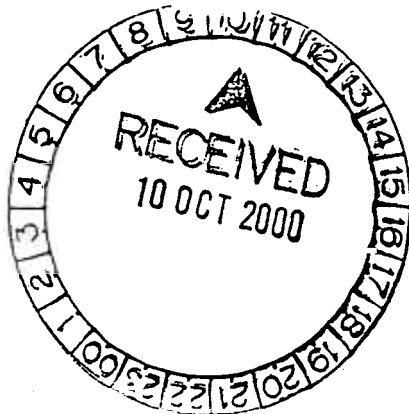


# **Assessment of Nature-Based Community Development around Bwindi Impenetrable and Mgahinga Gorilla National Parks**

Report for Grants Management Unit  
Action Program for the Environment  
PO Box 8986  
Kampala, UGANDA



Members of Buhoma Community Campground Development Association, February 2000.



**October 2000**

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## II List of Abbreviations

AICG	Amajambere Iwacu Co-operative Group
BCCDA	Buhoma Community Campground Association
BCRC	Buhoma Community Rest Camp
BINP	Bwindi Impenetrable National Park
CARE-DTC	CARE Development Through Conservation Project
CBO	Community-Based Organisation
IGCP	International Gorilla Conservation Programme
ITFC	Institute for Tropical Forest Conservation
JEEP	Joint Energy and Environment Project
LC	Local Councillor
LTC	Local Training Centre
MBIFCT	Mgahinga Bwindi Impenetrable Forest Conservation Trust
MCC	Mgahinga Community Campground
MGNP	Mgahinga Gorilla National Park
NCZP	North Carolina Zoological Park
NGO	Non-Governmental Organization
PC	Peace Corps
PCV	Peace Corps Volunteer
UCOTA	Uganda Community Tourism Association
UWA	Uganda Wildlife Authority

### **III Executive Summary**

#### ***Background***

In collaboration with major partners USAID through its environment and natural resource management programme in Uganda has supported Integrated Conservation and Development activities in and around Bwindi Impenetrable and Mgahinga Gorilla National Parks.

#### ***Purpose of Consultancy***

To assess nature based community development in areas around Bwindi Impenetrable and Mgahinga Gorilla National Parks and recommend priorities for further development assistance to the CBOs.

#### ***Methodology***

The consultant interviewed CBOs, UWA staff and conservation and development partners operating in the area (Annex 1) to collect the following information: CBO development history, current functional status, economic analysis, organizational relationships, current assets and infrastructure, future development plans and opportunities and recommendations for further development assistance.

#### ***Key Findings***

The development assistance provided by conservation and development partners to date has contributed significantly to community development in neighbouring areas. CBOs have played a major role in tourism and community development and 8 CBOs were identified in Parishes adjacent to the National Parks (Table 1). The BCCDA and AICG have been particularly successful in community tourism enterprise development.

#### ***Recommendations***

In order to sustain the community tourism development and maximize its potential to reduce poverty and promote conservation, further capacity building of the CBOs by the national community tourism marketing and training organization, UCOTA, is required as well as marketing and cultural tourism development. Capacity building should include training in cultural entertainment, guiding, hospitality, conservation and biodiversity, business development, English language, tourism awareness and handicraft product development. Other types of development assistance are needed from JEEP, IGCP, the Heritage Trails project, CARE-DTC and UWA. The major supplementary activity most of the CBOs can engage in to reduce dependence on visitors to the Parks whilst the tourism sector recovers is handicraft development as the products can be marketed by UCOTA nationally and internationally.

**Table 1 Summary of CBO Development History**

	<b>Initiation</b>	<b>Legal Status</b>	<b>Aims</b>	<b>Activities</b>	<b>Members</b>
ma Community Campground lopment Association (DA) oma Community Rest Camp) di Progressive Women's p	1993	NGO	<ul style="list-style-type: none"> <li>➤ Community development projects</li> <li>➤ Employment in tourism</li> <li>➤ Training</li> <li>➤ Provision tourist accommodation</li> </ul>	Banda accommodation Camping Catering Guided walks	5000+
di Buhoma Orphan Club	1998	CBO	<ul style="list-style-type: none"> <li>➤ Income generation: handicrafts</li> <li>➤ Community Development projects</li> <li>➤ Cultural education of visitors</li> </ul>	Handicrafts Traditional dance & song Vegetable growing	275
di Buhoma Orphan Club	1999	CBO	<ul style="list-style-type: none"> <li>➤ Provide guardians and support network</li> <li>➤ Fund school necessities</li> <li>➤ Provide clothes &amp; medicines</li> <li>➤ Development of social skills</li> </ul>	Traditional dance & song Handicrafts Education Agriculture	209
ena Community Group	1998	CBO	<ul style="list-style-type: none"> <li>➤ Conservation</li> <li>➤ Income generation</li> <li>➤ Cultural education of visitors</li> </ul>	Guided walks Cultural stories Fish ponds Tree nursery Beekeeping	56
ambere Iwacu Co-operative o (AICG) ringa Community ground)	1995	Cooperativ e	<ul style="list-style-type: none"> <li>➤ Income generation</li> <li>➤ Community development projects</li> <li>➤ Employment in tourism</li> <li>➤ Provision of tourist accommodation</li> </ul>	Banda accommodation Camping Catering Guided walks	35
nbe I	1997	CBO	<ul style="list-style-type: none"> <li>➤ Income generation</li> <li>➤ Cultural education of visitors</li> </ul>	Handicrafts Traditional dance & song	21
ama Women's Group	1998	CBO	<ul style="list-style-type: none"> <li>➤ Income generation</li> <li>➤ Cultural education of visitors</li> </ul>	Handicrafts Traditional dance & song	13
nbe II	1998	CBO	<ul style="list-style-type: none"> <li>➤ Income generation</li> </ul>	Handicrafts	17

## **IV Background to Community Development and Conservation**

### **IV.1 Bwindi Impenetrable National Park (BINP)**

Bwindi Impenetrable Forest is situated in the Kigezi Highlands of south-western Uganda covering parts of Kabale, Rukungiri and Kisoro Districts. Bwindi Impenetrable National Park (BINP) which occupies an area of 330 km<sup>2</sup> was formally gazetted in August 1991 from the Bwindi Impenetrable Forest Reserve and Animal Sanctuary. Due to its size, altitudinal range and likely role as a Pleistocene refugium, the park has one of the most biodiverse forests in East Africa for birds, mammals, butterflies and trees. Indeed, it is the richest forest in all of East Africa for butterfly fauna containing over 200 species. The 346 bird species recorded in Bwindi represent more than 65% of all forest bird species in Uganda. There are 120 recorded species of mammal fauna including 7 species of diurnal primates. The forest is home to half (approximately 300) of the world's endangered mountain gorillas. It is also vitally important for local and regional water-catchment, climate modification and soil conservation.

#### ***People***

The 3 Districts surrounding Bwindi Forest are among the most densely populated areas in Uganda illustrated in the following population densities recorded in 1991: 246 people per km<sup>2</sup> in Kabale, 301 people per km<sup>2</sup> in Kisoro and 151 people per km<sup>2</sup> in Rukungiri (Annex 2). The Bakiga tribe forms the majority of the population in the north and east of the park. The south, while still predominantly Bakiga, also has significant numbers of Bafumbira and Banyarwanda. Small communities of Batwa, traditional forest dwellers, are also found around the park. Population densities typically increase with proximity to the forest and are highest in the southern areas of the park. Population densities range from 200 to 300 people per km<sup>2</sup> in some areas around the park (CARE 1994). The Bakiga and Bafumbira are primarily agricultural people, although livestock rearing is also practiced. The Batwa are typically hired to cultivate for their neighbors.

#### ***Community-Park Relations***

In 1986-87, there were increasing efforts by the Forest and Game Departments to reduce illegal activities and improve conservation within the Forest Reserve. This created increasingly hostile relations between the Reserve and neighboring communities who resented the escalating loss of access to traditional resources. In 1988-89, the CARE Development Through Conservation (DTC) Project began work with the surrounding communities to improve agricultural practices and reduce pressure for traditional forest products through on-farm planting or substitution, and promote conservation awareness in the region. DTC helped to diffuse some of the growing animosity of neighboring communities towards the Reserve authorities but when the National Park was gazetted in 1991 tensions were at their height. Community members were excluded from several valued traditional activities including logging, mining, hunting, cultivation, bee keeping, and collection of medicinal herbs, firewood, poles and basket materials.

#### ***Tourism***

Park Headquarters are located in Buhoma and house park administration, senior and junior staff. All park activities begin here. Tourism officially began at BINP in April 1993. Gorilla tracking quickly became a very popular tourist activity with an average of more

than 3000 people visiting Bwindi per year from 1995-1998. (Annex 3). The park has 2 habituated gorilla groups making 12 available gorilla permits per day. Other park activities include various nature hikes through the forest. Plans are underway to open a third habituated group near Nteko Parish at the southern end of the park by the end of 2001.

## **IV.2 Mgahinga Gorilla National Park**

Mgahinga Gorilla National Park is located in the south-western corner of Uganda on the slopes of the Virunga Volcanoes in Kisoro District. The park occupies approximately 34 km<sup>2</sup> and is a vital component of a much larger protected area, the Virunga Conservation Area (434 km<sup>2</sup>). MGNP likely served as a Pleistocene refugium, an area believed to have supported forest species in Africa during the last Ice Age. This area serves as a refuge to some of the region's rarest and most unique fauna and flora, many of which have restricted distributions and/or are vulnerable to extinction globally. The park is home to the rare golden monkey (*Cercopithecus mitis kandti*) and approximately 44 of the critically endangered mountain gorilla (*Gorilla gorilla beringei*) are known to range in the park.

### ***People***

The dominant ethnic groups populating the region include the Bafumbira and Bakiga. The Batwa are a very marginalised group in the area and mainly earn a meager living by cultivating for others. The Batwa account for less than 0.5% of the population in Kisoro District. The Bafumbira and Bakiga are predominantly agricultural people, although livestock rearing is practiced by some. The 1991 census records show population densities for the 3 Parishes bordering the park: 639 people per km<sup>2</sup>, 330 people per km<sup>2</sup> and 274 people per km<sup>2</sup> in Gisozi, Rukongi and Gitenderi Parishes respectively. MGNP exists today as a small protected area situated in one of the most densely populated areas of Uganda; the park has become "an island in a sea of rural farmers" (Cunningham *et al* 1993).

### ***Park Community Relations***

In May 1991 when MGNP was gazetted 1318 people representing 221 households were found living and cultivating within its boundaries. A further 1102 non-resident farmers were found utilizing the area. The people inside the new park boundary were evicted. Some land-owners feared to register and were not awarded compensation while others felt they were given little in return for what they were losing. Feelings of resentment and hostility towards the park peaked as people were forced to find new land outside the park for homes and cultivation and they were suddenly barred from traditional forest activities such as hunting, livestock grazing, pit-sawing/ tree cutting, and collection of bamboo, water and firewood. The most significant losses to local people were the loss of land for cultivation and access to water.

### ***Tourism***

MGNP formally opened for tourism in January 1994 and the main revenue earner has been gorilla tracking. In the 1999-2000 fiscal year for UWA, 311,227,000 out of the 346,292,000 USH earned at MGNP was from gorilla permits alone. The park has one group of habituated gorillas that can be visited by 6 tourists per day. This gorilla group spends most of the year at Mgahinga but generally spends 2 to 3 months in the Democratic Republic of Congo. The unpredictability of the gorilla group combined with



the limited number of permits available per day puts limitations on the revenue that can be earned by the park. Other activities offered at the park include volcano climbs, caving and nature hikes.

All administration takes place in the MGNP office located in Kisoro town 14 km from the Park where park Wardens and office staff are stationed. Payment for gorilla bookings must be made at this office. All park activities begin at the Park Headquarters at Ntebeko.

### **IV.3 Conservation and Development Partners**

Various organizations have strongly contributed to nature-based community development in the areas around BINP and MGNP.

#### ***CARE Development Through Conservation Project (DTC)***

The DTC project started work with the communities in the old Bwindi Forest Reserve in 1988 and extended its activities to Mgahinga in 1992. It aims to contribute to the conservation of Bwindi and Mgahinga Forests by raising the economic standard of living of the surrounding communities through major agricultural interventions including on-farm tree nurseries, wood lot establishment, agro-forestry, soil conservation, banana plantation management, and domestic energy conservation. DTC has also developed Bwindi and Mgahinga communities through the following built infrastructure:

- 5 Local Training Centres (LTC's) owned and managed by the communities to serve as resources for them in agriculture and agro-forestry initiatives;  
Nyakagezi Water Scheme supplies gravity lead water from MGNP to local people coming from the western Parishes of Gisozi, Muramba and Bunagana;  
Kabiranyuma Water Scheme supplies water from Kabiranyuma Swamp inside MGNP to local people coming from the eastern Parishes of Rukongi, Gitenderi, Mabungo, Soko and Gasovu.

A wall stretching 9 km of the MGNP boundary was funded preventing buffaloes to raid crops.

#### ***Peace Corps Volunteers (PCVs)***

From 1993 at BINP and 1994 at MGNP PCVs worked with park staff and community members in developing the idea of community tourism. BCCDA and AICG worked closely with PCVs to develop a plan for community run businesses that would benefit directly from tourism. Infrastructure provided through Peace Corps at both Bwindi and Mgahinga includes:

- Construction of 2 bandas, pit latrines and bath shelters at Buhoma Community Rest Camp in 1993;
- Construction of 4 bandas, pit latrines and bath shelters at Mgahinga Community Campground in 1996.

#### ***International Gorilla Conservation Programme (IGCP) - USAID funded***

In 1992, IGCP started providing assistance to Uganda National Parks in the planning and development of ecotourism in BINP and later in MGNP from 1994. The organization has been an integral supporter of CBO development at both parks. Funding has supported

the following training and infrastructure development at the Buhoma Community Rest Camp and Mgahinga Community Campground:

- CBO capacity building training at Buhoma Community Rest Camp (BCRC) and Mgahinga Community Campground (MCC) in visitor handling, services, catering, financial management and record keeping;
- Construction of a new picnic banda at BCRC following the March 1999 Bwindi attack;
- Construction of 2 compost toilets at MCC.

### ***Mgahinga Bwindi Impenetrable Forest Conservation Trust (MBIFCT)***

The aim of the Trust fund is to conserve the biodiversity of the 2 national parks, and in the process, to provide benefits to the communities in the districts of Kabale, Rukungiri and Kisoro. The first 2 years (1995-97) were funded by USAID. The Dutch Government is funding the following 5 years from 1997-2002. Thereafter finance will come from a Trust Fund, which was set up with US\$ 4 million provided by the Global Environmental Facility administered by the World Bank.

Approximately 20% of the Trust's dispersible revenue goes towards park management, 20% to research and 60% to local community projects. The Trust became fully operational in July 1995. The Trust's operation area is 2 parishes "deep" of BINP and MGNP totaling 49 parishes in all. The first 46 community projects cover 26 different Parishes neighboring Bwindi and Mgahinga. The projects are either completed or near completion and include:

- 19 school buildings
- 8 health units
- 6 agricultural projects
- 2 bee keeping projects
- 4 water tanks
- 3 drama groups
- 2 roads
- 1 social centre

### ***Uganda Wildlife Authority (UWA)***

UWA's Revenue Sharing Program was finalized in 1996 with 20% of park entrance fees at BINP and MGNP being set aside for community projects. One of the objectives of the Program is "to demonstrate to local communities the value of resources in the parks emphasizing the need for sustainable resource management and provoking a sense of responsibility" (Osuma and Rainer 2000). The first phase of Revenue Sharing projects will be completed soon. Four million USH was awarded to each approved project covering 19 Bwindi and 3 Mgahinga Parishes. These include:

- 10 school classrooms, Bwindi
- 6 health units, Bwindi
- 3 feeder roads, Bwindi
- 3 school classrooms, Mgahinga

### ***Uganda Community Tourism Association (UCOTA)***

UCOTA, a registered NGO, was formed during a community tourism development workshop in July 1998. UCOTA was established by representatives from various community groups throughout the country to empower local communities in sustainable development, through tourism, that they can plan, manage and develop themselves. UCOTA has played a major role in supporting the development of the established CBOs in the Bwindi and Mgahinga communities. Technical advice, marketing, training and networking are just a few of the areas in which UCOTA has contributed to the growth of these CBOs. Capacity building training has been provided in the following areas:

- Tourism awareness.
- Tourism services, such as catering, menu planning, customer service, hygiene, communication, etc.
- Welfare training, such as first-aid, nutrition, etc.
- Business and financial management, from basic book-keeping to business planning.
- Guiding, both general and specialized, e.g. bird guide training.  
Handicraft development.
- Conservation in the community.

Training is provided either locally, regionally or nationally; and technical advice is provided during visits to the communities.

With regards to handicrafts, these are sold in the UCOTA office in Kampala and exported to the USA, Canada, UK, Netherlands and Denmark.

## V. Community Based Organizations and Recommendations

### V. Buhoma Community Campground Development Association (BCCDA)

#### *Development History*

In late 1992 community leaders from Mukono Parish came together to form the Buhoma Community Campground Development Association (BCCDA). The aims and objectives of the association in the constitution are:

1. To promote community development in Mukono Parish by assisting local groups, schools, and community organizations;
2. To provide employment to people in the local community through the tourism sector;
3. To provide training to people in campground management, visitor services, financial management and food services;
4. To assist tourists with accommodation while they are visiting the National Park.

The new association worked closely with Peace Corps Volunteers stationed at BINP and submitted a proposal for a Peace Corps' Small Project Assistance Grant through the U.S. Ambassador's Fund. A grant of US\$9000 was awarded to the group to build two accommodation bandas, pit latrines and showers. The community run operation opened for business in December 1993 as a campsite and accommodation service for tourists visiting BINP.

The association currently has a membership of over 5000 people, the only requirement for membership is that one must reside within Mukono Parish. All members of BCCDA are eligible to vote annually to elect the Community Campground Council of 20 members. The Council represents the 10 villages of Mukono Parish along with six representatives of local interest groups: youth, the education department, local government, elders (both male and female) and women. The Chairperson, Vice-Chairperson, General Secretary, Assistant Secretary and Treasurer are elected from these 16 council members. The remaining 4 positions on the council are reserved for a BINP Community Conservation Warden, a BINP Community Conservation Ranger and 2 BINP Peace Corps Volunteers.

The functions of the Community Campground Council are:

1. Reviewing community small project proposals and making decisions on whether or not to fund these projects.
2. Assisting campground staff to make decisions on finance, campground management, project proposals and construction.
3. Planning, monitoring and evaluation of the campground on a regular basis.
4. Holding council meetings twice a month to discuss campground issues, future planning, new and old community proposals, employment issues, land issues accounting and other related topics.

An Advisory Council of 11 members meets quarterly to discuss conservation, development and other related issues. Members include representatives of the International Gorilla Conservation Programme, Institute of Tropical Forestry and Conservation, BINP Peace Corps Volunteers (2 members) and BINP (Warden in Charge and Community Conservation Warden) and BCCDA (Chairperson, Vice-Chairperson, General Secretary, Assistant Secretary and Treasurer).

BCCDA has a strong collaborative working relationship with several community structures within Mukono Parish. The association has contributed building materials and equipment to 4 Parish primary schools and 2 clinics run by the Church of Uganda and the Catholic Church.

The BCCDA Council has strong representation covering Mukono Parish. Currently women are under-represented as 3 women and 13 men sit on the council.

### ***Current Functional Status***

Leadership on the Community Campground Council is voted for annually. Council members serve their terms and there has been continuity in the leadership positions. For example, in this year's election there was only one new member elected out of 16 positions. The BCCDA Council is committed and actively works co-operatively and cordially towards achieving their objectives, for example, the Council meets twice a month, however, effective management is hindered by various factors.

Management weaknesses and constraints include:

- ❑ the need for rest camp staff to have more autonomy from the Council; with clear understanding of roles and responsibilities;
- ❑ an understanding by the Council of needful expenditure so that the rest camp can offer suitable services for guests
- ❑ limited skills in tourism training and rest camp management, maintenance, time management, community mobilization, stocktaking and forward planning, team-building and business planning;
- ❑ limited telecommunications and transport links for supplies and tourists.

Management strengths include:

- ❑ commitment of the Council, campground management and wider community to the continuation of development;
- ❑ ongoing support of development organizations (e.g. UCOTA, IGCP, PCVs) through the provision of training and infrastructure development;
- ❑ desire of campground staff to receive vocational training;
- ❑ guaranteed market for the community enterprise.

Capacity building and support needs are presented under recommendations for further development assistance.

### ***Economic Analysis***

The revenue generated by Buhoma Community Campground between December 1993 and July 2000 totals 192,977,540 USH. *192,977,540*

From December 1993 to August 1996 the BCCDA offered tourists banda accommodation and camping but no catering services, visitors either cooked their own meals or ate at local restaurants. In September 1996, the campground diversified their business by adding a kitchen for food service. By December a reception building was completed with a bar, shop and dining area for guests. More recently the campground informally provides

community guides for tourists waiting for gorilla permits. Village walks enable tourists to experience local cultural activities such as basket making and beer brewing.

Gross yearly revenue has risen from 8,173,900 USH in 1994 to a peak of 59,428,500 USH in 1998 (Annex 4). The high level of revenue presents major challenges to the association in terms of financial management and prioritizing investment in tourism facilities and services. Capacity building in financial planning and management is strongly needed.

BCCDA suffered significant drop in visitor numbers and consequently revenue following the March 1<sup>st</sup> 1999 Bwindi attack, gross revenue fell from 59,428,500 USH in 1998 to 28,316,600 USH in 1999. Visitor numbers, however, are increasing again, reflected in revenue generated from January to the end of July 2000 which totaled 22,141,670 (Annex 4).

Direct community benefits from the campground include employment of 8 full-time staff, a local market for farm produce, a centre for cultural entertainment groups and sales of locally made handicrafts, and funding for small community projects in Mukono Parish. BCCDA has funded the following 7 community projects totaling 13,154,400 USH in Mukono:

- Buhoma Bwindi Nursery School: land purchased and a semi-permanent school building currently serving 138 children and four teachers built. 1,177,000 USH (Annex 5).
- Buhoma Church of Uganda Clinic: equipment and furniture purchased. 116,400 USH
- Buhoma Catholic Clinic: equipment and furniture purchased. 154,000 USH
- Kanyashande Primary School: 2 room kitchen and 6 room staff house for 16 school staff. 6,038,100 USH (Annex 5).
- Mukono Parents School: staff room and 3 classroom block serving 220 pupils and 4 teachers. 2,003,100 USH (Annex 5).
- Rubona Parents School: store and 2 classroom block serving 290 pupils and 5 teachers. 1,845,800 USH (Annex 5).
- Grinding Mill Project: land purchase for Bwindi Progressive Women's Group to establish a grinding mill for Buhoma. 1,920,000 USH

The number of small project assistance requests received by the BCCDA has grown steadily as community members become familiar with its work. In order for BCCDA to use revenue generated most effectively for conservation and community development the capacity of the Council to assess the sustainability of project proposals needs to be increased.

### ***Organizational Relationships***

BCCDA has benefited greatly from the guidance of partner organizations. The close proximity of the Buhoma Community Rest Camp and the BINP UWA headquarters encouraged the development of a close working partnership where both organizations work together to serve visitors to the park. Senior Wardens and junior park staff help create a cohesive sense of community and are committed to community development.

*USA - funded*  
The International Gorilla Conservation Programme (IGCP) has been involved with the development of BCCDA since its inception. A representative from IGCP is on both the

Community Campground Council and Advisory Council. IGCP has funded valuable capacity building workshops training BCCDA members and staff in topics such as visitor handling, catering and record keeping. In 1999 IGCP stepped in to rebuild the destroyed picnic banda at the campground following the March 1<sup>st</sup> attack.

The Institute for Tropical Forest Conservation (ITFC) also supported the development of BCCDA through renting the land to the association at the rate of only 50,000 USH per year. ITFC also has a representative on the Community Campground and Advisory Councils.

BCCDA was a founder member of the Uganda Community Tourism Association (UCOTA). UCOTA facilitated the training funded by IGCP for BCCDA members and staff in addition to providing on going technical assistance to the group. The Rest Camp Manager of BCCDA was elected Treasurer of UCOTA at the Annual General Meeting in March 2000. UCOTA plays an important role in promoting and marketing BCCDA nationally and internationally from the central office in Kampala.

The North Carolina Zoological Park (NCZP) donated the 10,000 litre water tank to the association as well as the black boards being used at Mukono Parents School.

Currently two LC1 Chairmen and the LC2 Chairman for Mukono Parish hold elected seats on the Community Campground Council.

The opportunity exists for BCCDA to strengthen its functional status and enterprise development through further partnership with UCOTA, however, this is currently constrained by a lack of capacity in this support NGO.

### ***Current Assets and Infrastructure***

The BCCDA has invested a considerable amount of its revenue into infrastructure development to improve the quality of tourism services as detailed below:

- 1993 December: Two 4-person bandas, 2-room bath shelter and 2 permanent pit latrines
- 1994 January: Two 6-person bandas, 3-room bath shelter, 2 permanent pit latrines information board, 2 tea sheds for camping and staff quarters building.
- 1995 June: Picnic banda (rebuilt by IGCP May 1999)
- 1996 December: canteen and reception building
- 1998 January: water tank (donated by NCZP) and shower
- 2000 January: solar power

All bandas, latrines and the reception/canteen are permanent structures of brick and cement which are maintained and kept in good condition. The 2 tea sheds for camping are made of local materials that periodically need to be re-thatched and re-coated in mud. They are very effective at protecting tents from wind and rain and are often used. The kitchen structure is currently too small to offer an efficient food service. The structure is poorly constructed with poor lighting, limited space for cooking and a low standard of cleanliness. The 1-room staff quarters building is adequate for the purpose it serves in housing one staff member for 24 hour duty. The water tank is in good condition however proper utilization has not been realized. There is no water catchment extension from the roof to the tank which is essential in maintaining a regular water supply for guests. This

effects the functioning of the shower as insufficient water levels in the tank provide guests with the dreaded "drip shower". Improvement of this system is necessary for adequate service. In addition the bath houses themselves are in disrepair needing replacement boards in spots.

### ***Future Development Plans***

The Council has identified 4 items for future development at the rest camp:

#### **1 Construction of 2 person bandas**

Currently the rest camp has only 4 dormitory style bandas. It is not uncommon for all the bandas to be occupied at a given time and tourists are turned away. The addition of 2 person bandas would increase the number of bed-nights and maximize revenue as well as diversify the service to cater for new market segments such as single travellers and couples. This also has potential to encourage these tourist types to extend their length of stay.

#### **2. Water System**

Water for the national park and Buhoma village is fetched from streams coming from the forest on the edge of the park. Fetching water is a very time consuming and arduous activity for households and the BINP Headquarters and rest camp staff. The Warden of Research and Monitoring at BINP recently wrote an evaluation of water use for the Buhoma community. The park and community are now waiting for the Rukungiri District Water Engineer to produce an appraisal so that a budget can be made for a water project that would serve both the park and community.

#### **3. Water Heating System**

A system for heating water for showers has also been identified as a development priority, although system requirements have not been identified.

#### **4. Community Walks and Cultural Tourism**

Nearly every tourist that stays at the rest camp is there to track the gorillas. Many of them, however, are also interested in experiencing local culture through guided community walks. Rest Camp staff have identified the following areas of interest: handicraft making, traditional music and dance, beer brewing, birding, cultural story telling, pygmy culture and village waterfalls. The inclusion of the Batwa (pygmy) culture in the proposed cultural tourism program is not recommended for Buhoma by UCOTA because this may threaten the cultural dignity of the group and it is not a necessary activity for BCCDA.

Other development opportunities recommended by the consultant include the construction of fuel-efficient stoves to replace charcoal use that has negative environmental impacts. Environmentally responsible garbage disposal is needed at the campsite so that the aesthetic beauty of the area is not spoiled. Moreover, there must be emphasis on improving standards to diversify clientele and marketing to maximize occupancy.

*in that regard improved facilities are essential to ensure*



BCCDA has the financial capital to develop the following opportunities independently:

- Provision of properly functioning shower
- II. Provision of water heating system
- III. Construction of proper kitchen
- IV. Construction of 2 person banda
- V. Composting of organic materials
- VI. Relocation and systematic management of rubbish pits.

***Recommended priorities for further development assistance.***

In summary, development priorities and potential contributions from community, conservation and development organizations for BCCDA include:

- Further capacity building training – UCOTA/IGCP
- Development of cultural tourism activities – UCOTA/ Heritage Trails Project
- Creation of quality service standards – BCCDA and UCOTA
- Marketing of Buhoma Community Rest Camp - UCOTA and BCCDA
- Use of fuel efficient stoves – BCCDA in association with JEEP
- Community guide training – UCOTA/IGCP
- Water system for Buhoma – support agency to be identified

Much of the development assistance that BCCDA needs is not financial investment in built infrastructure because of existing self-funded initiatives and sufficient revenue generation to upgrade facilities. The priority for further development assistance is capacity building within the BCCDA council and the rest-camp. There has been an ongoing training program funded by IGCP and provided by UCOTA that has included visitor handling, financial planning and catering. This capacity building, however, must be planned on a longer-term basis because staff has low levels of formal education and new concepts of standards expected by international tourists take time to be understood. In order to maximize the success and effectiveness of this type of training in the future the Council must understand the importance of staff development so that their personnel can build on each training and thus raise the capacity of the association. Another key area of capacity building required by BCCDA in addition to improvement in managing tourism facilities and services, is project appraisal for effective disbursement of revenue into conservation and other community development projects.

**V.2 Bwindi Progressive Women's Group**

***Development History***

In 1995, a group of women from the Buhoma community came together to commence cultural entertainment for tourists. Due to the success of this group, several other groups formed until there were 8 competing women's groups. In 1998, BCCDA, UCOTA and BINP management advised and encouraged leaders of the women's group to work co-operatively through the formation of Bwindi Progressive Women's Group. The aims of the group are:

1. To generate income through the sale of handicrafts and cultural performances to tourists to improve the quality of life in member households.
2. To help fund small community projects within the Bwindi area.
3. To show visitors' local Bwindi culture.

Activities include cultural entertainment, handicraft production, wood-lot management and vegetable growing. A chairperson, vice-chairperson, treasurer and secretary are elected annually from a membership of 275 women in Mukono Parish. The group is registered at the sub-county level as a CBO.

The group is well integrated into community structures, members also participate in the activities of local councils, educational institutions, churches and BCCDA. It also contributes to community development projects, for example, the Bwindi Buhoma Nursery school (Annex 5). Each village in Mukono Parish is represented in the membership.

### **Current Functional Status**

Organizational dynamics within the group are positive, for example, 5 women from each of the 8 sub-groups come together to perform for visitors and share the income.

Weaknesses and constraints include:

- ❑ Fluctuations in visitor numbers to BINP. After the March 1<sup>st</sup> attack in '99 visitor numbers to the area dropped considerably due to the perceived insecurity at the park. Consequently opportunities for cultural performance dropped considerably as the park, community rest-camp and tour operators waited for the tourism industry to recover.
- ❑ Limited local marketing at the community rest camp and at tour operators.
- ❑ Lack of language skills (English) to interpret cultural performance; development theatre experience to convey messages and traditional costumes diminishes performance quality and professionalism.
- ❑ Low level of technical expertise, experience of income-generating activities and focused planning to further community development projects adopted by the group (e.g. nursery school, grinding mill).
- ❑ Limited number of markets for products.

Strengths contributing to community development are:

- ❑ Quality standard handicrafts are sold to UCOTA which generates income for members even when visitor numbers to BINP are low, for example, following the March 1st attack.
- ❑ The formation of one cohesive women's group has helped to maximize benefits and make a larger impact on community development.

The most important support needs for this large community group are further handicraft product development; local, national and international marketing; increase of available markets and improved communication and transport links.

### **Economic Analysis**

Buhoma Women's Progressive Group revenue comes from 2 main activities: cultural entertainment and handicraft sales. No records document revenue generated from vegetable and wood pole sales. Revenue from cultural entertainment performance is also difficult to ascertain because of poor record keeping and as the groups were fragmented before 1998. Revenue from group handicraft sales, however, is available. Handicraft sales to UCOTA from 1998 to August 2000 totaled approximately 4,118,000 USH (US\$ 2941).

Income earned by the group goes towards the following

- 1) Member household improvement;
- 2) Group investments (purchase of uniforms for group members, land for vegetable growing, a wood lot, building for craft shop, grinding mill building.)
- 3) Community project development, for example, construction of a building for a grinding mill in Buhoma village (presently the nearest grinding mill is 20 KM away).

A major financial management constraint is a lack of proper consistent record keeping of revenue earning activities.

A large community benefit coming from the group has been the establishment of the Bwindi Buhoma Nursery School in 1998 which is officially registered with the district. The group is working jointly with BCCDA to build a permanent school building to increase pupil enrollment. The school serves 138 pupils from nursery through to primary 3 level.

There is high potential for the group to take further advantage of a variety of potential revenue generating opportunities, however, support is needed in the areas of financial management and business planning. The group needs more focus and assistance to make a long-term management plan. Currently the group is over-committed to development projects (e.g. grinding mill, school buildings, group costumes) with a limited revenue stream so operations are dispersed and disorganized.

### ***Organizational Relationships***

The group has a close development relationship with the BCCDA as all members are also members of the BCCDA. One of the women in the group is an elected member of the Community Rest Camp Council. The group is recognized by BINP staff as being an important CBO contributing to local community development and gender representation. In 1998, BCCDA Council members along with the BINP Community Conservation Warden sat down with the various women's group leaders to solve their differences in order to further development by combining into one group. The group has been a member of UCOTA since 1998 and group members have participated in UCOTA handicraft development training. Group products are marketed and sold at UCOTA's Kampala office to tourists and exported overseas.

### ***Current Assets***

Land for wood lot, land for vegetable growing, land for grinding mill, 1 small locally made house for crafts, 48 performance uniforms, brick building for grinding mill presently at beam level.

### ***Future Development Plans***

The group identified the following future development plans:

- 1 Finishing construction of building for grinding mill
- 2 Building a permanent classroom block for Bwindi Buhoma Nursery School
- 3 Acquiring grinding mill
- 4 Buying performance uniforms for all members in the group

Other development opportunities identified by the consultant include marketing of the group's activities both locally and nationally. Crafts from the group could be sold at Buhoma Community Rest Camp and by the various tour operators in the area who cater to BINP visitors. A display could be made with photos of the group and its activities to be placed at tourism businesses in the area. The group could look at producing different media other than just baskets to help diversify their product.

### ***Recommended priorities for further development assistance***

The main activities of Bwindi Women's Progressive Group are handicraft sales and cultural song and dance. Capacity building is required in the areas of:

- technical craft development
- theatre and performance
- financial planning
- business management

## **V.3 Bwindi Orphans Club**

### ***Development History***

The CBO was initiated by the LC1 of Nkwenda village in Mukono Parish and a woman leader in the community in November 1998 to care for orphans. There were a growing number of orphan children in the centres of Nkwenda and Buhoma villages who were not being cared for properly or attending school for lack of school fees, uniforms and supplies. The aims of the organization are:

- 1 To provide orphans with guardians and to create a support network for over stressed guardians.
2. To raise funds to provide basic school supplies and necessities for registered orphan children up to 13 years of age.
3. To provide clothes and medicine to the children
4. To develop positive social skills amongst their peers.

The group undertakes 4 different areas of activities:

- 1 Education: health, personal hygiene and social skills such as discipline, manners and respect for elders.
2. Agricultural Skills: growing a variety of vegetables for nutritional purpose, transplanting, natural fertilizer use, nurseries and tree planting.
3. Cultural Song and Dance; traditional song, dance and musical instruments.
4. Handicraft Development; basket making

### ***Organizational Structure***

The group has an annually elected council. It consists of a Chairperson, Vice chairperson, Treasurer, Secretary, and Secretary of Information plus 4 elected councilors. The council meets monthly to plan for the children's needs and budget any income made from activities of the group. The council together with the 67 guardians meets every 3 months for a general meeting to make a quarterly plan for each of the guardians. The group currently has 209 children registered varying in age from infants to 13 years which are split up between 67 guardians representing 8 out of the 10 villages in Mukono. The children meet every Sunday at the Buhoma Community Rest Camp for education

exercises or to perform for visitors. The group is led by a councilor who is LC 1 Nkwenda village. Council members come from 7 out of the 10 villages in Mukono. 5 council members are women including the chairperson. The group is registered locally as a CBO at the sub-county level.

### ***Current Functional Status***

The running of the group is dependent on the LC 1 councilor in the group. He is very dedicated to promoting the activities of the children locally and to tourists visiting BINP. There is a constant shortage of guardians who are able to take on children in their homes. With an average of over 3 orphans per guardian, the demands on the families can lower the standard of living.

Weaknesses and constraints include:

- ❑ Little knowledge of handicraft design and production
- ❑ Limited knowledge of performance presentation
- ❑ Lack of marketing of group activities
- ❑ Dependant on one individual to facilitate activities

Group strengths include:

- ❑ Strong committed leader promoting group
- ❑ Enthusiasm of children high
- ❑ Significant community benefit

### ***Economic Analysis***

Record keeping was found to be inconsistent although from discussions with the vice chair person revenue has not been significant in the last year. The group often performs at the Buhoma Community Rest Camp where they receive contributions from tourists when giving a cultural song and dance performance. The children bring handicrafts for sale. The group has often receives donations in kind such as pens, books and clothing.

### ***Current Assets and Infrastructure***

Currently the group has no material assets or infrastructure.

### ***Future Development Plans and Opportunities***

The group identified 4 development items for the future:

1. To buy land to grow own vegetables for selling.
2. To receive training in handicraft development.
3. To receive training in cultural performance presentation
4. To build a structure for educational activities.

The group could benefit from having a marketing strategy locally within Buhoma and nationally by marketing at the UCOTA office in Kampala.

### ***Recommended Priorities for Further Development Assistance***

- Capacity building in: craft design and development, cultural performance presentation and marketing - UCOTA
- Training in agricultural and agroforestry techniques - CARE-DTC

## V.4 Nyakena Community Group

### *Development History*

Nyakena Community Group was initiated in 1999 by 56 residents of Nyakena village in Mukono Parish. The village is approximately 7 kilometers from BCRC. It is possible to drive within 1 kilometer of the site. The group is a conglomerate of smaller activity groups who joined together to develop their village. The aims of the group are:

1. To conserve the natural environment in the village: birds, plants, water sources and forest.
2. To welcome visitors and educate them about local culture through story telling and histories of the area.
3. To generate revenue for the group through conservation activities.

Group activities include bee keeping, fish farming, tea plant and tree nursery, cultural histories and story telling and the development of community waterfall walks. The group currently focuses on bee keeping and the sale of honey locally, fish farming for group consumption and tea plant and tree nursery production. The group has contacted the BCCDA for advice on how to develop community walks in their village. Group members own land surrounding Rugongoma Water Fall and Nyampunu Pool. Both sites have cultural histories that include the 2 sites.

All 56 members are residents of Nyakena village. New members must apply to the whole group where they vote on the suitability of the candidate. The group has an elected council made up of a Chairperson, Vice Chairperson, Secretary and Treasurer. A constitution for the group is not yet drafted. The group is registered locally at the sub-county level as a CBO. Of the 56 members, 21 are women.

### *Current Functional Status*

The group is not yet well established and is trying to diversify activities by becoming involved in eco-tourism as it relates to nature based community development at BINP. The group is very enthusiastic and has made good efforts to learn from other CBOs such as BCCDA on how to develop their site.

Constraints and weaknesses include:

- No experience in tourism
- Distance from tourist facilities
- Undeveloped site

Strengths include:

- Strong initiative to be involved in community tourism.
- Main aim is to benefit community initiatives.
- Little infrastructure needed to develop site
- Knowledge of traditional stories of village features

### *Economic Analysis*

Revenue generated since the establishment of the group has come from contributions from group members. This money has been used to develop 3 fish-ponds, buy local materials for bee hive construction and to buy land and materials to develop the tea plant

and tree nursery. Current benefits to the community are that two important sources of protein are provided to the village through fish farming and bee keeping.

### ***Organizational Relationships***

BCCDA is currently working with the group to assess the cultural stories that they have of their area and give them recommendations on how to develop them for presentation to tourists. BCCDA also wants to evaluate the Nyakena site for inclusion as a site that can be marketed for community walks.

### ***Current Assets***

The group owns 21 bee hives, land for tea and tree nursery and 3 fish ponds.

### ***Future Development Plans and Opportunities***

Future development plans are as follows:

1. Development of a village walk showing Rugongoma Waterfall, Nyampunu Pool and group activities.
2. Construction of bridge for school children during rainy season.
3. Buying land to expand tea plantation.
4. Develop 2 more fish ponds
5. Develop cultural stories into presentable form.

The establishment of Nyakena Community Group provides an opportunity to expand nature-based CBO activity around BINP. BCCDA is planning to develop cultural tourism activities in the villages of Mukono Parish. The Nyakena group has the opportunity to become involved in this effort. The waterfall is located in a small valley with high rock canyon walls on both sides. Remnant forest trees and plants are still present giving it a lush natural look to the visitor. As visitors pass through the village towards the waterfall they pass tea plantations, coffee trees and the hilly cultivated fields characteristic of the area. The development of cultural histories of the area would educate visitors about the local people. The group would also benefit from marketing of their group through UCOTA where they would be able to network with other groups in training, cross visits and marketing from the Kampala office.

### ***Recommendations for development assistance***

- Capacity building in site development and basic tourism training – UCOTA/IGCP
- Guide training – UCOTA/IGCP
- Networking and marketing – BCCDA/UCOTA

## **V.5 Mgahinga Community Campground (MCC)**

### ***Development History***

This CBO was initiated in January 1995 by 35 local men and women who were relocated from the newly created MGNP. The group named themselves Amajambere Iwacu meaning “development of ours” in the local Rufumbira language. The group joined together to purchase the land immediately adjacent to the MGNP entrance. A constitution was written stating the objectives of the CBO:

1. To profit from MGNP tourism by providing income to group members.
2. To promote community development in Gisozi Parish by assisting local community organizations by donating in kind materials.
3. Encouraging other local community tourism projects by serving as an example and by providing technical assistance.
4. To provide quality accommodation, camping and food service to tourists visiting MGNP.

The group registered as a cooperative with the district in 1995 calling themselves Amajambere Iwacu Cooperative Group (AICG). In 1995 the group joined together with MGNP Peace Corps Volunteers to submit a proposal to Peace Corps' Small Project Assistance Grant through the Ambassadors Fund. The group was awarded US\$ 10, 000 to construct 4 bandas, 2 latrines and a gathering shelter.

The 35 members of AICG own Mgahinga Community Campground cooperatively. Activities of the group's business include banda accommodation, camping, catering, shop keeping, and guiding. The group has an annually elected Executive Council of 9 members who make decisions on the every day operations of the campground. Of these 9 Council members a Chairperson, Vice chairperson, Treasurer and Secretary are elected. Members of the cooperative must reside within Gisozi Parish. In 1995 when the CBO was founded members paid a one time membership fee. The AICG has 16 women members and 19 men. 2 women currently stand on the Executive Council of 9 members.

### **Current Functional Status**

AICG depends on the Chairperson for leadership and the management of the group's business. The group lacks proper business management skills and general knowledge of how to run an adequate business. Fortunately the group has a competent and charismatic Chairperson who keeps the group afloat. Capacity building is needed to build strong management skills within the whole group. Capacity building training has been held in the past for group members and MCC staff including visitor handling, catering, financial management, record keeping and guiding. High staff turnover, low education levels of group members and staff and detrimental cultural attitudes towards work and gender mean that a longer term training program is needed.

Management weaknesses and constraints include:

- Limited knowledge by Executive of basic campground needs or acceptable standards
- Poor management
- Limited capacity of group and staff in understanding tourism, business management, stock-taking and forward planning, financial planning, service standards and necessary expenditure for business maintenance.
- Cultural attitudes involving work and gender.
- Lack of utilities (e.g. shower, tables, chairs, blankets in bandas)
- Low educational level of staff and AICG members
- Lack of adequate kitchen to serve guests

Strengths include:

- Initiation of campground in 1995
- Location to MGNP Headquarters
- Scenic beauty of natural environment
- Separate campground for overland trucks



- Strong central figure managing the business and mobilizing community
- Ownership of campground land
- Solid infrastructure
- Diverse opportunities for tourist activity

### ***Economic Analysis***

Revenue generation since the group's establishment totals 17,237,817 USH. The group decides how much of the income should be shared among members each year depending on how much is collected. Other income is put into business improvement activities, staff salaries and to community projects. Benefits to the local community include: employment for 4 full time staff, local market for fruits, vegetables, chickens and goats, centre for cultural entertainment groups and community funded projects. AICG has funded the following projects in Gisozi Parish:

1. Kibugu Primary School classroom block. The group paid for the cost of the mason = 400,000 USH
2. Adventist Church School. The group funded the roofing of class room block = 705,000USH
3. Gisozi Primary School. Desks, tables and chairs were bought. = 315,000USH
4. Secondary School Fees. AICG serves as a link with private donors supporting school fees for needy students in Gisozi Parish.

The group's financial management constraints come from a lack of business knowledge. Maintenance is poor and investment in necessary items is needed.

### ***Organizational Relationships***

The group is a founding member of UCOTA and they have taken part in training in basic tourism awareness, visitor handling and catering. In 1999, MBIFCT funded a water tank for the campground worth 2,000,000 USH. The tank is an essential asset for the business providing stored rain water for approximately 10 months out of the year. IGCP funded 2 permanent structure compost toilets at the campground as well to improve service infrastructure for the business and help protect the local environment. Unlike at Bwindi, the MGNP office and all park staff are based in Kisoro town 14 KM away from the park and the community campground. There is very little collaboration between MCC and the MGNP office staff.

### ***Current Assets and Infrastructure***

The group co-operatively owns the campground land. Infrastructure assets include: 4 bandas, gathering shelter, kitchen, 3 bathing shelters, 2 compost toilets, 2 pit latrines, a water tank and a medicinal garden with over 150 indigenous and exotic species. The condition of the bandas is good, bath shelters need new floor-boards, and a larger kitchen with cement flooring is needed in order to reach minimum quality tourist standards.

### ***Future Development Plans***

The group identified the following future development plans:

- 1 Development of a cultural tourism program. The local communities around MGNP have many cultural activities to offer tourists. MCC staff and local community members have served as guides over the years for village walks. Activities have included cave exploration, visits to a traditional blacksmith, a crater walk and

traditional craft production (e.g. basket making). MCC wants to develop a formalized cultural tourism program and market it to tourists visiting MGNP. MCC also works collaboratively with leaders of the Mgahinga Batwa community where they come on request to perform traditional song and dance at the campground.

2. Acquire business management training for members. Members of AICG realize the importance of learning how to properly manage an accommodation and food service enterprise.
3. Acquire service training for staff. Members of AICG also realize the importance of having trained staff representing them at the campground.

The following development opportunities were also identified by the consultant:

4. Tourist facility and service improvement. MCC has the tremendous advantage of being located right at the MGNP entrance overlooking the Park's 3 volcanoes. Most tourists would prefer this experience to staying the night in Kisoro town yet they will do so if the campground does not have proper facilities and/or service. A clean, efficient kitchen to cook meals for a number of visitors at a time is necessary to help ensure customer satisfaction and maximize bed nights at the campground. Developing a system for providing warm showers would also improve facilities so that a wider range of tourists will stay at the campground. Capacity building is needed in the areas of hotel management, business planning, catering, and visitor services.
5. Fuel Efficient Stoves. A large challenge for campground staff is keeping up with the demand for cooked meals and hot water for bathing. Methods currently used for cooking are the open 3 stone fire and the charcoal sigiri. Both of these methods are time consuming and environmentally unsustainable. The introduction of fuel efficient stoves, hay box cooker and other alternative fuels would aid in service to guests, cut costs for the business and allow the group to be more environmentally responsible.
6. Marketing locally, nationally and internationally. The group would benefit greatly by having the services and activities of MCC marketed. Photo displays could be developed and placed at UWA headquarters in Kampala and with guest-houses locally in Kisoro.

The AICG has the financial ability to develop the following opportunities independently:

- Acquiring of a shower system
- II. Constructing an adequate kitchen

In summary, development priorities and potential contributions from community conservation and development organizations for MCC include:

- > Capacity building training in visitor services, hotel management, business planning, business management financial planning, catering – UCOTA/IGCP
- > Cultural tourism development – UCOTA/Heritage Trails
- > Fuel efficiency and energy alternatives - JEEP
- > Marketing – UCOTA/UWA & MGNP office

In summary, the MCC is owned and managed by a group of 35 rural farmers who were relocated from MGNP in 1992. Since January 1995 the group has developed a piece of previously cultivated farm land into a successful community run business serving tourists from all parts of the world. The group has benefited from the support it has received from several past and present conservation and development organizations working in the area. The group has received infra-structural support from the Peace Corps, MBIFCT and IGCP. UCOTA has delivered introductory capacity building training as well as

marketing from their central office in Kampala. The group has specifically benefited from the strong leadership of the chairman in the group whom much of the success of MCC can be contributed to.

## V.6 Turambe 1

### ***Development History***

This CBO was initiated in 1997 by 21 women and men of Gisozi Parish. The aims of the organization are:

1. To expose tourists to traditional song and dance of the Bafumbira people at MGNP.
2. To produce hand made traditional crafts for sale to tourists
3. To provide a source of income for group members through performance and craft sales.

Group activities are production and sale of local handicrafts and traditional song and dance performance. Members must be residents of Gisozi Parish and contribute a one off membership fee decided by the group. The group is lead by a chairperson, vice chairperson, treasurer and secretary. Elections for these positions are voted on annually. The group is registered locally at the sub-county level. The group is represented by 19 women and 2 men.

### ***Current Functional Status***

The group meets monthly to discuss organizational issues.

Constraints and weaknesses include

- Attitudes towards women in Rufumbira culture.
- Fluctuations in tourist numbers to MGNP.
- Lack of local handicraft venue to display products for sale.
- Lack of formal education.
- Low diversification in handicraft production.
- Performance standards

Strengths of the CBO include:

- High representation of women
- Provides important supplemental income to local families.
- Land ownership and location to MGNP and MCC.

### ***Economic Analysis***

Records of group revenue were available from April 1998 onwards. Revenue from the sale of crafts to UCOTA through August 2000 is 1,045, 500 USH. The group has performed at MCC on a few occasions over the past 3 years earning approximately a total of 110,000 USH. This was not clearly recorded in the group accounts book. Income earned by the group has been used to buy a plot of land below MCC where they built a semi-permanent house to use for meetings and handicraft making. The land and house together amounted to approximately 650,000 USH. A certain amount of income is set aside for handicraft materials and for distributing to group members.

### ***Organizational Relationships***

Turambe 1 is a member of UCOTA. The group has participated in introductory training in handicraft design, paper making and production quality. The group also works in partnership with MCC by using it as a venue for traditional song and dance performance.

### ***Current Assets and Infrastructure***

The group owns one plot of land and a semi-permanent house for meetings and handicraft production.

### ***Future Development Plans***

The group has identified the following future development plans:

1. Land Acquisition. The group wants to invest in another piece of land to grow crops so that they can have another source of revenue
2. Handicraft Development. The group has a strong desire to diversify their production and to improve on product quality.
3. Traditional Dance Presentation. They want to be trained in how to present traditional dance in a professional manner.

Other opportunities identified by the consultant were as follows:

4. Improved security. As foreign tourists regain trust in the security situation in the area more opportunities for traditional dance performance, craft sales and cultural tourism activities will arise.
5. Craft venue development. Currently there is no venue or local marketing for handicrafts. The group has the opportunity to display their products at their meeting house which is only 50 meters from MCC.
6. Marketing of group activities. More information on the group would help in advertising to tourists locally and in Kampala.

### ***Recommended priorities for development assistance***

In summary, development priorities and potential contributions from community conservation and development organizations include:

- Craft production development - UCOTA
- Marketing of activities - UCOTA
- Cultural performance development - UCOTA
- Capacity building in financial planning and business management. – UCOTA/IGCP

Turambe 1 is an example of a CBO that has seen benefits through times of low tourist numbers. Nearly all of the income from handicraft sales has been marketed in Kampala through UCOTA. By having a market for their crafts nationally and potentially internationally, the group earns supplementary income in times of low tourist visitation to MGNP. Development of their handicraft skills, marketing of their product and improved financial management techniques will be essential to further development growth for the group.

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## V.7 Turambe 2

### ***Development History***

The CBO was initiated in 1998 by 17 women and men from Gisozi Parish. Previous members of Turambe 1 split off to form their own CBO focusing on handicraft production. All members must be from Gisozi Parish. The group has an annually elected chairperson, vice chairperson, treasurer and secretary. The group is registered locally at the sub-county level. The group is represented by 15 women and 2 men.

The aims of the organization are:

1. To improve the standard of living of group members through handicraft production.
2. To benefit from the tourism in their home area.

### ***Current Functional Status***

Constraints and weaknesses include:

- Limited markets for crafts.
- Fluctuating visitor numbers to MGNP.
- Limited product diversification
- Lack of enterprise mix
- No local marketing of products
- Lack of formal education
- No local venue for crafts
- Attitude of Rufumbira culture towards women

Strengths of the group include:

- High women representation
- Have market for crafts nationally
- Earn supplemental income for families
- Members of UCOTA

### ***Economic Analysis***

The revenue generated by the group has come from handicraft sales. Records from UCOTA show that 210,000 USH have been paid to the group. The income earned by the group goes towards the buying of raw materials for production.

### ***Organizational relationships***

The group is a member of UCOTA. Group members have participated in technical trainings given by UCOTA in handicraft design and production.

### ***Current Assets and Infrastructure***

The group does not have any material assets or infrastructure.

### ***Future Development Plans***

The group feels that they have limited opportunities to plan substantial development because of a lack of capital. They did identify a need for further technical training in handicraft development and acquiring of markets for their crafts. Other opportunities

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identified by the consultant are product diversification, and involvement in a cultural tourism program for the area where the group could participate.

### ***Recommended priorities for further development assistance***

In summary, development priorities and potential contribution from community conservation and development organizations include:

- Securing of alternative craft markets - UCOTA
- Training in handicraft design, diversification and production - UCOTA
- Capacity building in business management - UCOTA/IGCP
- Creation of cultural tourism program in community - UCOTA/Heritage Trails

The development of Turambe 2 since inception in 1998 has come gradually. Membership with UCOTA has given group members' exposure to introductory training in craft development and to national and international craft markets. Further development of the group's technical and management skills will allow the CBO to maximize benefits from tourism to MGNP and to Uganda.

## **V. 8 Kigarama Women's Group**

### ***Development History***

The CBO was initiated in 1998 by 13 women from Rukongi Parish. The group is represented by an elected Chairperson, Vice chairperson, Treasurer and Secretary. The group produces handicrafts and also performs traditional Rufumbira dance. The group is registered locally at the sub-county level as a CBO. The aims of the group are:

1. To earn income through the sale of local handicraft for the improvement of local homesteads.
2. To bring tourism benefits to People of Rukongi Parish

### ***Current Functional Status***

Weaknesses and constraints include:

1. Lack of development of Muhavura side of park
2. Low visitor numbers to Muhavura side of park
3. Limited markets for crafts
4. Low product diversification

Strengths are:

1. Determination to develop craft quality, diversification and design.
  2. Venue for selling crafts
  3. Membership with UCOTA
  4. Road access
-

### ***Economic Analysis***

Revenue generated through handicraft sales to UCOTA totals 2,005,000 USH (US\$ 1432). The income generated is used to buy raw materials for handicraft production and for improvement of living standards of group members.

### ***Organizational relationships***

The group has been a member of UCOTA since 1998. Group members have participated in craft development training, a paper making workshop held on Bushara Island and the Association's Annual General Meeting where members networked with other similar CBO's across the country and participated in tourism awareness sessions.

### ***Future Development Plans***

The group emphasized the desire to receive further training to improve handicraft production skills. The group is determined to learn to produce other media of crafts other than baskets. Another opportunity identified is the future development of tourism on the Mt. Muhavura side of the park. The current MGNP Management Plan identifies the importance of diversifying tourism to reduce the dependence on gorilla tracking. Volcano climbing is an activity with future marketing potential which would aid in the development of the area by providing opportunities for CBO's like Kigarama.

### ***Recommended priorities for development assistance***

In summary, development priorities and potential contribution from community conservation organizations include:

- Training in handicraft design, product diversification and production – UCOTA
- Securing of craft markets – UCOTA
- Marketing of group activities – UCOTA

The development of the CBO has limitations specifically because of the groups' isolated location. The group has however shown a genuine determination to be involved in the tourism sector. Further development of the group through handicraft sales will ensure the continuation of benefits to this community area.

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## VI. Summary of Recommendations for Development Assistance

### VI.1 SWOT Analysis of CBO nature based community development

The following SWOT analysis assesses the strengths, weaknesses, opportunities and threats for CBO nature based community development around Mgahinga and Bwindi. The major challenges facing the 8 CBOs reviewed in this report are insecurity and a lack of capacity. With development assistance, however, capacity-building could maximize tourism enterprise benefits.

Strengths	Weaknesses
<ul style="list-style-type: none"> <li>▪ Gorillas are a unique tourism product</li> <li>▪ Established community tourism enterprises</li> <li>▪ Partnerships with conservation and development partners</li> <li>▪ UCOTA membership benefits</li> </ul>	<ul style="list-style-type: none"> <li>▪ Lack of capacity</li> <li>▪ Limited range of income generating activities depending on tourism</li> <li>▪ Weak collaboration between UWA and Mgahinga Campground</li> </ul>
Opportunities	Threats
<ul style="list-style-type: none"> <li>▪ Improved security</li> <li>▪ 3<sup>rd</sup> habituated gorilla group in Bwindi</li> <li>▪ Cultural tourism development</li> <li>▪ Handicraft product development and diversification of markets</li> <li>▪ Capacity building</li> <li>▪ Poverty reduction</li> <li>▪ Environmentally sustainable tourism development</li> <li>▪ Strengthening of organisational relationships with conservation and development partners</li> </ul>	<ul style="list-style-type: none"> <li>▪ Insecurity</li> <li>▪ Gorillas critically endangered</li> <li>▪ Increase price of gorilla permits could diminish backpacker market</li> <li>▪ UCOTA is not supported by donors (loss of marketing, handicraft sales outlet, training and networking)</li> <li>▪ Commercial developers at Mgahinga</li> </ul>

### VI.2 Summary of Recommendations for Development Assistance

The recommendations for development assistance for the CBOs discussed in the previous section are summarized in Tables 2 and 3. Much of the development assistance required can be provided by UCOTA (Table 2) which is the national community tourism marketing and training organization appointed by the Uganda Tourist Board (UTB). Other types of development assistance are needed from JEEP, IGCP, Heritage Trails, CARE-DTC and UWA (Table 3).

## VII Conclusion

Nature-based community development around Bwindi and Mgahinga has been successfully supported by USAID in conjunction with other conservation and development partners through its environment and natural resource programme. CBOs have played a major role in tourism and community development in these areas. In order to sustain the community tourism development and maximize its potential to reduce poverty and promote conservation, further capacity building of the CBOs by UCOTA is necessary. The major supplementary activity most of the CBOs can engage in whilst the tourism sector recovers is handicraft product development to be marketed by UCOTA nationally and internationally.

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Table 2 Summary of UCOTA Development Assistance required by CBOs

CBO	TYPE OF DEVELOPMENT ASSISTANCE NEEDED FROM UCOTA					
	<i>Training in conservation &amp; biodiversity</i>	<i>Cultural tourism development</i>	<i>Training in Cultural entertainment</i>	<i>Training in Hospitality</i>	<i>Marketing</i>	<i>Guide training</i>
CDA	✓	✓		✓	✓	✓
indi Progressive Women's Group	✓	✓	✓		✓	
indi Orphan Club	✓		✓		✓	
akena Community Group	✓	✓		✓	✓	✓
ahinga Community Campground	✓	✓		✓	✓	✓
ambe I	✓	✓	✓		✓	
ambe II	✓	✓	✓		✓	
	✓	✓	✓		✓	

CBO	TYPE OF DEVELOPMENT ASSISTANCE NEEDED FROM UCOTA				
	<i>Support for Infrastructure Improvement</i>	<i>Business Development</i>	<i>English Language training</i>	<i>Tourism awareness</i>	<i>Handicraft product development</i>
CDA		✓		✓	
indi Progressive Women's Group	✓	✓	✓	✓	✓
indi Orphan Club			✓	✓	✓
akena Community Group		✓	✓	✓	
ahinga Community Campground		✓	✓	✓	
ambe I			✓	✓	✓
ambe II			✓	✓	✓
arama			✓	✓	✓

Table 3 Summary of Development Assistance required by CBOs from other Agencies

CBO	TYPE OF DEVELOPMENT ASSISTANCE NEEDED AND DELIVERY AGENCY				
	<i>JEEP Fuel efficient stoves</i>	<i>HERITAGE TRAILS Cultural trail development</i>	<i>IGCP Ongoing capacity building with UCOTA</i>	<i>CARE-DTC Agriculture/ agroforestry</i>	<i>UWA Marketing &amp; promotion</i>
CDA	✓	✓	✓		✓
indi Progressive Women's Group			✓		
indi Orphan Club				✓	
akena Community Group		✓	✓		
ahinga Community Campground	✓	✓	✓		✓
ambe I			✓		
ambe II			✓		
arama			✓		

VIII. Annex 1 Consultant Time Sheet June - September 2000










<b>Date</b>	<b>Consultant Activity</b>
<b>June 20</b>	Meeting Helga Rainer, IGCP
<b>June 22</b>	Meeting Adonia Bintooro, Community Conservation Officer, UWA
<b>June 23</b>	Research in CARE office
<b>June 25</b>	<i>Travel to Kisoro</i>
<b>June 26</b>	Meeting Emmanuel Nsengiyumva, Treasurer, Mgahinga Community Campground Meeting Evas Nyirahabura, Chairperson, Turambe 1
<b>July 03</b>	Meeting Ancilla Ntibikwira, Chairperson, Kigarama
<b>July 05</b>	Meeting Jesca Ntawiha, Chairperson, Turambe 2
<b>July 12</b>	<i>Travel to Buhoma</i>
<b>July 13</b>	Meeting Mzee Gongo Tibesigwa, Rest Camp Manager, BCCDA Meeting Chris Oryema, Chief Park Warden, BINP
<b>July 14</b>	Meeting Barnard Akunda, Warden of Research and Monitoring, BINP
<b>July 16</b>	Meeting Chris Oryema, Chief Park Warden, BINP
<b>July 17</b>	Meeting Benon Mugyerwa, Community Conservation Warden, BINP
<b>July 18</b>	<i>Travel to Kisoro</i>
<b>August 02</b>	Meeting Sheba Hanyurwa, Chairperson, MCC
<b>August 04</b>	Meeting Emmanuel Nsengiyumva, Treasurer, MCC
<b>August 05</b>	Meeting Evas Nyirahabura, Chairperson Turambe 1
<b>August 08</b>	Meeting Tom Sengalama, Community Projects Officer, MBIFCT
<b>August 09</b>	<i>Travel to Buhoma</i>
<b>August 10</b>	Meeting Barnard Akunda, Warden of Research and Monitoring Meeting Mzee Gongo Tibesigwa, Rest Camp Manager, BCCDA Meeting Richard Magezi, Chairperson, BCCDA
<b>August 11</b>	Meeting Leah Araho, Chairperson Bwindi Progressive Women's Group Meeting Nyakena Community Group
<b>August 12</b>	<i>Travel to Kabale</i>
<b>August 21</b>	Meeting Christopher Musumba, Community Conservation Warden, MGNP Meeting Issac Drani, Chief Park Warden MGNP
<b>August 23</b>	Meeting Elissa Williams, Programme Advisor, UCOTA
<b>September 08</b>	Meeting Christine Oryema-Lalobo, Trust Administrator, MBIFCT
<b>September 11</b>	Meeting Stephen Kwanuka, Project Co-ordinator, CARE-DTC
<b>September 15</b>	<i>Travel to Kampala</i>
<b>September 19</b>	Meeting Peter Osubia, National Biomass cartographer, Forestry Department
<b>September 21</b>	Meeting Lilly Ajarova, Visitor Services Co-ordinator, UWA Meeting Alison White, Technical Assistant, UCOTA Meeting Paul Mugisa, Office Administrator, UCOTA
<b>September 25</b>	Report writing
<b>September 26</b>	Report writing
<b>September 27</b>	Report writing
<b>September 28</b>	Report writing
<b>September 29</b>	Report writing
<b>October 02</b>	Report writing
<b>October 03</b>	Report writing
<b>October 03</b>	Report writing

**Annex 2 Maps of Mgahinga and Bwindi Communities**

# Bwindi National Park



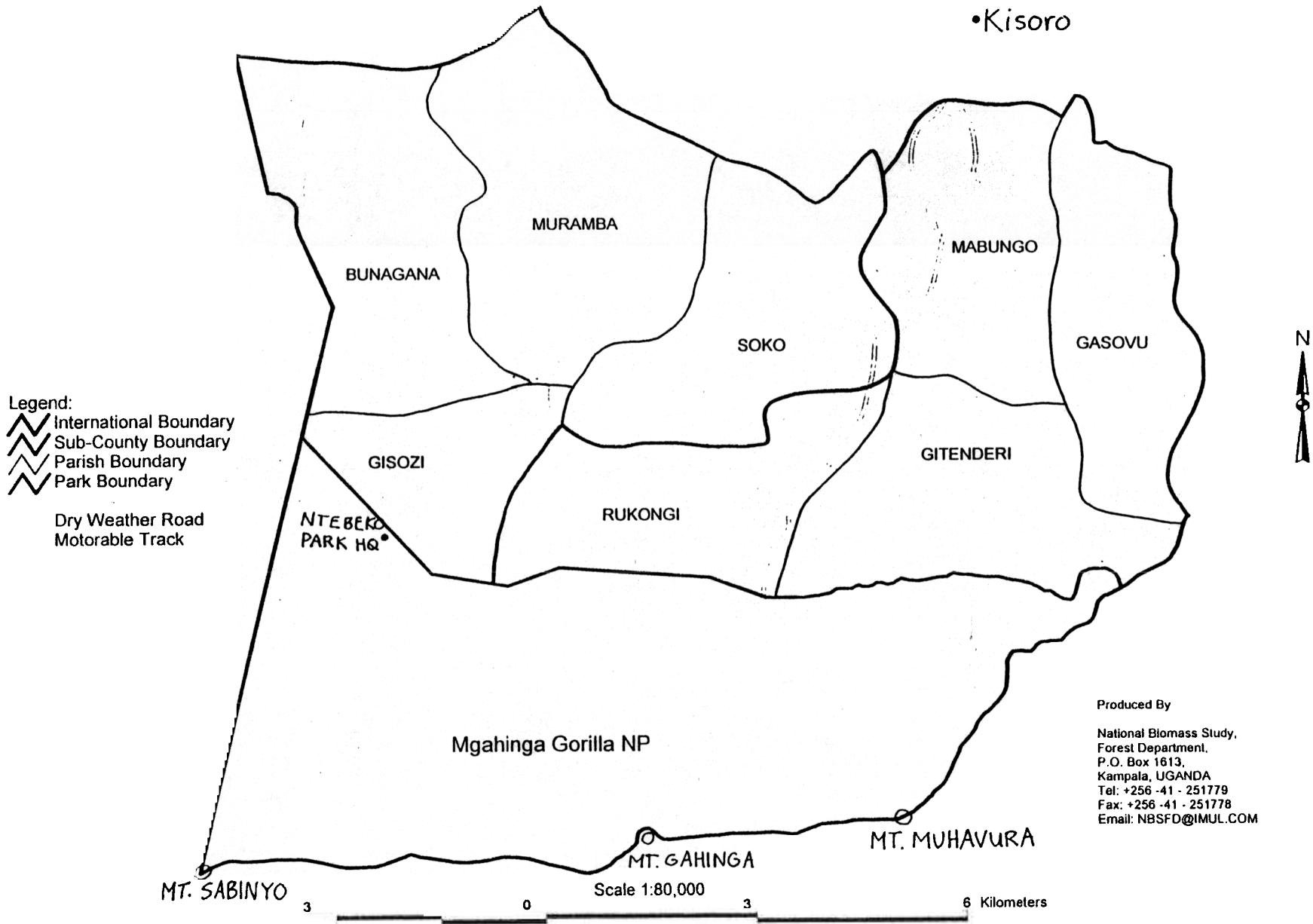
## Legend

-  International Boundary
-  District Boundary
-  County Boundary
-  Sub-County Boundary
-  Parish Boundary
-  Park Boundary
-  All Weather Road, Loose Surface
-  Dry Weather Road
-  Motorable Track

Produced By

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# Mgahinga National Park



**Annex 3 Visitor Numbers to Mgahinga and Bwindi Impenetrable National Park, 1993-2000**

<b>YEAR</b>	<b>BWINDI</b>	<b>MGAHINGA</b>
<b>1993</b>	1315	
<b>1994</b>	2517	
<b>1995</b>	3488	869
<b>1996</b>	3310	1599
<b>1997</b>	2694	2465
<b>1998</b>	3437	2698
<b>1999</b>	2100	1718
<b>2000</b>	1438	1806
<b>TOTAL</b>	<b>20299</b>	<b>11155</b>

*NB Statistic for Year 2000 is Bwindi total for January–June and Mgahinga total January–August.*

**Annex 4 Visitor Numbers & Gross Revenue Statistics for Buhoma Community Rest  
Camp and Mgahinga Community Campground**

**Visitor Numbers & Gross Revenue Statistics for Buhoma Community Rest Camp,  
1993-2000**

<b>YEAR</b>	<b>VISITOR NUMBERS</b>	<b>GROSS REVENUE (USH)</b>
1993	43	185,000
1994		
1995		
1996		
1997		
1998		
1999		
2000	1064	22,141,670
<b>TOTAL</b>	<b>12,436</b>	<b>192,477,540</b>

*NB 1993 statistics for December only  
2000 statistics for 7 months only (January to July)*

**Visitor Numbers and Gross Revenue Statistics for Mgahinga Community  
Campground, 1995-2000**

<b>YEAR</b>	<b>VISITOR NUMBERS</b>	<b>GROSS REVENUE (USH)</b>
1995	216	1,301,437
1996	600	3,600,000
1997	512	3,074,680
1998	633	3,800,700
1999	303	1,818,000
2000	329	3,293,000
<b>TOTAL</b>	<b>2593</b>	<b>16,887,817</b>

*NB 2000 statistics for 8 months only (January to August)*

## **Annex 5 Site Photography**

**Projects funded by Buhoma Community Campground Development Association:**

**Mukono Parents School, 3 classroom block, Bwindi**



**Bwindi Buhoma Nursery School, 3 classroom block**



**Rubona Parents School, 2 classroom block, Bwindi**

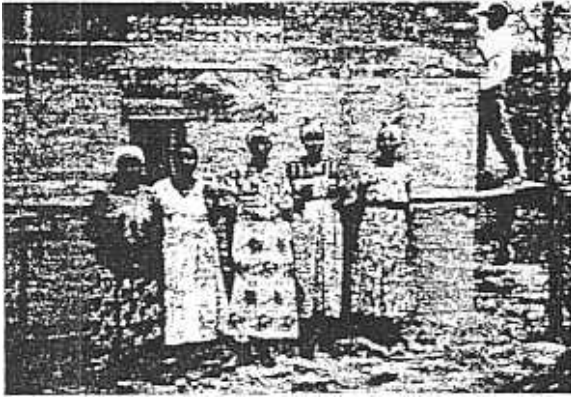


**Kanyashande Primary School, 6 room staff house, Bwindi**





- Left: Members of Bwindi Women's Progressive Group outside grinding mill construction.  
Right: A millet basket produced by Bwindi Women's Progressive Group.



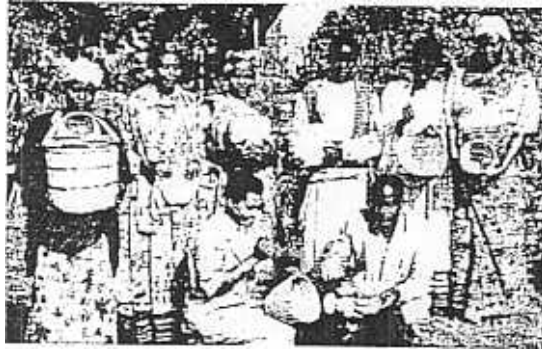
Buhoma Community Rest Camp Banda, Bwindi



Rugongoma Waterfall Nyakena Village, Bwindi



• Kigarama Womens Group, Mgahinga



Kigarama Womens Group performing for visitors, Mgahinga



Banda at Mgahinga Community Campground



Traditional blacksmith visited on community walk, Mgahinga



## Annex 6 References

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