

PPT Working Paper No. 5



**UCOTA – the Uganda Community Tourism Association:
a comparison with NACOBTA**

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Preface

This case study was written as a contribution to a project on 'pro-poor tourism strategies.' The pro-poor tourism project is collaborative research involving the Overseas Development Institute (ODI), the International Institute for Environment and Development (IIED), the Centre for Responsible Tourism at the University of Greenwich (CRT), together with in-country case study collaborators. It is funded by the Economic and Social Research Unit (ESCOR) of the UK Department for International Development (DFID).

The project reviewed the experience of pro-poor tourism strategies based on six commissioned case studies. These studies used a common methodology developed within this project. The case study work was undertaken mainly between September and December 2000. Findings have been synthesised into a research report and a policy briefing, while the 6 case studies are all available as Working Papers. The outputs of the project are:

Pro-poor tourism strategies: Making tourism work for the poor. Pro-poor Tourism Report No 1. (60pp) by Caroline Ashley, Dilys Roe and Harold Goodwin, April 2001.

Pro-poor tourism: Expanding opportunities for the poor. PPT Policy Briefing No 1. (4pp). By Caroline Ashley, Harold Goodwin and Dilys Roe, April 2001.

Pro-poor Tourism Working Papers:

- No 1 *Practical strategies for pro-poor tourism, Wilderness Safaris South Africa: Rocktail Bay and Ndumu Lodge.* Clive Poultney and Anna Spenceley
- No 2 *Practical strategies for pro-poor tourism. Case studies of Makuleke and Manyeleti tourism initiatives: South Africa.* Karin Mahony and Jurgens Van Zyl
- No 3 *Practical strategies for pro-poor tourism. Case study of pro-poor tourism and SNV in Humla District, West Nepal.* Naomi M. Saville
- No 4 *Practical strategies for pro-poor tourism: NACOBTA the Namibian case study.* Nepeti Nicanor
- No 5 *UCOTA – The Uganda Community Tourism Association: a comparison with NACOBTA.* Elissa Williams, Alison White and Anna Spenceley
- No 6 *Practical strategies for pro-poor tourism. Tropic Ecological Adventures – Ecuador.* Scott Braman and Fundación Acción Amazonia
- No 7 *Practical strategies for pro-poor tourism: a case study of the St. Lucia Heritage Tourism Programme.* Yves Renard
- No 8 *Pro-poor tourism initiatives in developing countries: analysis of secondary case studies.* Xavier Cattarinich.

All of the reports are available on our website at:

<http://www.propoortourism.org.uk>.

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Acronyms

ACT	Action for Conservation through Tourism
AICG	Amajambere Iwacu Cooperative Group
BCCDA	Buhoma Community Campground Development Association
CBO	Community-based organisation
CBTE	Community-based tourism enterprise
DFID	UK Department for International Development
EU	European Union
GOU	Government of Uganda
IGCP	International Gorilla Conservation Programme
KAFRED	Kibale Association for Rural and Environmental Development
NACOBTA	Namibia Community-based Tourism Association
NCZP	North Carolina Zoological Park
NGO	Non-governmental organisation
NWMP	National Wetlands Management Programme
UNDP	United Nations Development Programme
USAID	United States Agency for International Development
UTA	Uganda Tourism Association
UTB	Uganda Tourist Board
UWA	Uganda Wildlife Authority
UWEC	Uganda Wildlife Education Centre
VSO	Voluntary Service Overseas

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1. Introduction

This paper is one of two studies of tourism producer associations. The first, which appears as PPT Working Paper No 4, focuses on NACOBTA, in Namibia. This report focuses on UCOTA, a Ugandan trade association which operates on similar lines. It complements the NACOBTA study first by providing a comparison between the two organisations (section 2) This is followed by a description of UCOTA, and an analysis of its impacts on the poor (sections 3, 4 and 5).

In both cases the members of the Association are community tourism enterprises. On the micro level they promote pro-poor tourism development through the provision of both workshop and on-site advice on critical issues to community-based tourism enterprises (CBTEs) within relatively poor rural communities. On the macro level they lobby government to promote policies conducive to CBTE development. They also work within wider tourism organisations to promote CBTEs and act as a voice for communities at an institutional level. The studies highlight the demand for such organisations from both levels – from government, national tourist boards, the private sector, donors and the CBTEs themselves. However, the study also emphasises the need for political and institutional support, political stability, corporate and communication expertise, and sustainable funding for the associations to operate effectively.

2. Lesson Learned

2.1. Approaches

Both NACOBTA and UCTOA act as trade associations and networks for national CBTEs. At the micro level they promote pro-poor tourism development through workshop and on-site advice to communities on critical business and development issues. Both work to assist CBTEs in becoming self-sufficient and independent while contributing towards the development of the local community. In the case of NACOBTA, loans are also provided to enterprises. At the macro level, they lobby government to promote policies conducive to CBTE development. They also work within wider tourism organisations to promote CBTEs and act as a voice for communities at an institutional level. A table summarising the similarities and differences between NACOBTA and UCOTA is shown in Table 1.

Table 1 Comparison of NACOBTA and UCOTA

Factor	NACOBTA	UCOTA
Establishment		
<i>Established</i>	By community members with assistance of NGOS and donors in 1995.	By community group representative and Nkumba University supported by the North Carolina Zoological Park, Uganda Tourist Board and USAID/GMU in 1997.
<i>Aim</i>	Increase income and employment from tourism to improve living standards in communal areas.	To encourage quality community-based tourism with the aim of benefiting communities through sustainable development.
Activities		
<i>Micro level</i>	<p>Advice to enterprises: on fundraising, product development, business plans and investment portfolios. Raising standards to level where marketable and sustainable. On-site.</p> <p>Training: tour guiding, tourism awareness, introductions to tourism & CBTE, business skills (eg financial management), developing CBTEs. 419 people trained 1999/2000. Workshops.</p> <p>Loans: 11 grants totalling N\$172k for infrastructure development and facilities improvement. Additional N\$1.5 m to be given by end 2005.</p> <p>Promotional services: Bi-monthly newsletter, brochure and CBTE information booklet creation and distribution. Trade fairs and expositions (national & international), permanent craft centre, t-shirts, tourism association meetings, website.</p> <p>Advertising and editorials in the media, brochure/sign development for members.</p> <p>Setting up national booking/information service.</p>	<p>Same.</p> <p>Same – plus handicraft skills; music, dance and drama presentation; natural resource management, sustainable technologies. Heritage Trails (456 people will be trained by April 2001).</p> <p>No loans.</p> <p>Same. Planned electronic information and crafts, brochures.</p> <p>Some brochure development and media editorials.</p> <p>Reservation services.</p>
<i>Macro level</i>	<p>Lobbying government: on tourism, communal land, parks and neighbours, forestry policies and regional tourism master plans. Lobbying for priority of community conservancies and concessions over private sector.</p> <p>Liaison with private operators: to use CBTEs, initiate and facilitate joint-venture negotiations, raise awareness to integrate into mainstream</p>	<p>Raising awareness of advantages of including CBTE operations in tour packages.</p>

	<p>tourism.</p> <p>Institutional level: representative voice for CBTE initiatives, and network in tourism organisations, forums, steering and advisory committees. Poor working relationship with the Ministry of Environment and Tourism.</p>	<p>Close ties with Uganda Tourism Board and Ministry of Tourism, Trade & Industry, Uganda Wildlife Authority, and the Forest Department. Involved in tourism organisations, steering committees and projects.</p>
Targeting	Independent self-drive tourists (local, regional, international), backpackers, adventure & wilderness markets.	Same, plus mid-range domestic travellers. Sales of handicrafts to gift shops, lodges, export, zoos, museums, design and decorating firms.
Membership	<p>45 groups: accommodation, guides, local museums, tour operators, entrepreneurs, wildlife councils, traditional villages, cultural groups.</p> <p>Works with conservancies and joint-ventures.</p> <p>Few members pay, and are not involved in steering NACOBTA.</p>	<p>60+ groups: same type of members, plus food facilities, handicrafts, music, dance and drama groups.</p> <p>No conservancies (none in Uganda) or joint-ventures.</p> <p>Same problem of payment with tourism groups, but better from handicraft makers.</p>
Staff	<p>7 staff based in Windhoek, with small management committee of elected members, staff, and private sector representatives.</p> <p>Decision making body is membership at AGM.</p>	<p>5 staff based in Kampala and 3 field managers. Also has a small executive committee. Plans to include private sector in Advisory Committee in 2001 and technical advisor to staff.</p> <p>Same.</p>
Funding	<p>Predominantly donor funded.</p> <p>US\$646,365 predicted in 2000.</p> <p>99% donor funding.</p> <p>1% booking system and tour operators.</p> <p>N\$9.1 million (US\$1.1m) to be confirmed between 2001-2005, of which an estimated 10% will be generated through bookings and tour operators</p>	<p>Predominantly income funded</p> <p>US\$40,027 in 2000.</p> <p>44.8% donor funding.</p> <p>43.5 handicraft sales</p> <p>11.7% membership fees</p>

However, there are critical differences between the two organisations in terms of funding their activities. In 2000, UCOTA operated on 6.2% of NACOBTA's budget which had fundamental implications for the extent of its activities. Whereas NACOBTA can supply CBTEs with loans to assist with the development of infrastructure and facilities, UCOTA cannot. However, with 62 groups, UCOTA has more membership organisations than NACOBTA's 45. It is also interesting to note that UCOTA has focused on generating income from handcraft sales and membership fees in proportion to its overall budget. Both associations realise that they need to generate more sustainable income and become less reliant on donors.

2.2 Key factors which affect the associations

Key factors which affect UCOTA and NACOBTA include the following:

- Both associations require *political and institutional support* to succeed. The rights of communities over land and natural resources are critical to CBTEs; similarly, creating linkages between communities, government and the private sector is also extremely important.
- *Enormous and increasing demand* for support from CBTEs, but there is difficulty in transferring understanding of the importance of certain business processes to their staff.
- *Willingness for international donors* to support the schemes, but it is necessary to become financially sustainable in the long-term.
- A wide range of national and international partners and collaborators.

2.3 Obstacles and challenges

Similar **external** challenges are faced by both associations in terms of:

- *political unrest* and subsequent uncertainty of investors and tourists regarding safety in the region;
- *perceived threats and scepticism* of the private sector of low standards, and lack of skills among CBTEs;
- raising CBTEs to a *basic standard* where private operators want to use them for tourists (e.g. cleanliness, availability of facilities such as water, bucket showers or ablutions) and have sufficient business understanding and language skills;
- developing CBTEs to the point where they are *self sufficient*;
- overly optimistic economic *expectations* from the community;
- the challenge of generating *sustainable funding* through membership and commercial operations to reduce dependency on donors (whose support can be short-term and erratic);
- provision of member-specific, long-term skills transfer, which is *expensive* in terms of staff time, expertise and travel, but which is vital to CBTE development and sustainability.

And **internally** in relation to:

- *limited capacity* in business expertise;
- enabling *advanced bookings* of CBTEs in a system with poor telecommunications.

The lack of political support and capacity are particular problems for NACOBTA. For example, there is indecision regarding draft legislation, e.g. community-based tourism development policy, Tourism Act and Land Act, while existing policy is inconsistently applied by government. This is not conducive to investor confidence, or the development of CBTEs. A lack of capacity, engagement and understanding of CBTEs within government leads to poor support and incorrect information. For example, the National Tourism Office does not distribute NACOBTA nor CBTE information and the Ministry of Environment and Tourism will not share stalls at trade fairs.

The particular problem for UCOTA is the lack of substantial financial donor support (especially in comparison to NACOBTA) to ensure a strong foundation for the association.

2.4 Ways forward

Activities which could enhance the associations' operations include:

- Increase internal capacity and business expertise by using private sector advisors, in order to balance development culture with the corporate culture.
- Generate sustainable funding through membership fees and commercial services (e.g. handcraft sales; sales and reservations). The lack of financial support from membership fees indicates a lack of sustainability of the associations as well as how much CBTEs *value* the service. Therefore CBTE business plans should include financially or institutional contributions to NACOBTA or UCOTA.
- Implement *workable reservation and communication systems* to allow advanced bookings.
- Establish a regional structure for tasks to address the geographical distribution of CBTEs.

- *Monitor and establish indicators* at the project and policy level to evaluate effectiveness.
- Research market sectors and consumer satisfaction, with the help of students.

2.5 Value of this type of association

2.5.1 Role

Both NACOBTA and UCOTA fulfil the following roles. They:

- decrease the perceived risks to donors by providing an institutional, rather than individual, channel for receipt of donor funds;
- assist tourism boards to develop the national tourism product;
- provide access to skills development, technical support, and funds to CBTEs
- act as a medium between CBTEs, communities, private sector, NGOs and government;
- provide a channel for CBTEs to air complaints and issues at policy level;
- empower poor rural people to initiate and succeed in a variety of micro-enterprises which encourage pride and community development;
- help communities address problems of isolation; poor infrastructure; lack of understanding of tourism; lack of opportunity for training and funding; lack of understanding of the need for conservation of biodiversity;
- find culturally acceptable ways for women to increase their income (e.g. craft making and cooking)

2.5.2 What they can and can't achieve

- They **can** provide critical advice and support to individual CBTEs, but **cannot** fulfil the role of government in strategic nation-wide community development.
- They **can** advise government on community needs and policy that would facilitate their development, but **cannot** compensate for lack of government capacity or support.
- They **can** increase the capacity of CBTEs to fill a niche in the tourism market for basic, inexpensive, accommodation and facilities; but **cannot** increase the market demand for those services.
- They **can** provide a medium through which government and the private sector can communicate with communities (and visa versa), and through which donors can support CBTE development.
- They can provide similar support services to a conventional NGO active in community tourism, with the **added strength** of a large membership base and enhanced credibility with policy-makers. However, they are unlikely to be entirely 'member-driven' given the limited capacity of members for steering the organisation and the reliance on NGO or donor funding.

2.5.3 Effectiveness

From the case studies presented by NACOBTA and UCOTA, it is not possible to evaluate the effectiveness of their services. There is no indication whether the case studies are typical of the success and problems encountered by CBTEs within their membership, or whether they are the best examples of successful operations. In addition, there is no indication to what extent the existence

and support of the organisations contributes to the success or failure of CBTEs in question (e.g. would the same CBTEs have developed without their support?) However, private investors are engaging with the associations (especially NACOBTA) and government and national tourism organisations are taking them seriously (especially UCOTA), which is an indication of their perceived effectiveness by stakeholders. For example, NACOBTA helped to convince the Namibian government to halt concessions to the private sector until some conservancies were established.

There are indications from both organisations that their effectiveness is constrained by their limited capacity to respond to the high demands of CBTEs (particularly the need for business expertise), and their growing number and geographic locations. Thus there is a risk of spreading their expertise too thinly.

2.5.4 Replicability and relevance to other countries

Many of the problems in enterprise and community development and tourism faced by NACOBTA and UCOTA exist in other developing countries. The majority of people involved in managing and operating CBTEs are rural poor with limited skills, social standing and education, so it is likely that the demand for similar interventions exist elsewhere (e.g., the Wilderness Safaris case study).

In many countries NGOs provide support to community tourism and generally rely on donor funding. The distinctive feature of the NACOBTA/UCOTA model is that it represents members from community enterprises. There are several advantages to this, as noted above, particularly when engaging with policy-makers and private operators. However, any attempt to replicate this model would have to incorporate business and legal expertise, as well as a business plan for the financial sustainability of the association. It should also be highlighted that, although a 'membership-based organisation' cannot simply be created by outsiders, it can be strongly facilitated by them.

3. Overview of UCOTA

3.1 Background

Although UCOTA was established in July 1998, community-based individuals and groups have been active in tourism operations since the early 1990s. In 1995, the first Community Tourism Workshop was held in Mbarara, Uganda under the sponsorship of GMU/USAID. This week-long workshop explored the opportunities and needs of community-based eco-tourism enterprises throughout Uganda. Participants represented diverse interests, from CBTEs and individual accommodation facilities to national parks and forest reserve staff members. The catalyst for this development was the re-emergence of tourism in Uganda through the establishment of new national parks and gorilla tourism. GMU/USAID continued to support community-based tourism with small workshops in finance and marketing primarily in the west of Uganda.

At the same time as CBTEs were finding a direction, the Uganda Tourist Board decided to diversify the tourism product. The focus on gorilla tourism did not allow the industry to grow, nor for visitors to find out more about Uganda. The Uganda Tourist Board countered this by diversifying the tourism product with community-based tourism, bird watching and fishing. The decision was taken early on to combine the country's tourism initiatives with a rigorous conservation programme. Uncontrolled tourism, overly focused on volume and short-term economic gain, had been seen to cause more harm than good in other countries throughout the world.

The commitment of the North Carolina Zoological Park (NCZP) in 1997, however, provided the encouragement for the formation of UCOTA. The appointment of a resident programme coordinator by NCZP in Uganda provided ongoing support and advice to communities. The coordinator identified some problems and constraints, including the following:

- Communities are isolated. There is a lack of communication and tourists are often unaware of the locations of these enterprises.
- Poor infrastructure. Communities offering tourism services are often located away from main roads and access to their sights is difficult, especially for markets that are dependent on local transport to get around. Most communities do not have running water, telephone services or electricity.
- Communities do not relate to the idea of tourism. Holidays are unknown to villagers and they have not visited or experienced the countries where the majority of visitors come from.
- It is difficult for communities to adapt to tourists and their needs. The cultural concepts of services, dress and behaviour are often at odds with those of the tourist.
- Opportunities for training and funding at the local level are extremely limited.
- Development activities are often undertaken without the participation of the community. When tourism activities are established the communities are unable to develop and manage them on their own.
- A limited availability of resource persons to oversee community development does not allow communities access to information or advice on a regular basis.
- Communities are unaware of the need for biodiversity conservation and its potential contribution to economic and cultural enhancement.
- Methods of revenue sharing between the communities and the protected area management are poorly designed or do not exist. The communities that tolerate wildlife and their activities, like crop raiding, do not feel that they are benefiting from their cooperation.

Community tourism enterprises can include more than just the obvious facilities like accommodation and food service. UCOTA encourages opportunities for communities through the development of handcrafts as well as music, dance and drama presentations. These activities widen the opportunities for both visitors and the community. Residents may still have an income source if tourist numbers decrease. Shopping is a major part of most holidays, so quality craftwork may be taken home to share the holiday experience. Handcrafts may also be sold outside the community through shops in Kampala, or exported. Music, dance and drama presentations may be performed to a wider market. Handcraft production may extend opportunities to more marginalised groups, such as the disabled or women. .

In addition to NCZP, the communities have also gained the support of the Uganda Tourist Board (UTB). At a workshop held in July 1998, funded by USAID/GMU, UTB and NCZP, participants recognised that joining together would assist them in their development. Thus UCOTA - the Uganda Community Tourism Association was established.

The model that UCOTA has developed encourages local communities to establish 'grass roots' initiatives that are unique to that community. They operate their enterprises with little intervention from the outside world in its conception and development, as long as the business operates correctly, and meets UCOTA standards. Each community group also includes a development project. UCOTA provides technical advice, marketing and training and combines these community-based operations into a network. UCOTA, as an umbrella organisation allows the communities to work with one voice and purpose, as presented in UCOTA's mission statement :

'To encourage quality community-based tourism with the aim of benefiting communities through sustainable development.'

3.2 Objectives

- advocacy: to represent the interests of association members to government and other relevant organisations;
- co-ordination of funding: to identify and solicit funding for the association, in order to strengthen the tourism products, services and the member communities;
- control of standards: to develop and promote quality standards for: accommodation, transport, attractions and entertainment, catering, handicrafts and guiding services;
- training: to identify and promote opportunities, and to facilitate training to ensure quality service and products;
- marketing: to identify markets for community-based tourism in Uganda, and to develop the strategies needed to take advantage of those markets;
- networking: to encourage the interaction of communities to strengthen their individual identities;
- benefit local community: to encourage social and economic benefits from community-based tourism;
- conservation: to foster the need for conservation of resources within the communities, in both gazetted and non-gazetted areas, through education and awareness raising.

3.3 Membership

Members of UCOTA include:

- campsites
- community guides and trackers
- 'rest camps' including *banda* accommodation
- food facilities
- craft centres
- music, dance and drama groups
- cultural heritage sites

3.4 Operating structure

UCOTA maintains an office in Kampala, which houses the administration offices – the Secretariat – and the craft shop which sells members' items. The Secretariat is currently staffed by:

- an office administrator
- a receptionist
- a programme advisor
- a technical advisor – management
- an assistant to the programme advisor

In April 2001 a Tourism Technical Advisor will be added to the staff sponsored by SNV. The Heritage Trails project currently maintains an office in Kampala and will share office space with UCOTA from April 2001.

UCOTA is managed by an Executive Committee comprising seven elected members, the management technical advisor and the programme advisor. It is anticipated that this structure will change in 2001 when new funding will allow the recruitment of a Ugandan programme manager who will then be added to the Executive Committee. Only the seven elected members have voting rights. It is also anticipated that an Advisory Committee will be established in 2001. This will incorporate important members of the Executive Committee, government and the tourism industry.

The overall decision-making body is the membership, which comes together at the Annual General Meeting held in February/March each year. Members use the Constitution as a guideline to decision making. Each group has one vote and it is up to the group to determine who has that privilege. Other participants in the AGM include Associate Members and staff of the Secretariat who hold no voting rights. Executive Committee members may only vote as representatives of their groups.

Like NACOBTA, UCOTA is a membership organisation driven primarily by the programme advisor and the staff of the Secretariat. UCOTA represents CBTEs from a wide area of Uganda and the Executive Committee reflects this. Executive Committee meetings are supposed to be held every three months, however, funding and communication difficulties can delay meeting dates. Improved cellular technology in Uganda may help to overcome these problems.

Another issue of concern is the lack of knowledge and skills among the Executive Committee and members. This can hinder informed management and can lead to an imbalance of power favouring those members who are better educated and informed. Fortunately, the spirit of UCOTA has prevailed and issues of tribe and education have not hindered the learning process during these early years. This lack of experience can also be found in the Secretariat with the office administrator and receptionist. Funding from the UK Department for International Development (DFID) for the

Heritage Trails Project will start to address some of these issues in early 2001. Funding has been realised for management and institutional strengthening, which aims to address skills for fundraising; meeting management; basic management concepts; and marketing. The office administrator will complete the Community Development Programme Officer's course, offered by MS in Arusha, Tanzania in June 2001. This is an internationally recognised course, offered in three modules, which both theoretically and practically addresses management skills for community-oriented programmes.

3.5 Funding

Donors have a frighteningly influential role in UCOTA. UCOTA was originally founded with no promises or encouragement of funding. The NCZP supported UCOTA until December 1999, which included the programme advisor's salary; office rent; trade show participation; vehicle expenses; familiarisation trips, etc. The decision to apply these funds to other projects in North Carolina has slowed the development process, as the programme advisor must now undertake consultancy work to maintain her salary. Funds from the European Union (EU) for training, fieldwork expenses, marketing, etc have been erratic and dried up in August 2000 without explanation six months ahead of schedule. USAID has changed its direction from environment to health and education. However, these difficulties have also encouraged UCOTA to look to alternative sources of income. NCZP still contributes funds for specific needs, and Cleveland Metroparks Zoo has designated funds in both 2000 and 2001. Other prospective donors are waiting for proposals. UCOTA is also receiving funds through partnerships - currently UCOTA is presenting workshops for Heritage Trails Uganda, and Nature Uganda has asked for UCOTA's assistance for one of its projects. A collaborative partnership with the Uganda Wildlife Authority (UWA), Forestry Department, Jane Goodall Institute and the Uganda Tourist Board is supporting a Chimpanzee Eco-tourism Evaluation.

The difficulties with funding encourage UCOTA to look to itself for income. Sales of handcrafts cover the two local office salaries, telephone, electricity and some office supplies. Currently a catalogue of handcrafts is being developed to assist with internet sales for export.

Membership fee collection is not always easy. Current fees, as determined by the membership at the last Annual General Meeting in 2000, are 20,000/= per group (c.\$13.00) and within that group, 5000/= per member (\$3.00). Collection of these fees on a regular basis would provide money for office rent, marketing and fieldwork expenses. Unlike NACOBTA, the excuse given by most eco-tourism enterprises in Uganda is that tourism numbers are down and they cannot afford membership fees, but it is unlikely that it will be any easier to collect when tourism numbers rise. Collecting membership fees from handcraft groups however, is much easier. Each basket that is brought to UCOTA for sale must be marked with the name of the person who made it. This facilitates payment and has become a marketing tool. A careful record is kept of basket purchases and membership dues are deducted before payment is made. However, like NACOBTA, new incentives and benefits for members will encourage payment.

Key benefits of UCOTA include technical field visits, workshops, marketing, reservation service for bookings at UCOTA member sites, handcraft marketing, sales, and an office in Kampala.

Currently UCOTA operates from a central location, but in 2001, the association will explore the possibilities of devolving some of its tasks to the regions. Not only should this lower the Secretariat's operating costs, but also increase local awareness of the benefits of UCOTA.

The sustainability of UCOTA will depend on its ability to raise funds without donor support. When revenue collection through outside training, membership fees and craft sales can become more

dependable, UCOTA as an umbrella organisation will become sustainable within the next three to five years. UCOTA recognises that the activities associated with multiple donors can place great pressure on staff and increase the paper and office work. However, when donor interests shift, the gap is not as keenly felt. Donor support can also be used to initiate special projects or for research and investigation to assist in decision making.

3.6 Key partners

- NCZP for specific projects and craft purchases
- Cleveland Metroparks Zoo for specific projects and craft purchases
- Uganda Tourism Board (UTB) for staff support, product development, marketing and training support
- Voluntary Service Overseas (VSO) for staff support
- SNV for staff support, technical advisor in strengthening the institution, organisational capacity and sustainability
- Action for Conservation through Tourism (ACT) for project management and international fundraising for the Heritage Trails Project

Collaborators

- UWA for tourism development and community management in all protected areas
- International Gorilla Conservation Programme (IGCP) for product development and training support in Bwindi/Mgahinga region
- Forestry Department for product development and community interaction
- Nature Uganda for community product development and training
- United Nations Development Programme (UNDP) for new group identification
- The Oakland Zoo, Africa Museum, Mango Shade for crafts sales
- Jane Goodall Institute for conservation education and product development
- British Airways for travel
- Uganda Tourism Association (UTA) for private sector industry relationship
- National Wetlands Management Program (NWMP) for connecting with new groups
- CBI (Netherlands) for craft development, tourism development, trade show participation
- Namibia Community-Based Tourism Association for program development
- Tanzania Cultural Program for program development
- CARE for future product development support
- FIT Uganda for future product development and marketing support
- i-2-i for English language training
- MS for community identification
- Uganda Wildlife Education Center (UWEC) for marketing support
- GTZ for community identification support in Murchison Falls National Park

3.7 Activities of UCOTA at micro level

Training

The UCOTA membership as well as donors has identified skills and management training as priority. UCOTA offers training to its members both in residential and on-site workshops. UCOTA has also presented training on request to its partners and other clients. In 2000, this included IGCP, ACT and Heritage Trails Uganda (HTU). Additional training will be undertaken for ACT in 2001. It is anticipated that during the Heritage Trails training period of December 2000 to April 2001, 82 HTU members and 49 UCOTA members will be trained in residential workshops. An additional three hundred and twenty-five HTU members will be trained in follow-up, on site sessions. The workshops offered include handcraft skills, hospitality services, music, dance and drama presentation, tour guiding techniques, and business development.

Improvement and development of product

UCOTA staff and advisors work directly with CBTEs to improve their products through regular site visits. UCOTA staff visit often to keep in touch with CBTE staff, advise on on-site issues and concerns, ensure that standards are being maintained and to help the enterprise look at new opportunities and development. Visits to handcraft groups serve all as buying sessions. Wherever possible, UCOTA prefers to buy handcrafts directly on site. This allows the UCOTA advisor to explain why certain items are not being purchased, as well as outstanding items that have been made. Where possible, crafts are paid for on site.

Development of Regional Community Tourism Development Plans

UCOTA recognises the limits of a centrally-based structure. The difficulties with communication and transportation as well as the problems of financial sustainability have prompted UCOTA to produce a regional development strategy. SNV is supporting UCOTA with a Technical Advisor for a three-year period, starting in April 2001. The Advisor will first evaluate and develop the eastern region of Uganda to identify the best approach for a regional strategy to be used country-wide.

Integration of UCOTA into the mainstream tourism industry

UCOTA is fortunate with its relationship to the mainstream tourism industry. UCOTA has gained credibility from its association with the Uganda Tourism Board's (UTB) support for community-based tourism. The Chairman of the Board of UTB has agreed to be the Patron of UCOTA, while community-based tourism is included in the Uganda Trails brochure as an equal attraction and UCOTA is included on the UTB web site.

UCOTA is also a member of the Uganda Tourism Association and has been invited to take a seat on the Governing Council. This association comprises TUGATA (Travel Agents), AUTO (Tour Operators), HCAU (Hotels), BAR (Airports) amongst other groups. UCOTA has also been included on the Tourism Co-ordination Council of the Ministry of Tourism, Trade and Industry, and sits as a member in monthly meetings. Recently UCOTA was asked to present to the other members so that they would be better informed about the association. UCOTA has participated in the World Travel Mart and has travelled three times to Vakantiebeurs in the Netherlands. UCOTA craftwork is also taken to Milan and ITB for stand decoration and used as gifts to potential clients.

UCOTA has made it clear to potential visitors and tour operators that they are neither a travel agency nor a tour operator. UCOTA groups offer products and services to tour operators that will add a special flavour to their itineraries, so UCOTA is not a direct competitor. This has helped to

integrate UCOTA into the mainstream tourism industry. The primary market segment attracted to UCOTA accommodation is backpackers, independent travellers and overlanders. These groups are not usually interested in using tour operators or organised trips.

Marketing

UCOTA's marketing activities include the production of a bi-monthly newsletter which is distributed to all UCOTA members, key government departments, tour operators, travel agents, customers in the crafts shop, and other relevant agencies within Uganda. The newsletter is also distributed regionally and internationally by e-mail.

UCOTA currently uses a leaflet to provide information on the association. Some member groups have produced their own brochures and this information is available from the office. Plans to produce a UCOTA information brochure, a crafts brochure and site specific information have been put on hold due to the funding difficulties with the EU. Funding will be found for this in 2001. A catalogue for the handcrafts, to be used electronically, is under development. UCOTA t-shirts, displaying the UCOTA 4-part logo, are sold in the shop and distributed where appropriate. A sign programme for UCOTA members has also been put on hold due to EU funds.

The UCOTA craft shop in Kampala undertakes its own marketing activity. Although the office is small, the quality and variety of baskets, wood carvings and paper products are well displayed and most customers do not leave without purchasing something.

UCOTA's office is located in the UWA compound. Two of the UWA staff are familiar with UCOTA and its products. When backpackers or independent travellers book gorilla permits, occasionally they are directed to the UCOTA office to make bookings for the community accommodation in Mgahinga or Bwindi.

In 2000, UCOTA hosted two students from NHTV, a tourism school in the Netherlands. There is a community tourism component to the four-year programme. Currently Uganda obtains tourism statistics from entry/exit card information, but this does not account for domestic tourism. Over a five month period, the students surveyed visitors at three sites to find out –*What is a Community Tourist?* In 2001 two more students will be coming and will continue this work in a different area of the country. The results will assist UCOTA and its members to understand where their visitors are coming from and, as a result where and how they need to market their facilities.

3.8 Activities of UCOTA at macro level

3.8.1 Project participation and membership

UCOTA is involved in numerous organisations, including the following:

- member of the Tourism Co-ordination Committee, Ministry of Tourism, Trade and Industry
- member of the Uganda Tourism Association and seat on the Governing Council
- member of the Steering Committee for the Heritage Trails project
- committee member for the Nkuringo tourism project in Bwindi Impenetrable National Park
- committee member – World Heritage Interpretative Centre project at Bwindi Impenetrable National Park
- involvement in the review of master plan for the new Forestry Secretariat
- involvement in the review of the tourism plan for Murchison Falls National Park – GTZ

- use by private sector and NGOs in product development, tourism planning and training on a consultancy basis

3.8.2 Markets

Uganda is re-emerging as an international tourist destination. Yet many sectors of the industry are not adequately developed, particularly the accommodation. Expensive, international level lodges are being built in the national parks, while cheap, local hotels are available in the cities and towns. Mid-range, quality accommodation is extremely limited, however. Community accommodation facilities are primarily targeted at backpackers, overlanders and independent travellers. But, due to the lack of mid-range accommodation, both business and leisure domestic travellers, use community facilities. As mid-range accommodation is developed that this market will drop off.

UCOTA targets a wider range of markets, through guiding services, cultural activities and music, dance and drama presentations. These components can also be used by tour operators in their itineraries.

Given the image problem of security and safety, it could be said that the presence of UCOTA has enabled member groups to 'hang on' for better times. One essential part of this is in handcrafts. Handcrafts have several markets: items are sold to both tourists and residents in the office in Kampala, as well as through outlets like gift shops and up-market lodges. Current customers include zoos, museums, design and decorating firms and general interest. In developing this area, women made it clear that they would not make handcrafts where there was no market. UCOTA has been instrumental in finding markets and ensuring that production meets demand. National security problems have encouraged a concentration on handcrafts: production has helped with morale during a difficult period, and they can be exported. In 2001 community-based eco-tourism enterprises will receive more attention, as tourism appears to be recovering..

4. Pro-poor Focus

4.1 Pro-poor objectives

UCOTA plays an essential role in empowering poor rural residents, especially women, to initiate a variety of micro-enterprises that also encourage pride in and stewardship of local resources. In Uganda, women make up 80% of peasant farmers, are among the poorest of the poor and have few opportunities for earning income. Finding culturally acceptable ways to increase income for women can reduce their reliance on subsistence farming. Traditional female activities, such as craft making and cooking, can generate income when they also provide items or services for sale to tourists.

UCOTA's work in small business development significantly increases the ability of the rural poor to be competitive, through enhancing entrepreneurial skills and providing sector-specific training and marketing services. UCOTA plays a critical role in helping local communities gain the skills they need to succeed in their tourism and handcraft enterprises, design and implement development projects, secure the support of government agencies, and help address other challenges they identify. The Association will continue to achieve results in this area as its capacity expands.

Member activities also include community development. Each group designates a community concern – water, education, health care, literacy, etc – and with the assistance of UCOTA develops a mechanism to realise funds from their activities to address this need. In this way the wider community benefits from the tourism activities of a few.

More specifically, UCOTA's pro-poor activities include:

- training for the unskilled
- job creation for the poor and marginalised sectors
- Memos of Understanding for community development projects (2001)
- lobbying the private sector to use CBTE activities
- emphasis on CBTEs to be owned and operated by local communities
- training in natural resource management and sustainable technologies for communities
- tourism awareness training for the communities
- raising funds for CBTEs and the UCOTA Secretariat
- developing and encouraging the development of infrastructure in rural areas
- promoting, and hence giving value to, traditional skills, values, cultures and history of the communities

4.2 Types of poor involved

Most of the people involved in managing and operating CBTEs are themselves rural poor and have limited skills, social standing and schooling. Eighty per cent of Uganda's 23 million people live in rural areas and subsist well below the poverty line. Rural people rely almost completely on farming, hunting and gathering forest products for their survival. Their annual incomes are less than half the national average of \$300.00. A short rainy season or a flood can wipe out a family's food supply, making it very difficult for them to think beyond the next meal. Their immediate survival needs take priority over longer-term concerns to maintain the natural resources and biodiversity on which both people and wildlife depend. Community tourism and handcraft production provide an

opportunity to supplement rural incomes as well as to develop community facilities and services. UCOTA encourages communities to develop tourism activities that they can plan, manage and develop themselves. These activities should not take over from the more traditional agricultural-based economies but provide a needed 'cash crop'. This is essential to the well being of the community and the tourism industry that they are trying to create. Uganda is having considerable difficulty in breaking away from the negative images of its violent past. Visitor numbers are very low and tourists disappear when there are any safety or security concerns, however inconsequential or misreported. If communities in Uganda became dependent on tourism it could destroy the fabric of the community rather than provide a channel for poverty alleviation.

Community tourism can involve everyone. Those in the community who do not speak English, have poor education levels or work experience can still be employed as porters, to transport water and firewood, in trail and compound maintenance and for construction as labourers. These are not *dead-end* jobs and community members will find opportunities to move into other positions as they develop the needed skills.

At Buhoma Community Rest Camp, located at the gate of Bwindi Impenetrable National Park, the campground manager has formal education and worked as a civil servant before retirement. All staff members speak English and have some level of schooling. Many have attended residential workshops for UCOTA and all have attended on-site workshops. Women have been employed in the past although there are no women currently employed at the campground. Salary is based on position and experience not sex. Previously women were employed as campground attendants or food service staff. These positions are also held by men. All employees have families and earnings are used for education or investment. The staff maintain small farmholdings in the Bwindi area and invest money in banana production for beer making, building small shops in the trading centre or improving their homes with iron sheets and bricks. Higher quality domestic animals are also purchased. During a community workshop on nutrition it was revealed that very few families owned quality dairy cattle or layer hens. Details on the community contribution are included in section 3.2.

At Budongo Forest Project - Kaniyo Pabidi – women are employed for the same tasks as men. Although chimpanzee trackers are currently men, women have been employed in the past. One of the two senior guides is a woman. The rest camp attendant is female and again wages are based on position not sex.

Women dominate handcraft groups, and they are encouraged to manage their own groups and funds. This can be difficult due to the low levels of literacy and numeracy among women. UCOTA is addressing this area. There are no direct salaries for women in handcrafts as income is based on production. Like tourism, handcraft activities are viewed as supplementary income and therefore carried out when there is time. This approach has been effective as women do not feel pushed to complete baskets when other responsibilities must take precedence. Similarly, husbands do not feel that their wives are being taken away from the household and farm activities. Most women have some primary education and some have secondary education, but few have travelled far from their villages. Women traditionally spend their income on their children's education, health care and clothes, and some is kept for emergencies. In many cases women are not allowed to keep money. Instead they must hand it over to their husbands who do not usually use it wisely. UCOTA will focus on developing women's entrepreneurial and business management skills in 2001.

4.3 Threats to pro-poor tourism

Threats to the success of UCOTA and its mission include:

- continued insurgency in certain parts of the country
- misuse or poor administration of resources
- disturbed social structures
- overly optimistic economic expectations in the community
- problems of conflicting community and tourism development ideas.

Other more specific requirements for successful community-based tourism include:

- The Government of Uganda (GOU) maintains its commitment to poverty alleviation and will respond positively to policy requirements.
- Political stability persists and grows so that tourism is a viable economic activity.
- Entrepreneurs and communities continue, and expand, with co-operation at the local and regional level.
- The market for eco and cultural tourism is sufficiently large to support the initial development of new products.
- International gift and home market trends will continue to include high quality handcrafts.

4.4 Pro-poor strategies

The approach of NACOBTA to pro-poor tourism as a multi-disciplinary strategy is echoed by UCOTA. Reflecting NACOBTA, UCOTA's four main strategies during 2001 will focus on:

- institutional strengthening for the Secretariat in Kampala
- improving and increasing links between CBTEs and the private sector
- operational strengthening for individual enterprises, as well as exploring new products and spin-off opportunities
- working with the government and the private sector to advocate for clear policies and planning

4.5 Specific actions to involve poor people in tourism

The following table has been adapted from the NACOBTA case study.

Table 2 Actions to address barriers to participation of the poor in tourism

Issue	Identified as a barrier	Means of overcoming it
Lack of human capital of the poor – e.g., skills	Yes	On-going training through workshops in tourism skills, management training, English language development, entrepreneurial skills. On-site business and technical advice available
Lack of financial capital of the poor – e.g., micro credit, revolving loans	Yes	Revolving fund at community level
Gender norms & constraints	No	
Incompatibility with existing livelihood strategies	Yes	Avoid mass-market tourism to minimise cultural/social impacts. Provide tangible benefits to community
Location	Yes	Develop area tourism plans to guide the

		poor. Lobby for development of infrastructure in areas of the poor with potential for tourism
Lack of land ownership/tenure	Yes with respect to women	Offer training to communities on understanding contracts and negotiation skills
Understanding of what constitutes a tourism 'product'	Yes	Develop tourism development plans. Consult private sector and the Uganda Tourist Board on product development
Planning process favours others – lack of planning gain	Yes	Lobby for government to give power to communities over all natural resources in their area. Advocate for communities to benefit through revenue sharing with protected areas Evaluate the effectiveness of developing conservancies in environmentally, non-protected, areas
Regulations & red tape	No	
Inadequate access to the tourism market	Yes	Centralise the marketing and promotion of CBTEs through the association. Link up with private sector and government tourism promotion bodies
Low capacity to meet tourist expectations	Yes	Upgrade facilities to basic expected standards, train staff and maintain inspections of sites. Ensure that communities are educated on the need for standards and offer suitable customer service and standards
Tourist market (segment) inappropriate	No	Improvement of facilities and services will, however, allow diversification of market
Lack of pro-active government support for involvement by the poor.	No	
Mistrust between the poor and the private sector	Yes	Create awareness about mutual benefits and social responsibilities
Lack of banking facilities near the poor	Yes	Lobby financial institutions to offer mobile services for long-term gain and as a contribution to development Approach banks from the association level and lobby for benefits and services for all members through the association
Lack of benefits to the poor	Yes	Ensure that there are tangible benefit for the poor in each product and that the communities understand short-term and long term gains
Lack of technical support	Yes	Provide on-site business advice, assist in development of plans, budgets, proposals, monitoring and evaluation systems, marketing tools etc until CBTE is able to do it on its own Encourage 'train the trainer' activities

		Regionalise services so that advisors are not too distant
Lack of CBT Booking System	No	
Lack of infrastructure	Yes	Lobby and work in partnership with key stakeholders involved in infrastructure development
Lack of Tourism Policy	Yes	Lobby for legislation of tourism policy so as to ensure that the necessary infrastructure and support for tourism can be budgeted for
Lack of Information about tourism	Yes	Provide information to the poor through workshops, on site visits and the resource centre in the UCOTA office. Encourage communities to develop regional or individual resource sources
Lack of knowledge or understanding about Computer Technology	Yes	Where appropriate introduce members to computer operation particularly in the areas of electronic mail, and the internet as a marketing tool

5. Results and Impact

5.1 Progresses and challenges

5.1.1 Building UCOTA as an institution

Progress

Two and a half years after UCOTA was established, the association has made considerable progress, including:

- registration as an NGO
- membership growth to 62 groups
- office and craft shop in Kampala
- increase in staff numbers from 1 to 8, including 4 Ugandan staff
- diversification of handcraft – basketry, handmade paper products, woodcarvings, paper maché
- diversification of funding sources
- increased partnerships – UWA, IGCP, Forestry Department, UTB, SNV, etc.
- partnership with Kabaka Foundation and ACT to create the Heritage Trails Project to develop cultural heritage tourism in Uganda

AS UCOTA has diversified its revenue base, income other than from donor funds has allowed UCOTA to move towards sustainability. UCOTA's year-end is December so revenue and expenditure details are not yet available. However, it is apparent that the projected figures below will be met or surpassed. The year 2000 was UCOTA's first full year of operation.

Table 3 Projected income – 2000 (USAID proposal)

Source	Projected 2000 \$
Membership	
Groups (44)	+587.00
Individual (1236)	4,120.00
Training	18,000.00
IGCP	
HTU	
Handcraft Sales	
Wholesale, domestic	2,500.00
Retail, domestic	5,000.00
Export	10,000.00
Total	40,027.00

Challenges

The challenges faced by UCOTA reflect those of NACOBTA. Although donor support is crucial at this point, and there is a certain reliance on donors, this is only because UCOTA has not received substantial funding from a single donor. It is recognised that funding of this kind would allow

UCOTA to strengthen the Secretariat and bring Ugandans in to the association as programme manager, field officers or technical advisors. As stated previously, funding constraints have encouraged UCOTA to look to other sources including the membership itself. This will assist in future financial sustainability. Efforts to devolve UCOTA tasks to the regions will reduce Secretariat costs once the institutional strengthening is complete.

One challenge, and concern, is that due to the vagaries of donors, particularly NCZP and EU, UCOTA has had difficulty in budgeting and planning revenue and expenditure activities. Money is spent as it is received and usually to cover immediate needs.

These problems mean that UCOTA has been unable to determine whether the costs of establishing and operating UCOTA outweigh the benefits. Monitoring and evaluating measures need to be established to assess the impact of tourism and handcraft production on the communities both individually and on the association as a whole. Community surveys need to be carried out with all groups to establish benchmarks; business plans need to be drawn up with realistic goals and the collection and interpretation of data need to be standardised.

UCOTA must also establish a ceiling for the number of member groups and individuals that it can reasonably service. UCOTA Secretariat staff are currently overwhelmed with the whirlwind that UCOTA has created such as handcraft development, dealing with export orders, on-site advisory services, partnership consultancies, meetings, proposals and day-to-day operations.

UCOTA would like to reach the stage where Ugandans are running the Secretariat, at first with the assistance of Technical Advisors and eventually independently. UCOTA also needs to have enough human and material resources to focus more on the services it offers to members. SNV has indicated that they will be supplying a vehicle in March 2001. As UCOTA has been operating with only one vehicle, this will assist in transport up-country.

5.2 Relevance to the poor and poverty reduction

As with NACOBTA, the members of UCOTA vary in the activities they undertake, their location, size, size of the community, income, number and type of people employed. They vary to a lesser degree in the period they have been in operation, as tourism only became viable following President Museveni's take-over in 1986. The groups are mainly community-based organisations (CBOs), some are registered as non-governmental organisations (NGOs), others operate as co-operatives.

Families relocated from the buffer zone of Mgahinga Gorilla National Park established the Mgahinga Community Campground in 1995. It is an NGO managed by the Amajambere Iwacu Co-operative Group (AICG), providing banda (a traditional thatched hut) accommodation, camping, catering, traditional dancing and music and community walks. Amajambere Iwacu means 'development of ours' in the local Rufumbira language. The Buhoma Community Restcamp was set up by the Buhoma Community Campground Development Association (BCCDA), a registered NGO, in 1993. The Restcamp provides banda accommodation with solar lighting, camping and catering. Performances of traditional dancing can also be arranged.

The Bwindi Progressive Women's Group is a CBO, associated to the BCCDA, which was formed in 1998. The group focuses on handicraft production and traditional dance and song performances. The Kibale Association for Rural and Environmental Development (KAFRED), a registered NGO, was formed in 1992 and provides guided walks around the Bigodi Wetland Sanctuary, which it manages.

5.3 Case studies

5.3.1 Mgahinga Community Campground

i) Beneficiaries:

- **Members of the co-operative** receive regular incomes, clothing donations by tourists and training.
- **Employees** - the campground has four full-time employees, recruited from the local community, who receive a regular wage.
- **Local shops and 'farmers':** tourists sometimes buy supplies, the campground buys fuel and accommodation supplies e.g. toilet paper and foodstuffs.
- **Suppliers:** the co-operative buys building materials, furnishings and supplies from the nearest town, Kisoro, and sometimes further afield in Kabale and Kampala.
- **Skilled workers** receive contracts when required, e.g. the mason who assisted in the construction of two compost toilets.
- **Family members of the co-operative group** benefit from the income of members through meals, housing, and improved primary schools.
- **Traditional healer** maintains a herbal garden with remedies for sale and offers guided walks to tourists. The AICG Chairperson has worked with him to produce a book about the medicinal plants, which will be published.
- **Neighbouring communities** have gained from the construction of a road from Kisoro (12km), and contributions to school construction and/or maintenance in Gisozi Parish. Additionally, a Batwa (pygmy) community, which has been relocated outside the park, comes to the campground to perform traditional dances and songs for the tourists.
- **Local community** benefits from access to transport (Chairperson's pick-up), the construction of a road from Kisoro (13km), contributions to school construction and/or maintenance in Gisozi Parish, a medicinal garden set up by the campground and overseen by a local healer, as well as co-ordination of a stretcher group to carry the sick/injured to a medical facility. They also meet and interact with people from other countries, thus participating in cultural exchange.
- **Families and organisations** use the facilities for parties and meetings.
- **Local school children and orphans:** the campground pays the school fees of ten secondary school children, who would otherwise not attend. They also help with the payment of school fees for two orphans and two other secondary school children, from outside supporters.
- **Local schools** receive contributions towards construction and repairs and the AICG Chairperson organises English classes for the local children, at the campground.
- **Garage owner in Kisoro:** income from fuel and car maintenance.
- **Mobile phone company:** the Chairman has a mobile phone, as there is no landline at the campground itself. Although it is his personal telephone, it is the contact number for the campground, for bookings etc.
- **Park rangers, porters and guides** have received training from UCOTA through its partnership with IGCP.
- **Fire wood supplier:** income from selling wood to the campground.
- **Local blacksmith:** income from demonstrating his work to visitors on the community walk, and selling the products made during their visit.
- **Other UCOTA groups** have their information displayed on the notice board of the campground and are recommended to interested tourists.
- **Tourists** have access to reasonable food and accommodation at a low cost.

ii) Negative impacts

- **Environment:** increased waste disposal and firewood consumption
- **Local community:** some disruption to daily life

iii) Financial earnings of the poor, Mgahinga

As with most communities in rural Uganda, over 80% of the local people are peasant farmers and so have little or no official income. This area is one of the poorest in the country. This group has generated 17,237,817/=USh of revenue since its establishment. 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. AICG has funded the following projects in Gisozi Parish:

- Kibugu Primary School classroom block. The group paid Ush 400,000 for the cost of the mason
- Adventist Church School. The group funded the roofing of the classroom block = 705,000USh
- Gisozi Primary School. Desks, tables and chairs were bought. = 315,000USh
- Secondary school fees. AICG serves as a link with private donors supporting school fees for needy students in Gisozi Parish, and also directly pays the fees for several children.

This group has contributed significantly to the livelihood and standard of living of not only those directly involved, but also to the wider community.

5.3.2 Buhoma Community Restcamp

i) Beneficiaries:

- **Members of the NGO** have access to grants for community projects.
- **Employees:** the campground has eight full-time employees, recruited from the local community, receiving a regular wage.
- **Local shops and 'farmers':** tourists sometimes buy supplies and the campground buys fuel and accommodation supplies e.g. toilet paper and foodstuffs.
- **Suppliers:** the campground buys building materials, furnishings and supplies from the nearest town, Butogota, and sometimes further afield in Kabale and Kampala.
- **Skilled workers:** carpenters, masons, etc. receive contract work when needed.
- **Family members of the co-operative employees** benefit from the income of the employee from meals, housing, medical expenses, etc.
- **Neighbouring communities** have benefited from contributions to school and clinic construction and/or maintenance in Mukono Parish.
- **Local community** has benefited from contributions to school and clinic construction and/or maintenance in Mukono Parish; and training from UCOTA.
- **Families and organisations** using facilities for parties and meetings.
- **Local orphans group** is provided with a stage for the performance of traditional songs and dances, and the Restcamp facilitates clothing contributions from tourists, etc.
- **Local schools** receive contributions towards construction and repairs.
- **Park rangers, porters and guides** have received training from UCOTA, due to its partnership with IGCP.

- **Fire wood and water suppliers:** income from selling wood and transporting water to the campground.
- **Women's handicraft and performance group:** products sold in Restcamp shop and group invited to perform for tourists.
- **Other UCOTA groups** have their information displayed on the campground notice board and are recommended to interested tourists.
- **Tourists** have access to good food and accommodation at a reasonable cost.

ii) Negative impacts

- **Environment:** quality of roads deteriorates from frequent use; increased waste disposal and firewood consumption.

iii) Financial earnings of the poor, Buhoma

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

From December 1993 to August 1996, the BBCDA 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 its 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 has provided informal 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. The high level of revenue presents major challenges to the association in terms of financial management and prioritising investment in tourism facilities and services. Capacity building in financial planning and management is strongly needed.

Direct community benefits from the campground include employment of 8 full-time staff, a local market for farm produce, a centre for cultural entertainment and sales of locally made handicrafts. Funding for small community projects in Mukono Parish is ongoing. 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.
- 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: a two-room kitchen and a six room staff house for 16 school staff. 6,038,100 USh.
- Mukono parents school: a staff room and a 3-classroom block serving 220 pupils and 4 teachers. 2,003,100 USh..
- Rubona parents school: a store and a 2-classroom block serving 290 pupils and 5 teachers. 1,845,800 USh..
- Grinding mill project: land purchase for Bwindi Progressive Women's Group to establish a grinding mill for Buhoma. 1,920,000 USh.

5.3.3 Bwindi Progressive Women's Group

In 1995, a group of women from the Buhoma community came together to present cultural performances to tourists. Due to their success several other groups formed until there were 8 competing women's groups. In 1998, the BCCDA, UCOTA and the Bwindi Impenetrable National Park (BINP) management advised and encouraged leaders of the women's group to cooperate through the formation of the Bwindi Progressive Women's Group.

i) Beneficiaries:

- **Members of the CBO** have a regular income and receive training.
- **Families of the CBO members** benefit from the income of members through contributions to housing, food, education and medical costs.
- **Local community** gains pride from wider appreciation of their traditional crafts and performances. The women set up a nursery school in 1998. The CBO is also working to build a maize mill, which will cater to the local community. Currently, the nearest maize mill is 20km away.
- **Tourists** are entertained, gain greater insight into the local community and can buy quality crafts to remind them of their visit.

ii) Financial earnings of the poor, Bwindi

The revenue for the Bwindi Progressive Women's Group is generated from two main activities: cultural entertainment and handicraft sales. Revenue from cultural entertainment is difficult to ascertain because of poor record keeping and due to the fragmentation of the groups 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.

The group has established the community Bwindi Buhoma Nursery School in 1998, which is officially registered with the district. The school currently serves 138 pupils from nursery through primary three; however, the group is working jointly with BCCDA to build a permanent school building, which will enable an increase in pupil enrollment.

5.3.4 Kibale Association for Rural & Environmental Development (KAFRED)

i) Beneficiaries:

- **Employees:** the wetland sanctuary has six full-time employees, recruited from the local community, who receive a regular wage.
- **Local shops and 'farmers':** tourists sometimes buy supplies. KAFRED is building a canteen to provide food and drinks to visitors. When this is operational, they will buy fruit, vegetables, chicken and goats from local producers.
- **Suppliers:** KAFRED buys building materials from local suppliers and from the nearest town, Fort Portal.
- **Skilled workers:** are hired on a contractual basis for work as required
- **Labourers:** occasional employment to maintain the boardwalk and trails through the swamp. KAFRED is also looking to construct an additional boardwalk.
- **Family members of the employees, suppliers, etc.:** benefit from their income through the provision of food, housing, school fees, etc.

- **Local community:** benefits from the secondary school and the boardwalk. Additionally, the growth of the trading centre, through tourism revenues, resulted in the establishment of a permanent clinic for the community.
- **Neighbouring communities:** KAFRED has donated tin sheets for a primary school in a neighbouring parish and constructed a boardwalk for community use outside of the tourism sector.
- **Park guides:** have received training in Bird Guiding through UCOTA, due to the proximity to the wetland sanctuary, and thus, UCOTA's association with the UWA.
- **Local accommodation providers:** the Bigodi Wetland Sanctuary attracts tourists and thus provides clients to local providers of accommodation and catering services.
- **Bigodi secondary school:** was constructed by KAFRED, which continues to fund its development and pay the teachers.
- **Bigodi secondary school teachers:** KAFRED pays 50% of the wages for 13 teachers.
- **Local school children:** prior to the construction of the Bigodi Secondary School, the nearest secondary school was about 10km away.
- **Bigodi women's group:** sell their handicrafts in the KAFRED Visitor Centre.
- **Bigodi Peanut Butter group:** income from selling peanut butter to tourists.
- **Public transport providers:** carry tourists to and from the site.
- **Other UCOTA groups:** recommended to interested tourists.

ii) Financial earnings of the poor, Bigodi

Between January 1994 and June 1998, the Bigodi Wetland Sanctuary received 4,828 visitors, resulting in revenue of 28,968,000 Ush. An interesting side enterprise involved renting Wellington boots. The swamp can be quite wet at certain times of the year and it is necessary to wear boots. Originally the project purchased the boots and hired them out at approximately 35p. When the boots became damaged or disappeared KAFRED did not replace them. The community decided to handle this issue by buying boots themselves and renting them through KAFRED to tourists. In this way, if they needed their own boots for work they could keep them at home, if not they could earn money to help pay for their purchase.

5.4 Impacts on livelihoods of the poor

Many of the positive and negative impacts on the livelihoods of the poor outlined in NACOBTA's table are reflected in Uganda. Conservancies are the major difference between the two, which means that process for accessing natural resources is not available for UCOTA members. There are currently no conservancies in Uganda although the opportunity exists on the statute books. UCOTA works with both the UWA and the Forestry Department in representing community interests.

5.5 Review and comparison

5.5.1 Viewpoint

Project Initiator/Programme Advisor

In agreement with the words from NACOBTA – “The work of (UCOTA) is important and has made a difference to pro-poor tourism”. In contrast, however, it has not been a difficult concept to introduce in Uganda either to the communities or to government. UTB's diversification strategy came at an important time for UCOTA.

Unrest in Uganda has affected visitor numbers and caused problems of morale among CBTEs. The statistics for visitor numbers from March 1999 to the present are very depressing, although backpackers have continued to come and use community tourism sites. More important, where there has been a diversification of activity through handcraft production, communities have continued to realise an income. UCOTA also used this period for workshops, site visits and development.

In order for CBTEs to become successful and compete in tourism, the maintenance of standards is crucial. Tourists who are directed to CBTEs from the office in Kampala must find clean, comfortable accommodation that is value for money.

Although specific research has not been done on viewpoints for this study, many of the comments found in the NACOBTA case study are mirrored in UCOTA.

5.5.2 Reflections on UCOTA as a PPT Initiative

Strengths

UCOTA has a strong network of collaborators and partners that will help maximise opportunities for community development. UCOTA as an association based in Kampala is seen as the most important part of this collaboration.

Weaknesses

The main weaknesses include lack of tourists, tourism and financial expertise in the Executive Committee, Secretariat and membership and lack of secure funds to institute a long-term work plan.

Constraining factors

The lack of funding to allow member groups to develop their enterprises to a standard suitable for tour operators to use, or for UCOTA and UTB to actively market outside of Uganda.

Facilitating factors

There is a strong commitment from the ex-patriate advisors and the Ugandan office staff to make UCOTA work. Members are enthusiastic and workshops are always an uplifting, morale boosting experience. The support of UTB, as well as agencies like SNV, VSO and the zoos in the USA, has encouraged UCOTA to explore new initiatives and opportunities.

Main lessons learned

- In order for CBTEs to be successful the initiative must come from the community.
- Funding is essential for many tasks, but excessive funding can deter the community from aiming at self-sufficiency. It may even divide the community and derail original objectives.
- Determining economic impacts on the poor in terms of household income is extremely difficult. New methods of determining impacts must be used.
- All structures whether at local or national level must be run in a professional way.
- Communities must realise benefits to ensure their participation.
- Regular training and site visits are essential to maintain community morale and interest as well as standards.

UCOTA is still a very young association. In many respects, it is growing very quickly, perhaps too quickly. Community-based tourism is an integral part of the tourism industry of Uganda. The Uganda Tourist Board and the Ministry of Tourism, Trade and Industry, as well as the private sector recognise and encourage UCOTA's membership and activities.

UCOTA, however, must fulfill certain expectations, including those from its membership, government, private sector and the tourists. The uses of accountable and transparent structures are indicators that UCOTA and its members are tourism professionals. The year 2001, UCOTA's third year, must be a year of consolidation both at the Secretariat and within the membership – this will be the theme of the AGM. Group numbers will decrease, but those that remain will provide a solid basis for continued development. Part of the consolidation process will involve planning for the sustainability of a Ugandan run and supported Secretariat and association. These objectives reflect the direction that NACOBTA appears to be taking as well. Although donor funding is not a problem for the time being, UCOTA acknowledges that the association needs to become independent.

NACOBTA works with communities in two ways which differ from UCOTA – conservancies and joint ventures. Conservancies have been mentioned previously in this document. The encouragement for this must come from the UWA and the Forestry Department. Community management of 'protected areas' is an extremely sensitive area and must be approached with caution to avoid a negative situation that will not allow discussion in the future.

The option of joint ventures is currently being discussed. One possibility is that through joint ventures, UCOTA members may be able to upgrade their facilities to mid-range accommodation standard. Although this is a gap in the tourism structure, UCOTA is not ready to take on this challenge. The organisation is young and needs to prioritise institutional and membership strengthening in terms of financial planning, business planning and development first.