

RWENZORI MOUNTAINS

NATIONAL PARK TOURISM BUSINESS PLAN

2019/20-2023/24



FONDS FRANÇAIS POUR
L'ENVIRONNEMENT MONDIAL



Table of contents

1. INTRODUCTION	5
2. BACKGROUND	6
2.1 Park Size, Location.....	6
2.2 Park Resources and Tourism	7
3. ANALYSIS	9
3.1 The Market	9
3.1.1 Potential Target Tourist Segments	10
3.2 Factors that Affect Tourism Business in Rwenzori Mountains National Park	12
3.3 Competition Analysis	12
3.4 Stakeholder Situational Assessment of RMNP as a Tourism Destination	19
4. THE RMNP TOURISM BUSINESS DIRECTION	22
4.1. The Vision, Goal and Outcomes	22
4.2. The Outcomes/ RMNP Desired Change	22
5. THE STRATEGY TO RMNP BUSINESS CHANGE	26
5.1 Key Result Area 1: Service Quality Assurance and Tourism Regulation in RMNP	26
5.2 Key Result Area 2: Product Development and Diversification	27
5.3 Key Result Area 3: Physical and Human Capital Enhancement	28
5.4 Key Result Area 4: Partnerships and Stakeholder Coordination and Development.....	28
5.6 Key Result Area 5: Communication and Information Management.....	29
6. BUSINESS PLAN IMPLEMENTATION	30
6.1 Strategy for the Rwenzori Business Plan	30
6.2 Financial Plan	30
6.2.1 Five Year Plan Cost Estimates	30
6.2.2 RMNP Financing Mechanisms	33
7. MONITORING AND EVALUATION	35
8. APPENDICES	39
Appendix 1: References	39
Appendix 2: Broad typologies of the Rwenzori Landscape Tourist Products	39
Appendix 3: Uganda's Performance in Source Markets	40
Appendix 4: Rwenzori Mountains National Park Birds Checklist.....	42
Appendix 5: List of range restricted plant species in RMNP.....	45
Appendix 6: Restricted-range species of butterflies from the Rwenzori	46
Appendix 8: Restricted-range species of birds in the Rwenzori Mountains.....	46

Foreword

The Government of Uganda aims at increasing the contribution of GDP from the baseline of 9 percentage 2012/13 to 15 percent in 2019/20 there contributing to the goal of the national vision of attaining a middle income status by 2020. Attaining this requires various investments to develop and promote key destination sites in Uganda

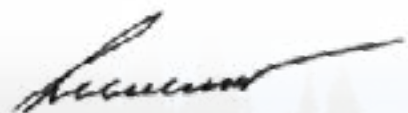
The Rwenzori Mountain National Park is an area of great scenic beauty and contains exceptional natural features including the six main massifs of central Rwenzori with their equatorial glaciers, snow fields, water falls, and lakes providing an alpine setting and unparalleled elsewhere in Africa The Ruwenzori is well known for its Flora and contains large area of mountain forests

The parks resource richness that include flora and fauna scenic beauty, glacier lakes, rivers and water falls ,diverse rock types, snow capped pics and rich cultural heritage makes it one of the spectaculars destination in the world. In addition the unique geographical location, natural heritage and biodiversity importance has been internationally recognized and as a result the part has been designated by United Nations Education, Scientific and cultural organization (UNESCO) as the world heritage site (WHS), Important Bird Area (IBA) and RAMSAR site and Endemic Bird Area, This MAKE THE PARK a global resource attraction

This 2018/19-2022/23 Year Business Plan Establishes the investment priorities and programs required to maintain the social qualities of the area. It also highlights the opportunities and investments required to attract high spending tourists and increase foreign exchange and income along the value chain to cater growth and social economic transformation and overall national development agenda.

I wish to thank the European Union, French Faculty for Global environment, world wide fund for nature (WWF), Tanzania National PARK authority (TANAPA) and the private sector for their support in the development of this business plan

We look forward to implementing through the efforts of our skilled and committed staff in partnership with the commutes around protected areas and our key development partners



Prof. Ephraim KAMUMTU (MP)

MINSTER TOURISM, WILF AND ANTIQUITES

1. Introduction

As a unique tourism and yet among the least visited destination sites in the country, the Ministry of Tourism, Wildlife and Antiquities, its agencies-Uganda Wildlife Authority (UWA) and Uganda Tourism Board (UTB) with support from WWF Uganda Country Office are stepping up efforts to increase the number of both international and domestic tourists to Rwenzori Mountains National Park (RMNP).

Improvement in the tourism volume is seen to come with enhanced tourism value in the entire landscape. The tourism related benefits with no doubt can cut across and have a substantial multiplier effect on the entire tourism value chain and importantly transform the livelihoods of communities around the park and enhance conservation (Ahebwa, 2012).



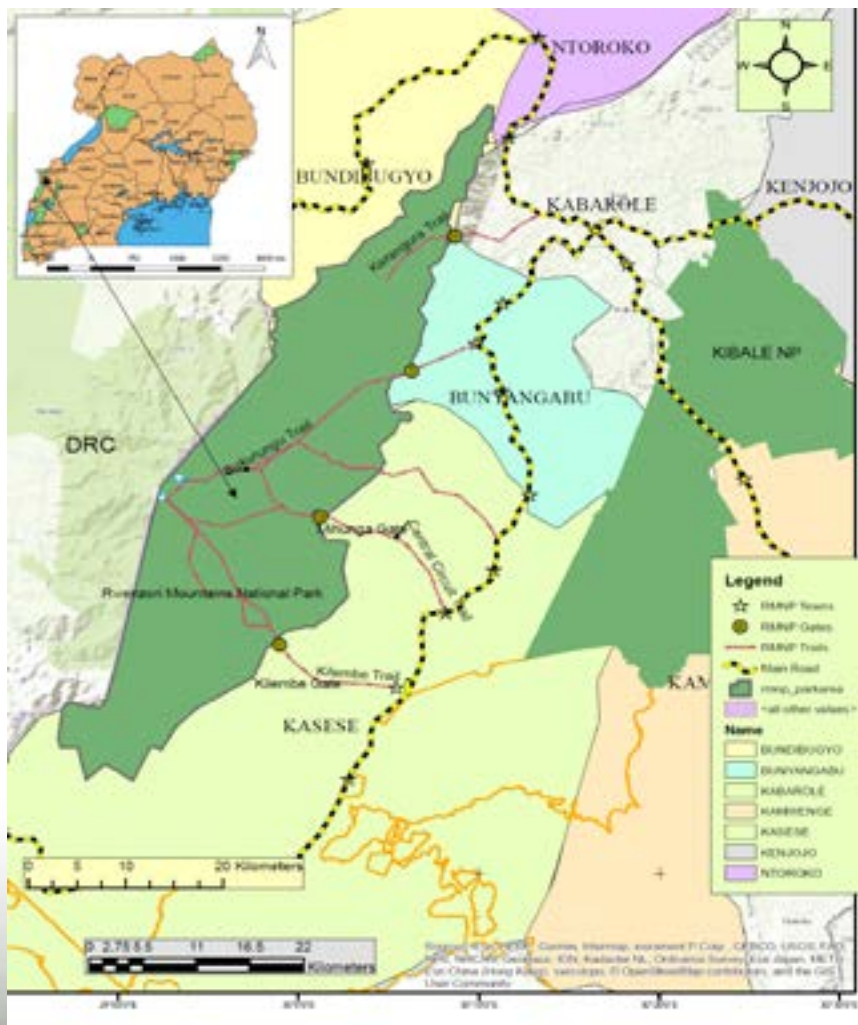
©UWA

The focus on tourism is part of the efforts aimed at conservation of the Rwenzori Mountains National Park through sustainable financing under the project - Sustainable Financing for Rwenzori Mountains National Park (SFRMNP) being implemented in the Rwenzori region by WWF Uganda Country Office, with funding from the European Union (EU) and French Facility for Global Environment (FFEM). The other project partners are Uganda Wildlife Authority (UWA), Uganda Tourism Board (UTB) and National Environment Management Authority (NEMA). Rwenzori Mountains National Park is a global biodiversity hotspot, providing key ecosystem services – carbon storage, forest resources and water supply. The park is renowned internationally as a water tower and a hiking destination, although its full tourism potential is yet to be realized. The SFRMNP Project considers sustainable tourism development and promotion as one of the key approaches to ensure increased employment and income opportunities and appreciates that Rwenzori Mountains National Park is not benefiting from its full potential as a tourism destination. It is thus critical that a robust Tourism Business Plan is developed and implemented to operationalise the Rwenzori General Management Plan 2016-2026 and guide the promotion and harnessing of the tourism potential of RMNP as a unique tourism destination. It is upon this background that WWF in partnership with UWA and UTB set out to facilitate the Tourism Business Plan Development. This RMNP Tourism Business Pan Operationalises the RMNP General Management Plan 2016-2026 and builds on the Rwenzori Tourism Marketing Plan 2018-2022 and the associated Rwenzori Brand Manual guidelines.

2. Background

2.1 Park Size, Location

Rwenzori Mountains National Park which generates its name from a local dialect word “Ruwendzururu” (said to mean ‘rain maker’ or ‘cloud king’) is about 995 sq. km and is located in Western Uganda (Figure 1). Its boundaries cut across five districts of Kasese, Kaborole, Bunyangabo (recently created), Ntoroko and Bundibugyo. On the West, it borders with DRC. The park occupies over 75% of a larger mountain range running over 100 km in the North-South direction and 50km in the East- West direction on the Uganda side and the rest of the mountain range falling on the DRC side (RMNP GMP 2016-2026). In DRC, the mountain range is part of Parc National des Virunga (PNV) and connects with RMNP for about 50 km (Ibid). The Rwenzori Mountains National Park is located on the main tourism circuit in Western Uganda and its landscape, flora and fauna enjoys large potential for the development of nature tourism.



**Figure 1:
Location of
Rwenzori
Mountains
National Park**

RMNP houses the third (Mount Stanley with Margherita peak at 5109m), fourth (Mount Speke at 4890m), and fifth (Mt. Baker at 4843m) highest mountains in Africa and the highest in Uganda (Figure 2). Unlike other major mountains in East Africa (i.e. Mounts Kenya and Kilimanjaro), the Rwenzori is not volcanic but is a horst formed from ancient granite, thrust directly upwards through the rift valley floor.

2.2 Park Resources and Tourism

The park's altitudinal range of 1600m to 5109m supports five vegetation zones - Grassland (1000-2000m), Montane Forest (2000 -3000m), Bamboo/Mimulopsis (2500-3500m), Heath/Rapanea (3000-4000m) and Afro-Alpine moorland (4000-4500m). The glacier/snow zone extends from 4500m to 5109m (Rwenzori Marketing Plan, 2018-2022). The park's tourism resources therefore include: diverse vegetation (over 994 recorded plant species) including the high altitude Afromontane botany found only on East African mountains above 3500m; diverse fauna (flagship species being African elephants, chimpanzees, red fronted duikers, rock hyrax, Rwenzori leopard, tree squirrels, over 217 recorded bird species, 17 of which are endemic to the park).





Figure 2: Peaks and Trails of RMNP, Source: Rwenzori Marketing Plan, 2018-22

In addition to fauna, flora and physical resources, the Rwenzori landscape is well endowed with diverse local cultures and traditions. The park's tourism resource richness (flora and fauna, scenic beauty, glacier lakes, rivers and waterfalls, diverse rock types, snow-capped peaks and rich cultural heritage) give it a unique geographical, heritage and biodiversity importance which have enabled its designation as a World Heritage Site (WHS), Important Bird Area (IBA), Ramsar site and Endemic Bird Area (UWA, 2018). In addition, the Mountains National park (Rwenzori) enjoys a unique place in history as the most likely candidate for the 'Mountains of the Moon,' a mysterious topographical feature described in AD150 by the Alexandrine geographer, Ptolemy who in his map (Geography of the World) showed the Nile emerging from a series of lakes in the heart of Africa that were in turn, fed by a mountain range which he called Lunis Montae, which translates as the Mountains of the Moon (Rwenzori Marketing Plan, 2018-22)

3. Analysis

Despite the tremendous tourism resource base, the strategic location along the busiest/ main tourism circuit (the Western Uganda Circuit) in Uganda, Rwenzori Mountains National Park receives a mere 3000 visitors per annum on average. This is just 6% of the tourist traffic to its regional competitor- Kilimanjaro National Park in Tanzania. Of the visitors to RMNP, 61% are domestic visitors (most of whom are students who stay for a few hours at the park) and 39% are international tourists. Most international tourists are attracted by peak climbing. To both the international and domestic market segments, the RMNP is widely known as a hiking destination despite a wide array of other potential tourism products the park can offer. This does not portray its full tourism potential and hence is not yet fully exploited. The park contributes a mere 1% to UWA revenues compared to other parks (Murchison Falls, 20.4%; Queen Elizabeth, 12.1%; Bwindi, 50.8%; and Kibale, 8.2%) along the circuit. This implies underlying issues/ constraints that undermine the volume and value of tourism for socio-economic development and sustainable conservation of the Rwenzori landscape ecosystem and its wildlife resources.

3.1 The Market

Tourism remains the world's largest and fastest growing sector with International tourist arrivals over a billion as of 2017. Of this, Africa and Uganda's market share is 56 million and 1.37 million respectively (UNTWO, 2017). Reasons behind this modest performance for Africa and Uganda in particular range from inadequate destination awareness, destination accessibility constraints, image, value for money issues, narrow product range, inadequate and at times lack of infrastructure to support tourism, human resources issues, the high cost of tourism services and products as well as limited impactful branding and marketing of the tourism potential both internationally and domestically (MWTA, 2018).

More than half of the international outbound tourism market is dominated by Europe, followed by North America. These markets are of particular interest to Uganda and for RMNP in particular because of their core role in the global tourism industry. America, Germany and Britain are key source markets for Uganda over the last 3 years (MOTWA, 2018) – see appendix 3 for other markets for Uganda. Increasingly, the Asian market is growing with India and China topping the list (Ibid). Domestic tourism is also a priority for Uganda and should be an important market for the RMNP. Within the domestic market there are following segments (Expats -foreign residents; Students (tertiary institutions, secondary, and primary), and Middle class (earning over 1 m).

The domestic market constitutes over 50% of visitors to parks (including students). According to interviews with tour operators, another growing market in Uganda is young professionals, particularly those that have studied or worked abroad. Increasingly they are looking at weekend getaways and planning honeymoons in Uganda. It is important to note however that this market is more price sensitive than the European and American markets. Foreign international tourists and Students are the key market segments for RMNP (Table 1).

Table 1: Tourists to RMNP according to Segments

Category	2012	2013	2014	2015	2016
FNR	1,059	1,194	767	907	1,065
FR	216	201	270	271	197
EAR	137	147	158	292	317
Students	544	1,114	1,558	1,752	1,603
Researchers	17	09	13	08	06
VIP	00	00	00	121	00
Total	1,973	2,665	2,767	3,343	3,132

Source: UWA, 2017

3.1.1 Potential Target Tourist Segments

In all the segments elaborated above, RMNP and its endowments is suitable for the following typologies of tourists;

a) Adventure tourists

Uganda is gaining a good reputation for being an adventure tourism destination. Adventure can be described as pushing your own personal boundaries (fears), undertaking a physical challenge or taking part in something you have never tried before. The Rwenzoris is the perfect destination for adventure tourists. Hiking and climbing, mountain biking and camping are very popular globally. The added attraction of the Rwenzori's is that they are mostly unknown and therefore have a unique appeal, particularly if they are part of a wider Uganda itinerary that includes adventure activities like gorilla tracking, safari, white water rafting, among other activities. Adventure tourists are of different ages, from teenagers upwards.

b). Mountaineers (especially international key markets)

RMNP is suitable and should target those countries with historical connections to the Rwenzoris, specifically the British and the Italians since their history of climbing the Rwenzoris proves that they have well-established mountaineering communi-

ties. Many mountaineers from these countries will enjoy the opportunity to walk in the footsteps of their ancestors and relive a piece of their country's history. Marketing messages to these segments can include photos of the first climbers and experiences from the Rwenzoris in their own words (where available). Mountaineering tours that follow the route of particular European mountaineers can be developed and promoted.

c). Birders (international key markets - Europe, US)

Being an Important Bird Area, RMNP is endowed with many bird species including the endemics and is suitable destination for bird watchers (Appendix 4 for checklist). People who enjoy bird watching fall into different categories. Many people will come on Safari to Uganda and enjoy birds as part of game drives in other savanna National Parks. Special interest should be on small niche of birders (and 'twitchers') who travel the whole world just to add new bird sightings to their 'life list'. For this small group of people, the long list of birds they can see is more important than anything else. They are more likely to spend their money on long-distance travel and birding equipment such as cameras, binoculars and apps, than they are on expensive lodges. Targeting this market can increase visitor number in RMNP in its current state.

d). Educational tourists (largely domestic market, but also international)

Uganda has millions of children in school (primary and secondary) and thousands of students in tertiary institutions but only about 40,000 visit national parks annually. Children are the future custodians of the environment. They are also future tourists. A lifelong love of the environment can be nurtured through regular visits to the National Parks. School children already make up the greatest number of visitors to the park; however, they would be encouraged to stay longer, if there were better facilities. Attention should be given to the activities that children undertake while in RMNP. UWA should work with schools to invest in a syllabus or training programme that encourages repeat visits to the park.

e) Family Groups (Middle income Ugandans)

Infrastructure is important for families who may have young children or nursing mothers. Ugandans generally do not want to walk far so it's important to have car parking near places of interest and activities. In this group are young Ugandans or "millennials", many of whom enjoy travelling in groups. What families need: infrastructure e.g. 3km road from main road to park gate; toilets / nappy changing facilities; a shaded seating area; safe play area for children. Millennials would need hostels, canteen and toilets; WiFi and phone charging.

f). EAC visitors (Middle Income) and expatriates

They are different age groups: volunteers, students, families. A number of expats work in the tourism industry so if they enjoy touring the Rwenzoris in their free time, they may start selling the region to others.

g). "Incidental tourists"

Incidental tourists is the catch-all term for tourists who cut across the different segments and/or have not been identified as our target markets, yet present arguably the biggest opportunity for developing tourism in RMNP.

The Fort Portal to Kasese road is the busiest tourist road in Uganda. Tourist traffic moves between Kibale Forest and Queen Elizabeth National Parks and more remote destinations such as Bwindi and Murchison. However, currently very few of these visitors are stopping in RMNP. This flow of potential customers is untapped.

3.2 Factors that Affect Tourism Business in Rwenzori Mountains National Park

According to tourism literature (Ahebwa, 2012; Peters, 2012; Walder et al., 2006; Tajvidi and Karami, 2016; and UNWTO, 2011) the main parameters (some of which are interrelated) that may enable or constrain tourism volume and value at any destination are:

Destination accessibility,

Tourism management in the park,

Tourism infrastructure,

Tourism Products,

Tourism Services,

Market and brand identity,

Destination Popularity and Marketability,

Institutional and Government support,

Regulation and Standardization,

Online Visibility and Internet access

Considering these parameters and more, a benchmarking mission was undertaken to assess RMNP vs the regional competitor Kilimanjaro National Park. In addition, a stakeholders' workshop (involving, Rwenzori Mountaineering Services- RMS, Rwenzori Trekking Services- RTS, Rwenzori Ranges Guides Association-RGEA, Uganda Wildlife Authority, Uganda Tourism Board, Uganda Tourism Association, Uganda Safari Guides Association, Kabarole Tours, Mountains of the Moon University, Rwenzori Cluster, and Local governments) was held in Fort portal, Kabarole District to further analyse and assess the constraints to tourism development in Rwenzori and in view of Kilimanjaro experiences chat a away forward for RMNP.

The results of the two processes are presented in the sections below.

3.3 Competition Analysis

In the region, the outstanding destination competitors to Rwenzori Mountains National Park are Kilimanjaro National Park in Tanzania and Mount Kenya National Park in Kenya. In the



©UWA

matrix below, an assessment of Kilimanjaro's performance vs Rwenzori Mountains National Park on the selected parameters (see section 3.2) is done. The matrix highlights the key destination competitive disadvantages of Rwenzori Mountains National Park.

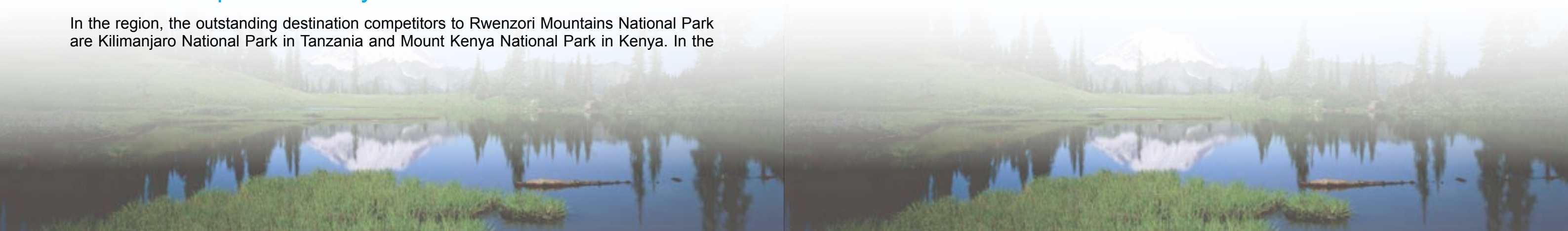


Table 2: Comparing Rwenzori Mountain National Park, Uganda with Kilimanjaro National Park, Tanzania

Parameter	Kilimanjaro	Rwenzori	Lessons Learned
Destination Accessibility	International access through Kilimanjaro airport (about 70km from the International Airport)	No international easy access, only an air strip exists (about 420 km from the International Airport)	International air access crucial to promote RMNP as a tourism destination
	Prominent destination brand	Blurred destination brand	Pronounced branding and promotion right from international airport would boost interest in RMNP
	Outstanding signage right from the airport to the park gate and inside the park	Poor signage all through	Proper signage
	Very good tarmac road access up to the park gate with ample parking yard	Poor murram roads leading to park gates which at times impassable with no park gate & parking yard e.g. Kilembe route, Mihunga route, Kinyampanika route	Good road access to the park gates and ample parking space is crucial to enhance visitation volume
	On average, receives 48,000 visitors per year	On average, receives 3,500 visitors per year	Being a mountain destination is not a limitation in visitor volume if well promoted and served with necessary infrastructure, visitor volume can increase.
Tourism volume	65% are International Leisure tourists	30% are International Leisure tourists	Attraction of international leisure tourists key to enhance park value (revenue)
Tourism Value	Kilimanjaro is Tanzania's flagship product and the 2nd biggest contributor of revenue after Serengeti	Despite its potential, it's not a flagship product and contributes only 1% of total revenues from Ugandans PAs	Resources are not, they become- Rwenzori can also be developed and promoted as Uganda's or at least as Regional flagship product

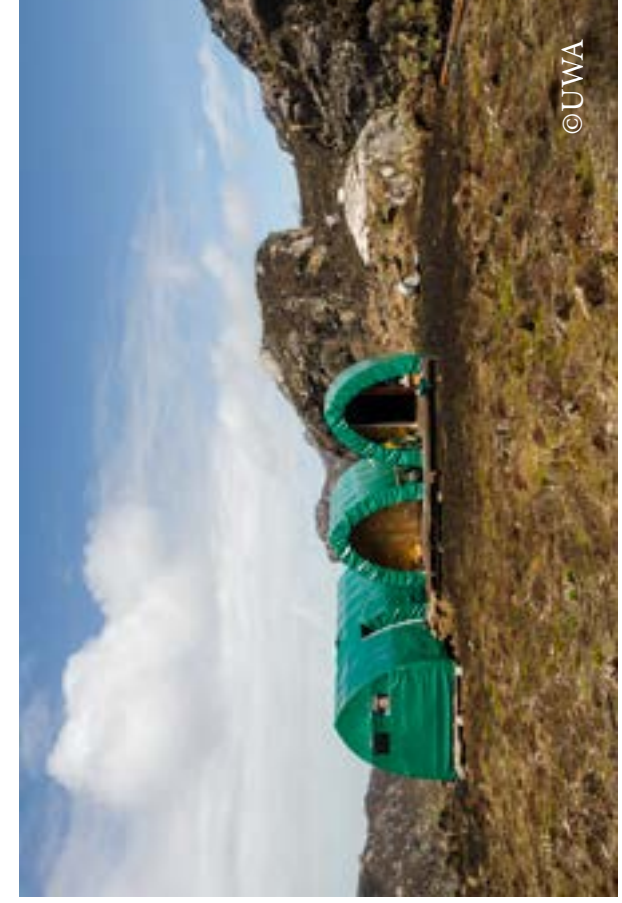
Tourism management and services in the park	Six tourist routes/trails	Two tourism trails, the third (Bukurungu) is yet to be opened	Increasing visitor volume necessitates diversifying the product and access
	All the six routes are owned and managed by the park/TANAPA	Two routes owned and run by the private sector but maintained by Park/UWA while one (Bukurungu) is proposed that it is owned, run and managed by UWA	Private sector can manage the routes, but UWA needs to oversee the standards. An alternative route specifically managed by UWA is crucial
	One of the six routes designated for descending only	No route designated for descending only	Descending route crucial especially if visitation volume is enhanced
	All routes converge at one central location before hiking to the peak	All routes merge at a location, then trek to the last hut (Elena) before finally hiking to the peak	
	Guides are attached and trained by tour companies	Some guides are part of UWA staff while others are picked haphazardly by private operators	Regulation/ licensing and certification of mountain guides crucial to maintain standards and professionalism
Park Tourism infrastructure	Very good sanitation facilities at the visitor information centre and at all tourism sites in the park	Poor sanitation facilities from the gate to the park.	The state of sanitation facilities in a mountain destination is a basic minimum standard central to visitor experience and satisfaction
	Guides are issued a license by the park for quality assurance	No license for guides	Licensing guides needed to maintain professionalism and keep standards
	Have Professional guides trained from Mweka	Rwenzori uses locally made/traditional guides/ Uganda Wildlife Research and Training Institute at Katwe plays no role	Critical mass of mountain tourism trained guides needed
	Well maintained and marked trails up to the park	Marked Trails exist, but not maintained at some points especially boggy areas	Rehabilitation and maintenance

	Road access goes almost to the first camp Descent accommodation for more than 120 people on the main circuit and campsites also well served with facilities for more than 200 a day	The nature of Rwenzori landscape after the gate makes road access very difficult	Road access eases rescue missions and movement of handicapped/ elderly clients to have partial mountain experiences Descent and adequate accommodation facilities is a pre-requisite to enhancing visitation volume in the park
Tourism Products	Tourist products are many and are all developed, profiled and promoted	Tourism products many, but only mountain hiking is profiled and promoted	Product diversification and promotion key to attract different visitor segments to the park
Destination Popularity and Marketability	Has historical position- among 7 global summits and the highest on the continent- Africa. It is self selling	Although it has the third, fourth and fifth highest peaks in Africa, these are not globally well known and positioned as such	Destination position is key to its promotion and profiling
	Conventional marketing approaches used and has an updated stand alone PA website	Although has historical connections as mountains of the moon- the source of the Mighty River Nile. This is not widely promoted and is not widely known in the market place	PA Website crucial to enhance the park online visibility
	The parks brand identity stands out- Kilimanjaro airport, Kilimanjaro beer etc	Brand identity still blurred. Despite immense potentials, the few who know the park know it as a hiking destination	A well thought out brand should be consistently rolled out and promoted for a destination. The Rwenzori brand manual should be promoted
	Kilimanjaro is promoted as the main Flagship for Tanzania	Rwenzori is not promoted as a flagship for Uganda	A product promoted as flagship attracts visitor attention and prioritization
	Partner with international Tour Agents in specific countries to market Kilimanjaro	No Partner with international Tour Agents in specific countries to market Rwenzori (UK mission)	Direct PA partnerships with tour operators is a crucial marketing tool

Institutional and Government support	Park infrastructure, management of facilities and all services is prioritized and managed by TANAPA on behalf of TZ government. No concessions.	UWA manages the park on behalf of GOU, but accommodation infrastructure and services area run by concessionaires who are private actors	An upper hand of government in PA and tourism management ensures service quality and enhances visitor experiences
Regulation and Standardization,	Regulations and standards in place and carefully enforced by TANAPA	Park Regulations in place and enforced by UWA, however, no service standards- everything left in hands of concessionaires	Concessionaire is important but should follow strict UWA regulation and oversight. Some routes can be manned by UWA to offer choice to users
Online Visibility and Internet access	Very pronounced online visibility and wireless internet accessed with a lot of ease at park visitor information centre/gate	Limited online visibility/no internet connectivity in the park vicinity	Over 80% of travel decisions influenced online. Online visibility crucial to enhance visitation volume. Internet access within the park vicinity is crucial to enhance work of mouth/ instant sharing of experiences by visitors



©WWF



©UWA

Considering the parameters outlined in section 2.3, despite considerable similarities in attractiveness, market segments and where RMNP is even far better in terms toughness for professional climbers (Ravichandran Tharumalingam, 2018), Kilimanjaro National Park out wits Rwenzori Mountains National Park on all the considered parameters. This explains the better performance of Kilimanjaro in terms of tourism volume and value compared to Rwenzori. As such, lesson learned from Kilimanjaro feed into the strategy for this Business Plan.

3.4 Stakeholder Situational Assessment of RMNP as a Tourism Destination

As earlier indicated involvement of stakeholders (Rwenzori Mountaineering Services- RMS, Rwenzori Trekking Services- RTS, Rwenzori Ranges Guides Association-RGEA, Uganda Wildlife Authority, Uganda Tourism Board, Uganda Tourism Association, Uganda Safari Guides Association, Kabarole Tours, Mountains of the Moon University, Rwenzori Cluster, and Local governments) in assessing and analysing the constraints and enablers of tourism development in RMNP was crucial. The tourism destination development parameters deduced from literature were used to organise the views of the stakeholders - Table 3.



©UWA

Table 3: Stakeholders' Situational Assessment of RMNP as Tourism Destination

Parameter	Stakeholders assessment
Destination accessibility,	<ul style="list-style-type: none"> ✓ Lack of an international air access in the region ✓ Poor road infrastructure from the main highway
Tourism management in the park,	<ul style="list-style-type: none"> ✓ Inadequate tourism development planning by private sector players in RMNP ✓ No standards on booking. ✓ Tour operators do not provide sufficient information to clients ✓ Garbage management in the park poor ✓ Poor relationship with private sector ✓ Poor flow of information between actors ✓ Nobody is coordinating what is happening in Rwenzori tourism. UWA just manages the park and less concern on tourism in the park ✓ Disjointed way of operation ✓ inadequate communication system ✓ Long distances between camps, ✓ Poor Information, orientation and interpretation
Tourism infrastructure,	<ul style="list-style-type: none"> ✓ Poor and inadequate accommodation facilities in RMNP ✓ No accommodation for the students segment ✓ snow recession creating big crevices with no manoeuvring infrastructure ✓ Inadequate boardwalks in boggy areas and ladders within the snow area
Tourism Products,	<ul style="list-style-type: none"> ✓ The park has limited actual and immense potential tourism products- which are underutilized.

Tourism Services,	<ul style="list-style-type: none"> ✓ Lack of mountain climbing gear on the Ugandan market ✓ lack of field equipment (climbing equipment, rescue and rain gears, etc), ✓ Poor working relationship between RMNP tourism service providers. This limits synergies in service provision ✓ The main service providers RMS stuck in traditional set-resisting change ✓ Service providers lack exposure ✓ Actors do not research, they simply copy and paste which affects service quality ✓ No guides in UWA, has rangers ✓ Safety and hygiene challenge ✓ lack of tap water and power at the camps
Market and brand identity,	<ul style="list-style-type: none"> ✓ No clear brand for RMNP and for the region ✓ No market research and un clear target markets ✓ Poor destination publicity ✓ Concessioners do little to market RMNP ✓ Update Marketing brochures not available ✓ inadequate marketing
Destination Popularity and Marketability,	<ul style="list-style-type: none"> ✓ RMNP does not stand out as a flagship product for Uganda ✓ Blurred visibility ✓ Widely known as a hiking destination despite potential for other tourism activities
Institutional and Government support,	<ul style="list-style-type: none"> ✓ Uncoordinated actions by UWA, Local government, RTS, RMS and RGEA
Regulation and Standardization,	<ul style="list-style-type: none"> ✓ No proper tourism regulation in RMNP ✓ Lack of porters associations to enforce self regulation and discipline ✓ Lack of service providers platform to deal with issues of common concern ✓ Not clear who should coordinate RMNP service providers platform ✓ Operation standards for concessioners to generic and needs a review

Online Visibility and Internet access	✓	No wifi at the gate
	✓	Limited online visibility
	✓	No PA website

According to the stakeholder assessment, RMNP is endowed with immense tourism resources that largely remain untapped. The tourism volume in RMNP currently is just a fraction of its potential. On all the parameters for tourism destination development considered, the constraints outweigh the enablers. As such, addressing the constraints is key to enhancing the tourism volume and value in RMNP.

4. The RMNP Tourism Business Direction

From the analysis in sections above and in operationalisation of the Rwenzori General Management Plan 2016-2026, this Business Plan 2019/20-2023/24 sets out with a vision and the goal as;

4.1. The Vision and the Goal

Vision: Rwenzori Mountains National Park sustainably conserved for socio-economic transformation

Goal: Increased tourism volume and value in Rwenzori Mountains National Park for regional peace, stability and socio-economic development by 2024

4.2. The Outcomes/ RMNP Desired Change

The Long Term Outcome (LTO) and its preconditions are shown in figure 3 below. The Long Term Outcome is an outcome that can be realistically achieved by RMNP.

It is a clearly stated, focused, measurable and plausible goal for the RMNP Management and Stakeholders (especially UTB and Private Sector). The LTO is different from 'final outcome' (shown as vision) and 'impact' which is an ultimate goal, but RMNP Management can only contribute towards them not outcomes of the RMNP Management alone. A thick dashed line has been used to draw an 'accountability ceiling' to separate the ultimate goals (final outcome and impact) from the long-term outcome and its preconditions. All outcomes needed to achieve the Long-term Outcome in an outcomes pathway are preconditions to the Long-term Outcome. Preconditions define what has to change if the ultimate goal or impact is going to be achieved.



This figure gives a pictorial description of the results chain. It is a communication tool used to demonstrate how value will be created for RMNP. It shows the logical connection between the strategic outcomes and the Key Result Areas [KRAs] in form of a cause and effect chain. Investment in strategic thrusts- Service Quality enhancement, Product Diversification has a direct bearing on tourism arrivals and value expenditure, investment promotion and job creation respectively as outcome level 2 which directly implies the LTO- enhanced Volume and Value of Tourism in RMNP.

On the other hand, thrusts: Human and Physical Capital enhancement, Partnerships and Stakeholder Coordination and Communication and Information Management play a cross-cutting facilitating role and lead to outcome level one (informed decisions, sustained business engagements, efficient and effective staff, and stakeholder buy in) which are critical in enabling RMNP achieve its planned Goal and tremendously contribute to the set out Vision.

Figure 3: The Outcome/ RMNP Desired Change

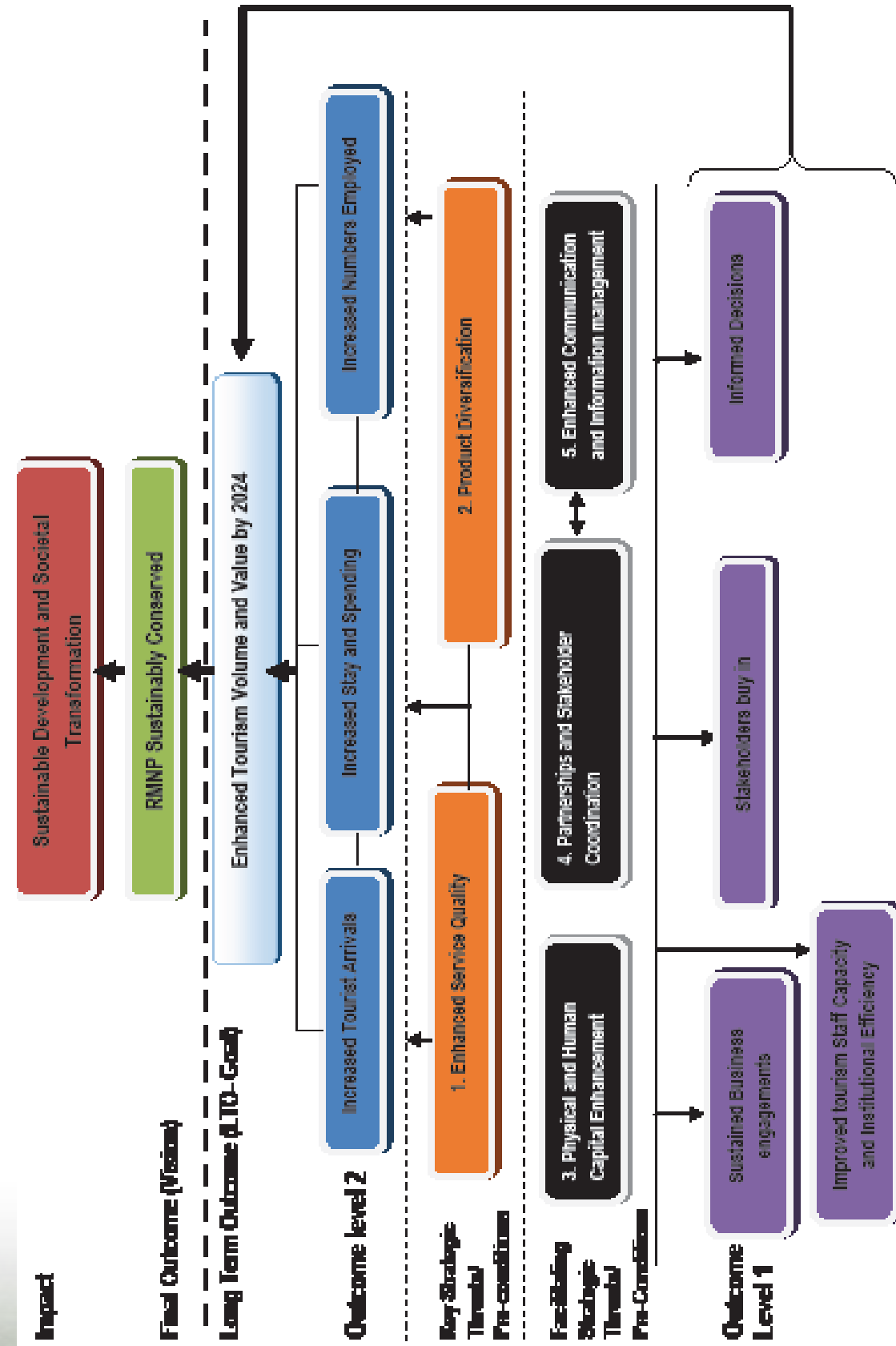


Figure 3: The Outcome/ RMNP Desired Change



5. The Strategy to RMNP Tourism Business Transformation

As can be seen in section 4.2, to attain a tourism business transformation in RMNP, a desired roadmap is proposed. This roadmap specifies Five Key Result Areas (KRAs) that UWA, UTB and other stakeholders will focus on to enhance the tourism volume and value in RMNP by 2024. The KRAs are;

Key Result Area 1: Service Quality Assurance and Tourism Regulation in RMNP

Key Result Area 2: Product Development and Diversification

Key Result Area 3: Physical and Human Capital Enhancement

Key Result Area 4: Partnerships and Stakeholder Coordination and Development

Key Result Area 5: Communication and Information Management

This will be in addition to implementation of Rwenzori Tourism Marketing Plan 2018-2022 and operationalisation of the Rwenzori Brand Manual guidelines to grow RMNP's Brand Equity internationally, regionally and nationally. Special focus should be on: Expanding and strengthening presence and engagements in existing International tourist source markets; Initiating and strengthening presence and engagements in emerging International tourist markets; Expanding and strengthening presence and engagements in existing and emerging Regional/ Africa tourist source markets through Market representation; Promotion domestic tourism with special focus on the students segment, middle class Ugandans and Foreign Residents; Enhancing RMNP online visibility and responsiveness

5.1 Key Result Area 1: Service Quality Assurance and Tourism Regulation in RMNP

Target:

- ❖ 80% satisfaction by both international and domestic tourists to RMNP by 2024

Actions

- ❖ Develop and disseminate a code of ethics for RMNP guides, porters, concessionaires, tour operators and tourists.
- ❖ Review, improve and implement the Concessionaires Operational Guidelines stipulating the penalties in case of default
- ❖ Conduct continuous periodical inspection and monitoring on standards compliance
- ❖ UWA to register and annually update lists of all guides and porters operating in RMNP
- ❖ UTB to licence tour guides and tour operators working in RMNP
- ❖ Sensitize all tourism service providers on service quality assurance

- ❖ Engage for world class standards by all tourism service providers
- ❖ Develop and implement a safety and security plan for RMNP
- ❖ Streamline and regularly act on client feedback
- ❖ Enforce standard uniforms for all porters and guides operating in RMNP.

5.2 Key Result Area 2: Product Development and Diversification

Target:

- ❖ Increase international tourists' average length of stay in and around RMNP to 9 days
- ❖ Increase the average International tourist expenditure in RMNP from the current USD 1,035 by 50%
- ❖ Increase the average domestic tourist expenditure in RMNP to at least UGX 500,000 from 100,000
- ❖ Increase in tourism investment in RMNP by 50%
- ❖ Increase tourism job creation in RMNP and the surrounding areas by 40%

Actions

- ❖ Develop a fully fledged visitor interpretation and information centre at Mihunga gateway.
- ❖ Develop trails and promote mountain biking as a product.
- ❖ Develop and operationalise the chimpanzee habituation experience at Kyinyampanika
- ❖ Develop water based tourism at Lake Mahoma
- ❖ Develop standard accommodation facilities at Lake Mahoma and Nyabitaba
- ❖ Establish canopy walk at Buraro Area
- ❖ Open up and operationalise the Karangura-Ntandi Trail
- ❖ Fast track the finalisation and operationalisation of Bukurungu Trail on world class standards

5.3 Key Result Area 3: Physical and Human Capital Enhancement

Target

- ❖ Improved tourism infrastructure to and in RMNP
- ❖ 100% of Concessionaires and UWA staff skilled to enhance professionalism and efficiency.
- ❖ An effective, efficient and sustainable UWA operational System at RMNP

Actions

- ❖ Engage UNRA and Local Government for paving of Nkwenda - Mihunga Road and upgrading of Katebwa – Bulyamubawo, Kyanjuki - Bulembya, Bukuku – Kazingo roads.
- ❖ Establish a fully fledged Students Hostel
- ❖ Set up swinging bridges across River Mubuku
- ❖ Partner with Reputable Research Institutions to establish a research center in RMNP at Mihunga
- ❖ Establish parking space and enhance trail infrastructure in RMNP
- ❖ Conduct a skills gap assessment and implement enhancement of the concessionaires' and UWA staff skills in tourism management.

5.4 Key Result Area 4:

Partnerships and Stakeholder Coordination and Development

Target

- ❖ Strengthened coordination among RMNP stakeholders in tourism development
- ❖ Enhanced Private Sector opportunities to grow and sustain tourism businesses

Actions

- ❖ UWA to coordinate the formation of RMNP tourism service providers platform
- ❖ Energise Rwenzori Tourism Association as a private sector coordination and self regulation framework

- ❖ Maintain regular engagement with RMNP Publics
- ❖ Develop and implement a Crisis management system for RMNP
- ❖ Lobby for establishment of financing mechanisms for RNMP tourism private sector to ensure easy access to credit finance for tourism investment
- ❖ Strengthen RMNP private sector/ community tourism engagement forums
- ❖ Increase support to private sector/ community associations and facilitate the implementation of their objectives that complement the UWA/RMNP's activities.
- ❖ Support and lobby for Rwenzori private sector participation in tourism fairs and advocacy in regional and international meetings
- ❖ Support Kyondo, Ruboni, Kilembe, Kinyampanika and Nyamugasani community groups to develop ecotourism projects.
- ❖ Support the operationalisation of Buremba-Kyarumba cultural trail.

5.5 Key Result Area 5: Communication and Information Management

Target

- ❖ Enhanced research, information dissemination and sharing among RMNP stakeholders

Actions

- ❖ Develop and implement a research framework to strengthen information generation for RMNP private sector players and community development
- ❖ Strengthen Research, Information management and dissemination system by RMNP management
- ❖ Establish a central information center for Rwenzori
- ❖ Partner with Research and development partners to strengthen Innovations and engagement in Projects at RMNP
- ❖ Create an updated database of RMNP stakeholders (private, community, public, civil society and NGOs) and international actors
- ❖ Annual news letters
- ❖ Engage Service providers to improve telephone communication networks in RMNP
- ❖ Establish WIFI at the RMNP gate
- ❖ Revamp radio system for RMNP
- ❖ Engage WWF and Eco trust on sustainable investment on Mihunga gateway land

6. Business Plan Implementation

6.1 Strategy for the Rwenzori Business Plan Implementation

To implement this business plan, an implementation Committee Chaired by UWA is recommended. This committee will be responsible for proposal development and Monitoring and implementation of this plan. UWA will spearhead mobilisation of funds to support the functioning of this committee. The committee is as follows;

1) Chair – Uganda Wildlife Authority

- Directorate of Tourism (Product Development and Marketing)
- Legal and Corporate Affairs
- Chief Warden, QUECA
- RMNP(Senior Warden, Tourism, Community Conservation)
- Planning
- Partnerships Unit

2) Members

- UTB(Product Development and Marketing)
- UTA
- Rwenzori Tourism Cluster
- WWF
- MTWA (Director Tourism and Wildlife)

6.2 Financial Plan

This section elaborates the financial cost of implementing this Business Plan but also highlights the expected financing mechanisms/Models

6.2.1 Five Year Plan Cost Estimates

Cost estimates included here have been arrived at after extensive consultations and benchmarking and based on the key activities identified for each strategy under the plan. This budget specifically is for the identified six key priority areas which will constitute program areas for the next 5 years. The costing was done in such a way to take care of inflationary pressures over years.

Table 4: Business Plan Implementation Budget

Key Result Area 1: Service Quality Assurance and Tourism Regulation in RMNP						
Targeted: 80% satisfaction by both international and domestic tourists to RMNP by						
Actions	Allocation in Million Shillings					Total for 5 Years
	2019/20	2020/21	2021/22	2022/23	2023/24	
Develop and disseminate a code of ethics for RMNP guides, porters, concessionaires, tour operators and tourists	22					22
Review, improve and implement the Concessionaires Operational Guidelines	34					34
Conduct continuous periodical inspection and monitoring on standards compliance	30	22	20	20	20	112
UWA to register and regularly update lists guides and porters operating in RMNP	10	10	10	10	10	
UTB to License tour guides and tour operators in RMNP	5	5	5	5	5	25
Sensitize all tourism service providers on service quality assurance	30	30	30	28	28	146
Lobby for world class standards by all tourism service providers	10	10	10	10	10	50
Enforce standard uniforms for porters and guides in RMNP						
Streamline and act on client feedback						
Develop and implement a safety and security plan for RMNP	100	50	50	50	20	270
Total KRA 1	241	127	125	123	93	709
Key Result Area 2: Product Development and Diversification						
Actions						
Develop a fully fledged visitor interpretation and information centre at Mihunga gateway.	200	200	100			500
Develop trails and promote mountain biking as a product.	100	50				150
Develop and operationalise the gorilla habituation experience at Kyinyampanika	50	20				70
Develop water based tourism at Lake Mahoma	100	100	100	100	100	500
Develop standard accommodation facilities at Lake Mahoma and Nyabitaba	500		500			1000
Establish canopy walk at Buraro Forest	200	140				340
Open up and operationalise Karangura-Ntandi Trail	50	50				
Fast track finalisation and operationalisation of Bukurungu Trail on world class standards	500	500	500	500		2000
Total KRA 2	1700	1060	1200	600	100	4560
Key Result Area 3: Physical and Human Capital Enhancement						
Engage UNRA and Local Government for paving of Nkwenda - Mihunga Road and upgrading of Katebwa – Bulyamubawo and Kyanjuki - Bulembya roads	10	5	5			20
Establish a Students Hostel with a canteen and phone charging services	400					400

Set up swinging bridges across River Mubuku		300				300
Partner with Reputable Research Institutions to establish a research center in RMNP at Mihunga						
Establish parking space and enhance trail infrastructure in RMNP	800		1000		500	2300
Conduct a skills gap assessment and enhance the concessionaires and UWA staff skills in tourism management.	100	100	100	100	100	500
Total KRA 3	900	405	1105	100	600	3110
Key Result Area 4: Partnerships and Stakeholder Coordination and Development						
Formation and activation of RMNP tourism service providers' platform	20	20	20	20	20	100
Energise Rwenzori Tourism Association as a private sector coordination and self regulation framework	15	15	12	13	0	55
Maintain regular engagement with RMNP Publics	10	10	10	10	10	50
Develop and implement a Crisis management system for RMNP	50	20	25	23	22	140
Lobby and engage for establishment of financing mechanisms for RNMP tourism private sector to ensure easy access to credit finance for tourism investment	5	5	6			16
Strengthen RMNP private sector/ community tourism engagement forums	10	15	15	15	15	70
Increase support to private sector/ community associations and facilitate the implementation of their objectives that complement the UWA/RMNP's activities.	30	40	43	45	44	202
Support and lobby for Rwenzori private sector participation in tourism fairs and advocacy in regional and international meetings	100	150	150	150	150	700
Support Kyondo, Ruboni, Kilembe, Kinyampanika and Nyamugasani community groups to develop ecotourism projects.	120	130	150	150	150	700
Support the operationalisation of Buremba-Kyarumba cultural trail.	50	60				110
Total KRA 4	410	465	431	426	411	2143
Key Result Area 5: Communication and Information Management						
Develop and implement a research framework to strengthen information generation for RMNP private sector players and community development	60	30				90
Strengthen Research, Information management and dissemination system by RMNP management	100	120	120	120	130	590
Establish a central information centre for Rwenzori			200			200
Partner with Research and development partners to strengthen Innovations and engagement in Projects at RMNP		10	10			20
Create an updated database of RMNP stakeholders (private, community, public, civil society and NGOs) and international actors	5	5	5	5	5	25
Annual news letters	10	10	10	10	2	42
Revamp radio system for RMNP	70	80	100			250

Engage WWF and Eco trust on sustainable investment on Mihunga gateway land	10					10
Engage Service providers to improve telephone communication networks in RMNP	5	6				11
Establish WIFI at the RMNP gate	20	10				30
Total KRA 5:	120	271	445	135	137	1108
Over all Total	3321	2278	3306	1384	1341	11630

6.2.2 RMNP Financing Mechanisms

As earlier noted in section 2.1, RMNP contributes only 1% towards UWA PA revenues. This meager contribution is because of low business volume as a result of low visitation. With effective implementation of Business Plan, we expect RMNP to contribute substantially to revenue generation.

Table 4 indicates that a total about 18billion Uganda Shillings will be needed to implement this business plan over a period of 5 years (Year one - 2.65bn; Year two – 3.84; Year three - 4.23; Year five – 3.74bn). Therefore, there is need for robust mechanism to mobilize adequate resources to ensure that the aspirations enshrined in this Business Plan are attained. The core resource mobilization strategies will include;

- ❖ Lobbying for more resources from UWA central pool; this will require that RMNP make a case using this Business Plan for a preferential treatment in budgetary allocation.
- ❖ Develop strategic partnerships with Private sector to invest in some of the planned areas such as new products, provision of accommodation services etc
- ❖ Partnering with research Institutions to mobilize resources for establishing and running of a research center
- ❖ Strategic partnerships with other government actors (such as UTB, Local Governments,) to co-implement some of the specified interventions which are also in line with their strategic objectives.
- ❖ Development of fundable proposals to existing (UNDP, WWF, WB) and new agencies such as (Trademark East Africa- TMEA, SNV, SIDA, USAID etc)
- ❖ Develop innovative financing mechanisms such as fundraising campaigns (Local Music galas, Cultural Nights, Rwenzori Tourism Runs etc)
- ❖ Strategic partnerships with Rwenzori Tourism Cluster, Tourism Trade associations (UTA, AUTO, and UHOA, USAGA etc) to achieve some activities specified in this plan.
- ❖ Strategic partnerships with Research and Training Institutions (such as Department of Forestry, Biodiversity and Tourism- Makerere University; Department of Leisure and Hospitality- MUBS in areas of research and training. This can close funding gaps on a number of interventions in the strategic plan.
- ❖ Setting up the Rwenzori Trust Fund
- ❖ Attend high level discussions for funding
- ❖ Strategic partnerships and engagements with prominent world figures to associate with RMNP cause.

7. Monitoring and Evaluation

Targets

80% satisfaction by both international and domestic tourists to RMNP by 2024
Increase international tourists' average length of stay in and around RMNP to 9 days
Increase the average International tourist expenditure in RMNP from the current USD 1,035 by 50%
Increase the average domestic tourist expenditure in RMNP to at least UGX 500,000 from 100,000
Increase in tourism investment in RMNP by 50%
Increase tourism job creation in RMNP and the surrounding areas by 40%
Improved tourism infrastructure to and in RMNP
100% of Concessionaires and UWA staff skilled to enhance professionalism and efficiency
An effective, efficient and sustainable UWA operational System at RMNP
Enhanced Private Sector opportunities to grow and sustain tourism businesses
Strengthened coordination among RMNP stakeholders in tourism development
Enhanced research, information dissemination and sharing among RMNP stakeholders

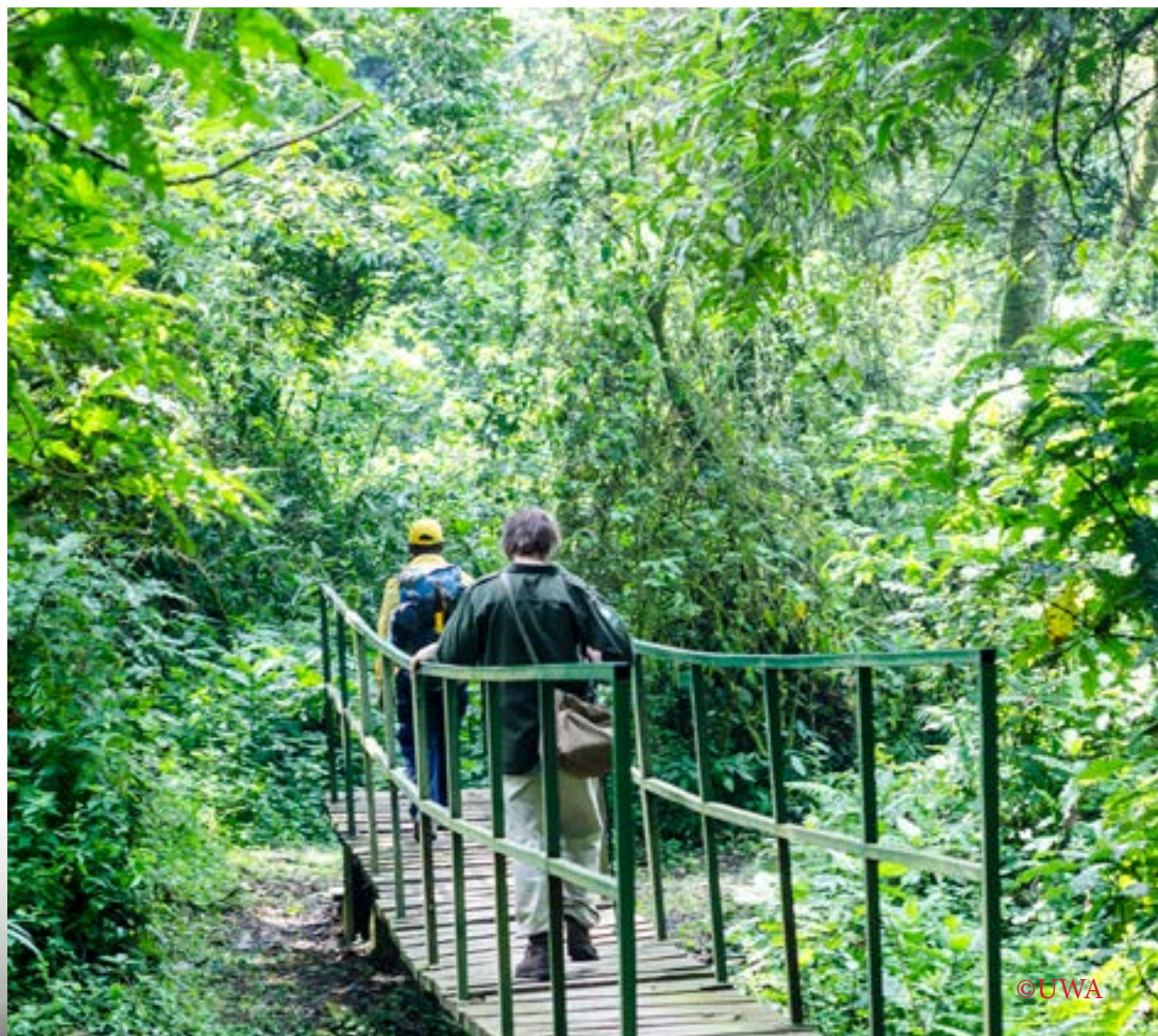
Key Result Area 1: Service Quality Assurance and Tourism Regulation in RMNP

Actions	Indicator	Base-line	Targets				
			2019/20	2020/21	2021/22	2022/23	2023/24
Develop and disseminate a code of ethics for RMNP guides, porters, concessionaires, tour operators and tourists	Codes of conduct in place						
Review, improve and implement the Concessionaires Operational Guidelines	Concessionaires guidelines being implemented						
Conduct continuous periodical inspection and monitoring on standards compliance	Inspection and Monitoring of service providers being undertaken		2	2	2	2	2
UWA to register and regularly update lists guides and porters operating in RMNP	An updated list of guides and Porters in place						
UTB to License tour guides and tour operators in RMNP	A list of licensed guides and tour operators						
Sensitize all tourism service providers on service quality assurance	Number of beneficiaries						
Lobby for world class standards by all tourism service providers							
Enforce standard uniforms for porters and guides in RMNP							
	Client feedback system in place						
Streamline and act on client feedback	Actions to address client issues						
Develop and implement a safety and security plan for RMNP	A safety and Security Plan being implemented						

Key Result Area 2: Product Development and Diversification							
Actions							
Develop a fully fledged visitor interpretation and information centre at Mihunga gateway.	A fully fledged and functional visitor information Centre						
Develop trails and promote mountain biking as a product.	Biking as a product operationalised						
Develop and operationalise the Chimpanzee habituation experience at Kyinyampanika	Chimpanzee habituation experience as a tourism product operationalised						
Develop water based tourism at Lake Mahoma	Number of water based activities developed	1	2				
Develop standard accommodation facilities at Lake Mahoma and Nyabitaba	Standard accommodation facilities operational		1			1	
Establish canopy walk at Buraro Forest	Canopy walk operational						
Open up and operationalise Karangura – Ntandi Trail	Karangura – Ntandi Trail operational						
Fasttrack finalisation and operationalisation of Bukurungu Trail on world class standards	Bukurungu Trail operational						
Key Result Area 3: Physical and Human Capital Enhancement							
Engage UNRA and Local Government for paving of Nkwenda - Mihunga Road and upgrading of Katebwa – Bulyamubawo and Kyanjuki - Bulembya roads	Resolutions at engagement meetings						
Establish a Students Hostel with a canteen and phone charging services	Students hostel operational						1
Set up swinging bridges across River Mubuku	Swinging bridges in place						
Partner with Reputable Research Institutions to establish a research center in RMNP at Mihunga	Partnership contract in place						
Trail Infrastructure in RMNP Revamped	Trail Infrastructure in RMNP Revamped						
Establish parking space and enhance trail infrastructure in RMNP	Ample Parking Space in place						
Conduct a skills gap assessment and enhance the concessionaires and UWA staff skills in tourism management.	Skills gap assessment report in place						
	No. of trainings conducted						
	No. of beneficiaries						

Key Result Area 4: Partnerships and Stakeholder Coordination and Development							
Formation and activation of RMNP tourism service providers' platform	RMNP Service providers platform in place						
Energise Rwenzori Tourism Association as a private sector coordination and self regulation framework	An active Rwenzori cluster						
Maintain regular engagement with RMNP Publics	No. of engagements	1	2	2	2	2	2
Develop and implement a Crisis management system for RMNP	Crisis management system under implementation						
Lobby and engage for establishment of financing mechanisms for RNMP tourism private sector to ensure easy access to credit finance for tourism investment	No. of engagements undertaken						
Strengthen RMNP private sector/ community tourism engagement forums							
Increase support to private sector/ community associations and facilitate the implementation of their objectives that complement the UWA/RMNP's activities.	No. of associations supported						
Support and lobby for Rwenzori private sector participation in tourism fairs and advocacy in regional and international meetings	No. of tourism fairs attended						
Support Kyondo, Ruboni, Kilembe, Kinyampanika and Nyamugasani community groups to develop ecotourism projects.	No. of community groups supported						
Support the operationalisation of Buremba-Kyarumba cultural trail.	Cultural trail in operation						
Key Result Area 5: Communication and Information Management							
Develop and implement a research framework to strengthen information generation for RMNP private sector players and community development	A research framework under implementation						
Strengthen Research, Information management and dissemination system by RMNP management	No. of researches undertaken and disseminated						
Establish a central information center for Rwenzori	Information Center for RMNP in place						

Partner with Research and development partners to strengthen Innovations and engagement in Projects at RMNP	MOUs or Contracts signed						
Create an updated database of RMNP stakeholders (private, community, public, civil society and NGOs) and international actors	Data base of RMNP Stakeholders in place						
Annual news letters	No. newsletters circulated		100	100	100	100	100
Revamp radio system for RMNP	Radio system operational						
Engage WWF and Eco trust on sustainable investment on Mihunga gateway land							
Engage Service providers to improve telephone communication networks in RMNP							
Establish WIFI at the RMNP gate	WIFI at RMNP in place						



8. Appendices

Appendix 1: References

- Peters, M. (2012). Innovation in Hospitality and Tourism. Routledge, NY: USA.
- Walder, B., Weiermair, K. and Pérez, A. S. (2006). Innovation and Product Development in Tourism: Creating Sustainable Competitive Advantage. Erich Schmidt Verlag GmbH & Co. KG, Berlin: Germany.
- Tajvidi, M. and Karami, A. (2016). Product Development Strategy: Innovation Capacity and Entrepreneurial Firm Performance in High-Tech SMEs. Springer, NY: USA.
- UNWTO (2011). Handbook on Tourism Product Development. World Tourism Organization, Madrid, Spain.

Appendix 2: Broad typologies of the Rwenzori Landscape Tourist Products

Broad Typology of Activities/Products	Status	Level of Marketing	Observation
Mountain Climbing	Currently there are two functional trails, both privately managed under concessions: the Central Circuit managed by RMS and the Kilembe Trail managed by RTS. A new trail (the Bukurugu Trail) is being developed. This trail with its headway in Kabarole District provides a new challenge for climbers and widens the experience menu in the landscape. For details of these and other trails see table 4.2	Good effort to privately market the Kilembe Trail. Marketing of the other trails is very poor.	There is a need to market the entire mountain and segment and target potential climbers, according to their interests, budget, physical fitness, and time available.
Nature trails	There are several nature trails; some are well established, others are under development. Active trails include: Mahoma Trail, Bura-ro, the Diamond and Karangura. The Kinyampanika Chimpanzee Trail is under development. Details of these and more trails see Table 4.2	Marketing of the nature trails lacks a structured/targeted approach. There has not been enough publicity to date, even for the domestic market	Emphasis should be put on these shorter trails to attract more tourists who may not be ardent climbers or have a lot of time to do the longer ones
Birding	Rwenzori is one of the world's Endemic Bird Areas (EBA) with rare species like the Ruwenzori turaco, handsome francolin, strange weaver, Rwenzori nightjar, Archer's robin-chat, red-throated alethe, montane masked among others. It is also an Important Bird Area. In total there are 217 recorded bird species in the Rwenzori.	The Rwenzori's birdlife has not been effectively promoted. It has considerable potential as a product, especially in the lower forest areas.	With well targeted marketing, birding can increase the visitor numbers to RMNP. Expert birders are a small, niche market but wildlife enthusiasts and adventurous outdoor tourists can also be encouraged to add a day's birding to a safari itinerary if there is an investment in good bird guides, information and interpretive signage.

Community/ Cultural based tourism;	The Rwenzori region has a diverse cultural heritage. Some cultural sites are developed for tourism and include: village walks offering home stays, rural experiences, crafts and local cuisine. Key community tourism products under development include the Rwenzori Coffee safari/experience and the Rwenzori cultural trail.	Marketing of community and cultural based tourism has been limited but the small amount of publicity is already raising interest in culture-based products. This product area has good potential.	There is need to seek out and identify the appropriate market for these attractions. UCOTA and the Ruwenzori cluster will be key partners in this area. Targets to consider: "voluntourists" and local tourists. (Note the new trend especially by the city dwelling corporate class to participate in such activities as abseiling and rock climbing).
Scenery (photo & filming)	Rwenzori's unique beauty sets it apart as a destination for nature photographers and film makers. The region's scenery can be further promoted by new concepts such as canopy walks and the cable car.	This is not marketed	UWA should implement and promote a sliding scale of charges for photographers and filmmakers wishing to visit the Rwenzori's. The landscape can be promoted by working with travel and wildlife documentary makers and film production companies who are always looking for unique locations.
Education	The diversity of the Rwenzori landscape's geography gives unique opportunities to promote educational tourism. This is augmented by the region's biological and cultural diversity. More than half of the visitors to the Rwenzori Mountains National Park over the last 3 years are students	There has been significant consumption of education as a product in RMNP despite the absence of marketing and promotion.	To boost student visits to the RMNP, investment in infrastructure development is required. Profile of student age groups and interests is necessary to develop bespoke educational packages and a syllabus.

Appendix 3: Uganda's Performance in Source Markets

Table 1: Uganda's Performance in European Markets 2012-2016

Country of Residence	2012	2013	2014	2015	2016
Europe	108,364	108,641	110,476	106,630	110,316
United Kingdom	42,508	43,009	36,577	40,851	39,539
Germany	11,701	11,070	11,824	9,585	10,586
Netherlands	8,275	7,510	8,781	8,247	9,165
Italy	6,732	7,128	5,859	6,776	7,153
Denmark'	3,890	3,426	3,513	4,360	5,404
Sweden	5,866	5,670	5,559	5,028	5,265
Belgium	5,094	5,050	5,045	4,623	5,240
France	4,938	4,594	4,180	4,694	5,041
Austria	2,132	1,724	5,623	3,574	3,245

Norway	2,705	2,543	3,833	3,160	3,228
Russia	4,250	3,542	5,397	3,582	2,536
Switzerland	2,362	2,896	1,932	2,212	2,298
Ireland	2,414	1,694	1,708	1,601	1,579
Czechoslovakia	383	536	404	497	877
Finland	642	490	612	512	450
Yugoslavia	26	24	54	86	56
Other Europe	4,446	7,735	9,575	7,242	8,654

Source: UBOS, 2017

Table 2: Uganda's Performance in American Markets 2012-2016

Country of Residence	2012	2013	2014	2015	2016
America	70,749	73,075	76,616	61,583	71,078
USA	55,912	56,766	60,226	49,414	57,959
Canada	10,186	9,729	10,424	9,124	9,863
Other America	4,651	6,580	5,966	3,045	3,256

Source: UBOS, 2017

Table 3: Uganda's Performance in Asia, Middle East and Oceania Markets 2012-2016

Country of Residence	2012	2013	2014	2015	2016
Asia	61,192	66,814	70,002	65,959	72,837
India	24,849	28,647	29,620	26,671	30,210
China	8,645	10,792	14,633	17,051	19,175
Japan	4,186	3,889	4,029	3,179	3,791
Pakistan	2,950	3,085	2,419	2,864	3,790
Other Asia	20,562	20,401	19,301	16,194	15,871
Middle East	8,105	10,424	10,525	13,391	13,668
Oceania	9,551	10,421	8,256	6,153	6,289
Australia	7,165	7,842	6,420	4,969	4972
New Zealand	690	598	840	787	823
Other Oceania	1,696	1,981	996	397	494

Source: UBOS, 2017

Table 4: Uganda's Performance in Africa Markets 2012-2016

Country of Residence	2012	2013	2014	2015	2016
Africa	929,569	935,983	988,641	1,046,968	1,047,013
Rwanda	256,004	280,431	348,175	300,747	362,865
Kenya	393,369	380,614	360,664	409,417	352,817
DR Congo	42,604	49,925	55,628	79,430	90,148
Tanzania	79,795	74,485	57,197	95,933	86,091
Sudan	43,258	40,067	49,281	45,221	35,353
Ethiopia	6,466	5,432	6,099	6,298	7,020
Egypt	2,080	2,494	2,658	2,644	3,211
Other Africa	105,993	102,535	108,939	107,278	109,508

Source: UBOS, 2017

Appendix 4: Rwenzori Mountains National Park Birds Checklist

No.	Birds sighted
1	Snowy Headed Robin Chat
2	Common Bulbul
3	Beautiful Sunbird
4	White Browed Robin Chat
5	African Reed Warbler
6	African Blue Fly-catcher
7	Slender Billed Starling
8	Olive Sun Bird
9	Red Faced Crombec
10	Yellow White Eye
11	Yellow Throated Greenbul
12	Rwenzori Turaco
13	Green Throated Sunbird
14	Speckled Mouse Bird
15	Lizard Buzzard
16	Great Blue Turaco
17	Blue-naped Mousebird
18	Laughing Dove
19	Montane Oriole
20	Narina Tragon
21	Yellow Rumped Tinker Bird
22	Slender-billed Weaver
23	Ross's Turaco
24	White Chinned Prinia
25	Klaas's Cuckoo
26	Rwenzori Double-Collared Sunbird
27	Square Tailed Nightjar
28	Buff-bellied Warbler
29	Grey Heron
30	Hamerkop

31	Cape Robin Chat
32	African Thrush
33	Afep Pigeon
34	Black-Headed Weaver Bird
35	Red-billed Firefinch
36	Village Indigobird
37	Common Waxbill
38	Olivaceous Warbler
39	Zitting Cisticola
40	Black-and-White Mannikin
41	African Paradise-flycatcher
42	Rwenzori Batis
43	Abyssinian Ground-Thrush
44	Little Greenbul
45	Yellow-breasted Apalis
46	Splendid Starling
47	Dusky Tit
48	African Black-headed Oriole
49	African Dusky Flycatcher
50	Spectacled Weaver
51	Fawn-breasted Waxbill
52	Grey Headed Sparrow
53	African Emerald Cockoo
54	Little Green Sunbird
55	White Naped Raven
56	Winding Cisticola
57	White-browed Scrub-Robin
58	Honeyguide Greenbul
59	African Goshawk
60	Rwenzori Nightjar
61	Malachite Sunbird
62	Black Chested Snake eagle
63	Tambourine Dove
64	African Green Pigeon
65	Mountain Yellow Warbler
66	Singing Cisticola
67	Spotted Flycatcher
68	Marsh Tchagra
69	Joyful Grenbul
70	Red Chested Sunbird
71	Ring Necked Dove
72	Garden Warbler
73	Black-crowned Waxbill
74	Toro Olive Greenbul
75	Brown Snake-Eagle
76	Baglafaecht Weaver
77	Little Swift

78	Lesser Striped Swallow
79	Cardinal Woodpecker
80	Black-headed Waxbill
81	Black-and-white-casqued Hornbill
82	Legal Sunbird
83	Pin-tailed Whydah
84	Diederik Cuckoo
85	African Pied Wagtail
86	Eurasian Swift
87	Spot-flanked Barbet
88	Mountain Wagtail
89	African Grey Hornbill
90	Grey Woodpecker
91	Red-rumped Swallow
92	Grassland Pipit
93	Cinnamon-chested Bee-eater
94	Yellow-bellied Waxbill
95	Speckled Tinkerbird
96	Green-headed Sunbird
97	Common Fiscal
98	White-rumped Swift
99	Grey-rumped Swallow
100	Crowned Hornbill
101	European Bee-eater
102	Copper Sunbird
103	African Citril
104	African Broadbill
105	Yellow-fronted Canary
106	African Hoopoe
107	Little Sparrowhawk
108	Pied Crow
109	Scarlet-chested Sunbird
110	Little Bee-eater
111	Common Scimitarbill
112	Yellow-throated Tinkerbird
113	African Penduline-Tit
114	Bronze Mannikin
115	Black Saw-wing
116	Yellow-whiskered Greenbul
117	Scaly Francolin
118	Brown Crowned Tchagra
119	Black-winged Red Bishop
120	Barn Owl
121	Ruppell's Long-tailed Starling
122	Long Crested Eagle
123	Chin-spot Batis
124	Grey-backed Camaroptera
125	Green Hylia

126	Hadada Ibis
127	Red Eyed Dove

Source: UWA, 2018

Appendix 5: List of range restricted plant species in RMNP

Species	Species
<i>Acalypha racemosa</i>	<i>Hypericum bequaertii</i>
<i>Acanthus eminens</i>	<i>Jasminum abyssinicum</i>
<i>Adenocarpus mannii</i>	<i>Kosteletskyia grantii</i>
<i>Afrocrania volkensii</i>	<i>Lasianthus kilimandsharicus</i>
<i>Agelanthus dijurensis</i>	<i>Leptactina platyphylla</i>
<i>Allophylus chaunostachys</i>	<i>Maesobotrya floribunda</i>
<i>Arundinaria alpina</i>	<i>Ocotea usambarensi</i>
<i>Brillantisia arborescens</i>	<i>Pentas schimperana</i>
<i>Canthium lactescens</i>	<i>Philippia benguelensis</i>
<i>Combretum paniculatum</i>	<i>Philippia johnstonii</i>
<i>Crotalaria adenocarpoides</i>	<i>Philippia trimera</i>
<i>Crotalaria lebrunii</i>	<i>Psychotria riparia</i>
<i>Desmodium repandum</i>	<i>Rubus rosifolius</i>
<i>Dissotis speciosa</i>	<i>Rubus volkensii</i>
<i>Dissotis trothae</i>	<i>Rumex bequaertii</i>
<i>Erica arborea</i>	<i>Schefflera polysciadia</i>
<i>Erica kingaensis</i>	<i>Senecio adnivalis</i>
<i>Ficalhoa laurifolia</i>	<i>Senecio erici-rosenii</i>
<i>Helichrysum cymosum</i>	<i>Smilax aspersa</i>

Restricted-range species of small mammals recorded in the Rwenzori Mountains

Species Name	Species Name
Shrews: <i>Crocidura niobe</i>	<i>Ruwenzorisorex suncoides</i>
<i>Myosorex blarina</i>	<i>Paracrocidura maxima</i>
<i>Sylvisorex lunaris</i>	<i>Sylvisorex vulcanorum</i>
Rodents: <i>Colomys goslingi</i>	<i>Dasymys</i>
<i>Otomys denti</i>	<i>Dendromus mesomelas</i>
<i>Otomys typus</i>	<i>Hylomyscus denniae</i>
<i>Thamnomys venustus</i>	<i>Lophuromys woosnami</i>

Appendix 6: Restricted-range species of butterflies from the Rwenzori

Species Name	Species Name
Papilio jacksoni	Mylothris crocea
Hypolycaena jacksoni	Anthene hobleyi
Charaxes ansorgei	Amauris echeria
Bicyclus aurivillii	Amauris ellioti
Bicyclus matuta	Cynandra opis
Acraea ansorgei	Neptis constantiae
Acraea burgessi	Neptis occidentalis
Acraea cinerea	Issoria baumanni
Acraea disjuncta	Acraea amicitiae
Acraea elgonense	Sarangesa haplopa
Acraea obliqua	Lepella lepeletier
Celaenorrhinus bettoni	Zenonia crasta

Appendix 7: Restricted-range species of birds in the Rwenzori Mountains

Species Name	Altitude (M)	Habitat
<i>Cossypha archeri</i> (Archer's Robin-chat)	1,600-4,300	Montane forest, bamboo, giant heath
<i>Apalis personata</i> (Black-faced Apalis)	Above 1,500	Montane forest
<i>Nectarinia alinae</i> (Blue-headed Sunbird)	Above 1,400	Montane forest
<i>Apalis ruwenzori</i> (Collared Apalis)	Montane	Montane forest
<i>Cryptospiza jacksoni</i> (Dusky Crimson-wing)	Above 1,550	Montane forest
<i>Coracina graueri</i> (Grauer's Cuckoo Shrike)	1,150-1,900	Montane and Transitional forest
<i>Indicator pumilio</i> (Dwarf Honeyguide)	1,500-2,400	Montane forest

<i>Fringilla monticola</i> (Rwenzori Parakeet)	2,000-3,500	Montane forest
<i>Francolinus nobilis</i> (Handsome Francolin)	2,100-3,700	Dense undergrowth in montane forest, bamboo, alpine heath
<i>Musophaga johnstoni</i> (Rwenzori Turaco)	2,000-3,500	Montane forest
Olive Woodpecker		
<i>Nectarinia purpureiventris</i> (Purple-breasted Sunbird)	1,500-2,600	Montane forest
<i>Phylloscopus laetus</i> (Red-faced Woodland Warbler)	Above 1,500	Montane forest, bamboo
<i>Alethe poliophrys</i> (Red-throated Alethe)	1,300-3,000	Montane forest, bamboo
<i>Nectarinia regia</i> (Regal Sunbird)	1,550-3,000	Montane forest, bamboo, scrub
<i>Batis diops</i> (Rwenzori Batis)	Above 1,600	Montane forest, bamboo, scrub
<i>Caprimulgus ruwenzori</i> (Rwenzori Nightjar)	Above 1,600	Montane forest and adjacent clearings and tea estates
<i>Cryptospiza shelleyi</i> (Shelley's Crimson-wing)	1,550-3,500	Montane forest
<i>Ploceus alienus</i> (Strange Weaver)	Above 1,500	Montane forest, bamboo, more open country
<i>Nectarinia stuhlmanni</i> (Stuhlmann's Double-collared Sunbird)	2,600-3,500	Montane forest, bamboo, tree heath
<i>Parus fasciiventer</i> (Stripe-breasted Tit)	1,800-3,400	Montane forest, bamboo, tree heath





Cover photo by Felix Romero



Email: prosperconsult02@gmail.com
or ahebwawilber@gmail.com
Tel: +256 -772-616279/672000