected to build and run a lodge with NCCDF. However, the tendering process proved controversial in two respects. First, the founder chairman of NCCDF said that the involvement of IGCP and UWA in the tendering process was initiated by NCCDF to benefit from their experience and expertise. By contrast, the Kisoro Tourism Association (KTA), which was emerging as a key opposition actor in the process, argued that it was a ploy by IGCP and UWA to bring one of their own into the whole arrangement. Secondly, some actors felt there was a conflict of interest between UWA, IGCP, and TUSC, as at the time of the tendering process and awarding, the proprietor of TUSC was a Board member of UWA (the top most decision making organ) and might have used his influence to get favour from the tender awarding committee.⁵²

In 2004 UWA had signed a Memorandum of Understanding (MOU) with NCCDF giving it exclusive rights to purchase all the 6 gorilla trekking permits available in the Nkuringo section of Bwindi at that time. This clause however attracted the attention of the Association of Uganda Tour Operators (AUTO) which joined as a new actor into the opposition. Other AUTO and KTA members viewed TUSC as a competitor supposed to operate under the same business environment as themselves, and argued that the transfer of

⁴⁸ Global Sustainable Tourism Alliance Uganda (2011) Uganda/Sustainable tourism in the Albertine rift (USAID-STAR), USAID, Final report, July 2009-August 2011

⁴⁹ Ahebwa, W. M. (2014) op. cit.

⁵⁰ Nyakaana, J. B., Ahebwa, W. M., and Gwokyalya, W. (2019) Community Institutional Arrangements for Conservation and Development Through Tourism: An Analysis of the Nkuringo Conservation and Community Development Foundation, Uganda, *Journal of Tourism and Hospitality Management*, Mar.-Apr. 2019, Vol. 7, No. 2, 72-87, doi: 10.17265/2328-2169/2019.02.003

⁵¹ Ahebwa, W. M. (2014) op. cit.

⁵² Ahebwa, W. M. (2014) op. cit.

gorilla permits exclusive rights to TUSC would give it an unfair advantage in this section of the park. On the contrary, IGCP and UWA argued that giving exclusive rights to NCCDF was intended to create an assurance of the market for the joint venture.⁵³ Clouds Lodge was contractually appointed as the sole private investor in the lodge business in the Nkuringo region which deters competition as it locks out potential investors.⁵⁴

The community constructed Clouds Mountain Gorilla Lodge using the funds secured (and the money has since been paid back using remittances from Clouds Lodge to NCCDF⁵⁵). In addition to owning the lodge, the activities include handcraft making, nature walks, Batwa culture, traditional music, dance and drama, bird watching, community camp sites, nature conservation.⁵⁶ The lodge currently employs a total of 48 people directly as waiters, cleaners, cooks, drivers, bar attendants, supervisors, and managers. Of these, 94 percent (45) of the employees are from Nteko and Rubuguri parishes (members of NCCDF). Staff members can sell their farm produce to the lodge and tourists buy handicrafts from the community. Other financial benefits to the community from tourism are the payments made to tour guides, the Batwa (minority group) when they perform (music, dance, and drama) for the tourists. Each tourist pays USD 25 of which 40 percent goes to NCCDF, 60 percent to the 10 dancers. If there is only one tourist, the USD 25 goes to the dancers. Tourists can visit the Batwa settlement to have a real experience of their life style and the proceeds go directly to the hosts just like payments from the purchase of handicrafts. However, tour operators are not enthusiastic about the visit to the Batwa homes as they are the ones to pay from the tour package costs. Cloud Lodge and NCCDF management undertake fundraising activities from tourists and this has helped to raise funds for the weavers groups, five primary schools, and two secondary schools and scholarships for nurses and some orphans.⁵⁷

During an enterprise needs assessment of the USAID-STAR program, it was established that the enterprise has established financial management systems and procedures and good record keeping, however they were not being used properly. There was also a general lack of internal controls and inadequate documentation of organization assets. As a result of technical assistance from USAID-STAR, procurement and financial policies and procedures manuals were developed.⁵⁸

The community looks up to the lodge for benefits which include but not limited to employment opportunities, market for agricultural produce, revenue for infrastructural development and increasing the capital base for the NCCDF fund from where members can borrow for their personal development which delimits the development of the community. As sole operator, continued stay in the business is guaranteed and the lodge is more interested in making profits than working out ways of giving back to the community to enhance its socio-economic development. The contract confers a right on the operators of the lodge to renew their lease for another 10 years on similar terms as the previous lease except for bed night fees and rent. Although NCCDF agreed to these terms by assenting to the agreement, this proviso is unfair considering the loopholes in its present form specifically regarding the clause giving Clouds Lodge the power to operate as sole developer in the lodging business in the area. Renewal of the lease with such a term continues to incapacitate NCCDF in terms of infrastructural development of the area since it stifles competition together with the associated benefits.⁵⁹

Most building materials that were available in communities were sourced locally and food stuffs available locally, like eggs, chicken, vegetables, and potatoes, are bought. Over a period of three years in operation

⁵³ Ahebwa, W. M. (2014) op. cit.

⁵⁴ Nyakaana, J. B., Ahebwa, W. M, and Gwokyalya, W. (2019) op. cit.

⁵⁵ Ahebwa, W. M. (2014) op. cit.

⁵⁶ Nyakaana, J. B., Ahebwa, W. M, and Gwokyalya, W. (2019) op. cit.

⁵⁷ Nyakaana, J. B., Ahebwa, W. M, and Gwokyalya, W. (2019) op. cit.

⁵⁸ Global Sustainable Tourism Alliance Uganda (2011) op. cit.

⁵⁹ Nyakaana, J. B., Ahebwa, W. M, and Gwokyalya, W. (2019) op. cit.

approximately USD 16,838 was spent on local market purchases, firewood, water, and crafts from the community.⁶⁰

Deep rooted conflicts within NCCDF itself began to emerge, and power struggles took place regarding who should lead and who should benefit. By 2014, massive resistance has reduced because of two main reasons; a) the opening up of more habituated gorilla groups in the southern sector, b) the rotational arrangement In NCCDF governance. Those who were formally in opposition are currently in charge of NCCDF management.⁶¹

Furthermore, it has been suggested that while a private sector actor may be interested in competence and prudent service provision, the local actors may be interested in protecting tribal identities which automatically creates clashes of perspectives.⁶²

Previous support from institutions has included:⁶³

- Community support to conservation: UWA, IGCP, AWF
- Providing community equity funds, tour operator FAM trips; support to obtain a 1 km² concession in the Buniga forest bordering BINP; development of a forest trail; review and updating of NCCDF business plan and governance structure: USAID
- Resolving escalating conflict: IGG
- Reducing monopoly of one private actor: AUTO, KTA
- Offering high-end accommodation: TUSC

Despite the conservation efforts and the associated economic activities, sustainable employment opportunities are still limited, and the income obtained is not substantive as to reduce poverty levels in the community.

⁶⁰ Nyakaana, J. B., Ahebwa, W. M, and Gwokyalya, W. (2019) op. cit.

⁶¹ Ahebwa, W. M. (2014) op. cit.

⁶² Nyakaana, J. B., Ahebwa, W. M, and Gwokyalya, W. (2019) op. cit.

⁶³ Ahebwa, W. M. (2014) op. cit. & Global Sustainable Tourism Alliance Uganda (2011) op. cit.



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Assessment of options for growth for community-based tourism enterprises in Western and Northwestern Uganda: Background review of CBTE support

Authors:

Dr Anna Spenceley and Dr Wilber Manyisa Ahebwa

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List of Acronyms

AUTO	Association of Uganda Tour Operators
AWF	African Wildlife Foundation
BINP	Bwindi Impenetrable National Park
CBT	Community-based tourism
CBTE	Community-based tourism enterprise
COBATI	Community-based Tourism Initiative
EU	European Union
GDP	Gross Domestic Product
IFPACD	Investing in Forests and Protected Areas for Climate Smart Development Project
KAFRED	Kibale Association for Rural and Environmental Development
KNP	Kibale National Park
MFNP	Murchison Falls National Park
MGNP	Mgahinga Gorilla National Park
NDP	National Development Plan
NFA	National Forestry Authority
NGO	Non-governmental organisation
NP	National park
PA	protected areas
PCP	Private Community Partnerships
QENP	Queen Elizabeth National Park
RMNP	Rwenzori Mountains National Park
SIDA	Swedish International Development Cooperation Agency
SMME	small, medium and micro enterprises
TUGATA	Association of Uganda Travel Agents
UCOTA	Uganda Community Tourism Association
UGX	Uganda Shilling
UHOA	Uganda Hotel Owners' Association
UIA	Uganda Investment Authority
UN	United Nations
UNDP	United Nations Development Program
USAGA	Uganda Safari Guides Association
UTA	Uganda Tourism Association (UTA)
UTB	Uganda Tourism Board
UWA	Uganda Wildlife Authority
VCA	Value chain analysis
WWF	World Wildlife Fund

Nature-based tourism was identified as a priority sector in Uganda's new five-year National Development Plan (NDP3). Tourism foreign exchange earnings have been growing in recent years, generating US\$ 1.6 billion in 2018 (compared to US\$ 1.45 billion in 2017) and providing 1.17 million jobs (8 percent of total employment). Travel and tourism are forecast to rise to 8 percent of Gross Domestic Product (GDP) by 2027.

The forests and wildlife of the Albertine landscape are particularly important for tourism, as they attract more than 80 percent of the leisure tourists in Uganda for wildlife safaris, bird-watching tours, and gorilla and chimpanzee tracking. Nature-based tourism in the Albertine landscape generates significant revenues, which benefit local communities through a benefit-sharing mechanism used by the Uganda Wildlife Authority (UWA) - whereby UWA shares 20 percent of all gate fees collected with park-adjacent communities - and through job creation as well as a host of community-based tourism products and services.

However, opportunities to link wildlife attractions in protected areas (PAs) to nearby cultural or community-based goods and service providers are often missed. The Uganda Community Tourism Association (UCOTA), the umbrella organization that represents and supports community tourism in the country, has around 50 active community tourism enterprise members that offer a range of nature-based and cultural tourism experiences. Yet of these, only around a dozen have been fairly successful. While general interest in community/experiential tourism is on the rise globally and approximately 80 percent of tourists surveyed in Uganda expressed a desire to participate in community tourism, only around 10 percent incorporate community visits into their itineraries. This is likely due to a perceived need for quality improvement as well as a lack of awareness among tour operators about the many community tourism opportunities available in the country.

The World Bank, together with the Government of Uganda, is preparing the *Investing in Forests and Protected Areas for Climate Smart Development Project (IFPACD)* project with the objectives of improving the sustainable management of forests and protected areas and increasing benefits from these endowments in the Albertine landscape. A key element of success of this approach is the integration of communities and community and private lands in overall economic and environmental sustainability of these landscapes. Detailed information on the project is available in the Project Appraisal Document. One of the key elements of the project will be to make targeted investments in tourism so as to increase revenues and jobs in the PAs and surrounding communities.

To complement this investment, the Government of Sweden through the Swedish International Development Cooperation Agency (SIDA) and the Uganda Multi-Donor Trust Fund, is providing financing Bank-executed support for key advisory activities. As part of this advisory support, the World Bank has commissioned an assessment of community tourism enterprises in Western and Northwestern Uganda, in the Albertine Graben. The objective of the assessment is to identify opportunities for supporting communities to improve the experience offered to visitors and therefore earn higher revenues from tourism. The assessment aims to examine lessons learned from previous donor-funded community tourism support initiatives.

Box 3: Defining what we mean by community and community-based tourism enterprise⁶⁶

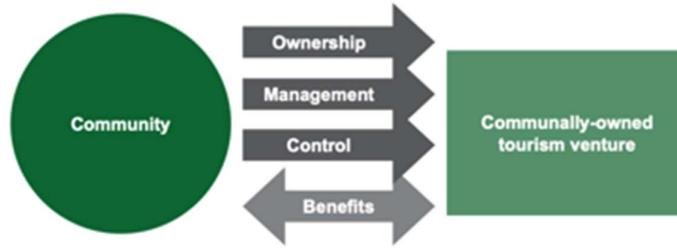
Community: A social group of any size whose members reside in a specific locality, share government and may have a common cultural and historic heritage. It can also refer to a group of individuals who interact within their immediate surroundings. A typical local community consists of business operators, public agency staff and residents, and their interactions and can include sharing of resources, information and support as well as establishing commercial relationships between local businesses and consumers.

Community-based tourism enterprise (CBTE): Refers to any tourism business or activity that is located within a community, it may either be privately owned or managed or operated with the involvement of the local community members. A CBTE should be able create community linkages and adhere to responsible tourism practices that take environmental, social and cultural sustainability into account.

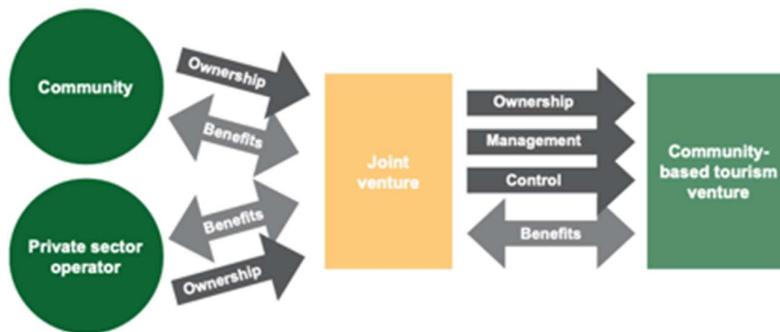
Four models of community-based tourism enterprise (CBTE) were explored in this analysis (see Box 4), based on guidelines produced for the International Labour Organization that were discussed during the inception meeting.

Box 4: Models of community-based tourism enterprise⁶⁷

Model A. Communally-owned tourism venture: The community has full ownership, control and responsibility of the venture and the majority of benefits remain within the community.



Model B. Community tourism initiative in partnership with a private partner: Private-community partnerships are based on formal or informal engagement between a private entity and an organised community set up.⁶⁸ In joint-venture partnerships, the community and private partners contribute, have a share of ownership and receive benefits. Often the community contributes resources that they have access to (e.g. land, grant funding and labour) and the private partner contributes commercial expertise and investment. In Uganda these are sometimes referred to as Private Community Partnerships (PCP)

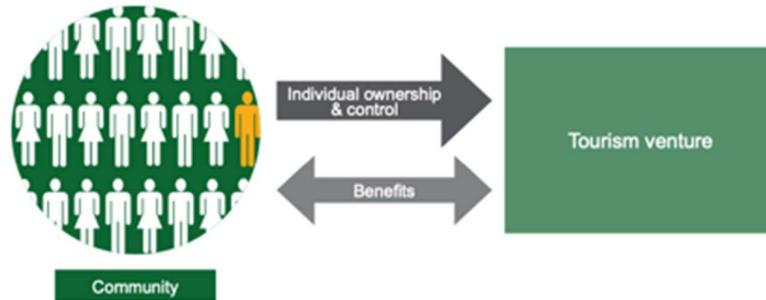


⁶⁶ Spenceley, A., et al. (2016) op. cit.

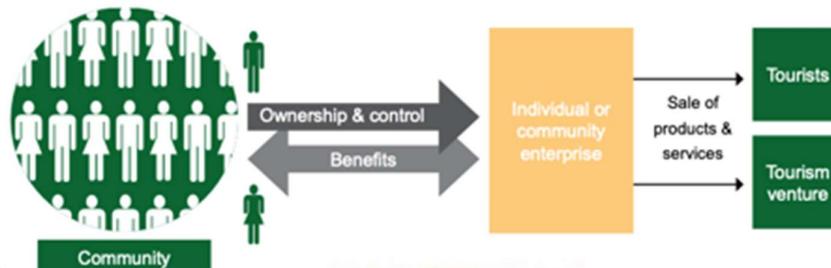
⁶⁷ Spenceley, A., et al. (2016) op. cit.

⁶⁸ Ahebwa, W. M. (2014) Greater Virunga Transboundary Collaboration: Provision of services for conducting a baseline study and mapping of private community tourism partnerships and ecosystem services enterprises, Final report, East African Network for Sustainable Tourism.

Model C. Community-based tourism entrepreneurship and small businesses: A community member, a group of community members or an individual with links to a community may establish and run a tourism venture that is based on community resources. The venture has no formal commitments in relation to community benefits, though the community may benefit from employment or enterprise linkages.



Model D. Community enterprise linkages with private sector-owned tourism businesses: Individual entrepreneurs, partnerships and/or cooperatives sell their products or services to tourism companies and to tourists. The model emphasizes local supply and value chain linkages.



8.2.2 Literature identification and review

The literature reviewed included technical reports produced by agencies working in Uganda, peer-reviewed journal and book chapters, and also academic masters and doctoral theses. These were identified through consultation with members of the assignment steering committee (i.e. Uganda Tourism Board (UTB), Uganda Wildlife Authority (UWA), National Forestry Authority (NFA), the Uganda Community Tourism Association (UCOTA) and World Bank representatives), from an online Google Scholar search, and from materials that the project team had contributed to in the past. The full database of materials compiled is available in a [Google Drive folder](#), and resources are cited throughout the report.

In line with the terms of reference, elements of interest drawn out of the literature included:

- **Lessons learned** from donor-supported community-tourism initiatives over the past 10 years in Uganda, including challenges faced, errors made, best practices, key success factors,
- **Needs identified** for CBTE development in Uganda, including related to access to finance, access to skills, and access to markets.

9.1 Community-based tourism in Uganda

Uganda many CBTEs distributed across the country. These include products and services such as homestays, village tours, cookery and handicraft, activities to participate in village activities (e.g. agrotourism) and cultural performances. Over the years, many interventions by donors and non-governmental organisations (NGOs) have taken place in collaboration with the government and tourism associations to support CBTEs.

Some enterprises are supported by NGO projects (e.g. World Wide Fund for Nature [WWF], International Gorilla Conservation Program [IGCP]), by associations such as UCOTA and the Community-based Tourism Initiative (COBATI),⁶⁹ and others have project support by donors. A database of CBTE donor interventions in Uganda has been compiled (see section 6.4), and a brief overview of some notable initiatives and support institutions can be found in the Annex, section 13

9.2 Background on conservation and poverty in the Albertine Graben Valley

The Albertine Graben Valley (within Uganda) stretches from Murchison Falls National Park to Bwindi Impenetrable and Mgahinga Gorilla National Parks in the south. The region contains some of the highest human population densities in Africa, with up to 600-700 people per km² in southwest Uganda. This concurrence of important areas for biodiversity and high population densities poses challenges to long-term conservation management and species survival. This is particularly so as the people living in this region are also some of the poorest in Africa, with over 95 percent relying on subsistence farming for their livelihoods. As populations increase, land and other essential resources become scarce, causing increased pressure on areas of biological significance. This has led to increased and unsustainable uses through exploitation and illegal access to rich biodiversity areas (parks and forest reserves).⁷⁰

In the Albertine Graben more than one half of the rural population and one third of the urban population is living below the poverty line. The highest recorded poverty rates seen in urban areas in the Albertine Graben are in Kisoro (58 percent) in 2011. Rural poverty is also highest in Kisoro District, with 70 percent living below the poverty line. The lowest is in Mbarara District, with 47 percent of the population living below the poverty line in 2011.⁷¹

Serious conservation threats have been identified in Uganda's high biodiversity areas—especially within the national parks in the Albertine Graben (i.e. Bwindi Impenetrable National Park [BINP], Mgahinga Gorilla National Park [MGNP], Queen Elizabeth National Park [QENP], Kibale National Park (KNP); Rwenzori Mountains National Park [RMNP], and Murchison Falls Protected Area [MFPA]) These include bush meat poaching, human/animal conflict (encroachment), illegal timber cutting, and oil exploration. With the exception of the latter, these threats are caused by surrounding communities with high poverty rates and increasingly high population densities.⁷²

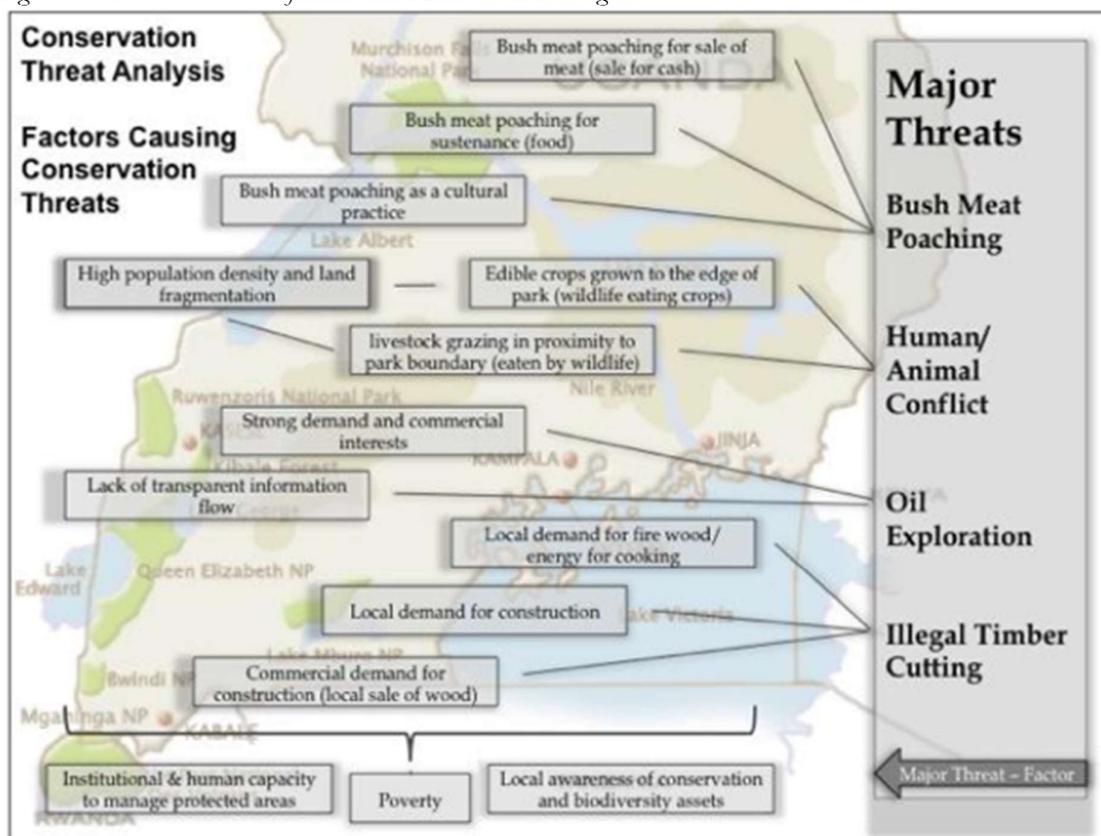
⁶⁹ Spenceley, A. (2019) Diagnostic Studies N° 2.1 to 2.5 To support the Mid-Term-Review of Uganda's 2nd National Development Plan (NDP-2) and evaluation of NDP-1; Main report – Tourism (2.5) FINAL, 7 February 2019, European Development Fund, FWC SIEA 2018, Lot 2 Infrastructure, sustainable growth and jobs, EuropeAid/138778/DH/SER/Multi, Specific Contract Nr 2018/399-295

⁷⁰ Global Sustainable Tourism Alliance Uganda (2011) Uganda/Sustainable tourism in the Albertine rift (USAID-STAR), USAID, Final report, July 2009-August 2011

⁷¹ Global Sustainable Tourism Alliance Uganda (2011) op. cit.

⁷² Global Sustainable Tourism Alliance Uganda (2011) op. cit.

Figure 11: Conservation threat factors in the Albertine Graben region⁷³



9.2.1 How CBTEs and local communities participate in the tourism value chain

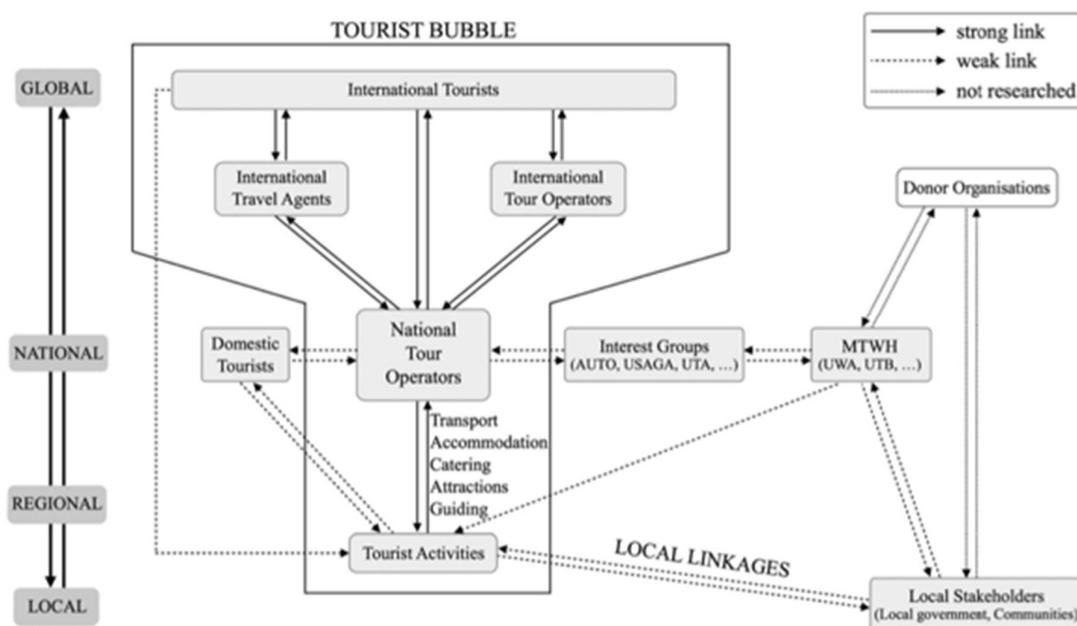
Studies of tourism value chains in Uganda have identified ways in which tourism enterprises and local people participate in the tourism value chain (see Figure 12), including the following:⁷⁴

- Food production (e.g. farming, fishing, salt mining, coffee)
- Excursions and activities: Guiding nature walks, mountain climbing, birdwatching, chimp trails, village walks, waterfall diving
- Accommodation: Homestays, camping, as well as mid- and high-end establishments through partnership arrangements with private sector players
- Cultural entertainment and performances
- Making and selling handicrafts / souvenirs / furnishings / craft
- Transportation (e.g. boda-boda, special car hire services, boats)

⁷³ Global Sustainable Tourism Alliance Uganda (2011) op. cit.

⁷⁴ Adapted from: Thomas, F., Barya, G. and Katongole, C. (2011) Uganda inclusive tourism, Opportunity study, Inclusive tourism programme, ITC, October 2011; Adiyia, B. & Vanneste, D. (2018) Local tourism value chain linkages as pro-poor tools for regional development in western Uganda, Development Southern Africa, DOI: 10.1080/0376835X.2018.1428529

Figure 12: Simplified structure of tourism value chain in Uganda⁷⁵



A diagnostic review of tourism for the European Union and National Planning Authority (2019)⁷⁶ included interviews with a number of hotels, restaurants and recreation facilities to identify their local community linkages. An overview of the findings can be found below (see table below), and the analysis found that most local benefits were through employment and salaries, with additional sales of products including food and some social benefits.⁷⁷ However, the tourism sector only employs locals to a limited extent, and this, coupled with the poorly evolved agricultural system, means there is a high prevalence of persistent poverty among the local population. A minimally educated local labour market and a lack of training buttressed against casualization but proliferated an outside workforce. The lack of trained workers means that service providers want to maintain the workers they trained in-house, because they are hard to replace.⁷⁸

Table 6: Examples of local value chain involvement with private operators in tourism in Uganda⁷⁹

Private operator	Description	No. beneficiaries	Benefits to local people
Red Chilli Lodge, Murchison Falls National Park (MFNP)	Accommodation with camping, safari tents and bandas	44 staff - 28 women (63 percent) - 50 percent local	Salaries of staff Procurement of local thatching grass Wood for furniture bought locally Local labour for construction

⁷⁵ Adiyia, B., Stoffelen, A., Jennes, B., Vanneste, D., & Ahebwa, W. M. (2015) Analysing governance in tourism value chains to reshape the tourist bubble in developing countries: the case of cultural tourism in Uganda, *Journal of Ecotourism*, 14:2-3, 113-129, DOI: 10.1080/14724049.2015.1027211

⁷⁶ Spenceley, A. (2019) op. cit.

⁷⁷ Thomas, F., Barya, G. and Katongole, C. (2011) op. cit. and Adiyia, B. & Vanneste, D. (2018) op. cit.

⁷⁸ Christina, M. and Mwaura, F. (2013) Capturing the gains: Economic and social upgrading in tourism global production networks:

findings from Uganda, ISBN : 978-1-907247-81-1 . <http://ssrn.com/abstract=2237486>

⁷⁹ Spenceley, A. (2019) op. cit.

Private operator	Description	No. beneficiaries	Benefits to local people
Mweya Safari Lodge, Queen Elizabeth National Park (QENP)	54 room hotel in the park, on a 10 year-renewable concession	135 staff: - 30 percent female, 70 percent male - 60-70 percent are local	<ul style="list-style-type: none"> Salaries for staff Local purchasing of fruit and vegetables. Do not buy local fish as no quality control/health inspection Support school in Kazja Village with classroom construction and books.
Living Waters, Source of the Nile	Private investment in 4 tented chalets, 6 forest chalets, 2 dormitories, 1 family hut, and 2 executive rooms. Future plans for a boat, swimming pool, and more accommodation.	11 staff: - 5 female (45 percent), 6 male - All Ugandan, but none local	Salaries Local purchases of fruit and vegetables.
Roumans restaurant/bar, Source of the Nile	A restaurant and bar on the shore of the river. Pays UGX 300,000 per month in lease fees to the Municipal Council	14 staff: - 3 women (21 percent), 11 men. - 13 local from Jinja	Salaries and tips
Source of the Nile Recreation Park	Private investment in a zoo, small cultural interpretation centre and bar facilities.	5 staff: - 3 women (60 percent), 2 men. - All Ugandan, but none local	Salaries
Rukondo Family Bar and Restaurant, Botanical Gardens, Entebbe	Lakeside bar and pool table.	8 Ugandan staff	Salaries
Four Points Restaurant, Botanical Gardens, Entebbe	Lakeside restaurant with a play area, camping, and 8 accommodation rooms under construction. Operates on a 25-year lease.	8 Ugandan staff - 2 women (25 percent), 6 men	Salaries
New Lutembe Beach, Entebbe	Leisure complex with accommodation, a bar and swimming pool. A restaurant is under construction. Adjacent to a Ramsar wetland, but without access. Estimated 5-10 visitors per week (recently opened)	20 staff: -8 women (40 percent) 12 men and casual workers	Salaries

10 LESSONS LEARNED

This section describes lessons learned from the literature regarding challenges faced by CBTEs in Uganda, errors made in previous interventions, and also best practices and key success factors.

Readers should note that more lessons learned may be identified during the field work phase of this assignment, and that this compilation is based on what could be readily identified from previous analyses.

10.1 Challenges faced are diverse

There many substantial challenges for communities that constrain direct participation in tourism, and also the extent of indirect benefits in the local economy. In Uganda, challenges include limited skills possessed by local people to run tourism business, governance issues, limited capital to enable starting of appealing businesses, conflicts within the community, limited exposure to tourism business and tourists' expectations.

⁸⁰ The table below illustrates type the types of difficulties relating to the context and enabling environment, human resources, and also products and services in the country.

Table 7: Challenges faced by Ugandan community members in participating in tourism⁸¹

Type of challenge	Description
Context challenges	<ul style="list-style-type: none"> • Limited access to cheap capital • Poor and inadequate infrastructure (e.g. roads, electricity, internet) • Lack of sector standards • Land ownership conflicts / wrangles hampering private investment. • Non-existent or inadequate tourism development support structures
Human resource challenges	<ul style="list-style-type: none"> • Poor attitude towards work • Inadequate education and skills (e.g. limited primary education and English language, craft skills, business skills) • Lack of awareness of tourism products and their benefits • Inadequate business management skills
Product and service challenges	<ul style="list-style-type: none"> • Low demand (e.g. food crops not bought by hotels) • Inconsistent supply of products and/or services • Inconsistent quality and quantity for international tourists • Agricultural seasonality • Poor quality of community facilities (e.g. homestays) • Inadequate marketing • A lack of equipment and tools

Deficiencies and challenges for CBTEs in Uganda have been previously reviewed in relation to standard business best practices (see table below). The analysis highlights difficulties for CBTEs in market analysis, the way in which products are designed and brought to market; and in how their operations are managed.

⁸⁰ Ahebwa, et al, (2016) op. cit.

⁸¹ Adapted from UNDP & UTB (2014) A Value chain analysis of the Ugandan Tourism Sector, Value Chain Analysis Report, October 2014; Korutaro, B., Ahebwa, W., and Katongole, C. (2013) Final product profiling report, Provision of services for "A value chain analysis of the Ugandan tourism sector", ref 10806, July 2013, report to UNDP and UTB

Table 8: CBTE challenges in terms of best practices⁸²

Theme	Standard business practice	Ugandan CBTE challenges
Market Analysis	Products and services are created and refined based upon the demand of different clientele	In most cases, communities have never addressed or are not aware of the variations of the likes and dislikes of target market segments in Uganda. Most have never taken the time nor knew how to research the potential of their product ideas based on market research.
Sales and marketing	Sales and marketing strategies need to be tailored to the specific target markets one is trying to reach. The proper promotional materials and placement of these needs to be applicable to the market at hand, in Uganda, this is based on tour operators and lodges.	Many communities do not understand how the tourism industry works in Uganda and have skeptical views of tour operators and lodges viewing them as competition rather than sales outlets. This is largely due to CBTE's negative perceptions of driver-guides who expect commission, another concept that the communities did not understand. Communities have a limited grasp of marketing strategies, specifically concerning the placement of promotional materials.
Operations	Staff, training and communication systems need to be designed to provide quality service at the lowest cost to the business.	In many communities there is overwhelming pressure to employ as many people as possible, opening up opportunities to everyone. But as this happens, people are hired that do not need to be, costing the business too much money and making it unsustainable. Consistent and reliable phone access is not a priority, decreasing their reliability for bookings, etc. Limited skills are a key hindrance to local human resource sourcing (community employment) in CBTE enterprises, particularly when there is a partnership between community members and a private enterprise and local employment is a condition of the agreement.
Financial projections	Businesses should use financial projection to gauge the feasibility of their business in terms of the bottom line. If a business operation cannot be financially sustainable, it will not be able to contribute to conservation or the community.	There is nearly a complete absence of the concepts of financial projections and depreciation. Most businesses had no idea of their profit margins when setting prices. They cannot tell you if they made a profit or a loss the prior month nor do they have any recordings of their sales or expenses, making projections difficult. The misperception of certain costs like communication, working capital and marketing all negatively affect community businesses.
Sensitivity of tourism	Ensure that businesses are resilient, with diverse markets, products and services. Tourism can be affected by local and international security, diseases and epidemics (e.g. Ebola; COVID-19)	Communities need to develop tourism alongside (and in supplement to) other economic activities.

⁸² Adapted from Global Sustainable Tourism Alliance Uganda (2011) op. cit.; The Chimpanzee Trust (2015) op. cit.; Ahebwa, W. M. (2014) op. cit.

Some of the types of challenges and constraints have previously been reviewed for four CBTEs in the Albertine Graben, in the below (illustrating Model C in Box 4).⁸³ This review highlighted the need for improved market linkages between CBTEs and tour operators; improved product development and business operation skills; and access to finance. Notably had no challenges in trip information sourcing or transportation identified.

Table 9: Constraints for value chains of specific CBTE value chains in Uganda⁸⁴

Value Chain Node	Constraints identified			
	Rurama Women's Group (Kibale NP)		Katara Youth Group (QENP)	
	Handicraft	Dance and Drama	Drumming and dancing	Nature Walks
Accommodation & meals	None	Few market links between accommodation and women's group	None	Competition from other tour guides employed by accommodation in the area
Production of products/services	Inadequate skills for consistent quality, business management and costing. Lack of mobilizing community and women	Lack of skills and money to make quality costumes and equipment.	Some drum, dance and costume raw materials are not available locally. They have to be purchased at cost	Lack of guide training means that the quality of experience on the trail is not 'remarkable' Tour guide training is prohibitive (UGX 700,000) Lack of equipment (binoculars, rain coats, boots, uniform)
Sale of products/services	Lack of marketing Lack of electricity, toilet, water security and signage at shop	Limited marketing by the group	The activity is not marketed well and not well known. The activity is not costed well.	Lack of financial and costing skills to price trail more competitively.

In Uganda it has been noted that supply chain linkages are partially based on informal trust-based relations in which buyers primarily aim at getting (1) value for money and (2) consistent product prices, qualities and quantities. However, supply-related inconsistencies of local produce undermine the existence of supply chain linkages with local farmers, and favour business linkages with local intermediary suppliers, dominantly shaping the regional development potential of supply chain linkages in western Uganda.⁸⁵ In boosting local involvement in tourism, addressing the needs of the supply side (i.e. community based enterprises, entrepreneurs and small, medium and micro enterprises [SMMEs]) and the demand side (i.e. tour operators, hoteliers, restaurants, retail outlets) is critical.⁸⁶

⁸³ Adapted from Korutaro, B., Ahebwa, W., and Katongole, C. (2013) op. cit.

⁸⁴ Adapted from Korutaro, B., Ahebwa, W., and Katongole, C. (2013) op. cit.

⁸⁵ Adiyia, B. and Vanneste, D. (2018) op. cit.

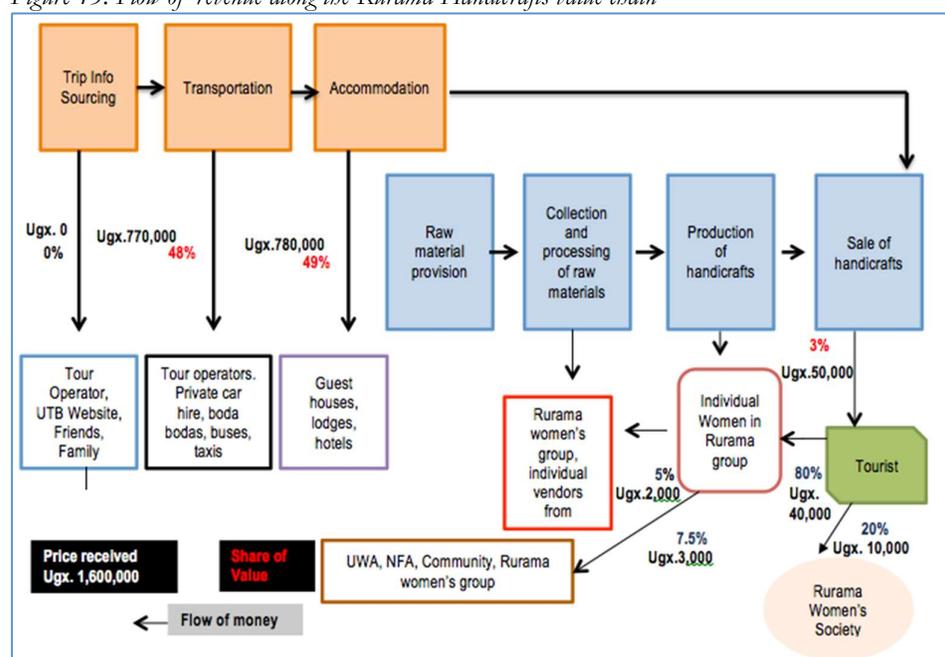
⁸⁶ Spenceley, A. (2019) op. cit.

Three specific types of challenge are now illustrated in more detail, including (1) the proportion of overall tourism expenditure spent on CBTEs, (2) expenditure by tourism businesses, and (3) governance arrangements.

10.1.1 Small proportion of tourism expenditure spent on CBTEs

A value chain analysis (VCA) by the United Nations Development Program (UNDP) and UTB (2014)⁸⁷ illustrated the way in which different types of individual enterprises are involved in the sector within communities, and the proportion of tourism revenue that they capture. When reviewing how money flowed through the Rurama Handicrafts value chain, it was found that just 3 percent of a tourist's trip expenditure was spent on purchasing craft (UGX 50,000), and that this value is divided between the artisans (80 percent) and the Rurama Women's Society (20 percent).⁸⁸ In order to improve commercial opportunities for CBTEs, the proportion and value of trip expenditure spent at CBTEs that benefits local communities needs to be maximised.

Figure 13: Flow of revenue along the Rurama Handicrafts value chain⁸⁹



10.1.2 Lack of local procurement by tourism enterprises

A number of VCA studies have been implemented on the tourism sector in Uganda, which produce different figures and proportions of local expenditure, but with similar general findings. These illustrate Model D in Box 4)

A VCA of Uganda's entire tourism sector (2017)⁹⁰ found that most accommodation facilities did not have any engagements with local communities (72.3 percent). Despite this, a Uganda Tourism Product Profiling report (2013)⁹¹ found that 90 percent of accommodation facilities in Uganda were willing to purchase

⁸⁷ UNDP & UTB (2014) A Value chain analysis of the Ugandan Tourism Sector, Value Chain Analysis Report, October 2014

⁸⁸ UNDP & UTB (2014) op. cit.

⁸⁹ Kbk Development, 2013 cited in UNDP & UTB (2014) A Value chain analysis of the Ugandan Tourism Sector, Value Chain Analysis Report, October 2014 Analysis of Uganda's Tourism Sector, Draft report to the Ministry of Tourism, Wildlife and Antiquities and Private Sector Foundation Uganda.

⁹⁰ Ahebwa, W. M. (2017) op. cit.

⁹¹ Korutaro, B., Ahebwa, W., and Katongole, C. (2013) A value chain analysis of the Ugandan tourism sector, ref 10806, July 2013, report to UNDP and UTB

products from local communities, and nearly all food sold in restaurants were sourced locally. Another study found that from a total estimated visitor expenditure of US\$ 778 m in Uganda in 2010, there was a local expenditure by restaurants on food products of US\$ 35 m (75 percent of all restaurants food costs), and expenditure on local food products of US\$ 37 m (39 percent of all expenditure on souvenirs). For food purchasing, the proportion of local expenditure by accommodation facilities varies greatly, with the greatest proportion of local spending on fish and the least on processed food and juices (see Table 10).⁹² The Uganda Tourism Product Profiling report also found that on average restaurants bought about UGX 79,000 of meat per week (22 percent) of their total purchasing budget), and other commonly purchased local products included fish (14 percent), chicken (11 percent) and cereals (10 percent), with lower local purchases of honey (2.3 percent) and fresh fruits (5.7 percent).⁹³

Table 10: Percentage and value of food items purchased locally by accommodation facilities⁹⁴

	Meat	Fish	Cereals	Vegetables	Fruit	Condiments	Processed food and juices
Product's share of total food costs	19.7%	20.8%	22.5%	14.3%	11.7%	8.4%	2.7%
% of locally sourced products	76%	73%	71%	82%	91%	60%	45%
Value of imported products	\$1,428,183	\$1,654,197	\$1,975,963	\$756,939	\$317,081	\$1,009,197	\$435,290

Using one protected area to illustrate, hotels in the Murchison Falls National Park (MFNP) have said that that they strive to purchase locally, products assembled locally are not consistent in quality and supply. There are only a few products that locals can produce, and facilities have vast food preparation needs that are mostly met in Kampala through bulk purchase. Transportation constraints, quality standards, and lack of purchase guarantee hindered local producers from benefiting from any supplier relationship.⁹⁵ Similarly, it has been found that although local sourcing for food stuffs and other locally available products is a condition in private sector-community agreements, this is limited by poor quality products from communities, and communities that lack of capacity to sustain supply even when a market to purchase their goods is guaranteed.⁹⁶ Other studies have noted that local food supply chain linkages for basic food items in the Ugandan tourism sector have an informal nature, partially based on trust and familiarity. Therefore, business owners allow their staff to connect the business with local suppliers for basic food items.⁹⁷

Aside from food, competition between community cultural performance groups can be challenging, and can be abused by operators not paying them, so that their only compensation comes from visitor tips after performances.⁹⁸

10.1.3 Governance challenges

Governance is a major issue in the success or failure of CBTEs and partnerships (particularly for models A, B and to a lesser extent C in Box 4). Governance problems have been observed including lack of

⁹² Thomas, F., Barya, G. and Katongole, C. (2011) op. cit.

⁹³ Korutaru, B., Ahebwa, W., and Katongole, C. (2013) op. cit.

⁹⁴ Thomas, F., Barya, G. and Katongole, C. (2011) op. cit.

⁹⁵ Christina, M. and Mwaura, F. (2013) Capturing the gains: Economic and social upgrading in tourism global production networks:

findings from Uganda, ISBN : 978-1-907247-81-1 . <http://ssrn.com/abstract=2237486>

⁹⁶ Ahebwa, W. M. (2014) op. cit.

⁹⁷ Adiyia, B. & Vanneste, D. (2018) Local tourism value chain linkages as pro-poor tools for regional development in western Uganda, Development Southern Africa, DOI: 10.1080/0376835X.2018.1428529

⁹⁸ Adiyia, B., and Vanneste, D. (2018), op. cit.

transparency, corruption, lack of strategic plans and hence haphazard decisions, which are largely due to excessive powers of governing boards, yet with limited management skills. Sometimes neither the mediators and donors that supported their development, nor the local governments have legal mandate to intervene, and there is very limited accountability.⁹⁹ For example, governance problems associated with the Kabaka Foundation hampered and constrained the organisation functioning in ensuring sustainable cultural tourism on the Kabaka Trail Project in Buganda.¹⁰⁰

10.2 Errors made: The lack of long-term sustainability

The most substantial ‘error’ made during donor interventions is the lack of attention paid to the long-term sustainability of CBTE initiatives.

During the EU/NDP diagnostic analysis (2019), stakeholders indicated that many projects integrated within the plans are projects driven by donor agencies. These may run for 3 to 5 years, and then end, and “they die”. For example:¹⁰¹

- The **UNDP’s inclusive business program** has received criticism regarding the linkages of SMMEs supported with the market. One stakeholder said that there should have been a “*deliberate sustained effort to keep track of (women crafters) so that the chain should not break. So when the UNDP project ends, it goes back to zero, as they are not linked to the market.*” One said that that there was “no sustainability” while another said that it had “*failed miserably as it did not link them with the tourism value chain. Consultants met local people, made speeches on how people would get money and tourism figures, but no jobs were created*”.
- The **World Wildlife Fund (WWF)** had a project to support sustainable financing in and around the Rwenzori Mountains NP. This provided 3 years of support to CBT enterprises including Rwenzori Coffee Safaris and the, Kinyampanika Chimpanzee Conservation and Development Association. While linkages were made to UCOTA and the Rwenzori Mountains Community Tourism Development Associations, interviews with their representatives revealed that both operations are struggling to create commercially viable tourism products, and are unaware of how to link to the market, or find a private sector partner, and are floundering.
- At the **Kabaka Heritage Trail**, low visitor arrival was attributed to limited marketing, limited information about products and services offered at these sites, and in adequate online visibility. A robust marketing program for the project ended when donors pulled out and handed the project to community associations.¹⁰²

Recommendations from the EU/NDP diagnostic review included a need for plans “for sustainability since most of the interventions are donor driven and die out as soon as the project is done.” It was indicated that, “most of the budget items on product development were left for donor funding to cover, and there was no direct commitment from government, but these should be the responsibility of government.” It was suggested that if there was a government budget allocation, then other donor or private investment could supplement this.¹⁰³

Also, the final report of the USAID-STAR program noted that the scale and diversity of CBTE challenges were a contributing factor explaining why the majority collapse as soon as donor funds and technical

⁹⁹ Ahebwa, W. M. (2014) A baseline study and mapping of private community tourism partnerships and ecosystem services enterprises, Final report, Greater Virunga Transboundary Collaboration:

¹⁰⁰ Please see the case study report for further information. Source: Ahebwa, W. M., Aporu, J. P., and Nakaana, J. B. (2016) Bridging community livelihoods and cultural conservation through tourism: Case study of Kabaka heritage trail in Uganda, *Tourism and Hospitality Research*, 16 (2) 103-115, DOI: 10.1177/1467358415589659

¹⁰¹ Spenceley, A. (2019) op. cit.

¹⁰² Ahebwa et al, (2016) op. cit.

¹⁰³ Spenceley, A. (2019) op. cit.

assistance runs out¹⁰⁴ (see Annex in section 13), which underlines the need for direct involvement and commitment of government, and particularly local government, and the need for pragmatic approaches to donor interventions.

Indeed, there are numerous examples of small-scaled projects initiated by well-intentioned NGOs in Uganda that: (1) were heavily reliant on donor funding and collapsed when funding ended, (2) were not incorporated in the market regulation mechanisms of the mainstream tourism industry, and (3) did not take into account local livelihood-based survival contexts.¹⁰⁵

10.3 Best practices and success factors

Best practices and success factors for CBTE in Uganda that were highlighted in the literature reviewed related to: business viability; having realistic expectations; linkages with the private sector; private-community partnerships (Model B); cultural conservation; and support from NGOs and donors.

Readers should note that there are numerous best practices documented internationally on CBTEs,¹⁰⁶ but this review focussed specifically on materials from Uganda in accordance with the assignment scope. However, the table below reflect the lessons learned highlighted in that report that are relevant to Uganda (see Table 11 below).¹⁰⁷

Table 11: Lessons relevant to Uganda based on international best practice case studies on community participation in tourism¹⁰⁸

Initiative	Summary	Lesson learned relevant for Uganda
SNV District Partners Program, Humla District, Nepal ¹⁰⁹	Needs identification, feasibility studies and the development of a sustainable tourism platform, district and trail planning, and training in business planning, production and marketing, and support to seek financing. (Model A and C)	<ul style="list-style-type: none"> • Interventions must be researched with empirical evidence to optimize benefits. • Social mobilisation of communities through community-based organisations is an essential entry point to prepare community level stakeholders for development of tourism. • CBT development cannot take place without the involvement of the private sector, and opinion leaders of the community (local elites). • Appreciative participatory planning and action methods are effective for assisting the poor to plan on how to participate in tourism, though profit predictions tend to be over-optimistic. • Tourists are concerned about benefiting local poor people, however they are often not aware of what interventions are appropriate for poor people and what they can do to help. • A multi-stakeholder capacity building approach is fundamental to success, but capacity building without some

¹⁰⁴ Ahebwa, et al, (2016) op. cit.

¹⁰⁵ Meyer, D. (2009) Op. cit.

¹⁰⁶ For example see Hamzah, A. (2021) Planning for optimal involvement in tourism and partnership development, In Spenceley, A. (ed) Handbook for sustainable tourism practitioners: The essential Toolbox, Edward Elgar; Spenceley, A., Rylance, A., Nanabhay, S. and van der Watt, H. (2016) Operational guidelines for community-based tourism in South Africa, Department of Tourism: Republic of South Africa; Spenceley, A. (2008) Local impacts of community-based tourism in southern Africa, In Spenceley, A. (ed) Responsible Tourism: Critical issues for conservation and development, Earthscan: London & Sterling VA, © IUCN, pp 285-303; Zeppel, H. (2006) Indigenous ecotourism: Sustainable development and management, Ecotourism Series no. 3, CABI; Adama. B & Goodwin. H. (2003) Improving Access for the Informal Sector to Tourism in The Gambia; Poultney, C. and Spenceley, A. (2001) Pro-poor tourism, Wilderness Safaris South Africa: Rocktail Bay and Ndumu Lodge; Saville, M. (2001) Practical strategies for pro-poor tourism: case study of pro-poor tourism and SNV in Humla District, West Nepal

¹⁰⁷ Korutaro, B., Ahebwa, W., and Katongole, C. (2013) op. cit.

¹⁰⁸ Adapted from UNDP & UTB (2014) A Value chain analysis of the Ugandan Tourism Sector, Value Chain Analysis Report, October 2014, section 7

¹⁰⁹ Saville, M. (2001) Practical strategies for pro-poor tourism: case study of pro-poor tourism and SNV in Humla District, West Nepal

Initiative	Summary	Lesson learned relevant for Uganda
		basic infrastructure and financial resources may not adequately support the poor into the tourism value chain.
Rocktail Bay, South Africa ¹¹⁰	A tripartite venture where two local communities partnered with a private venture and local government wildlife conservation office to run a lodge. (Model B)	<ul style="list-style-type: none"> • Financial success of the core business is critical. Whatever, the core product is (e.g. lodging, recreation, tour guiding), it has to have sufficient market and good sales turn-over. This is the responsibility of national governments and their marketing agencies. • Allocation of shares and benefits to immediate local communities is critical, as this boosts the motivation of the communities to continue supporting the initiative. • National government must provide a favourable enabling environment for this to happen (E.g. providing land, tax incentives, subsidised financing, etc.) and mobilising the community. • Communities need to be organised along strong structures (committees) with electable members who have capacity to make decisions. People must be involved from the start, and it is best to start by building transparent local institutions.
Tourism Challenge Funded Project, The Gambia ¹¹¹	A 20-month project to identify and address challenges to tourism SMMEs (e.g. fruit sellers, juice pressers, craft market, licensed guides) (Model D)	<ul style="list-style-type: none"> • Relatively small changes (e.g. creating craft markets where crafters can sell their products) can significantly increase the earnings of poor and local communities. • Dialogue between the informal and formal sector and a shared perception of the problems confronting tourism is essential in securing multi-stakeholder participation and change. • Better linkages between hotels and restaurants and local producers can lead to consistent local sourcing of products and services such as food, drink and furnishings. These have the potential to generate sustainable, long-term, reliable markets, and so generate increased employment and improved local revenues.

Furthermore, there are international best practice guidelines for CBTEs, including from South Africa¹¹² and Asia¹¹³ which provide further insights. Among these, are the use of awareness raising in communities regarding tourism and its value-chain opportunities, but that this has to be done sensitively so as not to raise expectations unrealistically.

10.3.1 business viability and commercial factors

Commercial viability is relevant to all four of the CBTE models for long-term success (see Box 4). This is probably the most important best practice, which is well known but seldom taken seriously. Arrangements should include establishment as viable businesses, and therefore situated close to tourism routes, located in areas nearby other tourism attractions and accessible through a sound infrastructure.¹¹⁴

¹¹⁰ Poultney, C. and Spenceley, A. (2001) Pro-poor tourism, Wilderness Safaris South Africa: Rocktail Bay and Ndumu Lodge.

¹¹¹ Adama, B & Goodwin, H, (2003) Improving Access for the Informal Sector to Tourism in The Gambia.

¹¹² Spenceley, A., Rylance, A., Nanabhay, S. and van der Watt, H. (2016) Operational guidelines for community-based tourism in South Africa, Department of Tourism: Republic of South Africa

¹¹³ Hamzah, A. (2021) Planning for optimal local involvement in tourism and partnership development, In Spenceley, A. (ed) Handbook for Sustainable Tourism Practitioners, Edward Elgar, pp 131-153

¹¹⁴ Ahebwa, W. M. (2014) op. cit.

Practical reasons for the relative success of some CBTEs include; good visibility on the internet, an ability to compete with and to offer an alternative to high-end and expensive lodges in the neighbourhood, supply gaps in the area, convenient location, and direct access to the market (i.e., tourists passing by).¹¹⁵ Indeed, having a CBTE that is easily accessible from established tourism routes, and linked with existing visitor attractions is a key success factor. It means that the CBTE does not have to build a new destination from the start, and can capitalise on what is already there. Kibale Association for Rural and Environmental Development (KAFRED) managed to integrate into the value chain as a local stakeholder because of their strategic location next to Kibale National Park's entrance. KAFRED allows a local women's group to sell handicrafts to tourists at their main offices; 90 percent of the handicraft revenues are transmitted to the individual household budgets and the remaining 10 percent goes to the maintenance of a nursery school, established by the women's group.¹¹⁶

10.3.2 Realistic expectations

A lesson learned in Uganda, that has been found with numerous CBTEs in other parts of the world, is that they should have realistic expectations of the benefits. One CBTE alone, even if it is a PCP venture (Model B), will never be able to address all the needs of all members of beneficiary communities, let alone the entire population surrounding conservation areas. CBTEs should therefore complement and enriches the set of available livelihood strategies. To create tangible benefits, they should be well integrated in a set of other tourism as well as non-tourism (e.g., education, agriculture development programs) related conservation and development interventions. Important to note the benefits from CBTEs take time to realise, just as any other business establishment.¹¹⁷

10.3.3 Linkages with the private sector

Earlier this report considered procurement and value chain linkages supporting CBTEs (see section 10.1.2). Connections between businesses owners, CBTEs and local craft-making groups are established by tourism businesses to increase customer satisfaction, and tourism businesses tend to return to the same groups when they are satisfied with the quality of delivered products and services. As a result, this type of local value chain linkage is more trustworthy and continuous in the longer term compared to local food procurement linkages.¹¹⁸

A minority of tourism businesses are continually involved in community partnerships, when they are: (1) foreign owned, (2) have a core business that is not tourism-oriented but comprises community development, and (3) cooperate with external foreign donors who fund community projects aiming at capacity building, community empowerment, skills development, financial support, health care, environmental conservation and resource access.¹¹⁹ Interestingly, linkages and partnerships between communities and tourism businesses tend to be more likely where decision makers in those businesses reside in the community.¹²⁰ Intermediaries between local farmers and tourism businesses are part of local communities, and procure food items from farmers that lack the financial means to transport their produce to the market, and would otherwise be excluded from the market.¹²¹

¹¹⁵ Ahebwa, W. M. (2014) op. cit.

¹¹⁶ Adiyia, B. et al, (2015) op. cit.: Nyakaana, J., and Ahebwa, M. W. (2011), Governance of Community Based Tourism in Uganda: An analysis of the Kibale Association for Rural and Environmental Development (KAFRED). In: Van der Duim, R., Meyer, D., Saarinen, J. and Zellmer, K. (eds) *New alliances for tourism, conservation and development in Eastern and Southern Africa*. Eburon Publishers, Delft, Netherlands. ISBN: 978-90-5972-542-2

¹¹⁷ Ahebwa, W. M. (2014) op. cit.

¹¹⁸ Adiyia, B., and Vanneste, D. (2018), op. cit.

¹¹⁹ Adiyia, B., and Vanneste, D. (2018), op. cit.

¹²⁰ Adiyia, B., and Vanneste, D. (2018), op. cit.

¹²¹ Adiyia, B., and Vanneste, D. (2018), op. cit.

10.3.4 Appropriate planning of Private-community partnerships

Private-community partnerships (PCP: Model B, in Box 4) require sound institutional pre-conditions during their formation processes as they contribute to the realization of the desired outcomes. For example, the formalization of the PCP arrangement and rule acceptance by the majority of actors is an indication of a relatively congruent and successful PCP. Despite challenges, PCPs are a channel through which economic gains are transferred to communities shouldering the burden of conservation. PCPs can be effective tool in bolstering community support for conservation as in all cases, community attitudes towards conservation had improved and UWA reported reduced cases of illegal activities in areas where PCPs are implemented.¹²²

In planning for PCP's, actors need to understand the community and decision-making process. Support them to take a leadership role and involve them fully. Cultural values and traditional beliefs are important. They need to be gradually adapted to modern times. It is important to consider technical as well as political and contextual issues when designing PCP arrangements to minimise conflicts that arise at a later stage.¹²³ If controversial partnership clauses such as monopoly in utilization of public resources are included in partnership arrangements, they need to be critically examined otherwise the good intentions are derailed as it breeds opposition.¹²⁴

According to the African Wildlife Foundation (AWF), conservation enterprises are likely to do well if they have sound private sector and community partners, clear contractual agreements and community ownership, transparent intra-community benefit sharing arrangements and a clear conservation logic.¹²⁵

10.3.5 Cultural conservation through tourism

Well-managed cultural tourism activities in Uganda, that support conservation efforts, can build opportunities for diversifying livelihood options for communities. When cultural tourism is promoted, the conservation of cultural assets (both tangible and intangible) around the involved communities will be enhanced as cultural elements act as tourist attractions that pull tourists who are interested in learning and experiencing other peoples' culture. In addition, when tourist visit cultural sites, they may need transport facilities and infrastructure like roads, they may need accommodation, food and beverages, art and crafts items, entertainment, and other social services and when these are provided in the community, they benefit community members to access livelihood assets (physical, financial, natural, social, and human).¹²⁶

10.3.6 Support from NGOs and donors

A database of NGOs and donor supported CBTE projects in Uganda has been compiled (see Annex section 13), and reports on some of these initiatives were accessed for review. Types of support provided are described in Table 12.

Table 12: Types of support provided by NGOs and donors to CBTEs in Uganda

Type of support	Description of interventions
Initiation of new CBTE products	Local craft-making groups in western Uganda tend to be founded NGOs and community-based organisations, aiming to build awareness in local communities and to develop quality tourism products that can be linked to the value chain. ¹²⁷

¹²² Ahebwa, W. M, Van der Duim, R., Sandbrook, C, G., (2013) Private- Community Partnerships; investigating a new Intervention to Conservation and Development in Uganda. *Journal of Conservation and Society*. Vol. 10 (4): 305-317.

¹²³ Ahebwa, W. M. (2014) op. cit.

¹²⁴ Ahebwa, W. M, Van der Duim, R., Sandbrook, C, G., (2013) op. cit.

¹²⁵ Elliot, J. and Sumba, D., (2010), Conservation enterprise – what works, where and for whom? A Poverty and Conservation Learning Group (PCLP) African Wildlife Foundation Discussion Paper. Nairobi: African Wildlife Foundation.

¹²⁶ Ahebwa, W. M. et al, (2016) op. cit.

¹²⁷ Adiyia, B., and Vanneste, D. (2018), op. cit.

Type of support	Description of interventions
Establishing consistent and continuous community linkages with the private sector	The role of external donors and NGOs can be key in establishing these, since only few foreign businesses with core competencies in community development facilitate continuous and consistent community partnerships. ¹²⁸
Focus on tourism entrepreneurship and product development	Donor communities working around Murchison Falls National Park (MFNP) are mostly focused on tourism entrepreneurship and product development. This focus is important, but funding for labour specific initiatives, and ways to support workforce development and upward mobility tracts, may be just as effective as a means of support. ¹²⁹

However, it should be acknowledged that the reports stating these as success factors tend to be written by or for NGOs and donors, and therefore they are not necessarily impartial accounts. Although an overview of issues identified in the literature is provided in this section, it needs to be balanced with reports from community members and field observations (and also see section 10.2).

11 NEEDS IDENTIFIED

The Uganda Tourism Product Profiling report from UNDP (2013), and other analyses, have outlined key factors that constrain, drive and could support the participation of poor people in Uganda in tourism.¹³⁰ For example, UCOTA suggests that youth need more help to get involved in tourism, but while they have energy and ideas, they do not have access to capital or technical training.¹³¹

*Box 5: Types of support identified to help enhance community member's participation in tourism*¹³²

- Capacity building (e.g. training in business and technical skills, guiding, making handicrafts; improved farming, guiding, craft development, business skills)
- Improved farming methods (e.g. aqua culture, apiculture, dairy farming and agriculture)
- Improved market linkages (e.g. links to the private sector; marketing pro-poor products)
- Easy access to affordable working capital (e.g. soft loans)
- Greater cohesion/partnership between public, private and third sector players
- More sensitization and easily accessible information on potential tourism products
- Improvement of infrastructure and state of key zonal tourism assets

11.1 Support of associations

The two main associations supporting CBTEs in Uganda are UCOTA and COBATI (see 9.1). However, use of these associations by travellers, government and donor agencies needs to be improved in order for their mandates to succeed. Previous donor projects and initiatives have not worked closely enough with the associations and therefore lack efficiency and sustainability. For example, UNDP project Inclusive Business worked with communities and tourism but did not work closely with UCOTA. UNDP reportedly took credit for successes that had made by others before their intervention without adding anything new (e.g. KAFRED in Kibale National Park).¹³³

¹²⁸ Meyer, D, (2009) Pro-poor tourism: Is there actually much rhetoric? And, if so, whose? *Tourism Recreation Research* 34(2), 197–9.

¹²⁹ Christina, M. and Mwaura, F. (2013) op. cit.

¹³⁰ Thomas, F., Barya, G. and Katongole, C. (2011) op. cit.

¹³¹ Spenceley, A. (2019) op. cit.

¹³² Korutaro, B., Ahebwa, W., and Katongole, C. (2013) op. cit.; Adiyia et al, (2015) op. cit.; Thomas, F., Barya, G. and Katongole, C. (2011) op. cit.

¹³³ Spenceley, A. (2019) op. cit.

The most cited reason for a CBTE not being a member of UCOTA, was that they were unfamiliar with the organization, its benefits, and the membership application process.¹³⁴ Therefore, more awareness raising is needed among international and domestic tourists to encourage use of association members, to be assured that the companies they used are operating to a code of conduct.¹³⁵

11.2 Quality standards and training

The law creates provision for registration and assessment, but there is no curriculum or instruments to guide the standards and skills required for guides. Government is assessing guides, but they are not qualified. For its members, USAGA uses materials from South Africa, the Kenyan Safari Guide Association, and the World Federation of Tourist Guides to evaluate its members. However, a specific standard is also required for Uganda, which can be applied to all registered guides. *“We are selling dreams and experiences, not tomatoes”* and *“need specialized tourism sector trainers, not general educators.”* Training standards are not monitored and skills provided are not always relevant.¹³⁶ Accessible training for CBTEs offering guided experiences would improve the quality of tours, the prices that can be charged, and positive reviews by clients.

11.3 Strengthen linkages between CBTEs, private partners and markets

A diagnostic review of tourism for the EU and NPA (2019) highlighted that all CBTEs reviewed required private sector partners to either improve their product and service quality and market access (e.g. for the Katara Women’s Association, Katunga Women’s Group, Busongora Joint Farmers Association, Rwenzori Mountaineering Services and the Kinyampanika Chimpanzee Conservation and Development Association). At that time, it was recommended that:¹³⁷

- UWA facilitate linkages between the CBTEs they support with private investors, by linking them with members of other UTA associations, the Uganda Investment Authority (UIA) and UTB. This may include joint-venture partnerships and management agreements to provide business linkages that improve the capacity and market access of the CBTE.
- For CBTEs located further from national parks, UCOTA fulfil this role of brokering market linkages, in conjunction with other UTA associations, the UIA and UTB.

11.4 Direct support to CBTEs

UCOTA’s strategic plan (2017-2021) recognised that generally CBTEs offer low quality standard products, and guidelines were needed to help improve these. Therefore UCOTA’s objectives to support them included: (1) to increase the quantity, quality and sustainability of CBTE products and services; (2) to increase the numbers of tourists using CBTE products and services; (3) to improve the capacity of UCOTA to fulfil its mandate, and (4) to strengthen UCOTA’s engagement on policies, laws and plans relevant to CBT.¹³⁸ When asked what kind of help UCOTA’s members wanted from the association in 2011, the top two responses - by far - were marketing and funding/fundraising.¹³⁹

An overview of possible interventions to support four specific CBTE value chains in Uganda is summarised in the table below.

¹³⁴ Global Sustainable Tourism Alliance Uganda (2011) op. cit.

¹³⁵ Spenceley, A. (2019) op. cit.

¹³⁶ Spenceley, A. (2019) op. cit.

¹³⁷ Spenceley, A. (2019) op. cit.

¹³⁸ UCOTA (2017) Strategic plan 2017-2021, Trade Mark East Africa, UKAid

¹³⁹ Global Sustainable Tourism Alliance Uganda (2011) op. cit.

Table 13: Possible interventions to support CBTE value chains in Uganda¹⁴⁰

Node	Opportunities & interventions			
	Rurama Women's Group (Kibale NP)		Katara Youth Group (QENP)	
	Handicraft	Dance and Drama	Handicraft	Dance & Drama
Trip information sourcing	Greater collaboration between these nodes	Collaboration to promote on websites	Collaboration to promote on websites	None
Transportation		Include group in tour operator itineraries	Include group in tour operator itineraries	Include group in tour operator itineraries
Accommodation & meals		Strengthen linkages between accommodation and women's group	Strengthen linkages between accommodation and youth group	Strengthen linkages between accommodation and youth group
Creation of new products/services	None	Add story telling as new entertainment activity Make CDs of performances	None	Potential to add home stays, local food tasting, agritourism. Potential to add mountain biking, canopy walks and quad biking on nature trails Construction of sightseeing viewing platform of escarpment with toilets
Production of products/services	Training in quality craft production and costing produce	Identify ways to create creative costumes out of handicrafts. Training to produce quality costumes Access to financial resources to buy costumes and equipment they cannot make (e.g. drums, animal skins, posts, bitenge, skirts) Dance and song training	Make a small support fund available to procure costumes and instruments they cannot make	Support development of national tour guiding curriculum Training in customer service and tour guiding
Sale of products/services	Training on marketing and use of internet to promote	Aggressive marketing Training on use of internet and marketing	Link to lodges in the area (e.g. Bush Lodge, Twin Lakes Lodge, Jacana	There is potential demand for nature walks, as QENP has high

¹⁴⁰ Adapted from Korutaro, B., Ahebwa, W., and Katongole, C. (2013) op. cit.

Node	Opportunities & interventions			
	Rurama Women's Group (Kibale NP)		Katara Youth Group (QENP)	
	Handicraft	Dance and Drama	Handicraft	Dance & Drama
	products and activities. Financial resources to increase visibility of shop Facilitate linkages with tour operators, transporters and accommodation in the area	Support market linkages with accommodations, local government and churches. Perform at national and district events Sing at weddings/ceremonies	Lodge, Katara Lodge, Volcano, Kyambura Game Lodge, King Fisher and Hippo Hill Camp.) Improve linkages to tour operators and event management companies. Training in costing and pricing services	volumes of tourists. Aggressive marketing and re-branding to be more appealing. Website hosting

Emphasising the needs of the Katara Youth Group's handicraft program elsewhere, challenges identified for UCOTA members developing and selling handicrafts include¹⁴¹ a lack of exposure; lack of collective marketing of products; duplication of handicraft products by other communities; and a lack of availability of raw materials like natural dyes used as input in basketry and tie/dye textiles.

11.5 Scale up good ideas and practices

Examples of good practice among CBTEs within Uganda (e.g. wares from snares at Murchison Falls National Park; elephant dung paper products from the Katara Women's Association: see boxes below) should be shared within Uganda through local forums to scale up and improve commercially viable ideas.¹⁴²

Box 6: Wares from snares, Murchison National Park¹⁴³

		<p>500 snares were collected during a park sweep between July and September 2018. 250 snares were given to a group of 28 male youths who made 560 wire sculptures. Shipment to be sent to Michigan State University for labeling sale in the USA. The artisans generate US\$ 20 per lion; US\$ 15 per giraffe/elephant. Some are being sold by lodges in the park, and some by consignment. It was estimated that this would generate US\$ 300-400 per youth per consignment. Some youths have used revenue to open shops in their communities.</p>
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¹⁴¹ Thomas, F., Barya, G. and Katongole, C. (2011) Uganda inclusive tourism, Opportunity study, International Trade Centre, UNCTAD

¹⁴² Spenceley, A. (2019) op. cit.

¹⁴³ Spenceley, A. (2019) op. cit.

Box 7: Elephant dung paper production, by the Katara Women's Association¹⁴⁴



Women create and sell craft at a small retail shop. They collect elephant dung from fields to create elephant dung paper and other craft.

12 CONCLUSION

This report has synthesised available literature on CBTEs in Uganda, to establish lessons learned and to identify needs.

The challenges faced can be summarised as follows:

- **Contextual challenges** associated with limited access to cheap credit financing, poor and inadequate infrastructure (roads, electricity, internet), lack of sector standards for this node of value chain actors, non-existent or inadequate tourism development support structures.
- **Governance complexity** among some CBTEs (particularly among Model A and B), with challenges relating to power, transparency, corruption
- **Only a small proportion of total tourism expenditure actually reaches CBTEs.** A more substantial percentage should reach CBTEs if local people are to obtain meaningful benefits from visitors to areas where they live.
- **Limited procurement by hotels and tour operators from CBTEs** (whether for food and drink, tours or entertainment in Model D) is limited and sporadic, due to many factors. These include the product and service quality, reliability and availability; and also the level of effort and interest placed on local procurement by the tourism businesses.
- **Limited market excess** to create viable and sustainable business operations.
- **Human resource challenges** including poor attitude towards work, inadequate education and skills (e.g. limited primary education and English language, craft skills, etc), lack of awareness of tourism products and their benefits, and inadequate business management skills

The main error made among donor and NGO-supported CBTE interventions is the lack of attention – and follow up – on the **long-term sustainability of CBTEs**. This can be due to various factors, including a lack of appreciation of the complexity of CBTE and underlying conditions, the relatively short timeframe of interventions, and the lack of meaningful engagement by associations and local government support structures. This is a critical point, that is commonly found, and that should be addressed seriously in the design of the *Investing in Forests and Protected Areas for Climate Smart Development Project (IFPACD)* by the World Bank and Government of Uganda.

Best practices and success factors identified in Uganda include:

- **Commercial viability of CBTEs**, and regarding them as serious social enterprises (and not just capacity building initiatives of support agencies).

¹⁴⁴ Spenceley, A. (2019) op. cit.

- **Having realistic expectations of what can be achieved**, both in terms of benefits to communities; the complexity of the tourism sector and requirements for success; and indicators of budget expenditure by the IFPACD project.
- **Ensuring strong value chain linkages between CBTEs and the private sector**, so that CBTEs have market access to tourists and other businesses through which to sell their products and services.
- **Ensure that private-community partnerships are appropriately planned**. They need to be couched in the context of community and decision-making processes, cultural values and traditional beliefs, while ensuring that they have sound institutional pre-conditions.

Needs identified from the literature, and which will be supplemented during the field work accompanying this assignment, include:

- **Support for existing associations and existing Ugandan NGOs working with CBTEs**. These include UCOTA, COBATI, and KAFRED. The type of support should relate to the capacity of the associations to support CBTEs in the long-term, not only during the project implementation period; giving due credit and recognition to their achievements; supporting their linkages with Ugandan hotels, and Uganda and international tour operators; and raising awareness among CBTEs of the benefits of membership.
- **Support stronger linkages between CBTEs, private partners and markets**, to strengthen their participation in the tourism value chain, improve their business viability and market access, and capture a greater proportion of traveller expenditure for local people.
- **Provide direct support to specific CBTEs** including strengthening their online presence; integration in tour operator itineraries; improvement of standards; product and service diversification; and aggressive marketing.
- **Scale up good ideas and practices (of which there are many)**. Focus particularly on products and services that strengthen awareness of biodiversity conservation, and which accrue meaningful benefits to local people. Ensure that the ideas are adapted for different communities and available materials, rather than replicating existing unique offerings.

This annex provides information regarding previous support interventions to CBTEs. An overview of these is provided in the table below.

Table 14: Overview of selected CBTE donor interventions in Uganda

Name of initiative	Overview of CBTE support activities
African Wildlife Foundation's (AWF) conservation enterprises (1997-2007)	Promoted and facilitation of PCP arrangements in Africa (i.e. Model B) through the introduction of "conservation enterprises". ¹⁴⁵ Formal and informal PCP arrangements were extended from Kenya to the Greater Virunga Landscape particularly in Uganda through the International Gorilla Conservation Programme (IGCP).
AWF product development and training (2008-13)	AWF collaborated with UCOTA to provide product development and training to over 50 CBTEs in the Albertine Graben. The CBTEs were prepared for market, and tour operators and other customers had Familiarization (FAM) trips. Hotels, lodges, and tour companies agreed to work with and support the CBTEs by providing business. The value of support was USD 240,000 ¹⁴⁶
USAID-STAR Community Tourism Enterprise Development Program ¹⁴⁷ (2009-11)	Aimed to promote the development of quality tourism products that can be offered in each of the targeted high-biodiversity conservation areas with the goal of increasing the benefits communities receive from protected areas. ¹⁴⁸ Business planning was provided for 79 people, and operations validation training for 72 people from seven CBTEs. A small grants program also awarded 7 grants for the construction of cultural and information centres (Kikorongo and Katwe), a butterfly farm (Nyundo), equipment (Bulindi), upgrading a community camp (Ruboni), and improvement of a trail and bridge infrastructure (Rwenzoris).
UNWTO/ UNDP/ UTB project on Supporting Inclusive Markets in Tourism ¹⁴⁹ (2011-13)	The aimed to build institutional capacity in UTB and six private sector tourism business associations: Uganda Safari Guides Association (USAGA); Uganda Tourism Association (UTA); Association of Uganda Tour Operators (AUTO); Association of Uganda Travel Agents (TUGATA); Uganda Hotel Owners' Association (UHOA); and UCOTA. The program included training sessions for associations on improved governance, management and administration, business management and strategic planning; service delivery and membership development; lobbying and advocacy for increased government support to the tourism private sector.
Darwin and International Institute for Environment and Development (IIED) (2013-15)	The Chimpanzee Trust is a Ugandan NGO that implements its conservation program in the Albertine region of Western Uganda, with a goal to protect the chimpanzees in the wild and their habitats. They have supported and promoted CBTEs and in particular, through a Darwin funded, and later IIED funded projects they supported communities in Hoima and parts of Kikuube, to set up demonstration CBTEs and trained local personnel on the management of the enterprises. ¹⁵⁰
Harnessing livelihoods incentives from Payment	The Chimpanzee Trust collaborated with COBATI to provide training and develop 'A guide on community based tourism,' which provides information on what CBT is, how to identify stakeholders and attractions;

¹⁴⁵ Nthiga, R., Mwongela, B and Zellmer, K., (2011) Conservation Through Tourism: The conservation enterprise Model of African Wildlife Foundation. In Van der Duim, V.R. Meyer, D., Saarinen, J. And Zellmer, K. (eds). *New Institutional Arrangements for Tourism, Conservation and Development in Sub Saharan Africa*. Delft, Eburon: 84-106.

¹⁴⁶ Pers. Com. Paul Lubega Muwonge, UCOTA, August 2021

¹⁴⁷ Global Sustainable Tourism Alliance Uganda (2011) op. cit.

¹⁴⁸ Global Sustainable Tourism Alliance Uganda (2011) op. cit.

¹⁴⁹ Institutional Capacity Building Specialist (2014) UNWTO/UNDP/UTB project on support for development of inclusive markets in tourism. Final report 15-30 September 2014. Institutional capacity building.

¹⁵⁰ Pers. Com. Dr Joshua Rukundo, Chimpanzee Sanctuary and Wildlife Conservation Trust. Email, 2 June 2021

Name of initiative	Overview of CBTE support activities
for Ecosystems services (PES) (2015)	developing and costing products; identifying markets and strategy; capacity building; partnerships and resource mobilisation; and challenges and constraints. ¹⁵¹ They also held a workshop to train both CBTE staff and targeted immediate community members in specific tourism operations deemed essential for a successful community tourism enterprise (e.g. visitor handling, sanitation, communication skills, hospitality). COBATI also undertook a field survey to identify tourist attractions around Itohya and Mparangasi, in Homia District. ¹⁵²

13.1 USAID-STAR Community Tourism Enterprise Development Program

The Community Tourism Enterprise (CTE) Development program was implemented to promote the development of quality tourism products that can be offered in each of the targeted high-biodiversity conservation areas with the goal of increasing the benefits communities receive from protected areas.¹⁵³

The overall approach to community enterprise development is based on Solimar International's Enterprise Development Program model that includes site assessment to identify product development opportunities, participatory business planning to develop business plans that are linked to conservation, development of management and operations capacity through systems and operational procedures, training and technical assistance, development of high quality tourism products and services, and linking enterprises to target markets. The enterprises supported were:¹⁵⁴

- Ruboni Community Conservation and Development Program – RMNP
- Kikorongo Women Community Group – QENP
- Katwe Tourism Information Center (KATIC) - QENP
- Nkuringo Community Conservation and Development Foundation (NCCDF) – BINP
- Echuya Bird Watching – Echuya Forest Reserve, near BINP and MGNP
- Nyundo Community Trails – BINP
- Mgahinga Batwa Cultural Trail – MGNP

Business planning was provided for 79 people, and operations validation training for 72 people from these CBTEs. A small grants program also awarded 7 grants in collaboration with ECOTRUST:

1. Construction of the Kikorongo Cultural Center for the Kikorongo Women's Group to provide them with a location to conduct their craft workshop, sell crafts, and perform cultural dances. The community is on the northern border of Queen Elizabeth National Park.
2. Improvement of the Katwe Information Center, including washrooms and a resting banda for KATIC in Katwe to enhance their services for bird watching and salt tours in Katwe and to encourage people to spend longer in the community.
3. Development of a butterfly farm and interpretive tours in Nyundo, with the Uganda Functional Literacy Resource Center bordering Bwindi Impenetrable National Park.
4. Equipment for the Bulindi Eco-Café near Bodongo Forest with the Bulindi Biodiversity Conservation Project and Jane Goodall Institute. The project provides a source of venue for the local community and a stop over for tourists in the region.
5. Upgrading Ruboni Community Camp with the Ruboni Community Conservation and Development Program bordering Rwenzori Mountains National Park to enhance the tourism

¹⁵¹ The Chimpanzee Trust (2015) A guide on community based tourism

¹⁵² Pers. Com. Dr Joshua Rukundo, Chimpanzee Sanctuary and Wildlife Conservation Trust. August 2021

¹⁵³ Global Sustainable Tourism Alliance Uganda (2011) op. cit.

¹⁵⁴ Global Sustainable Tourism Alliance Uganda (2011) op. cit.

- facilities and improve their sanitation system to protect the water supply in the community and park.
6. Construction of a 3D map at the Igongo Cultural Center to educate and direct travelers regarding the biodiversity and tourism attractions in the Albertine Graben Valley.
 7. Improvement to the trail and bridge infrastructure on the Cultural trail to the burial site of the first king of the Rwenzururu in Rwenzori Mountains National Park with the Obusingo Bwa Rwenzururu.

More details about their interventions can be found in the USAID-STAR final report.¹⁵⁵

13.2 UNWTO/UNDP/UTB project on Supporting Inclusive Markets in Tourism

A project on inclusive markets for tourism was conducted by UNWTO, UNDP and Uganda Tourism Board (UTB) in 2013 and 2014, to build institutional capacity.¹⁵⁶ This project aimed to strengthen UTB and six private sector tourism business associations:

- Uganda Safari Guides Association (USAGA);
- Uganda Tourism Association (UTA);
- Association of Uganda Tour Operators (AUTO);
- Association of Uganda Travel Agents (FUGATA);
- Uganda Hotel Owners' Association (UHOA);
- Uganda Community Tourism Association (UCOTA)

The program included training sessions for associations on improved governance, management and administration, business management and strategic planning; service delivery and membership development; lobbying and advocacy for increased government support to the tourism private sector.¹⁵⁷

13.3 African Wildlife Foundation conservation enterprises

The African Wildlife Foundation (AWF) has largely promoted and facilitated PCP arrangements in Africa (Model B) through the introduction of “conservation enterprises”.¹⁵⁸ These conservation enterprises were first piloted by AWF and Kenya Wildlife Service (KWS) as part of the Conservation of the Bio-diverse Resource Areas (COBRA) project from 1992 to 1998 and through Conservation of Resources through Enterprise (CORE) project from 1999 to 2005. Formal and informal PCP arrangements were extended to the Greater Virunga Landscape particularly in Uganda through the International Gorilla Conservation Programme (IGCP). Later, other players such as researchers brokered other PCP arrangements in the region.

13.4 The Chimpanzee Trust

The Chimpanzee Trust is a Ugandan NGO that implements its conservation program in the Albertine region of Western Uganda, with a goal to protect the chimpanzees in the wild and their habitats. Over the last 15 years, they have implemented a number of projects to protect and enhance the integrity of the remaining chimpanzee forest habitats, as well as improve the local community livelihoods in and around chimpanzee habitats. They have supported and promoted CBTEs and in particular, through a Darwin funded, and later IIED funded projects they supported communities in Hoima and parts of Kikuube, to

¹⁵⁵ Global Sustainable Tourism Alliance Uganda (2011) op. cit.

¹⁵⁶ Institutional Capacity Building Specialist (2014) UNWTO/UNDP/UTB project on support for development of inclusive markets in tourism. Final report 15-30 September 2014. Institutional capacity building.

¹⁵⁷ Institutional Capacity Building Specialist (2014) op. cit.

¹⁵⁸ Nthiga, R., Mwongela, B and Zellmer, K., (2011), Conservation Through Tourism: The conservation enterprise Model of African Wildlife Foundation. In Van der Duim, V.R. Meyer, D., Saarinen, J. And Zellmer, K. (eds). New Institutional Arrangements for Tourism, Conservation and Development in Sub Saharan Africa. Delft, Eburon: 84-106.

set up demonstration CBTEs and trained local personnel on the management of the enterprises.¹⁵⁹ During this process they have collaborated with COBATI as an implementing partner on activities such as stakeholder consultation and training.¹⁶⁰ The Chimpanzee Trust has developed ‘A guide on community based tourism,’ which provides information on what CBT is, how to identify stakeholders and attractions; developing and costing products; identifying markets and strategy; capacity building; partnerships and resource mobilisation; and challenges and constraints.¹⁶¹

13.5 The Uganda Community Tourism Association (UCOTA)

The Uganda Community Tourism Association (UCOTA) is an umbrella membership organization for community-based tourism enterprise in Uganda. Its mission is to spearhead sustainable community-based tourism through capacity building, marketing, advocacy, and enterprise development, and in support of the conservation of natural and cultural resources for enhanced livelihoods.¹⁶² UCOTA offers its members services including capacity building (including handicraft training); marketing CBTE products and services; advocacy, networking, conservation and resource mobilisation.

UCOTA had a strategic plan (2017-2020) that was developed with the support of Trade MARK East Africa (TMEA), and coordination by UTA (i.e. with plans also developed for TUGATA, UHOA and USAGA). The association provides support to its members through codes of conduct, advocacy, marketing and promotion, networking resource mobilization and training. Membership of the association is voluntary.¹⁶³

The USAID-STAR program indicated that the training activities by UCOTA were the strongest of all organisations tested, but there was room for improvement. The project supported business planning for UCOTA, helped to improve their connectivity and communication technology, and provided examples of new training activities and content.¹⁶⁴

13.6 Community Based Tourism Initiative (COBATI)

The Community-based Tourism Initiative (COBATI) supports community-based tourism enterprises at the household level through capacity building. A Ugandan social entrepreneur called Maria Baryamujura started COBATI, the community based tourism initiative, in 1998. The purpose of this initiative was to empower and involve Ugandan communities into fully participating and benefiting from tourism in their communities. COBATI has promoted the benefits of community tourism to target communities through mentoring, on-spot training and outreach visits. This has particularly been carried out in the central and western regions of the country, including Luwero district, Mbarara, and the Bushenyi and Kanungu districts. It used 3 strategies: developing homesteads and village tourism (the Bombo Village and the Ishany Village); homestead experiences such as village walks, canoeing, story telling, watching food preparation, games with children, and attending local wedding ceremonies; and community training for Ugandan communities and individuals who want to participate in CBT.¹⁶⁵

¹⁵⁹ Pers. Com. Dr Joshua Rukundo, Chimpanzee Sanctuary and Wildlife Conservation Trust. Email, 2 June 2021

¹⁶⁰ COBATI (2015a) Report on the proceedings of the training on community based tourism for site personnel/monitors in Hoima district, 11-12 March 2015; COBATI (2015b) Stakeholder consultation report for the community based tourism initiative around Itohya and Mparangasi,

¹⁶¹ The Chimpanzee Trust (2015) A guide on community based tourism

¹⁶² Campbell, J. M., MacKay, K., and Dranzoa, C. (2011) Enhancing rural livelihoods through tourism education and strategic partnerships, *Tourism Analysis*, 16, 5-17. DOI: 10.3727/108354211X12988225899921

¹⁶³ Spenceley, A. (2019) Diagnostic Studies N° 2.1 to 2.5 To support the Mid-Term-Review of Uganda's 2nd National Development Plan (NDP-2) and evaluation of NDP-1; Main report – Tourism (2.5) FINAL, 7 February 2019, European Development Fund, FWC SIEA 2018, Lot 2 Infrastructure, sustainable growth and jobs, EuropeAid/138778/DH/SER/Multi, Specific Contract Nr 2018/399-295

¹⁶⁴ Global Sustainable Tourism Alliance Uganda (2011) op. cit.

¹⁶⁵ Thomas, F/, Barya, G. and Katongole, C. (2011) op. cit.