



Darwin Initiative: Final Report

To be completed with reference to the “Writing a Darwin Report” guidance: (<http://www.darwininitiative.org.uk/resources-for-projects/reporting-forms>). It is expected that this report will be a **maximum** of 20 pages in length, excluding annexes)

Darwin Project Information

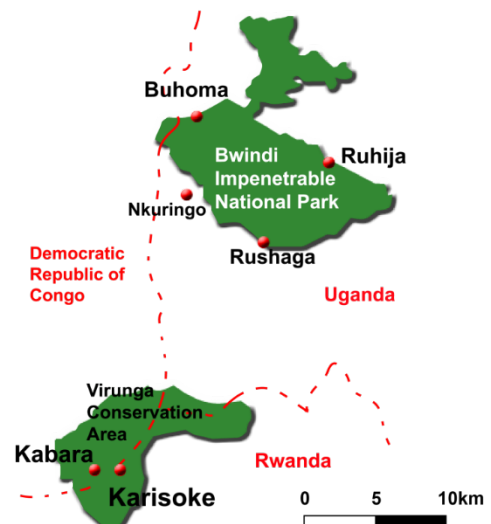
Project reference	23-032
Project title	Local economic development through “pro-poor” gorilla tourism in Uganda
Host country/ies	Uganda
Lead organisation	IIED
Partner institution(s)	Responsible Tourism Partnership, Institute for Tropical Forest Conservation, International Gorilla Conservation Programme, Bwindi Mgahinga Conservation Trust, Centre for Research Uptake in Africa, Explore Worldwide, Exodus Travels, Lets Go Travel, Kwetu Africa
Darwin grant value	£ 331,873
Start/end dates of project	01/04/2016 – 31/03/2019
Project Leader name	Dilys Roe
Project website/blog/Twitter	http://www.iied.org/local-economic-development-through-gorilla-tourism
Report author(s) and date	Dilys Roe, Peter Nizette, Anna Behm Masozera, Medard Twinamatsiko, Kakuru Phares and Fiona Roberts, June 2019

1 Project Rationale

This project was developed as a follow up to Darwin project 19-013 (2012 – 2015) which sought to understand why, despite 20 years of investment in “Integrated Conservation and Development” at Bwindi Impenetrable National Park in Uganda, local people still undertake illegal activities in the park. One of the key findings was that the communities surrounding the park felt that they benefited little from conservation and, particularly from wildlife tourism. Tourism in Uganda is critical for generating revenue for conservation of Mountain Gorillas and other species and habitats. At Bwindi tourist numbers have increased from 1300 per annum in 1993 to around 20,000 today. International tourists pay \$600 per head to track gorillas. Uganda Wildlife Authority (UWA) provides local people with a share of the financial benefits generated by the park in recognition of the importance of their support for conservation: \$10 per gorilla permit sold plus 20% of the \$40 park entry fees. Despite these benefits, local people have a negative attitude towards the park and towards conservation. This is driven by the fact that they suffer significant costs – in the form of crop raiding and

other human-wildlife conflicts – while the benefits distributed by the park are small, unevenly distributed and not targeted at those who bear the costs. There are also limited benefits from tourism in the form of jobs or sales of local products and services. This is due to poor quality handicrafts which attract limited sales; scruffy presentation of community-based enterprises (which deters tourists); and low levels of skills development to improve job prospects or enterprise opportunities. It is also due to the limited opportunities for direct interaction between tourists and local people. Tourists tend to arrive at Bwindi with a guide on the afternoon of one day, spend one night at a lodge, spend the next day gorilla tracking and the next night at the lodge, and then depart the following morning. The net result of all this is that, despite Bwindi being a top tourist attraction, local economic development has been extremely limited, relationships between local people and the park/UWA are poor, and poaching, snaring and other forms of illegal resource use continue. Indeed, local communities explicitly identified the lack of tourism benefits as a driver of illegal incursions to the park. This poses a significant threat to the park and to the long term conservation of the Mountain Gorilla. Furthermore, it represents a missed opportunity for harnessing tourism as an engine for local economic development in this remote rural area of Uganda.

To start to address this problem, this project was intended to support the development of new or improved “pro-poor” tourism products and services that responded to an expressed demand from tourists, tour operators and lodges, and had the potential to increase local revenue from tourism around Bwindi Forest thus contributing to poverty alleviation, improving local peoples’ attitudes to conservation and reducing threats to gorillas. The focus was on delivering training to micro- enterprises in order to increase the quality of products and services for which there is proven demand (and hence the number and value of sales). A key element of the project was to leverage contacts and relationships with both lodge owners/managers and tour operators in order so that they will direct their clients to the new and improved products and services and, ideally, include them in their itineraries. A further element was the development of an ecolabel to differentiate the new and improved products and services from those produced through business as usual.



2 Project Partnerships

The original partners for this project – as stated on the proposal – were IIED, ITFC, IGCP, Responsible Tourism Partnership, international tour operators Exodus and Explore along with their Ugandan partners Wild Places and Great Lakes Safaris, and Kwetu Afrika.

The project built on an existing partnership between IIED and ITFC which was started in 2012 for Darwin 19-013. IGCP participated in that earlier project, first as an interested stakeholder that also worked in the same area, but increasingly as a project partner, in particular, through providing support for a supplementary activity to explore the distribution of tourism jobs from the lodges around the park. IGCP was thus a natural partner for IIED and ITFC to continue into this tourism project. IGCP brought to the team its own partnership with Wildlife Friendly Enterprise Network with whom it was developing the Gorilla Friendly ecolabel that the project intended to apply and test.

The Responsible Tourism Partnership (RTP) was a partner of IIED in the late 1990s/2000s when the two organisations worked together on pro-poor tourism for DFID and other donors. RTP provided the links to the tour operators in the UK and Uganda and to Kwetu Africa.

Over the course of the project the partnerships changed slightly:

- Medard Twinamatsiko who led the social science research switched work station from ITFC to the main campus at Mbarara University of Science and Technology. ITFC remained as the institutional partner providing logistic and research support and Medard remained as the lead social science researcher via the not for profit organisation Centre for Research Uptake in Africa.
- Exodus and Explore remained involved as UK-based partners, providing feedback on the new products developed (see for example <http://responsibletourismpartnership.org/bwindi-national-park/>) but in Uganda the partners were more fluid with different tour operators attending the regular tour operator de-briefings that were held after every field visit by RTP. Let's Go Travel emerged as the most interested and active Ugandan partner with its director, Alfred Kanya, playing a key role in mobilising other companies. Matoke Tours also became an active advocate for the project and the new products and services developed.
- We developed a new partnership with Golden Bees – a commercial honey producing and exporting company. Brian Mugisha who owns the company provided training in improved bee-keeping and honey production, donated equipment to the bee-keeping groups, and opened a honey shop in Rubuguri – one of the small towns to the south of the park – to sell the local honey and handicrafts.
- We also developed a new partnership with Bwindi and Mgahinga Conservation Trust (BMCT) – a trust fund established by the GEF to support conservation in Uganda's two gorilla parks. BMCT provided some seed funding for some initial handicraft training in year 1 and subsequently joined the project as a full partner to manage the identification, contracting and payment of individuals identified to provide training services in Year 2.

There were some tensions between the partners that had to be managed during the project. In particular there was tension over the development of the Gorilla Friendly ecolabel – the piloting of which had been delayed. In the absence of the Gorilla Friendly label – and with some disagreement over the utility of an auditable standard – the enterprises and trainers were keen to have some kind of marketing label that could be used to distinguish products and services that had been through the project training from other local products and services and so introduced the Forest Friendly label. IGCP were concerned that the Forest Friendly label would undermine the Gorilla Friendly standard. However they accepted that the delay in introducing the Gorilla Friendly standard had left a gap that the rest of the project team were keen to fill. It was also made clear that the Forest Friendly label was a marker for products and services that had gone through the training of the project and met the standards demanded by the training, and that the Gorilla Friendly label could also be adopted by enterprises as a further indicator of compliance with specific environmental and social criteria.

3 Project Achievements

3.1 Outputs

This project had 4 intended Outputs:

1: Demand and supply for pro-poor tourism services at Bwindi assessed and matched

2: Capacity to produce and sell market-ready tourism products/services developed for at least 200 individuals (at least 100 women) from poorest households

3: “Gorilla-friendly” ecolabel tested in 3 tourism areas around Bwindi

4: Viable and profitable local tourism products and services successfully marketed to tour operators and tourists in tourism zones around Bwindi, and experience shared internationally

Achievements against each are detailed below.

Output 1: Demand and supply for pro-poor tourism services at Bwindi assessed and matched

This Output was largely achieved in Year 1 with some further advances in Year 2. In Year 1 we assessed demand for local tourism products and services through:

- a) a survey of international and Ugandan tour operators (we surveyed 27 operators (18 from UK, Germany and North America and 9 from Uganda) against a planned 20: indicator 1.1 “By December 2016 at least 20 tour operators have reported information on type, number, and characteristics of local tourism services that they could market to clients as part of a gorilla safari package”),
- b) discussions with lodge managers (we talked with 16 against a planned 0) and
- c) a survey of tourists as to what they currently purchase at Bwindi and what they would like to purchase if it were available (we received completed questionnaires from 112 against a planned 150 - Indicator 1.2 By January 2017, at least 50 tourists in each of the 3 tourism zones have reported on types and characteristics of tourism products/services they would be interested to buy.)

The results of these assessments are summarised in our report [“Who Wants What?”](#) listed in Annex 7.

Based on the results of the demand and supply assessment we identified the following as key types of products/services to be developed or improved locally:

- Handicrafts (baskets, weaving, jewellery and wooden carving)
- Cultural trails involving the Batwa
- Village trails
- Bird guiding
- Honey production
- Food production for sales to lodges

In our original methodology we had planned to conduct a survey of local interest in engaging in tourism and to select potential candidates for skills training from that. However, as reported in our first annual report, we agreed that we would do better to focus on existing small enterprises and cooperatives that we identified from our scoping visit at the start of the project and which, from follow-up ground-truthing, showed capacity and interest to engage in, and benefit from, the skills training. This change in approach was also informed to a large degree by the conclusions and recommendations of a previous scoping study conducted by one of the RTP associates for the UN -International Trade Centre on the south side of the park. We identified 18 promising small enterprises involving 430 households living in close proximity to the park boundary (against an indicator of 250 households: indicator 1.3 - 3 By

December 2016, at least 250 households from the tourism zones around Bwindi have demonstrated interest and capacity to engage).

Over the course of the project four enterprises and over 100 individuals dropped out of the training programme for various reasons (they didn't turn up for training, the enterprises were less "real" than we had expected from our scoping visit, community guides and bird guides merged into one new enterprise - the Bwindi Specialist Guides). Overall we met indicator 1.4 (4 By January 2017 at least 3 new or improved local tourism product/services and product/service providers have been identified and agreed in each tourism zone) and ended up working with 14 enterprises (3 in Buhoma, 4 in Ruhija, 6 in the Southern Sector and 1 cross-Bwindi) and training 409 people (222 women, 187 men) representing 409 separate households – as summarised in Table 1. We know from anecdotal accounts from the enterprises that many of these individuals – particularly the women weavers – went on to train many others in the new techniques they had learned but this happened on an ad hoc, iterative and informal basis and we don't have formal records documenting total numbers.

Table 1: Enterprises supported through the project training programme

	Name of the initiative	Tourism Zone	Type of product/service	No of hh	No of women	No. of men
1.	Ride for a woman	Buhoma	Weaving and jewellery	41	41	0
2.	Community Initiatives for Biodiversity Conservation	Buhoma	Horticulture-vegetables and fruits	98	40	58
3	Bwindi Community Nutrition Project	Buhoma	Horticulture-vegetables and fruits	25	5	20
4.	Ruhija Beekeepers Association	Ruhija	Apiculture	20	4	16 1
5.	Ruhija Women Community and Cultural Group (Clemencia)	Ruhija	Weaving and jewellery	35	35	0
6.	Change a Life Bwindi Men Beekeepers Association-Mpungu	Ruhija	Apiculture	17	2	15
7.	Change a Life Bwindi Women Weavers	Ruhija	Weaving and jewellery	21	21	0

8.	Rubuguri Poachers-Turned Market Gardeners	Southern sector	Horticulture-vegetables and fruits	43	0	43
9.	Rubuguri-Nteko Handcraft Cooperative Society Limited	Southern sector	Weaving and jewellery	53	53	0
10.	Nkuringo-Rubuguri Multipurpose Beekeepers Association	Southern sector	Apiculture	31	8	23
11.	Rubuguri Hope Women Weavers	Southern sector	Weaving and jewellery	6	6	0
12.	Youth Carvers	Southern sector	Carving and jewellery	6	0	6
13.	Rushaga Batwa Valley Cultural Dancers and gardeners	Southern sector	Cultural performance and horticulture	7	6	1
14.	Bwindi Specialist Guides Group	All	Bird and general guiding	6	1	5
	TOTAL PROJECT BENEFICIARIES			409	222	187

Output 2: Capacity to produce and sell market-ready tourism products/services developed for at least 200 individuals (at least 100 women) from poorest households

This output was largely achieved by the end of year two, although some horticultural training continued into the final year. As noted under Output 1, we identified over 400 individuals to participate in the training programme, of whom 222 were women, thus significantly exceeding Indicator 2.1 (By March 2017, at least 200 individuals identified (including at least 100 women) with potential to benefit from training). Through our baseline survey we confirmed that these had come from households within 2 km of the park boundary which we identified from our previous Darwin project as being the poorest zone and where most crop raiding occurs. Membership of the enterprises is, however, fluid especially over a three-year duration. As an external project, we have no authority (nor would we wish) to control who is “allowed” to participate and who isn’t. Consequently over the course of the project we heard of new members joining the enterprises some of whom travel substantial distances (over 5km) on a daily basis to participate (source, interview of Ride 4 a Woman participants by LTS during Mid Term Review).

The training programme started in April 2017 and was completed by March 2018, although the horticulture trainer offered a further session in May 2018, meeting indicators 2.2 training for at least one type of initiative by June 2017; 2.3 training for at least two types of initiative by Sept 2017; and 2.4 training completed by March 2018.

Sanaa Gateja (Kwetu Africa) provided training in basket weaving - including improved weaving technique, improved designs and use of local, plant-based, dyes for baskets; jewellery production; and carving (including recruiting a renowned Kenyan calabash carver to teach young men how to use calabashes as an alternative to only producing wooden carvings). A training of trainers approach was used, with a limited number of women spending a week each at Sanaa's compound near Kampala and then returning to Bwindi and subsequently rolling out training to many other women, as illustrated by the following extracts from emails:

Tina, Change a Life Bwindi: "In Ruhija Hilder was able to train 55 women. Twenty were from 'change a life project and the other were from the group of Ruhija women cultural group. They have been training twice a week for the month of June."

Evelyn, Ride for a Woman: "In Buhoma we kept it simple and trained a total of 15 women all ours. They have been training 3 times a week for 3 weeks in the month of June. At the start the training was tricky for the ladies. Reason was Sanaa had given Ruth some 'strict' instructions."

The women were taught to make two different types of baskets - Rushashara and Raza baskets – illustrated below. All products developed during the project and meeting the technical standards taught during training received a '100% Forest Friendly' label. This was not intended to be a quality standard mark but an indicator that the products have been hand crafted by local people who live close to the edge of Bwindi forest, who have received support from the project, and who have used raw materials from outside Bwindi Forest. Ultimately it was hoped that these products would also meet the standards required to be awarded a 'Gorilla Friendly' label developed by the International Gorilla Conservation Programme and Wildlife Enterprise Network (see Output 3 discussion below).

Overall, 156 women were trained in improved basket design and weaving techniques and 6 young men were trained in calabash carving. Detailed training reports were provided with the year 2 annual report. An overview of the training provided is discussed in the "The Bwindi Collection" available at <http://pubs.iied.org/17635IIED/> and listed in Annex 7



Photo 1: Raza (left) and Rushashara (right) baskets made by Bwindi trainees and sold by Change A Life Bwindi

The train-the-trainers approach has continued to have effect even after the formal close of the project at the end of March 2019. Tina, from Change A Life Bwindi, for example, recently emailed us to explain that they had gone on to train a further 65 women including 20 Batwa and developed their own new designs based on those they had been taught (Photo 2).



Photo 2: Ladies from Change Life Bwindi with new basket designs

During our scoping visit for the project we were shocked to find the lodge that we stayed at providing Australian honey, produced for an Arabian market and then subsequently delivered to Bwindi via Nairobi and Kampala, despite honey producers being on the door step (Photo 3). Discussions with the lodges revealed that the local honey was perceived to be produced in poor, unhygienic conditions and badly packaged and presented. Brian Mugisha (Golden Bees Ltd) provided training in bee keeping and honey production to two producer groups – one in the southern sector in April 2017 and in Ruhija/Mpungu in May 2017. Detailed training reports were provided with the Year 2 annual report and further details are provided in “Beekeeping around Bwindi” available at <http://pubs.iied.org/14673IIED/> and included in Annex 7. Golden Bees developed a new “Bwindi Honey” brand for the honey produced by these groups and opened a honey shop in Rubuguri in order to enhance local sales. While its not possible to provide a jar of honey with this report, the authors can personally testify as to its deliciousness! We are also pleased to report that at the end of project workshop the manager of the lodge we had stayed at announced he was no longer serving imported honey!



Photo 3: Imported honey available at Bwindi, local honey producers and Brian Mugisha modelling the new Bwindi Honey brand

Training in guiding was provided by **Peter Nizette (RTP)** and **Johnnie Kamugisha, chair of the Uganda Safari Guides Association (USAGA)**. Preliminary training was provided to

over 50 aspiring guides from all areas around the park and then of these the six most promising and most committed guides went on for a further week of intense training and earned the title of Bwindi Specialist Guides. The group was formally registered at local authority level, with only those undergoing the training course entitled to use the title. The training has been summarised in a guides “pocketbook” which will be used by USAGA for future guide training and is available at <https://pubs.iied.org/pdfs/17646IIED.pdf> and included in Annex 7.

The guide training not only helped to instill technical and practical skills but the trainers also worked with the guides to identify and develop itineraries for potential new trails that could be included in tour operator itineraries. Three new guided walks were identified – one at Buhoma and two in Rubuguri. Trail guides were produced for each of the guided walks and disseminated widely to tour operators and lodges by the guides and Bwindi and by the Responsible Tourism Partnership at the World Travel Market in November 2018. The “Rubuguri Origins and Honey Trail” flyer is available at: <https://pubs.iied.org/G04323/>; the “Reformed Poachers Trails” is available at <http://pubs.iied.org/G04322/>; and the “Traditional Rural Life and Batwa Culture” trail is available at <http://pubs.iied.org/G04324/>. Each of the trail guides is included in Annex 7. We also developed a badge for the Bwindi Specialist Guides and provided khaki shirts with the badge attached that they could use as a professional uniform (Photo 4).



Photo 4: The Bwindi Specialist Guides with UWA, Ride-4-a-woman owner and project team members Peter Nizette and Medard Twinamatsiko receiving training certificates

Training in horticultural production was provided by **Honest Tumuheirwe** an agricultural extension worker who had been identified by BMCT. Honest taught the market gardener groups (Rubuguri poachers turned market gardeners, Community Initiative for Biodiversity Conservation (CIBC), Bwindi community nutrition project and Rushaga Batwa Cultural Dancers and Gardeners) how to terrace their land, to use mulches, and provided seeds for them to grow the types of vegetables that are demanded by lodges (Photo 5).



Photo 5: A bumper crop of cabbages at the Bwindi Community Nutrition Project ready to be cut and sold to tourist lodges

Overall, by the end of the project over 400 local people including over 200 women received training and have produced products and services for the tourism industry – some for direct sale to tourists such as baskets; others for sale via tour operators such as the guided walks; and others for tourist lodges such as the honey and vegetables. This exceeded indicator 2.5 (By end of project at least 200 individuals (including at least 100 women) demonstrate improved capacity through delivery of marketable tourism products/services).

Output 3: “Gorilla-friendly” ecolabel tested in 3 tourism areas around Bwindi

This output was largely achieved although follow-up is continuing post-project. Certified Gorilla Friendly™ is an ecolabel that has been trademarked by Wildlife Friendly Enterprise Network. Through the project a set of standards and associated documents (Policy & Guidelines, Definitions, Certification Manual, and Audit Form) specific to “Park Edge Community Products” were developed and piloted among the participating enterprises (see weblink). Product-specific standards were developed for: Honey & Beekeeping Products, Handicrafts & Jewellery, Cultural Performance & Experiences, Nature Experiences & Bird Watching, and Crops. The standards covered a range of issues including: Wildlife Conservation, Livestock, Resources & Waste, Local Economy & Working Conditions, and Cultural Protection.

The standards were translated into local languages and widely distributed to community groups around Bwindi Impenetrable National Park (Indicator 3.1 By June 2018, pro-poor Gorilla Friendly standards for local tourism service provision and products agreed by stakeholders and translated into at least two local languages). Links to the standards are provided in Annex 7.

When the standards were developed a series of awareness-raising meetings were held with the enterprises participating in the project. Through these meetings, a total of 308 individuals (93 Men; 215 Women) were sensitized about the Gorilla Friendly™ standards. In March

2018 a two days training for community representatives was held to deliver Gorilla Friendly™ standards to 43 representatives from 12 of the enterprises (Indicator 3.2 By March 2018, conservation training to meet Gorilla Friendly standards delivered to all project participants). The training was designed to meet the following objectives:

- To help participants understand the standards and integrate them in their business.
- To identify practical examples of how the standards could be applied.
- To highlight best practices for supporting gorilla conservation.
- To explore how use of the standards could provide the enterprises with a market advantage.

Wildlife Friendly Enterprise Network worked with IGCP to identify an independent organisation to conduct a pilot audit of the enterprises who volunteered to be tested against the standard. The audit was conducted March 2019 (and so was a bit delayed according to indicator 3.3: By September 2018, Gorilla Friendly standards tested in all of the pilot initiatives). Data for the audit was collected interviews and focus group discussions with enterprise members and also with local government staff and other key tourism players. Audit results are shown in Table 2 below. As can be seen, not all the enterprises met the standards required to be awarded the Gorilla Friendly label – time will tell whether this has any impact on their ability to sustain their enterprises.

Table 2: Gorilla Friendly audit results

Enterprise	Activity	Recommended for certification	Reason if not recommended for certification
Ride 4 A Woman	Weaving and jewellery	Yes	
Community Initiatives for Biodiversity Conservation	Bee keeping /Horticulture/vegetables and fruits	Yes	
Bwindi Community Nutrition Project	Horticulture and Vegetables and fruits	No	Potential problem of spraying agro-chemicals is affecting the number of bees and amount of honey collected.
Ruhija Beekeepers Association	Bee keeping	No	The group needs to ensure that all its members' hives are located far from the park and there are protection measures are in place to prevent damage to the animals and communities
Ruhija Women Community and Cultural Group (Clemencia)	Weaving and Jewellery	Yes	
Change a Life Bwindi Women Weavers	Basketry weaving and Jewellery	Yes	
Rubuguri Poachers-Turned Market Gardeners	Horticulture/vegetables and fruits	No	Issues related to improper use of protective gear when handling agro-chemicals.
Rubuguri-Nteko	Weaving and Jewellery	No	Group is faced with

Handicraft Cooperative Society Limited			sustainability being threatened by questions of revenue sharing and payment. The group was formed in 2018 and therefore new.
Nkuringo-Rubuguri Multipurpose Beekeepers Association	Bee keeping	Yes	
Rubuguri Hope Women Weavers	Weaving and Jewellery	No	Still lacking in skills. No sustainability, no longer as energetic as they used to be.
Youth Carvers	Carving and jewellery	No	The poor group dynamics (leadership) which creates wrangles, no ownership, unfair treatment (as viewed by some group members) of some members will negatively impacts on the attitude towards standards and threaten the sustainability of the group.
Rushaga Batwa Valley Cultural Dancers and Gardeners	Cultural Performance and horticulture	No	Group members need to be trained on the standards. They need more training in dancing skills, they lack music equipment and attire. The group is not well organised.
Bwindi Specialist Guides Group	Bird and general guiding	No	The group not formally registered, no formal rules and regulations within the group.

IGCP officially submitted the Certified Gorilla Friendly™ standards to the Uganda National Bureau of Standards (UNBS) in 2018 (Indicator 3.5 By end of project, Gorilla Friendly standards submitted to Uganda National Bureau of Standards for endorsement). It was recognised that these are private standards and during the discussion it was noted that UNBS had some existing standards that are applied to park edge products, particularly honey. UNBS cautioned, therefore, that the Certified Gorilla Friendly™ standards should complement rather than contradict the existing standards. Going forward, therefore the Gorilla Friendly™ standards will need to be reviewed against the UNBS Honey standards, UNBS Food Safety standards and UNBS Hospitality standards.

Based on the outcomes from the audit process, as well as input from UNBS, the specific standards for beekeeping products as well as agricultural products in general may need to go through a review process to better align with Ugandan regulatory standards, and the realities of practices and constraints unique to park edge communities. IGCP will continue engaging with UNBS on this issue.

The final indicator for this output is indicator 3.5: By end of project, recognition by WFEN of at least one pilot products/service that meets Gorilla Friendly standards. The Certification Committee within Wildlife Friendly Enterprise Network is currently reviewing the five enterprises as recommended by the auditors for a determination about issuing of the Certified Gorilla Friendly™ Park Edge Community Products label.

Output 4: Viable and profitable local tourism products and services successfully marketed to tour operators and tourists in tourism zones around Bwindi, and experience shared internationally

This output was achieved although in hindsight we should have updated our indicators. Indicator 4.1 (By June 2017 new or improved products and services in at least one tourism zone used by tourists) was not possible to measure until later than June 2017 because although we put an enterprise sales monitoring system in place, the enterprises did not specifically record quantitative data on tourist uptake as early as 2017. We have records of tourist and lodge using and promoting the new tourism products and services but not dating back as far as June 2017. Furthermore many of the enterprises were very sporadic in their record keeping so the quantitative evidence is not as clear as we would hope. However table 3 shows a snapshot of data from nine enterprises – four handicrafts, two agricultural enterprises, two honey production and the guided walks, demonstrating uptake.

Table 3: Number of tourists that visited handicraft enterprises or participated in guided walks in Buhoma and Ruhija between July to November 2018

S/N	Name of enterprise	Estimated number of tourists before training (Monthly average)	Estimated number of tourists after training (Aug 2018)	Estimated number of tourists after training (Sept 2018)	Estimated number of tourists after training (Oct 2018)	Estimated number of tourists after training (Nov 2018)
1.	Ride for a Woman	5	45	35	43	40
2.	Change a Life Women Bwindi	3	38	25	31	38
3.	Bwindi Specialist Guides	4	15	12	12	14
4.	Ruhija Bee Keepers Association	1	10	12	12	13
5.	Ruhija Women and Cultural Group	2	15	17	20	20
6.	Community Initiative for Biodiversity Conservation (CIBC)	5	10	18	20	19
7.	Nkuringo Multipurpose Bee Keepers Association	0	2	4	3	12
8.	Rubuguri Poachers-Turned Market Gardeners	0	0	10	15	13
9.	Youth Carvers	0	2	5	9	12

We also have anecdotes from some of the enterprises describing uptake. The emails excerpts below provides some examples.

“From the time, the project trained us in making new products; we have seen a wave of tourists coming to visit us. First of all, women are lucky to see many whites coming here. The quality standard mark has become our attraction point. When a tourist comes, he/she will prefer the one with a new mark and those are the new products”. (One of the enterprise leaders in Buhoma).

“Before the project, we would get two or four tourists per month, but now we get about 30 tourists coming to visit our enterprise every month. Each time they come, at least 20 will buy” (One of the enterprise leaders).

In terms of income earned (indicator 4.2 By March 2018 at least 200 frontline local people (including at least 100 women in all tourism areas around Bwindi are earning regular income from provision of tourism) again we should have updated this indicator as we did not monitor income improvements across the board in March 2018, rather we conducted a baseline survey in September 2016 and a follow up survey in September 2018. The survey covered 455 households of which 321 were project beneficiaries and 134 were others within the community.

The household survey revealed that most (64%) of the beneficiaries of the project believed that their income had increased over the course of the project. This was mainly attributed to the training and the increases in production of goods and services. For example, one responded noted: *“the income has increased than before because some years back we would weave one basket but now I weave many and they get market”*.

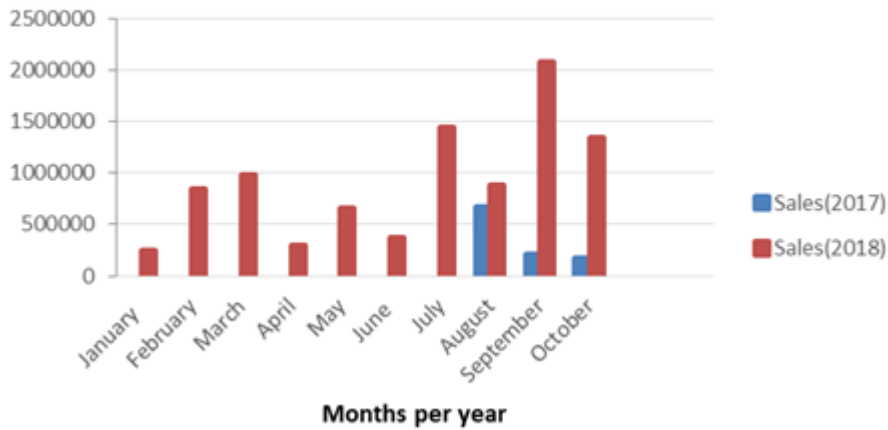
We found that more women (67%) than men (58%) believed that the project had increased their income – probably reflecting the fact that more women had benefitted from the training provided, particularly in terms of basket weaving, For respondents who reported that the project had increased their income, many described what they could do with their new income. For example *“because I have managed to buy thing I never had like more utensils in the house and buying livestock”*.

For all respondents, while the household surveys did not generate data on actual income, understanding whether people *believed* that the project increased their income is possibly more important – especially as beliefs often drive actions – and the surveys demonstrated that most people who took part in this project believed that their income had increased as a result.

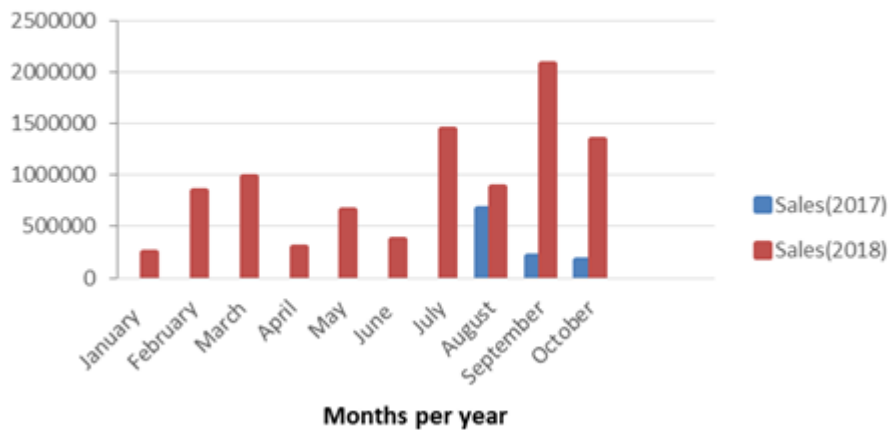
Our analysis of monthly accounts kept by the enterprises showed that overall incomes have increased on a monthly basis compared to the situation before the training. The enterprise data is incomplete – not all enterprises kept monthly records and not all kept accurate records. Furthermore, few enterprises kept sufficient records for us to determine which households covered by the household survey were receiving what income. Nevertheless, the overall trend was positive (albeit mixed), as illustrated by enterprise-level income figures for three handicraft enterprises: Ride 4 A Woman in Buhoma, Change a Life Bwindi in Ruhija, and Rubuguri-Nteko Womens Cooperative in the Southern Sector. Figure 1 shows how the total value of sales changed on a monthly basis at each enterprise, and Figure 2 shows how the average monthly income of individual members changed.

Figure 1 Monthly changes in sales figures (UGX) for a) Ride 4 A Woman; b) Change a Life Bwindi and c) Rubuguri – Nteko Cooperative

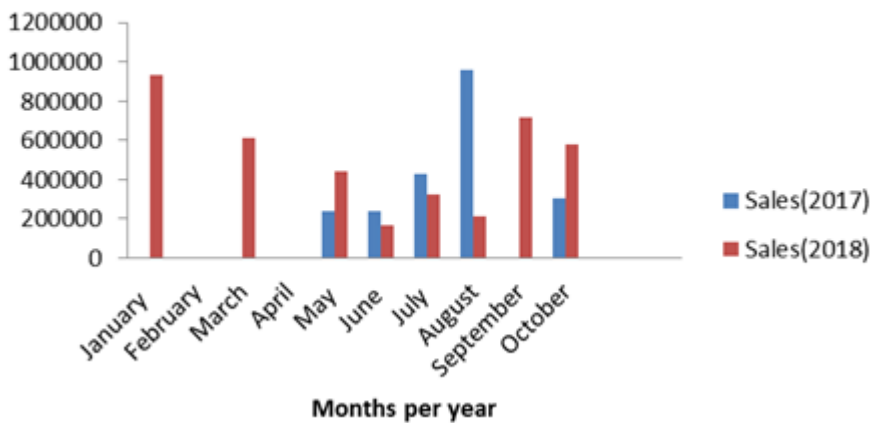
Comparison of sales for for Ride for a Woman in 2017 and 2018



Comparison of sales for for Ride for a Woman in 2017 and 2018



Sales annual comparisons for Change a life Bwindi women weavers



Sales trend for Rubuguri Nteko handcraft co-operative society limited

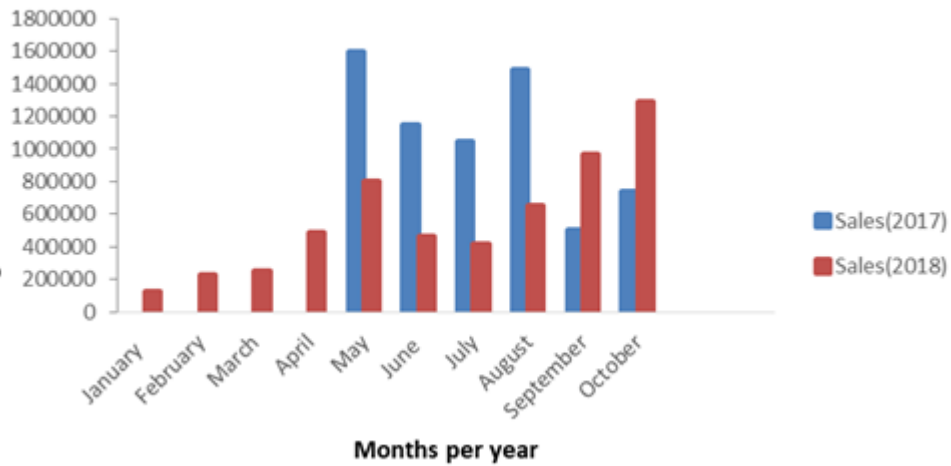
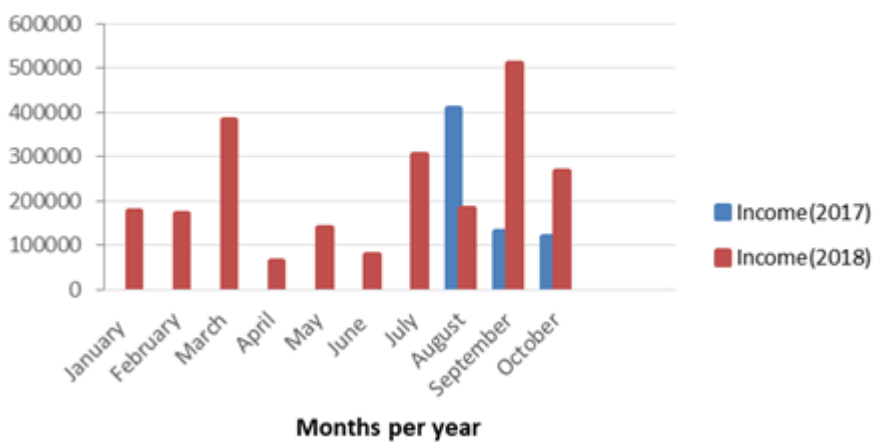
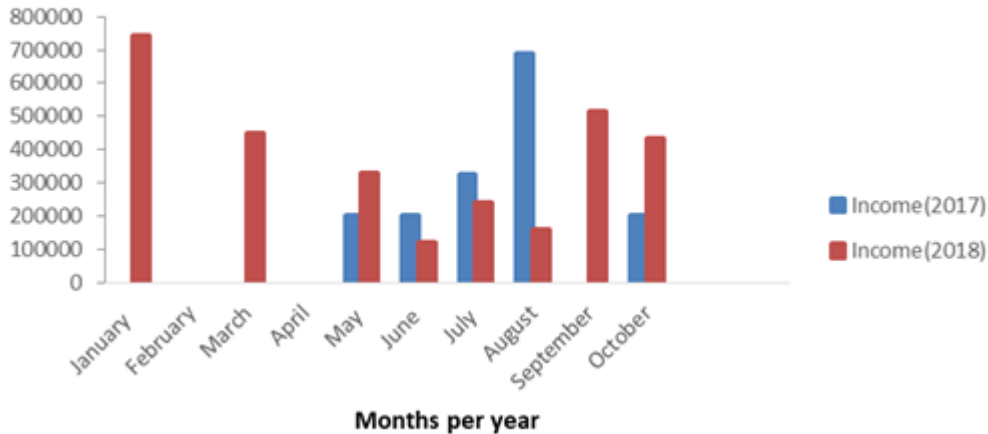


Figure 2: Monthly changes in individual incomes (UGX) for members of a) Ride 4 A Woman; b) Change a Life Bwindi and c) Rubuguri – Nteko Cooperative

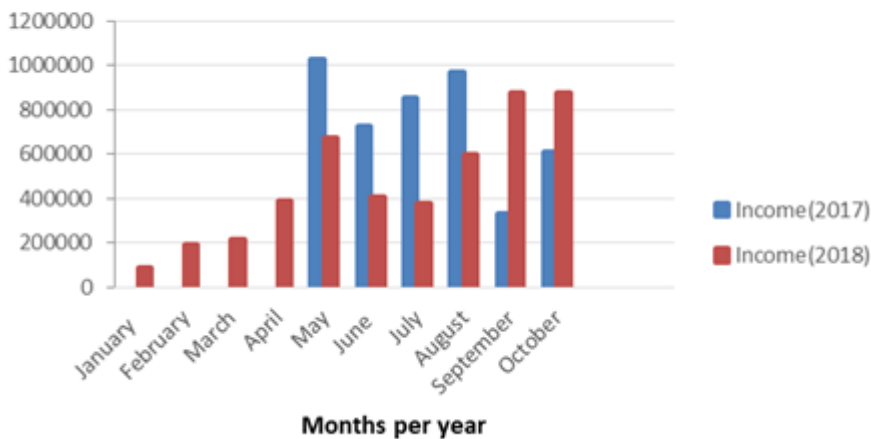
Income comparison for Ride 4 a woman for 2017 and 2018



Income annual comparisons for Change a life Bwindi women weavers



Income trend for Rubuguri Nteko handcraft co-operative society limited



Comments from individual members of the enterprises highlights how they feel about the income:

“Our income has increased. We now have increased sales as a result of increased number of tourists visiting us. We become happy whenever we see many people coming to see our products. For us we know that by their coming, money has come to our pocket” (One woman at the Ride for a Woman commented).

“Some money can now get to our pockets. We enjoy what we are seeing. I am now able to meet my domestic chores because the sales have gone high. Now days whenever I see a white coming to our enterprise, I already see money coming to my pocket. I have been able to install solar to my house and children can now read at night” (One project beneficiary at Change a Life Bwindi).

“We are now rich because the lodges have started buying our products. Now days we have started getting profits. We as members, we are celebrating this project that aims at improving tourism in our area”. (Member of Poachers-turned-market gardeners, Rubuguril, Bwindi Southern Sector).

The project had less success than we had hoped in directly influencing the Bwindi packages offered to tourists by local and international tour operators – perhaps due to unrealistic expectations on our part (Indicator 4.3 “By December 2018 at least two international and two Ugandan tour operators promoting pilot initiatives as part of Bwindi packages (against pre-project baseline of zero”). Lets Go Travel in Uganda have been an exception to the rule and their website includes full details of the activities at Bwindi including the handicrafts available and the new walking trails (<https://www.ugandaletsgotravel.com/responsible-tourism-activities-bwindi/>). However even if there is limited documented evidence of uptake, we have had excellent feedback from a number of tour operators including:

- *Audley Travel: We are currently looking at excursions in Uganda, and specifically cultural activities so would really like to include some of your new product. We have been speaking to Great Lakes about the basket weaving but would appreciate a bit more information about the experience and any others that you have been developing in the area.*
- *Explore: Myself and a couple of others in the group chose to spend an afternoon learning to weave with the lovely women at the Ride 4 a Woman charity in Bwindi. I would highly recommend this. It was a very relaxing afternoon spent chatting to, and learning about the locals.”*
- *Matoke Tours: “I think the guided trails are fantastic and it seems that you managed to solve all challenges which we as tour operators face when introducing new products to our itineraries. We are in contact with Paul and have already made a few bookings with him for the coming months. Although the deadline for our programs for 2019 had actually already passed, I did manage to still include one of the walks in one of our group trip itineraries for next year (for one of our biggest partners in Germany). Hopefully, we will be able to send 6 or 7 groups to experience the guided walk in Rubuguri.”*

Beyond the tour operator, records from 23 lodges around the park show an increased trend of buying locally compared to before the project.

In terms of sharing lessons from the project internationally and in Uganda (Indicator 4.4: By end of project results of local tourism pilot initiatives shared with tour operators across Uganda and internationally) we convened meetings with Uganda tour operators at the end of each field visit and promoted the project internationally through the World Travel Market (WTM). At WTM, in November 2017 we held a panel session on the project as part of Responsible Tourism Day (see <https://news.wtm.com/tourism-is-not-a-zero-sum-game/>). This was very well attended and included presentations from Peter Nizette, Explore, Exodus and Lets Go Travel – the Lets Go talk specifically promoting the project, with the talks from Explore and Exodus more broadly focussed on their responsible tourism activities. The Ugandan Minister of Tourism happened to be in the audience and made some impromptu closing remarks. In 2018 we were shortlisted for a WTM World Responsible Tourism Award (<https://www.iied.org/iieds-pro-poor-gorilla-tourism-project-shortlisted-for-major-award>) . While we didn't win, we were highlighted as “one to watch” by the judges in our category “Best for Local Economic Development” (<https://responsibletourism.wtm.com/awards/2018-Winners/>). The email below illustrates interest by international tour operators as a result of such events:

Hi Peter,

Hope you are well. I saw your talk at WTM which I thoroughly enjoyed and was really excited to see the progress that you guys seem to be making in Bwindi. Apologies I didn't get to stick around and meet you, I had a meeting straight after so I had to run at the end, and you seemed to have a crowd of excited people wanting to speak to you. We are currently looking at excursions in Uganda, and specifically cultural activities so would really like to include some of your new product. We have been speaking to Great Lakes about the basket weaving but would appreciate a bit more information about the experience and any others that you have been developing in the area.

I have cc'd in my colleague Shannon who is the Product executive responsible for Uganda so if you could reply to us both that would be appreciated.

Best regards

Jonny May

*Africa Product Manager
Audley Travel*

At the national level, in addition to our regular feedback sessions with tour operators, we convened an end of project workshop in April 2019 in Kampala, which was opened by the British High Commissioner and attended by a tour operators, lodge managers and owners as well as conservation and development organisations (<https://www.slideshare.net/IIEDslides/local-economic-development-through-gorilla-tourism>). We also presented the results of the project at a high level event for diplomats and policy makers, hosted by the Aga Khan Development Network (<https://www.slideshare.net/IIEDslides/tourism-as-an-engine-for-local-economic-development>). At each event we disseminated an overall write up of the project (<https://pubs.iied.org/17648IIED/>) (also provided in Annex 7) as well as copies of all of the outputs referred to earlier and postcards featuring “stories of changes” of some of the project beneficiaries (<https://www.flickr.com/photos/iied/albums/72157709232273478>).

3.2 Outcome

The intended Outcome of this project was “Tourism generates increased benefits for poor people living around Bwindi Forest and thus improves local support for the park and for conservation of gorillas and their habitat.” The outcome was largely met, although some of our indicators have proved hard to measure.

The first indicator for the Outcome was: “0.1: By end of project at least 200 people (of which at least 100 women) living in close proximity to the park and subject to human wildlife conflict have successfully sold new or improved, local tourism services/products to at least one group of tourists (against a baseline of zero sales at start of project) with positive feedback received.” As discussed in the section above, we found both from our surveys and from anecdotal evidence that the number of tourists visiting the enterprises increased over the duration of the project and compared to before the project. Amongst the handicrafts enterprises, the enterprise leaders thought that the new basket designs introduced by the project, coupled with the Forest Friendly label – indicating participation in the project – had increased both the numbers of tourists visiting (Table 2 above) and the amount of money they were spending.

The second outcome indicator was “ By end of the project, tourism-related income to 200 households involved in pilot initiatives has increased by at least 25% against baseline established at start of project”. Because of deficiencies with the sales and income data collected at the enterprise level it is not possible to provide a quantified analysis of changes in income, However, according to peoples’ perceptions income, it increased by more than 25%. Our baseline survey showed a perceived average income of UGX240,000 (c£53) per month at the start of the project increasing to a perceived monthly income of UGX330,000 (c£73) by the end of the project.

As well as assessing changes in income, we assessed changes in attitude to conservation through our household surveys. We saw an improved attitude to conservation by just over 100 households (compared to our indicator 0.3 “By end of project, at least 200 households report an improved awareness of, and attitude to, conservation in Bwindi Impenetrable National Park against baseline established at start of project”. But this was largely due to a much higher level of reported positive attitudes that we had expected (or that our previous research had led us to believe). A likely explanation for this unexpected positive attitude

was that we focussed the project on households that were already engaged in tourism to some extent and so were already likely to be recognising some benefits from the park.

Overall 104 households reported an improved attitude towards the park (summarised in Table 4). Overall this positive trend was experienced more strongly by women than by men. There was an increase from 59% to 75% of female respondents describing their relationship with the national park as positive or extremely positive, from before to after the project. Also after the project, far fewer women described their relationship with the park as negative or extremely negative (from 52% to 16%).

While only a small number of Batwa respondents were interviewed, the results show an increase from 37% to 49% of Batwa respondents describing their relationship with the park as positive from before to after the project.

Specifically for the project beneficiaries who were interviewed in the follow-up household survey, there was a marked difference between them and others in their communities - 85% of project beneficiaries described their relationship with the national park as either positive or very positive compared with 68% others within their communities.

We also asked if people thought being close to Bwindi National Park influenced their ability to lead a good life. In the baseline survey, 49% of respondents believed that the national park had a positive influence whereas 22% believed that the national park had a negative influence. In the end of the project survey this had changed. More people (73% of respondents) believed that the national park positively influenced their ability to lead a good life and fewer (17% of respondents) felt that the national park negatively influenced their ability to lead a good life. Many respondents who felt that the park positively influenced their quality of life referred to the benefits they received from tourism. For example:

“My bees come from the park and I pay school fees because of honey which is sold because of the park”

“The park brings tourists who buy my products and they give income which helps me to have a positive life I am living”.

Table 4: Key results from the household survey of local attitudes towards the national park from before to after the project

Household survey	Number of Respondents		Change
	Before the Project (n=496)	After the Project (n=455)	
Current relationship with the national park is positive or extremely positive	297	356	Overall a positive change in attitude from 104 households
Current relationship with the national park is negative or extremely negative	80	35	
The national park has a positive influence on my ability to lead a good life	243	332	Overall a positive change in attitude from 121 households
The national park has a negative influence on my ability to lead a good life	109	77	

Our fourth outcome indicator was “By the end of the project, at least 25% of Gorilla Friendly certified individuals are from the poorest households and are generating new/additional income from sales through tour operators and lodges”. As discussed above, five enterprises are currently under consideration for certification, all of which have demonstrated an increase in income. There is, however, no correlation between the additional income and the certification, since the Gorilla Friendly audit was only conducted at the end of the project. However, informal feedback from the enterprises indicates that they certainly thought the Forest Friendly label helped them market their products, and some noted that tourists only wanted to buy the baskets with labels on. So this demonstrates the potential of the label as a marketing tool. Whether or not an actual *standard* is required to increase sales is debateable.

Our final indicator was that “By the end of the project, at least 25% of lodges around Bwindi and 25% of tour operators operating in Bwindi are using new products and services from certified individuals from the poorest front-line households.” This outcome indicator was partly met. As discussed above we had a high level of interest from tour operators but the only products for which they would be likely to record uptake are the guided tours, and by the end of the project these had only just been started to be promoted professionally. We had positive responses from a number of tour operators – as discussed in the section above – but not from 25% of them. In terms of measuring uptake from lodges, we conducted a baseline survey at the start of the project and then repeated this midway through the project and at the end. In the surveys we presented lodge managers with a list of produce and asked how much was bought from local enterprises and how much was sourced from outside the area. The list included; basket handcrafts, wood handcrafts, beverages, eggs, flour, fruits, honey, Irish potatoes, local vegetables, meat, milk, mushrooms and spices. Results show that, overall, by the end of the project more lodges were buying more local produce compared to before the project (Table 5).

“There is a new lodge in Ruhija called Agandi Uganda Eco- Lodges . They gave us an order to make laundry baskets, bin baskets and also serving baskets using the same design. It's an order of over 50 baskets. The ladies are very excited and they have already started weaving. I have already given them part of the payment so they are not out of pocket for the materials. They will be paid more than double for these baskets than the other, lower quality old design, ones. I think he would have paid more if the ones in my shop had the labels on them. I have sub-contracted the laundry baskets to Kyarisiima and her ladies on the Rushaga/Rubuguri side because I wanted to meet the October deadline for the orders.”

However there were some cases where local buying declined – often related to local availability of produce. The three main reasons given by lodges for not buying local were limited availability, high prices and limited continuity of supply. This reflects the importance of ongoing engagement between lodges and local suppliers so that the suppliers can ensure that they are adequately responding to demand from the lodges. This factor was recognised by the suppliers as well as lodges:

“This project brought some linkage between us and the lodge managers. They can now approach us whether we have local products to sell or not. They have been buying majorly the vegetables and honey. They normally give us orders in advance and we supply them. On some days however, you may find we do not have enough products to supply them. This is a challenge to the continued engagement because they sometimes think we are unreliable”

Table 5: Trends in purchasing of locally vs externally sourced products by lodges

Name of the Zone and Lodge	2016 (Baseline in %)		2018 (Mid-line in %)		2019 (End-line in %)	
	Local	Outside	Local	Outside	Local	Outside
Buhoma Zone						
Volcanoes Safaris Bwindi Lodge	33.3	66.7	71.4	28.6	100.0	0
Buhoma Community Rest Camp	85.7	14.3	62.5	37.5	85.7	14.3
Bwindi Community Hospital Monkey Lodge	63.6	36.4	70.0	30.0	69.2	30.8
Bwindi View	33.3	66.7	33.3	66.7	69.2	30.8
Engagi Lodge	71.4	28.6	100.0	0	50.0	50.0
Buhoma Lodge	66.7	33.3	60.0	40.0	46.2	53.8
Ruhija Zone						
Gorilla Conservation Camp	100.0	0	100.0	0	100.0	0
Gorilla Friends Lodge	85.7	14.3	100.0	0.0	100.0	0
Ruhija Gorilla Friends Resort Camp	80.0	20.0	75.0	25.0	72.7	27.3
Ruhija Community Rest Camp	87.5	12.5	71.4	28.6	66.7	33.3
Bakiga Lodge	71.4	28.6	75.0	25.0	46.2	53.8
Gorilla Mist Camp	66.7	33.3	33.3	66.7	35.7	64.3
Gift of Nature	20.0	80.0	28.6	71.4	25.0	75.0
Southern Sector Zone						
Gorilla Valley Lodge	75.0	25.0	75.0	25.0	100.0	0
Haven Lodge	83.3	16.7	100.0	0.0	81.8	18.2
Trekkers Safari	100.0	0.0	100.0	0.0	69.2	30.8
Trekkers Tavern Cottages	0	100.0	33.3	66.7	60.0	40.0
Nshongi Camp	100.0	0	100.0	0	50.0	50.0
Ruhija Gorilla Lodge	71.4	28.6	71.4	28.6	45.5	54.5
Rushaga Gorilla Camp	66.7	33.3	66.7	33.3	41.7	58.3
Gorilla Safari Lodge	83.3	16.7	83.3	16.7	30.0	70.0
Ichumbi Gorilla Lodge	75.0	25.0	75.0	25.0	20.0	80.0

3.3 Impact: achievement of positive impact on biodiversity and poverty alleviation

The anticipated impact of this project was “Gorilla tourism supports local economic development around Bwindi Forest and mitigates the costs for local people of living with wildlife, thus reducing threats and generating long term support for biodiversity conservation.”

We are confident that our project has contributed to this higher level impact and will continue to do so. The description of output and outcome level achievements above has highlighted how the majority of project participants thought that their income had increased as a result of the project (and enterprise-level data, although flawed, appears to back this up). The baseline survey also shows that the project had an overall positive impact on local people’s attitudes towards conservation in Bwindi Forest. Some quotes from project beneficiaries provide insights into some of the project’s contributions to this impact:

“The women have achieved a lot. Each family was able to weave four sets of baskets, and those were able to buy a solar panel for six lights for each of the members. Just two sets of baskets, which take a week each, earns enough to afford school fees for one term. Now their homes are well-lit, they are happy, their families are benefitting, their kids are at school, and the women have increased production of baskets because they’re able to weave at night with the solar lights.” (Owner of one of the craft cooperatives)

“I feel very happy about tourists coming to Bwindi, we benefit from them by selling our vegetables to the hotels and lodges where they stay for accommodation. I am benefiting more since the project started because I sell and eat some of the produce from my garden.

I feel happy with the park and the gorillas because all the income is almost coming from the park. Visitors come and pay to park authorities who in turn come and buy my products. Am benefiting from living nearby the park because my children go there during the holidays and they are given casual work/take tourists to the forest to see gorillas and they are paid money which I add to what I have and I pay for their school fees. I lived the park and gorillas before the project started because it I where my children could go and get money.” (member of the Bwindi Nutrition Project).

4 Contribution to Darwin Initiative Programme Objectives

4.1 Contribution to Global Goals for Sustainable Development (SDGs)

This project has made a clear contribution to SDG 8, one target of which is to “devise and implement policies to promote sustainable tourism that creates jobs and promotes local culture and products”. Our project worked directly towards this target with our focus on developing local products and services including those based on local culture. The new trails for example include visits to the local traditional healer, coffee farmers, brick makers, as well as providing opportunities for tourists to learn about the indigenous Batwa people.

We have also contributed to SDG 14 which includes a target to “Develop and implement tools to monitor sustainable development impacts for sustainable tourism which creates jobs, promotes local culture and products”. Our research methodology included an impact assessment component, contributing directly to this target.

4.2 Project support to the Conventions or Treaties (CBD, CITES, Nagoya Protocol, ITPGRFA)

The CBD has long recognised the link between tourism, biodiversity conservation and economic development. At CoP 5 in 2000, Decision V/25 recognized the importance of tourism for social and economic development at local, national and regional levels while at the most recent CoP in 2014, Decision XII/11 recognizes the ongoing relevance of the CBD Guidelines on Biodiversity and Tourism Development. This project directly supports the CBD’s programme on tourism and the implementation of its Guidelines by linking tourism development around Bwindi with local economic development and with gorilla conservation.

More broadly the project contributes to many decisions taken over the years which emphasise the need to link biodiversity conservation with poverty alleviation. At CoP 11, Decision 22 encourages parties to “promote biodiversity and development projects that empower poor and vulnerable people, particularly women and indigenous and local communities, for sustainable development and poverty eradication” Our focus on protected area boundary households and on enterprises that emphasise women and indigenous people (the Batwa) is directly in line with this.

4.3 Project support to poverty alleviation

The number and gender of the beneficiaries of this project have been discussed in the preceding sections. The project resulted in an increase in income for poor people living close to Bwindi Forest as a result of increased sales of tourism products and services.

Anecdotal evidence also points to impacts beyond income for some of the project beneficiaries. At Change a Life Bwindi, for example, the women weavers described how, as a result of the sales of the new baskets the income generated had been invested in solar panels for all their houses – as a post from their facebook page describe. The women have also discussed how the basket sales have enable them to put more children through school.



4.4 Gender equality

The preceding sections have provided a gender disaggregated discussion of the achievements of the project. From the start we set out to involve at least equal numbers of women and men in the training programme and we ended up actually involving more women than men (222 women compared to 187 men).

4.5 Programme indicators

- **Did the project lead to greater representation of local poor people in management structures of biodiversity?**

No, this was not a focus of the project

- **Were any management plans for biodiversity developed and were these formally accepted?**

No this was not a focus of the project

- **Were they participatory in nature or were they 'top-down'? How well represented are the local poor including women, in any proposed management structures?**

N/A

- **How did the project positively influence household (HH) income and how many HHs saw an increase?**

Yes, 64% of the surveyed project participants reported that their income had increased = 205 households. If we assume this percentage is representative of the total number of project participants this suggests 262 households increased their income/

- **How much did their HH income increase (e.g. x% above baseline, x% above national average)? How was this measured?**

The data we collected is not good enough to answer this question as the enterprises we worked with kept incomplete records (and some no records at all). However, from our

household survey, respondents *perceived* an increase of nearly 50% in monthly income at peak tourist times.

4.6 Transfer of knowledge

The project didn't seek to generate formal qualifications for any participants. However it did have a major focus on transfer of practical skills and knowledge from specialists (artists, agronomists, tourism experts) to local people in order to enable them to effectively engage in the tourism industry. For some skills it adopted a training of trainers approach, ensuring that the new knowledge and skills acquired could be further disseminated without expert inputs. It also generated a number of written outputs that will enable that knowledge to continue to be transferred to others. The discussions above highlight the number of women (222) and men (187) to whom knowledge was transferred.

4.7 Capacity building

The project had a significant impact on local capacity to produce and market quality tourism products. It did not – nor did it intend to – focus on building status.

5 Sustainability and Legacy

The legacy of the project is ongoing in that the skills that have been imparted to the project participants will never be lost and, indeed, will be passed on to others. We have already heard anecdotal stories of the market gardeners introducing new crops and the basket weavers experimenting with new designs.

The project has enabled BMCT to leverage additional support from other donors. For example; UNDP have provided additional funding for some similar, but smaller scale activities at Mgahinga Gorilla Park, including enhance quality and consistent supply of competitive local products such as crafts; and facilitating market linkages and relationships with the private sector in the area for the various products.

A proposal has also been approved for funding by the Greater Virunga Transboundary Collaboration (GVTC) which will include:

- Cultural tourism especially among the Batwa
- Development of a community trail around Mgahinga
- Training local communities as tour guides
- Creation of market linkages for tourist products

BMCT are also developing a funding proposal with Bees for Development, particularly focussed on improving the livelihoods of the Batwa through honey production and sales.

Sales of baskets are continuing, not just in the local area but also internationally. For example the baskets now feature on the online store of <https://www.basketsofafrica.com/uganda/uganda-baskets.html>;

We do believe, however, that while the project has left a great legacy much more could be done to build on the achievements to date. This includes:

- Advanced weaving skills training and tools
- Advanced training for new jewellery
- Design and construction of display stands
- Construction of marketing points around Bwindi
- Business skills development

- Skills development for Batwa ex-poachers to grow new and 'niche' fresh produce & honey – forest conservation
- Lodge managers education to buy more 'local'
- Ground operators marketing - to programme new trails for 2019/20 season and as optional extras
- Rolling out the programme around Bwindi and Mgahinga especially among the Batwa

6 Lessons learned

Key lessons include:

- 1) We had a much higher level of ambition than resources available – we could have devised a project with twice as much training if we had more time and more resources available.
- 2) Part of our project M and E relied on data collection systems that were enterprise-led and this proved difficult for the enterprises to deliver. The project would have benefitted from more technical oversight and support but the project partners with the necessary skills to provide this oversight and support were UK rather than Uganda based and this would have further increased the cost of the project. The Mid Term Review highlighted how more of the work could have been led at the local level in order to deliver more value for money. Our experience is that this is very true in principle but in practice - certainly in this case – the capacity at local level just wasn't there. So there is a fine balance to be struck in terms of providing sufficient international expertise to deliver against ambitious logframe outcomes, outputs and indicators, while at the same time delivering value for money and building capacity at the local level to increase skills and oversight to international standards that are required by Darwin.
- 3) On the ground market linkages and commercial partners need to be identified in advance of the project – we would have benefitted from a scoping grant to establish these links prior to project implementation. The value of a local coordinating partner: having BMCT joined the project as an active partner with responsibility for contracting and paying trainers – as well as helping to identify trainer was invaluable. It would have been difficult to administer this component of the project remotely.
- 4) Equally, Lets Go Travel has emerged as a great champion for the project amongst its peers in Uganda and has been instrumental in bringing other tour operators to project meetings and getting them enthused about the project.
- 5) Product labelling (eg Forest Friendly) is a great marketing tool and made a huge difference to sales of baskets in particular.
- 6) The different enterprises were really keen to have closer connections and cooperation with each other. This was noted especially among the handicraft groups who started to cooperate & sub-contract with each other based on larger orders, etc. This also could extend to supporting joint assessments against Gorilla Friendly™ standards, as expressed during the Gorilla Friendly™ training conducted.

6.1 Monitoring and evaluation

We made a few minor changes to the project logframe over the course of the project – mainly adjusting indicators – and all with relevant authorisation via change requests.

M&E was built into our project design in the form of baseline and endline surveys as well as continuous collection of enterprise level data. This worked to a large extent although the enterprise data collected was very patchy and not detailed enough to enable us to make a

rigorous assessment of changes in levels of sales and associated income – particularly in terms of being able to triangulate against the individuals covered in the household survey.

The field-based M&E activities were dependent on fairly junior research assistants and on inexperienced enterprise owners. In hindsight we needed to have invested more time in supporting these systems – although this would have required a greater investment of time and resources than we had available.

To address this to some extent, we have recently collaborated with a Masters student from the University of Kent who is exploring links between tourism benefits to local people and their attitudes and behaviours towards the national park. While her thesis will be published later this year and outside the timeline of this project, we will publicise the findings to support conservation-linked tourism projects especially in terms of testing the assumptions that many such projects are founded on.

The project did have a very useful mid-term review at the end of Year 2 (March 2018). The recommendations were discussed at a partners meeting at the start of year 3. Not all were possible to follow but are detailed below:

Recommendation	Response
<p>Recommendation 1: The project should provide an update on project partnerships to clarify the expected roles of partners in the final year and how these will be managed – national tour agency Let’s Go Travel appear to be a strong project partner but were not listed on the original application or subsequent reporting.</p>	<p>Clarified in Year 2 annual report</p>
<p>Recommendation 2: The project could consider tracking changes in practice required by the Gorilla Friendly standard – for example, waste disposal or insecticide use, where appropriate. This could be captured alongside or as part of some measure of training effectiveness, by measuring changes made to training beneficiaries’ lives following the training.</p>	<p>This is possible going forward through a standardized audit process. Those enterprises wishing to be maintain the label in the future, as well as those wishing to (re)apply for the ecolabel in the future.</p>
<p>Recommendation 3: Through the end-of-project household survey, the project should seek to determine who is benefitting from the project to ensure that the original goal (of targeting the poorest front-line households) has been achieved.</p>	<p>The majority of participants - including all those surveyed - were within the 2km “poverty zone” but with increasing success and visibility of the enterprises more people have joined from further afield. The project doesn’t have any authority to dictate who can and can not be involved in the enterprises once established (these are private enterprises, not controlled by the project)</p>
<p>Recommendation 4: The “Gorilla friendly” standard process (i.e. Output 3) may need additional time allocated – or resources leveraged – by the lead organisation or project partners in order to ensure that the training has been successfully taken up by the enterprises. Additional support may be required to help enterprises understand the requirements of the standard and the audit process and the distinction from the Forest Friendly label which the enterprises are now using and benefitting from. If relevant, reconsider this Output’s indicators and targets</p>	<p>IGCP has leveraged additional in-kind support above what was originally committed in Year 2 and is committed to doing the same in Year 3. As the Gorilla Friendly™ standards were not integrated into the other product trainings, more time and resources will be needed to meet with each group in turn to ensure their full understanding, interest, and voluntary participation in the certification process – application and audit. IGCP with our partner Wildlife Friendly Enterprise Network are committed to continuing to work on the larger Gorilla Friendly™ project beyond the life of this project.</p>

<p>Recommendation 5: The project's training of trainer approach could be adapted in the case of the Gorilla Friendly training to ensure the standards are understood across the whole group, and perhaps involve group leaders.</p>	<p>Prior to the 3rd party audit process, these awareness-raising discussions were held with each group, including leadership. During this process, informed consent for the audit itself was established, and there will be follow up sessions based on the audit findings to continue these discussions, which are needed to ensure complete understanding of a new concept.</p>
<p>Recommendation 6: Future project design could better consider building in on-the-ground project management mechanisms, to maximise outputs with less operational costs.</p>	<p>We agree – although there is a trade-off for the project lead in terms of accountability to Darwin if management is devolved. However for future projects we would suggest BMCT act as project lead and are directly accountable to Darwin, subcontracting international inputs as needed</p>
<p>Recommendation 7: The Gorilla Friendly audits should seek to capture whether or not enterprise members live within 1km of the park boundary in order to ensure certified enterprises are compliant with the outlined criteria.</p>	<p>This was part of the 3rd party audit process, with a note that this proximity determination was established in Y1 as 2 km. A more in-depth look at proximity within the enterprises undergoing the certification process might be worthwhile to ensure evidence of compliance is robust.</p>
<p>Recommendation 8: Over the final year of the project, refine and update the project's exit strategy to take into account developments that have taken place since the original project design. Does further funding need to be leveraged to secure refresher training for the groups involved in the project or for product re-testing (for example, in the case of the tourism trails)? The original proposal that tour operators would take this training on board may not be appropriate or realistic.</p>	<p>The project evolved so as not to be dependent on tour operator training. The training delivered has been sufficient for the enterprises to increase their sales and to be sustainable. The project has enabled the leveraging for further funds. These are not essential for the sustainability of the achievements but will help with scaling up and out beyond this initial set of enterprises.</p>
<p>Recommendation 9: Ensure that the next annual report is supported by sufficient primary evidence. Evidence of activities and Outputs can include meeting minutes, stories of change and photographs.</p>	<p>Year 2 annual report included LOTS of evidence</p>
<p>Recommendation 10: As highlighted in the project partners' meeting, share raw communications materials (such as photographs) and stories of change for tourism marketing purposes. Consider creating marketing material in lodges – not just with tour operators – to maximise on opportunities for last-minute decision making of tourists.</p>	<p>Trail flyers and Stories of Change postcards were developed and shared with tour operators and with lodges</p>
<p>Recommendation 11: There is a need to clarify whether the project is working in three or five tourism zones, as the logframe makes reference to five but reporting to date only discusses three – Buhoma, Ruhija and Southern Sector (incorporating Rushaga, Nkuringo and Rubuguri). Consider revising logframe if necessary.</p>	<p>Logframe was updated and approved by Darwin</p>

6.2 Actions taken in response to annual report reviews

No issues were raised in the review of the last annual report

7 Darwin identity

We acknowledged and used the Darwin logo on all written outputs, on marketing materials and on all presentations.

Our final project workshop was opened by the British High Commissioner in Uganda and included banners displaying the UK Aid logo as well as having the BHC specifically talk about the Darwin Initiative as part of the opening speech.

We have promoted the project via twitter and facebook – again, always linking back to the Darwin Initiative.

8 Finance and administration

8.1 Project expenditure

Project spend since last annual report	2018/19 Grant (£)	2018/19 Total Darwin Costs (£)	Var %	Comments
Staff costs (see below)				
Consultancy costs				
Overhead Costs				
Travel and subsistence				
Operating Costs				
Capital items (see below)				
Monitoring & Evaluation (M&E)				
Others (see below)				
TOTAL				

Staff employed (name and position)	Cost (£)
Dilys Roe, IIED, project leader	
Fiona Roberts, IIED, project management	
IIED communications staff	
Harold Goodwin, RTP technical adviser	
Peter Nizette, RTP, coordination	
Medard Twinamatsiko, Senior Researcher, ITFC	
Junior reseacher, ITFC	
Field Assistant 1, ITFC	
Field Assistant 2, ITFC	
Campkeeper, ITFC	
Driver, ITFC	
Robert Bitariho, Director, ITFC	
Accountant ITFC	
Henry Mutabaazi / Alice Mbayahi (replaced Salvatrice Musabyeyezu), IGCP, Gorrilla Standards	
Total	

Capital items – description	Capital items – cost (£)
NA	
TOTAL	

Other items - description	Cost (£)
IIED bank charges on partner transfers overseas	
IIED publication production and dissemination costs	
IGCP Design/Translation/Printing	
ITFC Office costs	
TOTAL	

8.2 Additional funds or in-kind contributions secured

Source of funding for project lifetime	Total (£)
IIED Biodiversity Team Reserves	
Balfour Beatty - Julia Baker time and UK travel expenses - in kind	
IIED Stefano D'Enrico M&E advisor - time in-kind	
Responsible Tourism - Harold Goodwin and Peter Nizette time given in kind	
Wild Places various staff contributions - in kind	
Great Lakes various staff contributions - in kind	
IGCP Anna Behm Masozera and office rental and heating	
Total	

Source of funding for additional work after project lifetime	Total (£)
TOTAL	

8.3 Value for Money

IIED has established methodologies and processes applied on all its projects to ensure they are delivered to the highest standard at best possible cost.

The key cost driver of the project was the salaries of project personnel (note that direct salary costs are also in the M&E budget line, following the budgeting template being used by the Darwin Initiative at the start of this project) and related overheads. This reflects the personnel-intensive nature of a project based on field research, and on-site technical support and capacity development. Salaries were costed at proposal stage using salary day rates for all project staff and estimating carefully the number of days that would be required by each person for each activity.

A standard set of measures and processes are applied to ensure that IIED staff rates are fair, competitive and benchmarked against both the market and similar contracts conducted previously. IIED overheads are levied in order to cover the actual organisational costs of facilitating the running of projects and allocated according to organisational policies that ensure the proportion of overheads attributed to projects are “reasonable” (i.e. necessary for supporting its activities), “allowable” (legally permissible and compliant with donor

requirements), and “allocable” (providing benefit to projects in a way that can be demonstrated).

International travel was booked through a charity travel agency, whose remit is to find us transport at the lowest possible cost. Venues for events were chosen to balance convenience, necessary facilities, and (where relevant) the ability to attract a target audience, with cost. In addition, we kept international travel costs and meeting costs to a minimum by timing events to enable cost-sharing across projects in the region.

Throughout the project, activities capitalised on established networks and resources of all partner organisations where possible. IIED also widely disseminated project outputs via its well-established website and publications database.

Project partners contributed at least £100,229 to the project in terms of co-funding and in-kind contributions.

Annex 1 Project’s original (or most recently approved) logframe, including indicators, means of verification and assumptions.

Note: Insert your full logframe. If your logframe was changed since your Stage 2 application and was approved by a Change Request the newest approved version should be inserted here, otherwise insert the Stage 2 logframe.

Project summary	Measurable Indicators	Means of verification	Important Assumptions
<p>Impact: (Max 30 words)</p> <p>Gorilla tourism supports local economic development around Bwindi Forest and mitigates the costs for local people of living with wildlife, thus reducing threats and generating long term support for biodiversity conservation</p>			
<p>Outcome: (Max 30 words)</p> <p>Tourism generates increased benefits for poor people living around Bwindi Forest and thus improves local support for the park and for conservation of gorillas and their habitat.</p>	<p>0.1 By end of project at least 200 people (of which at least 100 women) living in close proximity to the park and subject to human wildlife conflict have successfully sold new or improved, local tourism services/products to at least one group of tourists (against a baseline of zero sales at start of project) with positive feedback received.</p> <p>0.2 By end of the project, tourism-related income to 200 households involved in pilot initiatives has increased by at least 25% against baseline established at start of project</p> <p>0.3 By end of project, at least 200 households report an improved awareness of, and attitude to, conservation in Bwindi Impenetrable National Park against baseline established at start of project</p> <p>0.4 By the end of the project, at least 25% of Gorilla Friendly certified individuals are from the poorest households and are generating new/additional income from sales through tour operators and</p>	<p>0.1 Tour operator and lodge records of products/services bought (number of services and names and gender of people providing them) triangulated against book keeping records of individuals involved in pilots</p> <p>0.2 Feedback from tour operators, lodges and tourists on quality of products/services and potential for repeat sales</p> <p>0.3 Household surveys at start and end of project; analysis of accounts books of individuals involved in pilots</p> <p>0.4 Household surveys at start and end of project; Numbers of individuals recognized by Gorilla Friendly by receiving “Gorilla Friendly” branded certificates</p> <p>0.5 Analysis of accounts books of individuals involved in pilots triangulated with records of tour operators and lodges</p>	<p>0.1 Viable pro-poor tourism products and services can be identified, developed and taken to market and are profitable for local people.</p> <p>0.2 Attitudes to conservation can be influenced by level of benefits from tourism</p> <p>0.3 Local attitudes are an appropriate indicator of conservation threats</p> <p>0.4 Bwindi continues to attract tourists</p> <p>0.5 Tourists visiting Bwindi are interested in buying local products and services, and sufficient numbers visit to maintain demand</p> <p>0.6 Engagement of the poorest front-line households in the pilot and their successful sale of tourism services/products (training; market access etc) is possible</p>

	<p>lodges</p> <p>0.5 By the end of the project, at least 25% of lodges around Bwindi and 25% of tour operators operating in Bwindi are using new products and services from certified individuals from the poorest front-line households</p>		
<p>Outputs:</p> <p>1. Demand and supply for pro-poor tourism services at Bwindi assessed and matched</p>	<p>1.1 By December 2016 at least 20 tour operators have reported information on type, number, and characteristics of local tourism services that they could market to clients as part of a gorilla safari package.</p> <p>1.2 By January 2017, at least 50 tourists in each of the 3 tourism zones have reported on types and characteristics of tourism products/services they would be interested to buy</p> <p>1.3 By December 2016, at least 250 households from the tourism zones around Bwindi have demonstrated interest and capacity to engage.</p> <p>1.4 By January 2017 at least 3 new or improved local tourism product/services and product/service providers have been identified and agreed in each tourism zone</p>	<p>1.1 Tour operators survey/consultation internationally and in Uganda</p> <p>1.2 Survey of different types of tourists in lodges in each tourism zone</p> <p>1.3 Household survey at start of project targeting the poorest households in close proximity of park boundary</p> <p>1.4 Narrative report published on project website summarising results of surveys and identifying planned local tourism products/services to be piloted; written a/greements from at least two tour operators to trial new products/services</p>	<p>1.1 Households, tour operators and tourists are willing to participate in this study</p> <p>1.2 Tourists continue to visit each of the 5 tourism areas</p> <p>1.3 Surveys generate the information needed to identify pro-poor tourism pilots</p> <p>1.4 Tourists are interested and willing to pay for local services and products</p>

<p>2. Capacity to produce and sell market-ready tourism products/services developed for at least 200 individuals (at least 100 women) from poorest households</p>	<p>2.1 By March 2017, at least 200 individuals identified (including at least 100 women) with potential to benefit from training</p> <p>2.2 By June 2017 training for at least one type of pilot initiative started in all tourism zones</p> <p>2.3 By September 2017 training for at least two types of initiative completed in all tourism zones</p> <p>2.4 By March 2018 training completed for all initiatives in all zones</p> <p>2.5 By end of project at least 200 individuals (including at least 100 women) demonstrate improved capacity through delivery of marketable tourism products/services</p>	<p>2.1 Hh survey plus outcomes of village meetings</p> <p>2.2 Number of men and women trained in each type of initiative in each tourist zone</p> <p>2.3 Reports from tour operators of trainings delivered, verified by ITFC coordinator and including feedback by local people on the training they received</p> <p>2.4 Existence of new, high quality, marketable, local tourism products and services</p> <p>2.5 Records and feedback from tour operators on local tourism services/products bought with feedback on quality of those services/products</p>	<p>2.1 Suitable trainers can be identified and are willing to deliver training in Bwindi for the timeframes of this project</p> <p>2.2 Local people are willing to be trained and have capacity to benefit from training</p> <p>2.3 This level and type of training can be completed within the timeframes of the project, and builds the capacity required</p> <p>2.4 Engagement of women in these income-generating activities is possible</p> <p>2.5 Previous research (2014) that identified households within 0.5km of the park boundary are the poorest still holds true</p>
<p>3. "Gorilla-friendly" ecolabel tested in tourism zones around Bwindi</p>	<p>3.1 By June 2018, pro-poor Gorilla Friendly standards for local tourism service provision and products agreed by stakeholders and translated into at least two local languages</p> <p>3.2 By March 2018, conservation training to meet Gorilla Friendly standards delivered to all project participants</p> <p>3.3 By September 2018, Gorilla Friendly standards tested in all of the pilot initiatives</p> <p>3.4 By end of project, Gorilla Friendly standards submitted to Uganda National Bureau of Standards for endorsement</p> <p>3.5 By end of project, recognition by WFEN of at least one pilot products/service that meets Gorilla Friendly standards</p>	<p>3.1 Gorilla Friendly standards agreed by stakeholders</p> <p>3.2 Gorilla Friendly standards are officially submitted to Uganda National Bureau of Standards for endorsement</p> <p>3.3 PDFs of local language versions of standards produced, and number printed and distributed</p> <p>3.4 Report on implementation and testing of standard written up as a journal article and submitted</p> <p>3.5 WFEN Gorilla Friendly website listing Gorilla Friendly certified products and operations</p> <p>3.6 Reports from pilot strategies</p>	<p>3.1 The standards are relevant for the types of local initiatives developed</p> <p>3.2 Tour operators and lodge owners are willing to use and promote the ecolabel</p> <p>3.3 Regulatory bodies within Uganda continue to be supportive of the standards initiative</p> <p>3.4 Local people are willing to participate in the Gorilla Friendly Standards</p>

		owners/beneficiaries	
4. Viable and profitable local tourism products and services successfully marketed to tour operators and tourists in tourism zones around Bwindi, and experience shared internationally	<p>4.1 By June 2017 new or improved products and services in at least one tourism zone used by tourists</p> <p>4.2 By March 2018 at least 200 frontline local people (including at least 100 women) in all tourism areas around Bwindi are earning regular income from provision of tourism</p> <p>4.3 By December 2018 at least two international and two Ugandan tour operators promoting pilot initiatives as part of Bwindi packages (against pre-project baseline of zero)</p> <p>4.4 By end of project results of local tourism pilot initiatives shared with tour operators across Uganda and internationally</p>	<p>4.1 Project reports including feedback from tour operators and tourists</p> <p>4.2 Reports from TOs triangulated against accounts kept by local tourism providers</p> <p>4.3. HH income surveys at beginning and end of project</p> <p>4.3 Inclusion of new products in tour operators brochures</p> <p>4.4 Report of project workshop to disseminate results published on project website.</p> <p>4.5 Presentation at World Travel Market 2018</p>	<p>1.1 Local services and products exist that can be marketed to tourists</p> <p>1.2 Tour operators remain committed to being engaged with this project during the pilot stage</p> <p>1.3 Community leaders are supportive of the pilot</p> <p>1.4 Local people are able to meet the demand for the products/services given other pressures</p>
<p>Activities (each activity is numbered according to the output that it will contribute towards, for example 1.1, 1.2 and 1.3 are contributing to Output 1)</p> <p>Cross cutting:</p> <p>0.1 Project Inception meeting</p> <p>Output 1: Demand and supply assessed and matched</p> <p>1.1 Email/telephone survey of Ugandan and international tour operators to capture perspectives of types and characteristics of local tourism services with market potential</p> <p>1.2 Workshop with Uganda tour operators to confirm selection of tourism services and to identify potential providers of training from within existing staff (or external trainers if no existing expertise or available resources internally)</p> <p>1.3 Scoping visit to Bwindi to assess existing supply of local services and meet key stakeholders (community tourism associations, village officials, UWA rangers; lodge owners)</p> <p>1.4 Survey of tourists in lodges in each of the 3 tourism zones</p> <p>1.5 Identification and mapping of households within rom the park boundary</p> <p>1.6 Survey of households to determine baseline information on income, benefits from tourism and attitudes to conservation and also to explore potential interest/capacity in developing new pro-poor tourism services. Survey will identify any pre-existing data already collected by IGCP, ITFC and others, and fill gaps as needed</p>			

1.7 Project team meeting to review results of surveys and agree set of four of five initiatives to take forward.

Output 2: Capacity development

- 2.1 Local meetings with villages in the tourism zones to agree short list of pro-poor tourism initiatives to be developed and identify individuals to be trained
- 2.2 Briefings by project team with trainers identified in 1.2
- 2.3 Trainings delivered activity by activity, across tourism zones
- 2.4 Regular meetings of project team with tour operators and trainers to review progress and adapt training as required

Output 3: Development and testing of pro-poor “Gorilla Friendly” ecolabel

- 3.1 Meeting with project partners and stakeholders to confirm the adaptation of Wildlife Friendly™ ecolabel standards to be inclusive of pro-poor objectives in the emerging species-specific “Gorilla Friendly” ecolabel standards for community products and services, as well as “Gorilla Friendly” branded certificates for those that received training under this project
- 3.2 Development and printing of locally-relevant outreach materials in at least two local languages.
- 3.3 Conservation training and outreach to pilot strategies including distribution of outreach materials.
- 3.4 Preparation and submission of certification applications, conducting ‘audits’ of standards as necessary, from each pilot strategies (testing).
- 3.5 Report back the results of the certification testing, adjustments suggested, and reward those receiving the ecolabel with the rights to use the ecolabel to promote their products/ services.
- 3.6 Promotion of certified products/ services.
- 3.7 Submission of ecolabel standards to UNBoS for endorsement.

Output 4: Local “ gorilla friendly” tourism successfully marketed and generating conservation and poverty benefits

- 4.1 Tour operators introduce tourists to pro-poor tourism pilots and collect feedback from tourists
- 4.2 Adjustment of pilot initiatives in all zones in response to feedback
- 4.3 Tour operators introduce tourists to pro-poor tourism pilots across all tourism zones
- 4.4 Promotion via Responsible Travel and tour operators brochures
- 4.5 Presentation at World Travel Market
- 4.6 End of project household survey to assess changes in income and attitudes compared to start of project
- 4.7 Workshop with UTB, UATO and UWA to highlight lessons learned and explore potential for roll out to other national parks in Uganda
- 4.8 Production of final report including results of, and methodology for, determining changes in income and attitudes

Annex 2 Report of progress and achievements against final project logframe for the life of the project

Project summary	Measurable Indicators	Progress and Achievements
<p>Impact</p> <p>Gorilla tourism supports local economic development around Bwindi Forest and mitigates the costs for local people of living with wildlife, thus reducing threats and generating long term support for biodiversity conservation</p>		<p>Project has contributed to impact: incomes increased and people feel more positive towards the park – see section 3.3</p>
<p>Outcome Tourism generates increased benefits for poor people living around Bwindi Forest and thus improves local support for the park and for conservation of gorillas and their habitat.</p>	<p>0.1 By end of project at least 200 people (of which at least 100 women) living in close proximity to the park and subject to human wildlife conflict have successfully sold new or improved, local tourism services/products to at least one group of tourists (against a baseline of zero sales at start of project) with positive feedback received.</p> <p>0.2 By end of the project, tourism-related income to 200 households involved in pilot initiatives has increased by at least 25% against baseline established at start of project</p> <p>0.3 By end of project, at least 200 households report an improved awareness of, and attitude to, conservation in Bwindi Impenetrable National Park against baseline established at start of project</p> <p>0.4 By the end of the project, at least 25% of Gorilla Friendly certified individuals are from the poorest households and are generating new/additional income from sales through tour operators and lodges</p> <p>0.5 By the end of the project, at least 25% of lodges around Bwindi and 25% of tour</p>	<p>Outcome largely met – see Section 3.2 - some indicators have proved hard to measure.</p> <p>0.1 Sales increased and numbers of tourists increased – details provided in Table 2.</p> <p>0.2 According to peoples’ perceptions income, income increased by nearly 50%</p> <p>0.3 We saw an improved attitude to conservation by just over 100 households. Attitudes at the start were more positive than anticipated, likely due to our strategy of engaging with those working in tourism enterprises.</p> <p>0.4 5 enterprises passed the audit for Gorilla Friendly certification, all of which are generating additional income from sales</p>

	operators operating in Bwindi are using new products and services from certified individuals from the poorest front-line households	
Output 1. Demand and supply for pro-poor tourism services at Bwindi assessed and matched	<p>1.1 By December 2016 at least 20 tour operators have reported information on type, number, and characteristics of local tourism services that they could market to clients as part of a gorilla safari package.</p> <p>1.2 By January 2017, at least 50 tourists in each tourism zone have reported on types and characteristics of tourism products/services they would be interested to buy</p> <p>1.3 By December 2016, at least 50 households in each of the 3 tourism zones, have provided details on tourism priorities and capacity to engage.</p> <p>1.4 By January 2017 at least 3 new or improved local tourism product/services and product/service providers have been identified and agreed in each tourism zone</p>	<p>1.1 Feedback received from 27 tour operators plus 16 lodges</p> <p>1.2 Feedback received from 112 tourists</p> <p>1.3 Over 400 households engaged</p> <p>1.4 14 enterprises supported, basket weaving, apiculture, horticulture, guided trails developed</p>
Activity 1.1 Email/telephone survey of Ugandan and international tour operators to capture perspectives of types and characteristics of local tourism services with market potential		Completed.
Activity 1.2, Workshop with Uganda tour operators to confirm selection of tourism services and to identify potential providers of training from within existing staff (or external trainers if no existing expertise or available resources internally)		Completed.
Activity 1.3 Scoping visit to Bwindi to assess existing supply of local services and meet key stakeholders (community tourism associations, village officials, UWA rangers; lodge owners)		Completed
Activity 1.4 Survey of tourists in lodges in each of the 5 tourism zones		Completed
Activity 1.5 Identification and mapping of households within 2 km from the park boundary		Completed
Activity 1.6 Survey of households to determine baseline information on income, benefits from tourism and attitudes to conservation and also to explore potential interest/capacity in developing new pro-poor tourism services		Completed

Activity 1.7 Project team meeting to review results of surveys and agree set of four of five initiatives to take forward.		Completed
Output 2. Capacity to produce and sell market-ready tourism products/services developed for at least 200 individuals (at least 100 women) from poorest households	<p>2.1 By March 2017, at least 200 individuals identified (including at least 100 women) with potential to benefit from training</p> <p>2.2 By June 2017 training for first type of pilot initiative completed and in at least one tourism zone</p> <p>2.3 By September 2017 training for first type of initiative completed in all tourism zones</p> <p>2.4 By March 2018 training completed for all initiatives in all zones</p> <p>2.5 By end of project at least 200 individuals (including at least 100 women) demonstrate improved capacity through delivery of marketable tourism products/services</p>	<p>Over 400 individuals identified for training. Some dropped out along the way but overall training delivered to 222 women and 187 men. Training was not delivered Zone by Zone but rather product by product with multiple trainings for each product including:</p> <p>Basket weaving – training delivered at campus of Sanaa Gateja in Kampala – women trained returned to enterprises and trained others</p> <p>Horticulture – delivered on site by Honest Tumuhire – including mulching, propagation techniques, new types of vegetables/fruit</p> <p>Guiding – delivered on site by Peter Nizette and Johnnie Kamugisha</p> <p>Apiculture – delivered on site by Brian Mugisha including improved hive construction, hygiene standards, processing, protective clothing</p> <p>All enterprises were making increased sales by the end of the project</p>
Activity 2.1. Local meetings with villages in the tourism zones to agree short list of pro-poor tourism initiatives to be developed and identify individuals to be trained		Completed in year 1
Activity 2.2. Briefings by project team with trainers identified in 1.2		Completed – briefings conducted on an individual basis by Peter Nizette on site visits
Activity 2.3 Trainings delivered activity by activity, tourism zone by tourism zone		Completed – see previous annual reports and associated evidence (trip and training reports) for detailed descriptions of training delivered table 1 in section 3.1 for details of trainings delivered
Activity 2.4 Regular meetings of project team with tour operators and trainers to review progress and adapt training as required		Completed – four meetings held in Year 2 at end of each visit by Peter Nizette. Full details in trip reports submitted with Year 2 annual report
Output 3. “Gorilla-friendly” ecolabel tested in 5 tourism areas around Bwindi.	<p>3.1 By April 2017, pro-poor Gorilla Friendly standards for local tourism service provision and products agreed by stakeholders and translated into at least two local languages</p> <p>3.2 By March 2018, conservation training to meet Gorilla Friendly standards delivered to all project participants</p> <p>3.3 By April 2018, Gorilla Friendly standards tested in all of the pilot initiatives</p> <p>3.4 By end of project, Gorilla Friendly standards submitted to Uganda National Bureau of</p>	<p>3.1 Completed - copies of standards included with this report</p> <p>3.2 Completed, although delayed</p> <p>3.3 Completed although delayed – testing completed in Feb/March 2019</p> <p>3.4 Submitted but not endorsed as need to be aligned with existing NBS standards</p> <p>3.5 Ongoing – audits are currently under consideration by WFEN</p>

	Standards for endorsement 3.5 By end of project, recognition by WFEN of at least one pilot products/service that meets Gorilla Friendly standards	
Activity 3.1 Meeting with project partners and stakeholders to confirm the adaptation of Wildlife Friendly™ ecolabel standards		Completed in year one
Activity 3.2 Development and printing of locally-relevant outreach materials in at least two local languages.		Materials produced and translated
Activity 3.3 Conservation training and outreach to pilot strategies including distribution of outreach materials.		Initial training provided in Year 2 and more detailed training in Year 3
Activity 3.4 Preparation and submission of certification applications, conducting ‘audits’ of standards as necessary, from each pilot strategies (testing)		Audits conducted at end of year 3
Activity 3.5 Report back the results of the certification testing, adjustments suggested, and reward those receiving the ecolabel with the rights to use the ecolabel to promote their products/ services.		Five enterprises thought to meet standards, adjustments for those not meeting standards noted (described in main section of report)
Activity 3.6 Promotion of certified products/ services.		Gorilla Friendly Label not yet awarded so certified enterprises have not yet been promoted
3.7 Submission of ecolabel standards to UNBoS for endorsement.		Standards need revision to bring in line with existing NBS standards – work on this will continue after the project
Output 4. Viable and profitable local tourism products and services successfully marketed to tour operators and tourists in tourism zones around Bwindi, and experience shared internationally	4.1 By June 2017 at least one pilot initiative in at least one tourism zone used by tourists 4.2 By March 2018 at least 200 frontline local people (including at least 100 women) in all tourism areas around Bwindi are earning regular income from provision of tourism 4.3 By December 2018 at least two international and two Ugandan tour operators promoting pilot initiatives as part of Bwindi packages (against pre-project baseline of zero) 4.4 By end of project results of local tourism pilot initiatives shared with tour operators across Uganda and internationally	4.1 Achieved – but not measurable in June 2017 as monitoring systems not in place by then. Indicator should have been updated 4.2 Achieved – see report for details of income earned – 205 of 369 project participants surveyed thought income from tourism had increased. 4.3 Partly achieved – tour operators have not formally integrated into published itineraries but two international have provided feedback from their clients visiting enterprises and two Ugandan are promoting walking trails 4.4 Achieved – results have been shared through World Travel Market, through Responsible Tourism blogs and through tour operator meetings in Kampala
Activity 4.1 Tour operators introduce tourists in one tourism zone to pro-poor tourism pilots and		Completed but activities were changed - initiatives were developed in all zones simultaneously

collect feedback from tourists	not one by one
Activity 4.2 Adjustment of pilot initiatives in all zones in response to feedback	
Activity 4.3 Tour operators introduce tourists to pro-poor tourism pilots across all tourism zones	
Activity 4.4 Promotion via Responsible Travel and tour operators brochures	This activity was not fully undertaken. Tour operators have promoted the products but not via brochures.
Activity 4.5 Presentation at World Travel Market	Presentations were held on Responsible Tourism day in Years 1 and 2, dissemination of products (trail flyers) to the Ugandan tour operators in Year
Activity 4.6 End of project household survey to assess changes in income and attitudes compared to start of project	Completed – results detailed in this report and in the project research report
4.7 Workshop with UTB, UATO and UWA to highlight lessons learned and explore potential for roll out to other national parks in Uganda	Workshop held at end of project with tour operators, UWA and CEO of UTB
4.8 Production of final report including results of, and methodology for, determining changes in income and attitudes	Final report produced and circulated at end of project workshop and disseminated via partner networks

Annex 3 Standard Measures

Code	Description	Total	Nationality	Gender	Title or Focus	Language	Comments
Training Measures							
1a	Number of people to submit PhD thesis						
1b	Number of PhD qualifications obtained						
2	Number of Masters qualifications obtained						
3	Number of other qualifications obtained						
4a	Number of undergraduate students receiving training						

4b	Number of training weeks provided to undergraduate students						
4c	Number of postgraduate students receiving training (not 1-3 above)						
4d	Number of training weeks for postgraduate students						
5	Number of people receiving other forms of long-term (>1yr) training not leading to formal qualification (e.g., not categories 1-4 above)						
6a	Number of people receiving other forms of short-term education/training (e.g., not categories 1-5 above)	409	Ugandan	222F; 187 M	Weaving, guiding, horticulture, apiculture	Local	
6b	Number of training weeks not leading to formal qualification	20					
7	Number of types of training materials produced for use by host country(s) (describe training materials)	3					Beekeeping guide, Trail Guides poacket book, Gorilla Friendly Standards guide
Research Measures		Total	Nationality	Gender	Title	Language	Comments/ Weblink if available
9	Number of species/habitat management plans (or action plans) produced for Governments, public authorities or other implementing agencies in the host country (ies)						Participatory process?
10	Number of formal documents produced to assist						

	work related to species identification, classification and recording.						
11a	Number of papers published or accepted for publication in peer reviewed journals						
11b	Number of papers published or accepted for publication elsewhere						Location?
12a	Number of computer-based databases established (containing species/generic information) and handed over to host country						
12b	Number of computer-based databases enhanced (containing species/genetic information) and handed over to host country						
13a	Number of species reference collections established and handed over to host country(s)						
13b	Number of species reference collections enhanced and handed over to host country(s)						

Dissemination Measures		Total	Nationality	Gender	Theme	Language	Comments
14a	Number of conferences/seminars/workshops organised to present/disseminate findings from Darwin project work	6	Mainly Ugandan	Mixed	Project updates	English	Regular updates with tour operators, end of project workshop
14b	Number of conferences/seminars/ workshops attended at which findings from Darwin project work will be presented/ disseminated.	3	International	Mixed	Project activities and results	English	Two presentations at World Travel

Dissemination Measures		Total	Nationality	Gender	Theme	Language	Comments
							Market; 1 Aga Khan Development Seminar

Physical Measures		Total	Comments
20	Estimated value (£s) of physical assets handed over to host country(s)		
21	Number of permanent educational, training, research facilities or organisation established		
22	Number of permanent field plots established		Please describe

Financial Measures		Total	Nationality	Gender	Theme	Language	Comments
23	Value of additional resources raised from other sources (e.g., in addition to Darwin funding) for project work						

Annex 4 Aichi Targets

	Aichi Target	Tick if applicable to your project
1	People are aware of the values of biodiversity and the steps they can take to conserve and use it sustainably.	X
2	Biodiversity values have been integrated into national and local development and poverty reduction strategies and planning processes and are being incorporated into national accounting, as appropriate, and reporting systems.	
3	Incentives, including subsidies, harmful to biodiversity are eliminated, phased out or reformed in order to minimize or avoid negative impacts, and positive incentives for the conservation and sustainable use of biodiversity are developed and applied, consistent and in harmony with the Convention and other relevant international obligations, taking into account national socio economic conditions.	
4	Governments, business and stakeholders at all levels have taken steps to achieve or have implemented plans for sustainable production and consumption and have kept the impacts of use of natural resources well within safe ecological limits.	
5	The rate of loss of all natural habitats, including forests, is at least halved and where feasible brought close to zero, and degradation and fragmentation is significantly reduced.	
6	All fish and invertebrate stocks and aquatic plants are managed and harvested sustainably, legally and applying ecosystem based approaches, so that overfishing is avoided, recovery plans and measures are in place for all depleted species, fisheries have no significant adverse impacts on threatened species and vulnerable ecosystems and the impacts of fisheries on stocks, species and ecosystems are within safe ecological limits.	
7	Areas under agriculture, aquaculture and forestry are managed sustainably, ensuring conservation of biodiversity.	
8	Pollution, including from excess nutrients, has been brought to levels that are not detrimental to ecosystem function and biodiversity.	
9	Invasive alien species and pathways are identified and prioritized, priority species are controlled or eradicated, and measures are in place to manage pathways to prevent their introduction and establishment.	
10	The multiple anthropogenic pressures on coral reefs, and other vulnerable ecosystems impacted by climate change or ocean acidification are minimized, so as to maintain their integrity and functioning.	
11	At least 17 per cent of terrestrial and inland water, and 10 per cent of coastal and marine areas, especially areas of particular importance for biodiversity and ecosystem services, are conserved through effectively and equitably managed, ecologically representative and well connected systems of protected areas and other effective area-based conservation measures, and integrated into the wider landscapes and seascapes.	X
12	The extinction of known threatened species has been prevented and their conservation status, particularly of those most in decline, has been improved and sustained.	X

13	The genetic diversity of cultivated plants and farmed and domesticated animals and of wild relatives, including other socio-economically as well as culturally valuable species, is maintained, and strategies have been developed and implemented for minimizing genetic erosion and safeguarding their genetic diversity.	
14	Ecosystems that provide essential services, including services related to water, and contribute to health, livelihoods and well-being, are restored and safeguarded, taking into account the needs of women, indigenous and local communities, and the poor and vulnerable.	
15	Ecosystem resilience and the contribution of biodiversity to carbon stocks has been enhanced, through conservation and restoration, including restoration of at least 15 per cent of degraded ecosystems, thereby contributing to climate change mitigation and adaptation and to combating desertification.	
16	The Nagoya Protocol on Access to Genetic Resources and the Fair and Equitable Sharing of Benefits Arising from their Utilization is in force and operational, consistent with national legislation.	
17	Each Party has developed, adopted as a policy instrument, and has commenced implementing an effective, participatory and updated national biodiversity strategy and action plan.	
18	The traditional knowledge, innovations and practices of indigenous and local communities relevant for the conservation and sustainable use of biodiversity, and their customary use of biological resources, are respected, subject to national legislation and relevant international obligations, and fully integrated and reflected in the implementation of the Convention with the full and effective participation of indigenous and local communities, at all relevant levels.	
19	Knowledge, the science base and technologies relating to biodiversity, its values, functioning, status and trends, and the consequences of its loss, are improved, widely shared and transferred, and applied.	
20	The mobilization of financial resources for effectively implementing the Strategic Plan for Biodiversity 2011-2020 from all sources, and in accordance with the consolidated and agreed process in the Strategy for Resource Mobilization should increase substantially from the current levels. This target will be subject to changes contingent to resource needs assessments to be developed and reported by Parties.	

Annex 5 Publications

All are also referred to in the text of the report above.

Type (e.g. journals, manual, CDs)	Detail (title, author, year)	Nationality of lead author	Nationality of institution of lead author	Gender of lead author	Publishers (name, city)	Available from (e.g. web link, contact address etc)
Project report	Beyond gorillas - Local economic development through tourism at Bwindi Impenetrable National Park, Medard Twinamatsiko, Peter Nizette, Julia Baker, Henry Mutabaazi, Anna Behm Masozera and Dilys Roe, 2019	British	British	Female	IIED, London	https://pubs.iied.org/pdfs/17648IIED.pdf
Pocketbook	Practical advice for new tourist guides, Johnnie Kamugisha, Alfred Twinomujuni, Peter Nizette, 2019	Ugandan	Ugandan	Male	IIED, London	https://pubs.iied.org/pdfs/17646IIED.pdf
Project report	Beekeeping around Bwindi, Brian Mugisha, 2019	Ugandan	Ugandan	Male	IIED, London	https://pubs.iied.org/pdfs/14673IIED.pdf
Project report	The Bwindi Collection 2017-2018, Sanaa Gateja, Ian Middleton, 2018	Ugandan	Ugandan	Male	IIED, London	https://pubs.iied.org/pdfs/17635IIED.pdf
Trail guide	Bwindi lives and livelihoods guided trails – Reformed poachers, Bwindi Specialist Guides Group, 2018	Ugandan	Ugandan	Male and female	IIED, London	https://pubs.iied.org/pdfs/G04322.pdf
Trail guide	Bwindi lives and livelihoods guided trails – Rubuguri origins and honey, Bwindi Specialist	Ugandan	Ugandan	Male and female	IIED, London	https://pubs.iied.org/pdfs/G04323.pdf

	Guides Group, 2018					
Trail guide	Bwindi lives and livelihoods guided trails - Traditional rural life and Batwa culture, Bwindi Specialist Guides Group, 2018	Ugandan	Ugandan	Male and female	IIED, London	https://pubs.iied.org/pdfs/G04324.pdf
Project report	Local economic development through 'pro-poor' gorilla tourism in Uganda Research Framework, Dilys Roe, 2017	British	British	Female	IIED, London	https://pubs.iied.org/pdfs/G04135.pdf
Project flyer	Local economic development through gorilla tourism - Developing and testing new 'pro-poor' tourism products and services around Bwindi forest in Uganda, Dilys Roe, 2016	British	British	Female	IIED, London	https://pubs.iied.org/pdfs/G04046.pdf
Project scoping report	Who wants what? Assessing the supply and demand for locally produced tourism services around Bwindi Forest, Harold Goodwin, Salvatrice Musabyeyezu, Peter Nizette, Dilys Roe, Medard Twinamatsiko, 2017	British	British	Female	IIED, London	https://pubs.iied.org/pdfs/G04130.pdf
Presentation	Local economic development through tourism at Bwindi – End of project workshop, Dilys Roe, 2019	British	British	Female	IIED, London	https://www.slideshare.net/IIEDslides/local-economic-development-through-gorilla-tourism
Presentation	Tourism as an engine for local economic development, Dilys Roe, 2019	British	British	Female	IIED, London	https://www.slideshare.net/IIEDslides/tourism-as-an-engine-for-local-economic-development
Postcards	Pro-poor tourism at Bwindi	Ugandan	Ugandan	Male and	IIED, London	https://www.flickr.com/phot

	Impenetrable National Park, Brian Mugishu, Evelyn Habasa, Tina, Agatha, 2019	(British female editor)	(editor based at British organisation)	Female		os/iied/albums/72157709232273478/with/48120392611/
Guidelines	Standards for Gorilla Friendly™ Park Edge Community Products in English, International Gorilla Conservation Programme, Wildlife Friendly Enterprise Network, 2018	Ugandan and Rwandan	Ugandan and Rwandan	Institutional author – Male and Female	IGCP, Kigali	https://pubs.iied.org/G04418/
Guidelines	Standards for Gorilla Friendly™ Park Edge Community Products in Rufumbira local language, Gorilla Conservation Programme, Wildlife Friendly Enterprise Network, 2018	Ugandan and Rwandan	Ugandan and Rwandan	Institutional author – Male and Female	IGCP, Kigali	https://pubs.iied.org/G04417/
Guidelines	Standards for Gorilla Friendly™ Park Edge Community Products in Rukiga local language, Gorilla Conservation Programme, Wildlife Friendly Enterprise Network, 2018	Ugandan and Rwandan	Ugandan and Rwandan	Institutional author – Male and Female	IGCP, Kigali	https://pubs.iied.org/G04416/

Annex 6 Darwin Contacts

Please see our [Privacy Notice](https://www.gov.uk/government/groups/the-darwin-initiative#privacy-notice) on how contact details will be used and stored:
<https://www.gov.uk/government/groups/the-darwin-initiative#privacy-notice>.

Ref No	22-032
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Role within Darwin Project	Training programme organisation and contracting
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Annex 7 Supplementary material (optional but encouraged as evidence of project achievement)

Checklist for submission

	Check
Is the report less than 10MB? If so, please email to Darwin-Projects@ltsi.co.uk putting the project number in the Subject line.	X
Is your report more than 10MB? If so, please discuss with Darwin-Projects@ltsi.co.uk about the best way to deliver the report, putting the project number in the Subject line.	
Have you included means of verification? You need not submit every project document, but the main outputs and a selection of the others would strengthen the report.	X
Do you have hard copies of material you want to submit with the report? If so, please make this clear in the covering email and ensure all material is marked with the project number. However, we would expect that most material will now be electronic.	
Have you involved your partners in preparation of the report and named the main contributors	X
Have you completed the Project Expenditure table fully?	X
Do not include claim forms or other communications with this report.	