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Sustainable Tourism in the Albertine Rift (STAR-Uganda)

WSR Retreat Report October 2009

October 2009

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Global Sustainable Tourism Alliance (GSTA)

Period

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STAR-Uganda: Whole System in the Room (WSR) Retreat

Sustainable tourism has a great potential for driving economic growth in Uganda. Tourism is a mechanism for job creation and image improvement and when combined together with elements of sustainability, it can help conserve natural resources including wildlife, green spaces, and national parks, as well as markedly increase quality of life for participating communities while protecting and sustaining local cultures and heritage.

The Sustainable Tourism in Albertine Rift (STAR-Uganda) program, a new 5-year project funded by the United States Agency for International Development (USAID), organized a gathering of Ugandan key tourism stake holders at a three-day planning retreat from October 20-22, 2009. The objectives of the retreat were to:

1. Establish **common ground and shared goals** of sustainable tourism stakeholder representatives.
2. Outline the **commitments of stakeholders** to implement collaborative actions in the coming months/years in pursuit of the shared goals.



The retreat was the first Whole-System-in-the-Room (WSR) planning activity for the tourism sector in Uganda, a retreat that gathered representatives from many sectors to address the important economic opportunities and related issues that tourism offers Uganda. By working across sectors, STAR-Uganda intends to help stakeholders see and understand the potential of sustainable tourism from a wider perspective, and engage everyone in a concerted system-driven effort to create impact at a larger scale.

The retreat was held at Nile Resort Hotel in Jinja, a beautiful resort overlooking the River Nile. The theme for the retreat was **Responsible Tourism for Biodiversity Conservation and Economic Growth**. This event gathered **97** participants from eleven diverse stakeholders groups to develop and coordinate a road map of collaborative action for the future.

Stakeholder Groups

- National Government
- Local Government
- Private Sector
- Training Institutions
- Conservation Agencies
- Non-Governmental Organizations (NGOs)
- Community Based Organizations (CBOs)
- Media
- Opinion leaders
- International friends
- Hospitality Industry and Tour Operators



I. COMMON GROUND ELEMENTS

Representatives of eleven diverse stakeholder groups participated in sixteen hours of self-managed exercises to jointly identify the common goals and common ground elements they shared about sustainable tourism. Participants prioritized the goals and organized them into categories. The common ground priorities paved the way for all stakeholder groups to commit to collaborative actions. The comprehensive **Common Ground** that the stakeholders agreed to at the STAR-Uganda WSR retreat is as follows:

- Product Development
- Improved Infrastructure
- Environmental Conservation
- Better Information Sharing
- Shared vision
- Improved Governance
- Improve Standards and Training
- Media Involvement
- Marketing
- Research
- Stakeholder Engagement
- Community Empowerment
- Increased Funding



There were several goals that were not agreed upon by all. When there was disagreement on a proposed goal, it was placed in the “not-agreed upon” list. This category received three unshared goals: equitable sharing of tourism benefits, permanent removal of barriers for tourism sectors, and population control. Participants were encouraged during the three day retreat not to spend too much time dwelling on issues of conflict. Enough time and energy had be spent over the years attempting to resolve such issues and the time had come to accept these differences and try to focus on similarities. The STAR-Uganda retreat aimed to create an environment where everyone could clearly understand that there are many issues and goals that everyone agreed upon and shared.

The Common Goals/Common Ground are listed in more detail on the following page, within the categories that the retreat participants established to group them.

Common Goals - Common Ground

Common Ground Strategic Directions	Product Development	Marketing	Better Information Sharing	Community Empowerment	Environmental Conservation	Improve Standards and Training	Infrastructure Development	Increased Funding	Shared Vision	Improved Governance	Stakeholder Engagement	Research
Objectives / Focus Areas	Improve diversification (products, market, and participants)	Increase Uganda's share of the Tourism Market	Create a very tourism-knowledgeable population	Increase direct benefits to communities	Protection of Natural environment and climate change mitigation	Practical demand-driven training for hospitality & tourism courses	Better Planned infrastructure development	More funding for tourism activities and development	Implement tourism policies and guidelines	Responsible governance at all levels (eradicate corruption)	Collaboration and creation of partnerships	Improved useful research about visitor information
	Improve Domestic Tourism	Positive media for Uganda (as a brand image)	Media involvement in conservation awareness and tourism	More activities that involve community members	Conservation of the resource base for tourism activities	Achieve best quality services and uniform standards in hospitality & tourism		More funding from National and Local Government	Acceptance of responsible tourism by all stakeholders	Peace and Security (lasting)	Cooperation among tourism stakeholders	More research on resource base for tourism (including tourism impacts)
	Improve on quality of current products such as crafts	Destination Marketing ("Eco Tourism Destination of Africa")	3Cs (Communication, Collaboration, and Consensus)	Development and support of cultural heritage	Respect and care for the environment by all stakeholders	Institutions at all levels provide excellent training, education, and skills development		Sensible incentives for the private sector			Coordination of various elements: tourism and conservation	Monitoring tourism impacts
			Advocacy and networking mechanism		Balance of oil developments, tourism, and conservation	Standardization of guide qualification and certification and periodic re-evaluation						
					Best practices guidelines on health and safety observed by all stakeholders							
					New developments, maintain conservation values							
					Implementation of conducive & environmentally friendly policies							

II. ACTION PLANS – STAKEHOLDER COMMITMENTS

After the stakeholders agreed to their “Common Ground”, they were tasked with developing three-month and three-year action plans that demonstrated their willingness to collaborate with other stakeholder groups to ensure synergy of efforts and results at a larger scale. Groups presented their short-term and long-term action plans to the plenary as the final presentation of the retreat, the grand-finale! Some stakeholder groups organized their action plans by common ground categories, while others simply listed actions that they felt the most strongly about. Each group’s presentation/report is a reflection of its self-recognized capability in the short- and long-term to implement activities as they relate to improving sustainable tourism in Uganda.

International Friends

Common Ground: Stakeholder Engagement

Short-term Action Plan

1. Share division of labor of donors with STAR-Uganda
2. Share other international friends’ activities with STAR-Uganda
3. Compile a list of all agencies and funding guidelines
4. Make contact with donor working groups
5. Discuss with MTTI the WSR results
6. Review National Development Plan - to access potential
7. Dissemination of retreat outcome to non-attendees
8. Retreat minutes completed and sent to all attendees

Help Needed: Min. of Finance, EU, World Bank, UNDP, VSO, Peace Corps, MTTI, WCS, JGI, AED, Embassies, JICA, Kingdom of Netherlands, and other international friends not yet known.

Deadline: 3 Month

Long-term Action Plan

1. Continue Meetings with stakeholders and MTTI about project

Deadline: 3 Years

Common Ground: Improve Standards and Training & Sustainable Tourism

Short-term Action Plan

1. Find out about all groups doing voluntourism and volunteerism
2. Collect volunteer stories

Deadline: 3 Months



Long-term Action Plan

1. Advocate for tourism as a potential for long-term volunteer placement
2. Create & implement volunteer tourism plan
3. Develop and deliver trainings on how to utilize volunteers
4. Recommend tourism placements for Peace Corps volunteers
5. Assess data for industry and organization needs
6. Continue to collect and store volunteer success stories

Deadline: 3 years

Opinion Leaders

Short-term Action Plan

1. Create good ground for effective development, write concept papers and strategic plans with work plans, budgets, and deadlines
2. Increase of number of quality cultural performances
3. Use of orphan and vulnerable children at tourist destinations
4. Hold National Congress - meet to plan for next year
5. Start cultural nights
6. Meetings of artists to make joint productions focused on natural heritage
7. Launching UG food festival
8. Form more associations like Uganda theatre group



Long-term Action Plan

1. Formation of institute of indigenous art and knowledge
2. Form creative industry like craft village
3. Have regular stakeholder retreats
4. Construction and rehabilitation of cultural sites
5. Market cultural products and identity (film, documentaries, internet)
6. Annual cultural festivals (by August 2010), Start at sub/county, climax competition at Ndere Centre
7. Daily performances at Ndere Centre
8. Expand Ndere Centre amphitheatre to 1,500-2,000 capacity
9. Create functioning cultural trails so visitors are more involved
10. Create new cultural centers

Conservation Agencies

Common Ground: Environmental Conservation & Stakeholder Engagement

Short-term Action Plan

1. Hold stakeholder meeting, Deadline: December 2009
2. Involve media, Deadline: November 2009
3. Develop framework sharing, draft existing ideas on how to conserve environment, Deadline: December 2009
4. Familiarization trips for Media targeting editors, Deadline: December 2009
5. Write articles/press releases about conservation and tourism events to share with media
6. Invite AUTO for meetings in park a month in advance

Long-term Action Plan

1. Create action plans about how to establish coordination by end of 2010
2. Dialogue on oil issues with concerned players, Deadline: June 2010
3. Consider joining Non-Governmental Organizations' oil forum

Need assistance from: Responsible Ministries

Common Ground: Product Development

Short-term Action Plan

1. Collate information on potential for industry, Deadline: December 2009
2. Disseminate information to different users, Deadline: January 2009
3. Provide & collate information about respective potentials and wildlife



Common Ground: Marketing

Short-term Action Plan

1. Continue Friend-a-Gorilla campaign
2. Marketing Initiative strategy developed, Deadline: January 2009

Long-term Action Plan

1. Continue Friend-a-Gorilla campaign
2. Marketing initiative strategy developed
3. Action Plan
4. Carry out research marketing and create new products, Deadline: July 2010

Common Ground: Tourism Infrastructure

Long-term Action Plan

1. Create Tourism Infrastructure and Investment Plan
Deadline: Give investment plan to Government for approval in 2011

Hospitality Industry and Tour Operators

Short-term Action Plan

1. World Travel Market, November 2009
2. Assist every sector that needs their input, formulate plan for the creation of a internet portal for Uganda, create committee, liaise with MTTI, and find designer/cost, Deadline: Jan. 15, 2010
Assistance needed: Media
3. UHOA will provide free accommodation to media, Assistance needed: Media needs to give enough notice
4. Create a questionnaire template for industry
5. Assist UWA to improve collection of visitor statistical information
Assistance needed: Tour Operation Associations
6. Monthly quarterly meetings with UWA on non-confrontational issues
Deadline: Letter of invitation by November 2009
7. Launching UHOA second hotel guide at World Trade Market
Deadline: November 2009
8. Hold meetings to boost wider stakeholder membership in UHOA
Deadline: January 2009
9. Conservation Fundraisers
 - a. Rhino fund-Rhino Race, November 14, 2009
 - b. Uganda Through the Eyes of David Pluth, Emin Pasha Hotel, November 2009
 - c. Jinja Marathon to support Gorilla Fund, May 2010
10. Oil industry meeting, October 23, 2009
11. Discuss corridor for wildlife from Kyambura Gorge to KK Forest
 - a. Merge with NGOs plan for a future meeting with other stakeholders
 - b. Research possibility of land purchase
12. Submit proposal for training with PSFM
13. Send media list of tourism journalist, Assistance needed: Media
14. Engage government to reform/revamp UHTTI
15. Get 1500 tourism employees trained in various areas, Assistance needed: MTTI
16. Paid Secretariat for UTA, Deadline: December 2009



Long-Term Action Plan

1. Form fundraising association for industry to streamline local projects
2. Create Rest Stops for tea, bathrooms, crafts
Assistance needed: Oil industry, UCOTA, UWA
3. Enforcement of Tourism Act, Assistance needed: MTTI
4. Enhancement of Rules, regulations, and monitoring of UTA
5. New office bearers for UTA

Community Based Organizations

Common Ground: Media Involvement

Short-term Action Plan

1. Formation of CBO group email, Deadline: End of October, 2009
2. Media involvement - raise profile on CBO's biographies, Assistance needed: Media
3. Online newsletter for members and anyone to get information, Deadline: 3 months, Assistance needed: STAR, Media

Long-term Action Plan

1. Developing rural tele-centres and directly link to tourist



Common Ground: Stakeholder Development

Short-term Action Plan

1. Invite stakeholders to assist with CBO marketing and formation of a website
2. Work with volunteer agencies for volunteers and trainers to improve capacity
3. Verbal Memorandum of Understanding to improve training with AWF/IGCP
4. Written MOU with several groups to improve CBOs, Assistance needed: UWA, US Peace Corps, JICA, WWF, WCS, CARE, NFA
5. Share ideas with Local Government, advocate and teach them about the importance of tourism, help develop District Tourism Plan
6. Make CBO profiles and share with STAR-Uganda to assist in collaboration

Long-term Action Plan

1. MOU with airlines to take some CBOs and/or community members to exhibitions
2. Advertise success stories in the airline in-flight magazines
3. Have first annual forum (regional) with all sectors on World Tourism Day, Deadline: September 2010

Common Ground: Environmental Conservation

Long-term Action Plan

1. Develop conservation guidelines for sustainable resource extraction and tourism activities (both natural and cultural), Assistance needed: Conservation Agencies, NGOs, volunteers

Local Government

Short-term Action Plan

1. Technical planning committee meeting.
November, 2009
2. Call a stakeholder meeting to discuss issues concerning tourism,
Assistance needed: financial and organizing support from UWA
3. Hold a review meeting of the district tourism, Deadline: first week November
4. Review of District Tourism Plans and integrate into 5 year District Plans
5. District Counselors approve District Tourism Plan, Deadline: 3 months



Long-term Action Plan

1. Create enabling environment for tourism to prosper
2. Infrastructure development
3. Inventory of all community roads and identify all those that need work
4. Community roads to be upgraded, Assistance needed: financial support from the Ministry Works, Ministry of Finance, and development partners
5. Safe water and sanitation, protected springs, tap water campaign
6. Good governance, hold consultative meetings with the local government

National Government

Short-term Action Plans

1. Marketing, campaign is on going in the 2009-2014 budget.
2. Funding by the government where needed
3. Identification committee that will mandate the marketing with all sectors present at WSR
4. Support for Uganda Tourism Board
5. Contract a PR firm to market tourism internationally and nationally
6. Infrastructure - identify key tourist circuits and park roads

Deadline: 3 months

Long-term Action Plan

1. Upgrade previously identified tourism circuits and airstrips to murem
Deadline: 2012
2. Upgrade previously identified tourism circuits and airstrips to tarmac
Deadline: 2014

Training Institutes

Common Ground: Product Development

Short-term Action Plan

1. Meet institutions to revive UATTI, Deadline: Nov. 5, 2009
2. Revive UATTI (create committee to discuss issues) get members on board, Deadline: End of Jan. 2010
Assistance needed: MTTI, HTTI, STAR, UTA, UWA
3. Gather materials that are available about tourism curriculum, Deadline: End of Jan 2009, Assistance needed: NDDC, MTTI, NCHE, ATTI
4. Feedback from meeting and move forward, Deadline: immediately



Long-term Action Plan

1. Review/harmonize curriculum and institute standards, Deadline: July 2009
Assistance needed: MTTI, HTTI, STAR, UTA, UWA
Draft minimum training standards by UATTI, Deadline: End of July 2010
Assistance needed: UTA, UHOA, TUGATA, HACAU, UTA, UWA
2. Convene stakeholders for tourism/hospitality review, Deadline: Aug. 2011
3. Implement and follow up training and curriculum changes

Media

Short-term Action Plan:

1. Disseminate retreat information to other media representatives, those not attending WSR at a media cocktail, Date: Evening 26th October 2009
2. In-house training, with editors and journalists, Deadline: Immediate, On-going
3. Print Media - each newspaper will dedicate one page a week to tourism
4. Radio Media will dedicate at least one hour of broadcast on tourism
5. Produce five (5) documentaries on tourism, Deadline: 3 months
6. Open communication channels with tourism stakeholders, send the list of tourism journalists to UTA, UWA, and others
7. Participate in tourism media campaigns, like Friend-a-Gorilla
8. Promote product development
9. Send journalists to gather news on tourism,

Long-term Action Plan

1. Make/rejuvenate association of tourism writers
2. Improve our capacity as journalists, get more information about tourism, Deadline: 1 year, Assistance needed: financial, STAR-Uganda
3. Annual Media Awards for Excellence in Tourism Reporting (all media types), Date: World Tourism Day, 2010



Private Sector

Short-term Action Plan

1. First meeting for environment conservation (GoGreen)
Leader: Matano Kodawa, General Manager of Crown Beverages, Deadline: Nov. 09
Assistance Needed: Eco-trust, GSTA, conservation agencies, technical advice
2. First meeting to discuss environmentally conscious business and carbon off-setting, wildlife monitoring fund, waste management, Deadline: November 2009, Assistance needed: STAR-Uganda, NEMA, conservation agencies, technical advice
3. Wildlife monitoring meeting, Deadline: 2 weeks time
4. Revive arrival booklets, Deadline: End of Nov 2009
Assistance needed: Ministry of Foreign Affairs, STAR-Uganda, UTB, UTA
5. Tourism fairs - discounted travel for stakeholders
Timeline: November, December 2009 and on-going
6. Stakeholder collaboration with consultative meetings
Deadline: November 2009, Assistance needed: STAR-Uganda
7. Form Tourism/Conservation Committee among private sector, include mobile service providers, Deadline: November 2009
Leader: General Manager of Crown Beverages Pepsi
8. Improve Standards and Training in tourism sector
9. Advocate for government incentives for interns and trainees
Deadline: Immediate
10. Make progress on landing video for airlines
Deadline: November 2009



Long-term Action Plan

1. Environment conservation (GoGreen Campaign) will be functional
Deadline: 2012
2. Wildlife monitoring will start, Deadline: 2012
3. In flight magazine and welcome booklet, Deadline: April 2012
4. Attend and send more Uganda representatives to international fairs
5. Internships in next year's budget, Deadline: 2010

Non-Governmental Organizations

Short-term Action Plan

1. NGO collaborative forum-meeting, Date: January 2010
2. Product development
 - a. Identify new products in Bwindi, Deadline: January 2010, Leader: IGCP
3. Community empowerment, link community to a private sector tourism activity in western Uganda, Leader: WCS
4. Build Cultural Museum near Rwenzori Mountains, Deadline: December 2009
Leader: Fauna and Flora International (FFI)
5. Marketing
 - a. Receive the Virgin Responsible Tourism Award
Need Assistance: Media, STAR-Uganda to help market this event
6. Assist UWA in business planning, management planning, and stable long-term financing of protected areas (trust fund), Deadline: Starts this month,
Leader: WCS
7. Update important bird areas of Uganda
Leader: Nature Uganda,
Deadline: 3 months
Assistance needed: UWA
8. Conservation conference at Uganda Museum, Deadline: Nov 19-29, 2009
Leader: Nature Uganda
9. Launch Civil Society Coalition on Oil Exploration, Deadline: Nov 2009
Leader: WCS
10. Send invitation to all stakeholder sectors to join Civil Society Coalition on Oil Exploration, Deadline: November 2009
11. Support Uganda Wildlife Authority in tourism management
Leader: World Wildlife Fund (WWF)



Long-term Action Plans

1. Support UWA in organizational and business management
Leader: WCS (on-going for the next year)
2. Establish wildlife health network
3. Community empowerment through scale of volunteerism
Assistance needed: International Friends, STAR-Uganda
4. Development of canopy walk in Kibale National Park, Leader: WCS
5. Develop cultural conservation strategy for natural resource management
6. Develop land use planning strategy as it relates to tourism and conservation
7. Develop Biodiversity Off-sets Strategy, Deadline: 3 years

III. ACTION PLANS – INDIVIDUAL COMMITMENTS

International Friends

Name: Kaddu Sebunya, COP, STAR PROGRAM

3 Months	Help Needed From	Date
Operationalize STAR office systems	Stakeholders, STAR partners, staff	November 2009
Finalize assessment report and STAR program budget	Stakeholders and STAR partners	October 2009
Distribution of reports: retreat/retreat/assessment	Stakeholders and STAR partners	November 2009
Coordinate/facilitate stakeholders collaborative actions	Stakeholders and STAR partners	December 2009
3 Years	Help Needed From	Date
Coordination	Stakeholders and STAR partners	Ongoing
Facilitation	Stakeholders and STAR	Ongoing
Development service STAR program structure	STAR program partners and staff	Ongoing
USAID/program reports monitoring	Stakeholders, STAR program partners and staff	Ongoing

Name: Kanyamunyu Fidelis, Director, WagTail Safari Camp

3 Months	Help Needed From	Date
Website creation	I-network, AUTO, STAR	23-15 Nov. 2009
Marketing	STAR, AUTO	Nov. 8 onwards
Farm trip	AUTO, Media	Nov. 1-7, 2009
Community trails/development	Site owners, Sub-county	Nov. 10-25, 2009
3 Years	Help Needed From	Date
Develop Bwindi south	Red Chilli, Overland camp	
Put more self contained tents	Royal tents	
Marketing	AUTO, STAR, UWA	
Expand to L. Mutanda	AUTO, STAR, UWA	

Name: **David Wylie**, Wildlife Clubs of Uganda

3 Months	Help Needed From	Date
Trip to Northern Uganda potential tourism sites	WCS, CC, USAID	Nov. 2-5, 2009
Meet with Dana to discuss linkages between USAID projects in North and Tourism	Dana Stinson, Nancy Eslick	Nov. 2
See what assistance/partnership Maria can provide for community tourism training		Nov./Dec. 2009
See what training/marketing/assistance UCOTA can provide for community tourism in North	UCOTA	Nov./Dec.
Get involved with UTA's 7 wonders program, involve WCU youth clubs	UTA, Amos	Nov./Dec.
Find source of financing for KICOFA project and work on business plan, assist with 8k loan as necessary, talk to Sudi about public-private partnership, get contact from Mark on community tourism funding grant agency	KICOFA, Sam Mugisha	Before January 2010

Name: **Mark Jordahl**, Owner, Conservation Concepts

3 Months	Help Needed From	Date
Complete interpretive guiding manual (Draft)	Tour operators, Training Institutions, UWA	Jan. 15, 2010
Gather information about certification programs in other regions		Jan. 30, 2010
Attend STAR meetings	STAR	As arranged
3 Years	Help Needed From	Date
Develop and deliver guide trainings	UWA, NFA, Tour operators, Trng institutions	Pilot training June 30, 2010
Develop written interpretive materials for Murchison	UWA	June 30, 2010
Advocate for interpretive materials, programing in PA's	UWA, NFA	Ongoing
Assist with interpretive planning for Murchison museum	Softpower, UWA	Dec. 30, 2010

Name: **Dave Campbell**, Representative, US Forest Service

3 Months	Help Needed From	Date
Investigate/Network potential help from US. Forest Service (possible areas: oil mitigation, trail design techniques for Bwindi, habitat fragmentation analysis corridor identification with GIS)	F.S individual resources, WWF, UWA, NFA, Consultants	Nov. 30, 2009
3 Years	Help Needed From	Date
Assist UWA/Local Government in information event design, staffing (training)	Information specialists with US. Forest Service, National Park Service	Begin on request (e.g. Kabale is funded for museum plus could add centre to expand mission)

Name: **Jennifer Krauser**, Peace Corps Volunteer, Queen Elizabeth National Park

3 Months	Help Needed From	Date
Engage frontline communities in Community Based Tourism-Nostrils of the Earth or Bat Tourism	UWA, UCOTA	January 2010
Share experience and contacts from retreat with Park Officials, Peace Corps Volunteers, and Communities		Immediate
Document at least 3 NGO activities in my area (example Twinning Project) & send to STAR		January 2010
Collaborate with other PCVs to rally interest in Income-generating activities to supply tourism value chain	Other PCVs, UCOTA	Nov./Dec., 2009



Hospitality Industry and Tour Operators

Name: **Kalou Joseph Andrew**, Managing Director, Nature Links Safaris

3 Months	Help Needed From	Date
Attend WTM	PSF, UTB, MTTI, STAR	Nov. 7-10, 2009
3 Years	Help Needed From	Date
Travel to USA market and tap US travelers	Nature link safaris, STAR, MTTI, UTB	2010-2011
Partner with STAR to conduct research on Uganda's tourism	STAR, MTTI, UTB	2010-2011



Name: **Debbie Willis**, Owner, Red Chilli

3 Months	Help Needed From	Date
Create questionnaire/template for tourism industry	Geolodges, Distribute through UWA, UHOA, AUTO, USAGA	By Dec. 20, 2009
Attend UHOA stakeholders' meeting for membership collaboration	UHOA	By Jan. 20, 2010
Meet with Heritage Oil on Tourism vs. Oil	Geolodges, Heritage	Oct. 23, 2009 and onwards
3 Years	Help Needed From	Date
Continue talks with Heritage Oil and Tullow – advocating for them to fund parks where drilling takes place, new game tracks etc.	Heritage, Tullow, Geolodges	Ongoing
Develop questionnaire further – look at getting it at the airport, Collating and analyzing statistics	CAA, Immigration	1 year

Name: **Charles Odere**, General Secretary, Uganda Hotel Owners Association

3 Months	Help Needed From	Date
Advocate for stakeholders' meetings	UTA, UTB, UWA	Dec. 20, 09
Continue advocacy for agreed common goals/ground		
Report back to my mother organization about this retreat		
Visit the UTA offices to establish formal contact for conclusion of an MOU for collaboration with stakeholders		
3 Years	Help Needed From	Date
Participate in the revival of Jinja Hotel training school		
Active participation on the common goals through my service as Secretary General of UHOA and task force		



Local Government

Name: **Simon Peter Kandole**, Assistant CAO, Bundibugyo District

3 Months	Help Needed From	Date
Participate in tourism development meetings/events	Collaboratees	November 2009
Cause and facilitate meetings on tourism	TPC	December 2009
Network/collaborate with UWA and other stakeholders on tourism development plan	UTB	December 2009
3 Years	Help Needed From	Date
Aggressively market/advertise Bundibugyo tourism potential	UWA, Tourism companies in Bundibugyo	Jan. 2010-2012
Promote and support local tourism	Tour operators	Throughout 2010-2012

Name: **Giles Kahika**, CAO, Kasese District

Task: Champion the whole idea of tourism development

3 Months	Help Needed From	Date
Stakeholder identification		
Chair the Tourism subcommittee of the DTPC		
Attend the stake holder meetings		
Take lead in reviewing the district Tourism Development		
3 Years	Help Needed From	Date
Take lead in mobilizing lower local governments to participate in infrastructure improvement		
Ensure that all LLGS prioritize community roads as a development activity		Every financial year
Champion the promotion of public/private participation in infrastructure development		

Name: **Richard Munezero**, Kisoro District Tourism Development Officer

3 Months	Help Needed From	Date
Call stakeholders to review the plan	CAO	Nov.-Dec. 2009
Community awareness	NGOs, MTTI, UWA	Nov.-Dec. 2009
Implement District tourism plan	NGOs, Development partners	Nov.-Dec. 2009
Collaborate/network with development partners	Development partners	Nov.-Dec. 2009
3 Years	Help Needed From	Date
Transform Kisoro district to be the preferred destination in Uganda	UTB, STAR	2009-2012

Name: **Richard Andama Ferua**, Vice President, Local Government Association

3 Months	Help Needed From	Date
Report to the executive		October to December, 09
Brief the council		
Radio Talk Show	Arua district production directorate	
3 Years	Help Needed From	Date
Meeting stakeholders		October 2009-2012
Meeting Ministry officials	Tourism sector	
Meeting development partners	Donors	
Fund raising	NGO's, CBOs	
Planning and Implementing	Communities	
Monitoring and Evaluation	House holds	

Name: **Freda Musiimenta**, Assistant CAO, Bushenyi

3 Months	Help Needed From	Date
Networking/collaboration with other stakeholders	Partners In tourism like UWA, Nature Uganda.	November-December 2009
Participate in tourism development meetings	TCP	
Cause and facilitate development of tourism	UWA , STAR	
Mobilization and awareness of communities on the importance of tourism	MTTI, UWA, STAR	
3 Years	Help Needed From	Date
Create awareness about tourism potentials in Bushenyi District, like the Kitagata hot springs	Politicians, media	2009-2010

Non-Governmental Organizations

Name: **Stephen Asuma**, Program Officer, Internatl.Gorilla Conservation Program

3 Months	Help Needed From	Date
Mobilize CBOs	My agency	Nov. 2009
Establish contacts with new partners	AUTO, Media houses	Dec. 2009
Share more information		Nov. 2009
3 Years	Help Needed From	Date
Help implement agreed activities		
Participate actively in the NGO forum		

Name: **Panta Kasoma**, Executive Director, The Jane Goodall Institute

3 Months	Help Needed From	Date
Contact possible private sector partners	UTA/AUTO	October –December 2009
Formalize working arrangements with sector agencies (NFA)	NFA	
Formalize working arrangements with CBOs	STAR/ NFA	
Secure resources for cooperating Bwindi Cafe	STAR/USAID/ Ministry of Education, NCDC	
Supplement documentation of Busingiro Camp Site development	WCS,USAID, MISINDI DISTRICT,UWECA	
3 Years	Help Needed From	Date
Oversee environmental education project	STAR, USAID, Ministry of Education, District Education Departments, NCDC	October 2009-May 2011
Oversee wildlife health project in the Budongo System Range	STAR/USAID,BFCFS, Masindi District, VVRI, CSLICT, UWEC	October 2009-May 2011
Develop concept/proposal for Kasyoha-Kitoni tourism	Bushenyi District, STAR, NFA, Private Sector and CBOs	November 2009-2012
Develop concept/ proposal for Rwenzori CFR Community Tourism	NFA Nyabyaya forestry College/ Rwenzori Community/ STAR	November 2009

Name: **Arthur Mugisha**, Program Manager, Fauna and Flora International

3 Months	Help Needed From	Date
Undertake short-term research on cultural integration into PA management	UWA, NFA, Nature Uganda	Dec. 31, 2009
Participate in sustainable tourism program	USAID, STAR	
Support REMODA to build their capacity	STAR	Nov. 30, 2009
3 Years	Help Needed From	Date
Continue search for role of culture in conservation	UWA, Nature Uganda	June 2010
Support management planning process of sacred sites in the Rwenzori mountains		Mar. 2010
Undertake fundraising program to support identified CBOs		Dec. 2011



Name: **Alfred Twesigye**, Vice Chairman, Nkuringo Conservation & Dev. Foundation

3 Months	Help Needed From	Date
Product development	STAR, IGCP, AWF	Nov. 10, 2009
Stakeholder collaboration	NFA	Dec. 10, 2009
Study tours	IGCP, JICA, WWF	Jan. 1, 2010
3 Years	Help Needed From	Date
Development of Community Tourism Plans	STAR, JICA	Feb. 20, 2010
Establishment of Community Tourism sites	WWF, STAR	April 30, 2011
Marketing of Community Tourism sites	WWF, IGCP, AWF	Jan. 1, 2012

Opinion Leaders

Name: **Kugonza Annette**, Manager, Ndere Troup

3 Months	Help Needed From	Date
Mobilize the Ndere and UDTA structures to achieve wider goals	Funders/STAR	2010
Hold national festivals as a way of promoting Ugandan art where crafts are sold	Gender/Media/STAR/Donors/Media	August 2010
Cultural meetings at Ndere (annually/quarterly)		
3 Years	Help Needed From	Date
Run daily cultural programs at Ndere centre	STAR	Nov.-Dec. 2013
Run sub-county, District and National festivals	Min. of Tourism	
Expand Ndere centre: open two new centres at Kasubi tombs and Lake Mutanda in Kisoro	Min. of Gender, Labor and Social Development	

Name: **Turinomuhandi Syliver**, Director, Superstar/Uganda Dev. Theatre Assoc.

3 Months	Help Needed From	Date
Regular performances at tourist sites	Donors, NGOs, Tour operators, MTTI, UWA, STAR	Everyday
Writing funding proposals	Government, NGOs,	
Marketing cultural products	UWA, NGOs	2009
Train other cultural groups near tourism sites	STAR	2009
3 Years	Help Needed From	Date
Identify more cultural sites	Local communities	Nov. 10, 2009
Marketing	STAR, UWA, AUTO	Sept. 30, 2010
Set up functional trails	Local communities	2010
Set up creative industries	STAR, MTTI	2010
Start conservation campaigns	STAR, UWA	
Fundraising campaigns	STAR	Oct. 10, 2010

Name: **Stephen Rwangyezi**, Founder, Ndere Troupe

3 Months	Help Needed From	Date
Mobilize the Ndere and UDTA structures to achieve wider goals	STAR, Min. of Tourism	
Write the concept/strategic plans, budgets etc.	STAR, Min. of Tourism	
Activate and supervise the running of activities	STAR, Min. of Tourism	
3 Years	Help Needed From	Date
Run daily cultural performances at Ndere centre	STAR, Min. of Tourism	Start now, complete by Jan. 31, 2013
Run sub-county, district and national festivals	STAR, Min. of Tourism	
Expand Ndere centre, open two new centres; near Kasubi tombs and at L. Mutanda in Kisoro	STAR, Min. of Tourism	

Name: **Hon. Grace Freedom Kwiwucwiny**, Minister of Culture, Alur Kingdom

3 Months	Help Needed From	Date
Feedback to the kingdom	Kingdom	23/10/2009
Concept paper/proposal writing	Kingdom	30/11/2009
Consult key stakeholders on possible support	UWA, MTI, STAR, DLG	23/10/2009-30/11/2009
3 Years	Help Needed From	Date
Development/construction/rehabilitation of cultural sites	Alur kingdom, STAR	June 2010
Planning retreat with stakeholders	STAR	Feb. 2010
Networking with stakeholders	STAR	2009 - onwards

Name: **Hon. Harriet Nyakake**, Minister of Tourism, Tooro Kingdom

3 Months	Help Needed From	Date
Change work plan		Dec. 1, 2009
Mobilize group, Birungi Byensi Cultural Association, to achieve wider goals		Dec. 31, 2009
3 Years	Help Needed From	Date
Promote the group to reach the national level	STAR, Donors, Tooro Kingdom, Local Leaders	2011
Start another locally organized cultural group	Government, Donors, Well wishers	2012

Name: **Joel Musaasizi**, National Coordinator, Wildlife Clubs in Uganda

3 Months	Help Needed From	Date
Develop ideas and plans for working with young people and the private sector	UTA, UWA, individual stakeholders	November- December, 09
Work with media to publicize clubs Tourism activities	Media, UTA,UWA	November- December, 09
3 Years	Help Needed From	Date
Youth camps on Tourism at national parks	STAR, UWA, UTA, UWEC, individual stake holders	2010-2013
National campaigns on sustainable tourism involving youth	UTA, MTTI, Media, STAR, Individual stake holders	2010



Name: **Benjamin Kyamukono**, Director and Band Leader, Ngoma Troup

3 Months	Help Needed From	Date
Set cultural performances	Local funds	November 15, 2009
Writing concept papers and strategic plans with work plan budgets activities	Local government	November 30, 2009
Set meetings for ground joint production on national cultural heritage	Ministry of Tourism	November 15, 2009
3 Years	Help Needed From	Date
Development of cultural heritage as key component of Uganda Brand.		2010
Construction and rehabilitation of cultural sites		2010
Market cultural product/identity through modern means such as internet		2010

Private Sector

Name: **Aggrey Mwesigwa**, Consulting Director, ALMA LTD

3 Months	Help Needed From	Date
Conduct a needs assessment for skills development for entrepreneurs, managers and their staff in hospitality industry	STAR, Private Sector Foundation of Uganda, UTA	Nov-Dec. 2009
Develop and deliver standardized training modules in financial management, customer care and marketing	STAR, Private Sector Foundation of Uganda, UTA	Jan. 15, 2010
3 Years	Help Needed From	Date
Conduct and review of existing tourism related training institutions with a view of developing demand driven training modules in financial management, marketing, customer care and corporate governance for boards.	STAR, Private sector Foundation of Uganda, UTA	Jan-Mar, 2010
Develop and deliver modules	STAR, Private sector Foundation of Uganda, UTA	April 2010



Name: **Robert Lwanga**, Environmental Officer, Heritage Oil

3 Months	Help Needed From	Date
Set up Wildlife Monitoring funds in MFNP	UWA	November 25, 2009
3 Years	Help Needed From	Date
Set up carbon offset mechanism	Eco-Trust	November 25, 2010

Training Institutions

Name: **Jeremiah S. Lwanga**, Lecturer Makerere University, Institute of Environment

3 months	Help Needed From	Date
Visit tourism sites in and around Kampala and see how they can be used as training facilities		Nov.-Dec., 2009
Take Biodiversity class to Mpanga or Mabira Forest as part of field training	NFA, MUEINR	Nov. 2009
3 years	Help Needed From	Date
Start practical short field courses at Kibale NP	UWA, MUIENR, WCS, STAR	Nov. 2009
Training courses on the environment targeting local leaders (at MUBFS)	UWA, MUIENR, Local Government	Jan. 2010 - onwards



Name: **Barnabas Kabalisa**, Senior Lecturer, Kabale University

3 months	Help Needed From	Date
Meet MTTI officials about reviving UAT	MTTI	2009
Meet with JICA		2009
Search existing documentation on UATTI, plus curriculum		By Nov. 2009
Inform Kabale University about STAR		Oct 26, 2009
3 years	Help Needed From	Date
Handover report of UATTI 2006		By Jan. 31, 2010
Link Kabale University to tourism stakeholders and investors	Kabale University, JICA	2010-2012
Implement agreed actions	Kabale University	2010-2012

National Government

Name: **Bahane Silver**, Bufumbira North Member of Parliament

3 Months	Help Needed from	Date
Hold meeting with/training of communities adjacent to PAs in Kisoro aimed at talking them out of selling land but leasing it to developers instead	STAR, Local Government	Nov. 2009
Urge people to engage in diverse income generating activities: fish farming, bee keeping, mushroom growing	Min. of Agriculture, Animal Industry and Fisheries, STAR, USAID	Dec. 2009
Guide people into forming Tourism Associations to tap available opportunities and create new products		Jan. 2010
3 Years	Help Needed from	Date
Urge communities to form cooperatives aimed at tea growing as a source of long term income generation	Donors/Development Partners, Investor to build tea factory	2010
Urge government on behalf of the people to construct access roads to and from PAs (i.e. Bwindi/Mgahinga)	Uganda National Road Authority	
Urge government to establish telecenters for communication purposes	Min. of ICT, Uganda Communications Commission, STAR	

Name: **Vincent Barugahare**, Comm. for Wetlands, Min. of Water and Environment

3 Months	Help Needed from	Date
Promote env. conservation	STAR, NGOs, Private sec	Dec. 2009
Capacity building		
Information dissemination		
Networking		
Sensitization of Local Govt.		
3 Years	Help Needed from	Date
Train in data collection	Higher learning institutions	June 2010-2011
Acquire equipment	Private sector	
Dev/communicate strategy	STAR	Dec. 2011
Research	UWA, NFA	June 2012

Media

Name: **Stephen Asimwe**, Managing Editor, East African Business Week

3 Months	Help Needed From	Date
Open communication with stakeholders		Oct. 26, 2009
Product Development		Oct. 26, 2009
Train writers/editors		Oct. 26, 2009
Actively participate in tourism programs	Stakeholders	Oct. 26, 2009
3 Years	Help Needed From	Date
Attend and engage tourism groups on coverage	Stakeholders	
Help in training of journalists in tourism media	Stakeholders	



Name: **Eddy Khan**, Programming Manager, UBC

3 Months	Help Needed From	Date
Tell my work mates more about tourism	Station Managers	Monday, Oct 26, 2009
Create 30-minute Television Program	Tourism stake holders for information	November 2009
3 Years	Help Needed From	Date
Produce a Documentary about Uganda tourism	Tourism Stakeholders for information and funding	2010
Produce feature programs	Tourism stakeholders for information and funds	2010

Conservation Agencies

Name: Nelson Guma, Uganda Wildlife Authority, Queen Elizabeth Deputy CAM

3 Months	Help Needed From	Date
Share commitments with Queen Elizabeth Conservation Area Management		Oct. 26, 2009
Hold stakeholder coordination meetings (NFA, Fisheries, Environment department, Forestry department, Local Government, representatives	STAR	Dec. 2009
Provide information on tourism products for coalition	STAR	Nov. 2009
3 Years	Help Needed From	Date
Establish Rwenzori region stakeholder forum	WWF, STAR	Mid 2010
Identify areas of research on development of new products	WARM, WCS	Dec. 2010
Work with training and research institutions to undertake research	NHTTI, MUBS	2010-2012

Name: Potious Ezuma, Senior Warden/ Bwindi Uganda Wildlife Authority

3 Months	Help Needed From	Date
Brief my supervisor on the proceedings, the common goals, and action plans		By October 25, 2009
Commit time to attend all meeting designed to ensure that all the actions are implemented on schedule		By January 2010
3 Years	Help Needed From	Date
Link with Local Media	Media	January 3 years
Hold local meetings with stakeholders on ground/field	NGO's, STAR	January 3 years

Community Based Organizations

Name: **Byabali Edna**, Chairlady, Boomu Women's Group

3 Months	Help Needed From	Date
Training	STAR, Local Government, UWA, HFA, JGP, COBATI, UCOTA	Nov. 2009
Advocacy	STAR, Local Government, UWA, HFA, JGP, COBATI, UCOTA	Nov. 2009
Fundraising	Local Govt, UWA, HFA, JGP, COBATI, UCOTA	Nov. 2009
Capacity building	STAR	Nov. 2009
3 Years	Help Needed From	Date
Training		
Advocacy	STAR, Local Government, UWA, HFA, JGP, COBATI, UCOTA	Nov. 2010
Funds	STAR, Local Government, UWA, HFA, JGP, COBATI, UCOTA	Nov. 2010
Capacity building	Local Government, UWA, HFA, JGP, COBATI, UCOTA, STAR	Jan. 2011



Name: **John Tinka**, Chairman Rwenzori Development Fund

3 Months	Help Needed From	Date
Keep in touch w/ CBO members	None	Oct. 2009
Prepare press handout	Press	Oct. 2009
Meeting with Rwenzori Development Association	Rwenzori Development Association	Nov. 9, 2009
Brief the RCC about STAR	None	Nov/Dec 2009
3 Years	Help Needed From	Date
Keep in touch-share info.	None	2010
Inform community groups about STAR and other tourism stakeholders	None	2010
Prepare small grant proposals	RIF staff	2010 - 2011

Name: **Kato Stonewall**, Director, Green Dwellings

3 Months	Help Needed From	Date
Stakeholder collaboration - establish a working committee for community tourism groups from various parishes under the Green Dwellings CBO	Local Councils, Green Dwellings	Nov. 15, 2009
Train the above groups to be aware of various opportunities and challenges	Green Dwellings volunteers	Nov. 22, 2009
Write concept papers on product diversification, community empowerment, marketing, media involvement, improved standards of training for Green Dwellings		Oct. - Nov. 2009
3 Years	Help Needed From	Date
Marketing; Link Green Dwellings community groups to markets in MFNP e.g. Paraa Lodge, Nile Safari etc.	UWA, Lodge managers	January 26, 2010
Secure site for camp sites around Pakwach bridge (Steps: Identify sites, Apply, Approval with lease offer)	Local land committees, Green Dwellings board	August 8, 2010

Name: **Charlotte Ninshaba**, Head, United Org. for Batwa Development in Uganda

3 Months	Help Needed From	Date
Share/update projects		Oct. 27, 2009
Contact the media in working area	Media	Oct. 27, 2009
3 Years	Help Needed From	Date
Collaborate with other stakeholders	UWA, NFA, STAR	Nov. 2009
Product improvement e.g. handcraft, music, dance and drama	IGCP, NFA, STAR, UWA	Dec. 2009
Marketing	Mobile networks i.e. Warid, Media	Nov. 2009

Name: **Helen Lubowa**, CEO, UCOTA

3 Years - Long term	Help Needed From	Date
Improve standards – development standards guidelines	MTTI	
Improve UCOTA accessibility community empowerment sensitization	Local Government, Communities, STAR	2010-2013
Training in cultural tourism	MTTI, Museum, STAR	
Develop community musical groups	Local trainers, STAR	
Identification of potential sites	STAR	
Train and develop sites	STAR, UCOTA, ARCOS	2010-2013
Produce documentaries	STAR, MTTI	
Produce articles for magazines	SN Brussels	
Annual CBO collaboration retreats		
Research on effect of no harvesting in the Bigodi wetland	WCS, Eco Trust, IUCN, MTTI	
Strategic plan for UCOTA		2010

Name: **Kasereka John Muranga**, Executive Director, Rwenzori Mountains Development Association

Task: Promote community tourism, sensitization for promotion of community tourism, creation of Nature walk projects by Nov. 2009

3 Months	Help Needed From	Date
Promote community tourism, sensitization for promotion of community tourism, creation of Nature walk projects by Nov. 2009	FFI, STAR, UNESCO, Bee Keeping Institute in Rwenzori Area Kyabarungira sub county, UWA, BTC, WWF, KLDG	2009
3 Years	Help Needed From	Date
Protection of Rwajimba Hot Springs		
Conserve the water falls on R. Llumwe in the Rwenzori		
Construct camp sites in the Kasangali foot hills	Friends of REMODA from Netherlands, STAR Uganda, FFI	2010

Name: **Ndayambaje Edison**, Rep. of Chairman, Mgahinga Community Dev. Org.

3 Months	Help Needed From	Date
Formation of group working committee	AU, CBOs, Mgahinga Community Development Organisation, STAR	Oct. 2009
Tourism and Conservation in Kisoro	Mgahinga Community Development Organisation, Private Sector, NGO's	On going now
Participating in the next stakeholders meeting: UWA, Local Government	STAR	Oct.-Dec. 2009
Media coverage of community based work	Media houses, Mgahinga Community Development Organisation and other CBOs	Nov 30, 2009
Involvement of volunteers	NGOs, Mgahinga Community Development Organisation	On-going at Mgahinga Community Development Organisation
3 Years	Help Needed From	Date
Market for community tourism products for Mgahinga area - Kisoro	STAR, UNDP, MTTI, Tour Operators, UCOTA	2010
More partnerships with the Private Sector and other development partners	STAR, Local Government	2010
Development of a Conservation Ctr. in Kisoro	STAR, NGOs	2010
Reduction in animal/community conflict in Mgahinga N.P	UWA, Local Government	Dec. 2010
Trainings (making handicrafts)	STAR,, UWA, IGCP/AWFI, MTTI	Dec. 2010
Infrastructure development: accommodations, facilities	Local Government	2011
CBO stakeholder retreat	STAR	June 2010
Support golden monkey research in Mgahinga N.P	STAR, UWA, WWF, Mgahinga Community Development Organisation	Aug. 2010
Adult literacy education	STAR, Mgahinga Community Development Organisation	2011
Participation in trade fairs/exhibitions	Airlines	Nov. 2010

IV. SELF-MANAGED EXERCISES

Retreat Highlights

Among of the most significant outcomes of the Jinja retreat were:

- A common vision for sustainable tourism established among participants
- An agreement on common goals determined through self-managed exercises
- New perspectives developed about the relationship of diverse stakeholders to sustainable tourism
- Networking and increased social capital
- Stakeholder commitments to collaborative actions
- A better understanding by STAR-Uganda implementers about the trends within the sustainable tourism sector, the priorities of stakeholders, the common goals of those present, and willingness to collaborate.

There were **97** participants including representatives of local and national government entities, training institutions, donor and development organizations, domestic and international conservation agencies, volunteer groups, hospitality industry and tour operators, private sector representatives, musicians, artisans, celebrities, community organizations, associations, and Non-governmental Organizations. In addition there were retreat organizers, local communications graduates assisting in logistical organization, and several reporters.

The Whole-System-in-the-Room (WSR) Process

The Whole-System-in-the-Room (WSR) retreat is designed to help diverse stakeholders learn more about each other and create a vision for the future based on collaboration. The secret to the success of such a retreat is to gather as many representatives as possible of the whole system related to a development issue, including those that might not seem directly related because of traditional ways of thinking, with the purpose of creating a common vision that accurately reflects the system needs. WSR organizers must make sure that the right people show up.

As it is not always possible to invite the entire system, a concerted effort must be made to bring together those stakeholders who are able to express clearly the interests and objectives of their stakeholder group. To best identify the WSR participants, a Technical Advisory Group (TAG) composed of volunteers representing a cross-section of the sustainable tourism stakeholders was created a couple of months prior to the retreat. This TAG identified and nominated potential participants and later assisted the WSR organizers to rally them at the retreat. (See Annex # 1 WSR Participants' Notebook (Agenda, Framework and Self-Managed Exercises).

Without the assistance of this TAG, it would be impossible for any one organizing entity to ensure that an adequate representation of the system is gathered. On behalf of the STAR team and the sustainable tourism stakeholders who expressed appreciation of the WSR process and results, the WSR organizers would like to thank the TAG volunteers for their vision, efforts and commitment to the preparation and

implementation of the retreat. Without them, the retreat would not have been possible. (See Annex #2 List of TAG members).

The WSR Search for Common Ground

At the WSR retreat, self-managed exercises lead the participants to examine their common past, study the current trends, decide collectively what they are most interested in addressing, and envision themselves in a desired future by performing scenarios about life ten years from now. During the presentation of future scenarios, it became quite clear to everyone at the retreat that there were many areas of common interest, common goals and shared objectives.

Common ground rather than “problem solving” was the frame of reference. Participants were encouraged to honor and appreciate differences in perspectives rather than try to reconcile them. This approach encouraged participants to “*think together globally before planning to act locally*”, thus fostering a shared understanding and a higher commitment to common objectives before encouraging participants to take action.

On the last day, participants developed collaborative action plans for the following three months and three years. These action plans were based on the common ground, the future desired by all those present. While the action plans presented on the last day of the retreat were the grand finale, it is important to note and give details about the sessions of the first two days to report the process used to establish common goals and commit to work collaboratively in the pursuit of them. While implementing several self-managed exercises, the diverse group of participants prepared themselves to focus on the common ground. They agreed to leave alone the differences that so often monopolized their discussions. Below is a summary of the agenda that was followed during all three days. This report will now focus on the exercises of the first two days.

Working Agenda Summary

Day 1, October 20, 2009

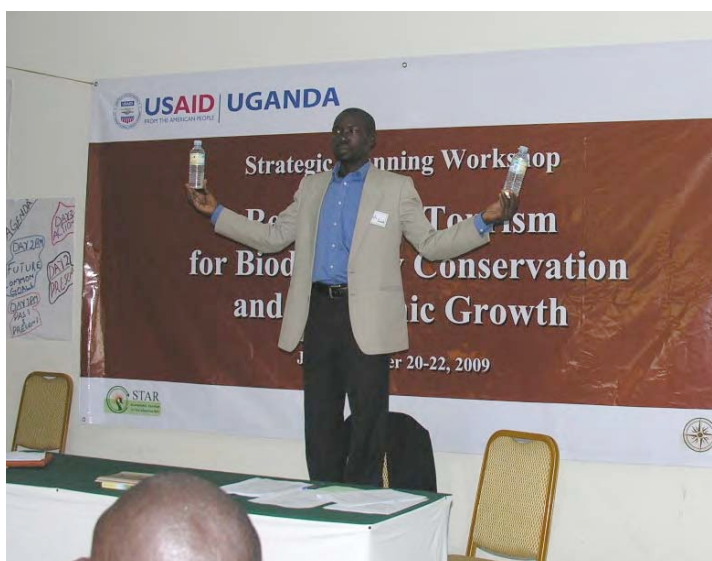
Retreat Introductions
Reviewing the Past
Focus on the Present

Day 2, October 21, 2009

Focus on the Present
Focus on the Future
Focus on Common Ground

Day 3, October 22, 2009

Focus on Common Ground
Action Planning Session
Action Planning
Presentation



Retreat Introduction

Mr. Patrick Papania opened the retreat by welcoming guests, participants and observers to actively broaden their perspective of what sustainable tourism is all about by trying to see the issue through the eyes of their fellow participants. He asked the participants to pretend they were film directors for a few moments to make the point of close-up and large frame perspective. He noted that the idea of this workshop is to constantly try to look at the “whole picture”, the whole system, the macro perspective, so that we can all pursue larger impact together.

Papania then introduced **Mr. Kaddu Sebunya**, the Chief of Party (Director) of STAR-Uganda, who explained briefly the objectives of the new project and the purpose for gathering so many diverse stakeholders into one room at the beginning of the project. He noted that USAID, through STAR-Uganda wished to target the Albertine Rift and contribute to economic growth of that region of Uganda through sustainable tourism efforts.



Next Papania introduced **Mr. Simon Jones**, a representative of Solimar International, the lead organization of the Global Sustainable Tourism Alliance (GSTA) for the STAR-Uganda program. Mr. Jones explained how the GSTA was working in six countries, including Mali, Montenegro, Dominican Republic, Ethiopia, Ecuador, and Uganda, attempting to assist local governments improve the way sustainable tourism contributes to a higher standard of living of local populations while protecting natural resources. Mr. Jones highlighted the organizations participating in the GSTA and how this alliance strategically brings together specialized technical expertise in many areas contributing to sustainable tourism development. The GSTA organizations are:

- Academy for Educational Development
- George Washington University
- Solimar International
- The Nature Conservancy
- Citizen Development Corps
- Counterpart International
- EplerWood International
- Nathan Associates
- National Geographic Society
- Rainforest Alliance
- RARE
- UNESCO World Heritage Center
- US-Forest Service
- University of Hawaii, School of Travel Industry Management

Papania then set the tone for the retreat by calling on stakeholders to spend their time over the next few days listening carefully to others, sharing their ideas, broadening their perspective on sustainable tourism, assessing the needs of the sector for wide-scale transformation, and committing to collaborative action. As representatives of eleven stakeholder groups were present, he noted that the participants gathered had

all the relevant ideas and experience to create a vision of the future desired by all working within the sector.

Papania explained that STAR-Uganda would attempt to have large-scale impact on the economic growth of the Albertine Rift by assisting those gathered at the retreat to work more collaboratively on their common goals, to be determined through the several self-managed exercises of the retreat. He encouraged everyone to focus on what they all agreed to and leave their differences aside (at least for the sixteen hours of the retreat) to find common ground for moving forward. He highlighted STAR-Uganda's interest in strengthening partnerships in the sector and reported several quick accomplishments the project already had made by participating in the Friend-a-Gorilla campaign. Recognizing the need for international partners to contribute to the efforts of the Uganda Wildlife Authority (UWA) to raise money for wildlife conservation on the worldwide web, STAR-Uganda offered its communications assistance to UWA by linking Hollywood celebrities to its campaign.



Papania stressed that a lot of great work had already been realized in Uganda for sustainable tourism by those gathered in the room, and many other stakeholders. He explained how STAR-Uganda hoped to help develop the sector by improving coordination and providing strategic technical assistance where it could have the most impact.

Papania next introduced the facilitators for the self-managed exercises, who explained the process of the Whole-System-in-the-Room (WSR) retreat, established roles and responsibilities of everyone gathered, and began to introduce the self-managed exercises.

Self-Managed Exercises

Exercise 1: Focus on the Past – Creating a Time-line

In the first exercise, participants were asked to note on time lines the milestones related to the issue of tourism, from three perspectives:

Personal: key experiences in one's own life

Global: significant world events that shaped our society and the tourism sector

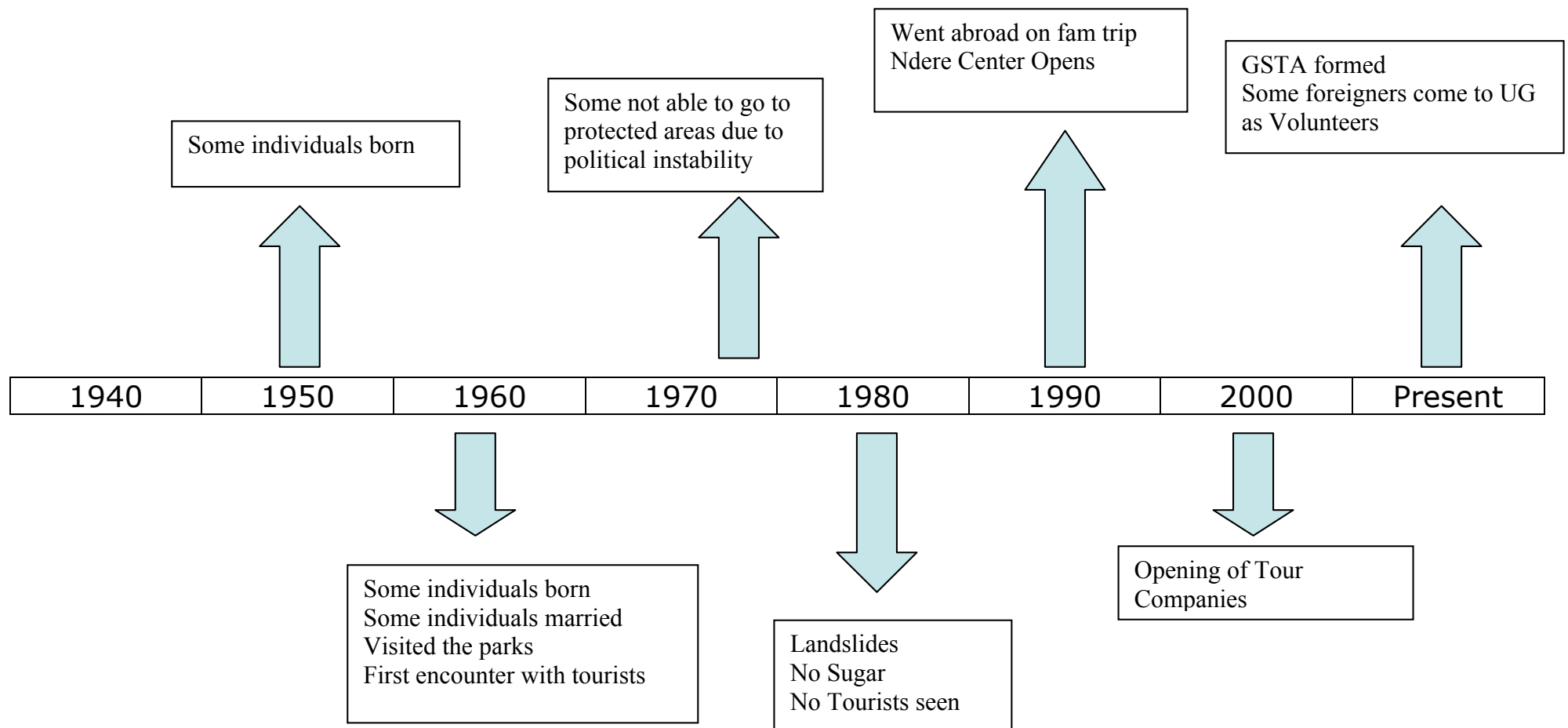
Local: critical events/developments in Uganda that have shaped sustainable tourism

The purpose of the exercise was to put the Ugandan tourism sector in the broadest possible context and establish implications for this meeting.

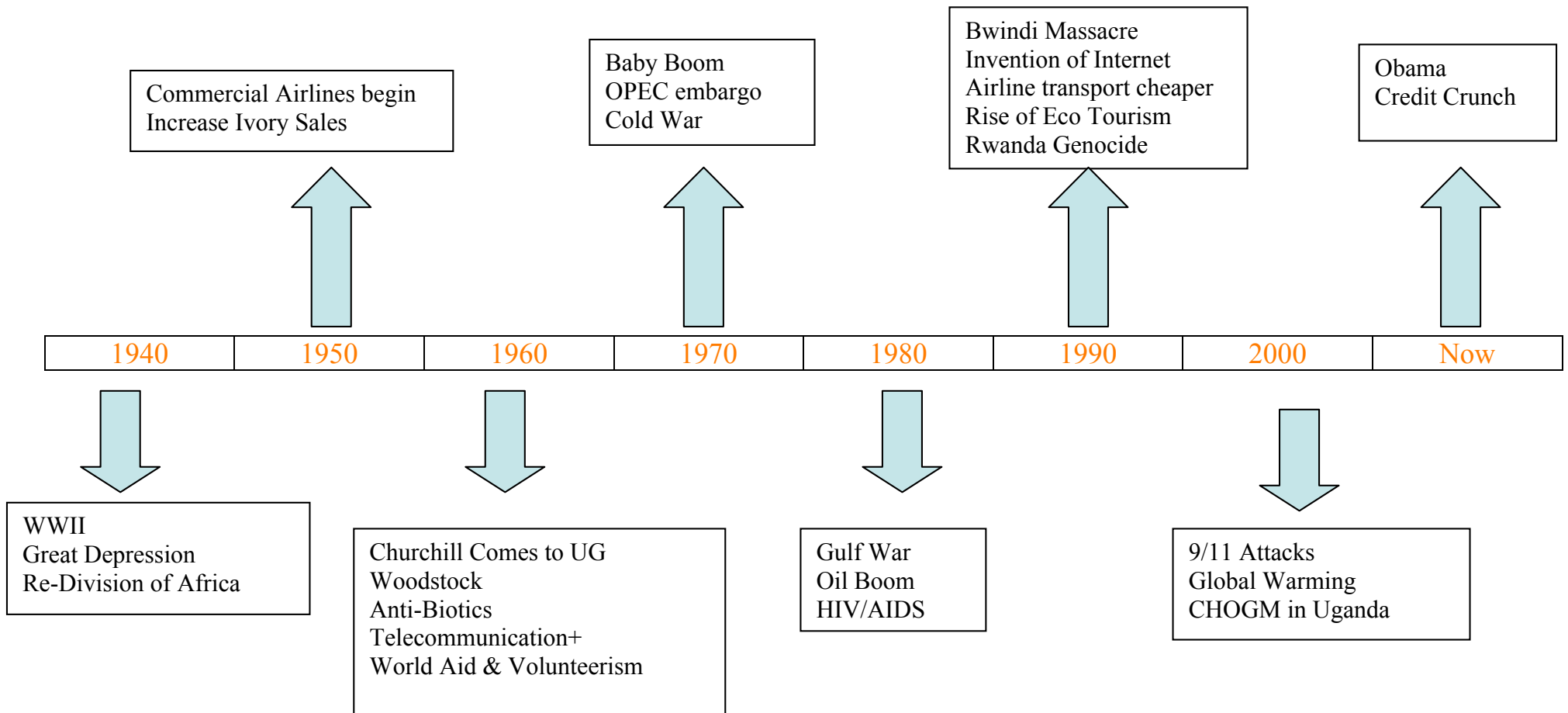
Timelines were created on which everyone wrote about their own past, the international events and the local history dating from the 1940's to the present. This exercise was an individual exercise in which everyone had to think own their own. Some of the participants regarded it as an interesting and amusing exercise in which it quickly became obvious that the diverse people in the room all shared a common past. In the personal time line, people wrote key experiences that had led them here. The global time line showed significant world events that had shaped our globally society. The local/national time line showed critical events that had an influence on tourism development in Uganda. A summary of what was written on the three time lines is presented on the following pages.



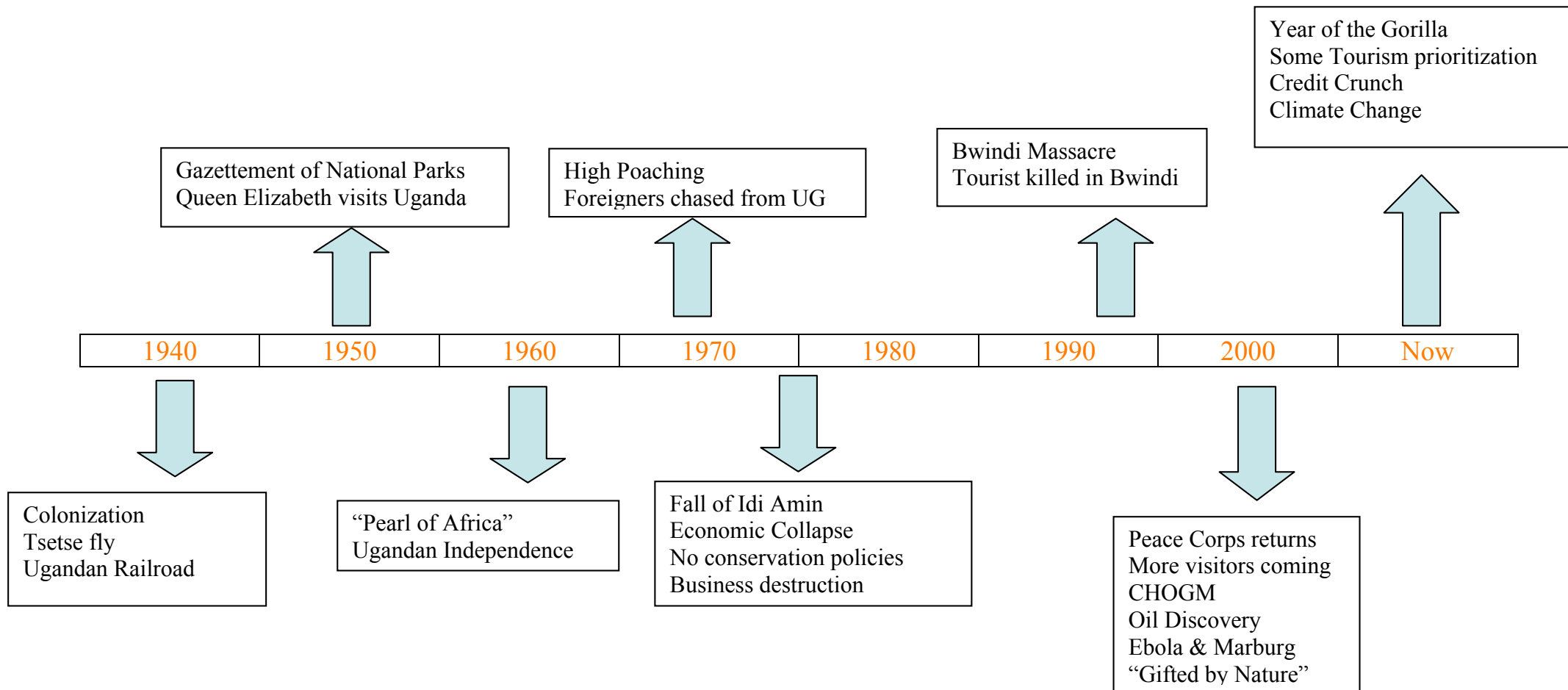
Summary of Personal Timeline



Summary of Global Events Timeline



Summary of Key National/Local Tourism Events



Exercise 2: Focus on the Past – Stories and Implications

Working in mixed groups, the participants were given 45 minutes to create a story about one of the timelines, assigned randomly to each group. The groups would have 4 minutes to tell their story to the rest of the participants. The purpose of this exercise was to think about our common past and present it in stories that relate to tourism in Uganda in a way of planning for the future. Each group told stories about the personal timeline, the global timeline, or the national/ local timeline.

During the presentations of the timeline stories, participants were able to see how many events were connected and the ways in which they were influential on the tourism sector. Regarding the local/national timeline, many participants noted that tourism had been booming in Uganda before the government of Amin took power. During the 1970's wildlife populations decreased, foreign investment in Uganda decreased, and visitors stop coming. It has taken the country a very long time to recover from that era. Nevertheless, it seemed that most participants believed that Uganda could once again assume its brand as "the Pearl of Africa".

Exercise 3: Focus on the Present - Making the Mind Map

The facilitators gathered the participants in an amphitheatre-style seating arrangement to conduct a communal brainstorming. This session focused on the current trends affecting sustainable tourism in Uganda. The facilitators explained that trends in the sector were anything that was increasing or decreasing, growing or declining, getting bigger or smaller, etc. Participants were asked to state the trend and give an example of it. **All ideas were accepted.** The trends were written on a large diagram on the board that was later referred to as the "Mind Map". The Mind Map included the following trends:

❖ Rise in eco-tourism	❖ Rise in health risk for wildlife
❖ Increased publicity about tourism	❖ Increased focus on communities
❖ Increase in tourism products.	❖ Increase in regional competition
❖ Decrease in international travel	❖ Increase in advertising
❖ Increase in volunteer tourism	❖ Rise in internet
❖ Increase in conservation efforts	❖ Increase in interest in small hotels
❖ Increase in prostitution	❖ Increase in degazetting national parks
❖ Reduction in use of paper money	❖ Increase in tourism scholars.
❖ Rise in encroachment to degazette	❖ Increase in tourism training
❖ Increase in exploration of oil	❖ Decrease in pouching
❖ Increase in employment	❖ Increase in foreign exchange
❖ Increase in lobbying	❖ Increase in exploitation infrastructure
❖ Decrease in cultural value	❖ Increase in adventure tourism
❖ Increase in gorilla attraction	❖ Increase in restoration of cultural sites
❖ Increase in impact of climate change	❖ Increase in the local macro influence
❖ Increase in objects for budget	❖ Increase in sustainable tourism
❖ Increase in community agro-tourism.	❖ Increase in intermarriages
❖ Increase in barriers in wild life	❖ Increase in domestic tourism
❖ Increase in the market for cultural sites	❖ Increase in hotel occupancy in Uganda

❖ Increase in number of tour operators	❖ Decrease in promotion of mass tourism
❖ Rise in local Ugandans participating in tourism	❖ Reduction in natural resources (e.g. forests)
❖ Increase in tourism spots in the Albertan Rift	❖ Increase in interest of government in tourism
❖ Increase in military and security personnel	❖ Increase in conflicts between conservation and industry
❖ Relatively, decrease in negative publicity by foreign media	❖ Increase in regional tourism, integration
❖ Increase in theft of 4 wheel drive vehicles which transport tourists	❖ Increase in unplanned and uncoordinated tourism infrastructure
❖ Increase in dependence on foreign visitors	❖ Increase in number of pupils visiting the national parks
❖ Increase in prices of land in the destination areas	❖ Increase in conflicts between tourism site and economic investment
❖ Increase in retreats/conferences about tourism	❖ Increase in amount of money and time spent in Uganda by tourists
❖ Increase in participation of CEO's in tourism	❖ Increase in repatriation, return of profits to foreign countries
❖ Increase in number of NGOs cheating local communities	❖ Increase in conservation bodies with reduced coordination
❖ Increase in interest in conservation of wildlife in Uganda	❖ Increase in tourism-favorable policies and laws
❖ Increase in confusion on the concept of tourism	❖ Increase funding to conservation agencies
❖ Increase in haphazard development of towns near conservation areas	❖ Increase in demand for CSR for tourism agencies
❖ Increase in interest in inviting tourists	❖ Increase in tourism training institutions
❖ Increase in revenue sharing with communities	

After the participants listed all significant trends, each was given six colored dots/stickers to vote on the trends that they cared most about.



Exercise 4: Focus on the Present - How Trends Affect the System

Immediately after breakfast on day two, the participants were instructed to work within their stakeholder groups to generate a list of the trends that were most important to their group. They were told that if their group was interested in a trend that had not made it onto the Mind Map the previous day, they were welcome to add it in their group discussion. Everyone was reminded to continue to self-manage their groups by nominating a Recorder, Reporter, Time Keeper, and Discussion Leader.

The purpose of this exercise was to help the participants discover the core concerns of the different stakeholder groups and find out what they were doing now and what they wanted to do in the future to address these trends. On the first page of a flip chart, the stakeholder group noted the few key trends (three to five) of greatest concern to their particular group. Then on a second flip chart sheet, the participants made a list of what they were doing in relation to the trends that were a priority to them and their current actions that made them most proud. On the third flip chart sheet the participants listed the actions they were not currently taking and those things that made them feel most sorry. They then prepared a report on the trends that were of priority to them, the actions that made them proud and those that made them feel sorry. The stakeholder groups were asked to report back to the plenary to share their main concerns in four-minute reports. Following is an account of the stakeholder reports.

International Friends

1) Trends of Concern

- a. Oil Development
- b. Control of use of terms of eco-tourism and mass tourism
- c. Community awareness of eco-tourism as revenue opportunities
- d. Private sector development
- e. Increase in unplanned development
- f. Training – hospitality, marketing, research
- g. Conflict between conservation agencies and local communities

2) What they are doing

A. Oil Development

- a. UNDP - Mitigation Policy Development for extraction/sustainable development)
- b. Uganda Wildlife Society - making reports and plans on mitigation of wildlife impacts
- c. WCS and UWA mitigating effects on wildlife

B. Eco-tourism Awareness/Community Empowerment

- a. Peace Corps exposing communities to this type
- b. UNDP/JGI/WWF work with community That border the park
- c. Wildlife clubs looking at community tourism activities in the north
- d. Promotion (Friend a Gorilla)

3) What they are NOT doing

A. Oil Development

- a. Training guides to visitors
- b. Increase communication among stakeholders
- c. Strengthen govt policies for sustainable dev.

B. Eco-tourism Awareness/Community Empowerment

- a. Develop more materials for visitors at protected areas
- b. Proper planning
- c. Branding program for responsible tourism
- d. Improving target communities economic development from tourism

C. Climate Change

- a. Increase focus on climate changes.
- b. Mainstream climate change mitigation activities into all of our work

Local Government

1) Trends of Concern

- a. Increase in local awareness about local potential
- b. Rise in revenue sharing
- c. Unplanned and uncoordinated infrastructure development
- d. Increase in conflicts between conservation agencies and communities
- e. Increase in government interventions in the promotion of tourism industry

2) What they are doing

- a. Awareness about tourism
- b. Advocating for increase of revenue sharing (at the national level)
- c. Implementation of eco-tourism products that help mitigate problem animals
- d. Awareness through radio
- e. Implementation of community projects to grow tea in areas where wildlife will not be affected.

3) What they are NOT doing

- a. Inability to construct/maintain infrastructure (such as roads)
- b. Only one hotel in Bwindi, and it's very expensive, the locals can't afford it
- c. Inability to restock wildlife (e.g. the white rhino in Ajai)
- d. Not involved in exploitation of the natural potential, minimal investment, and exploitation of wildlife

Group Opinion Leaders

1) Trends of Concern

- a. Increase awareness of tourism industry
- b. Increase tourism products
- c. Increase the number of Ugandans involved
- d. Increase promotion of cultural heritage

2) What they are doing

- a. Creating craft products
- b. Over 2,400 groups in theatre groups - where they organize theatre shows, cultural heritage
- c. Cultural centre
- d. Making maps and information for parks and Uganda
- e. Protecting tourism sites for cultural heritage
- f. Websites utilized for promotion and information sharing

3) What they are NOT Doing

- a. Not developing cultural sites
- b. Not recognized as celebrities (☺)

Private Sector

1) Trends of Concern

- a. Oil Development/Exploration (conflicting interest between tourism and development)
- b. Insufficient commitment to conservation of protected areas
- c. Lack of coordination among private sector organizations in regard to tourism
- d. Lack of transparency and accountability

2) What they are doing

- a. Work with NEMA and consultants to assess impacts
- b. Try to use past examples
- c. Support UWA with biodiversity surveys
- d. Increase marketing of Uganda's tourism potential
- e. Engage government agencies

3) What they are NOT doing

- a. Sustainable resource management with reasonable goals
- b. Collection and dissemination of statistics
- c. Increasing stakeholder involvement

Training Institutions

1) Trends of Concern

- a. Quality and outputs of products
- b. Hands/practical skills are very low
- c. Increase in tourism training
- d. Increase in preference of Ex-Patriot labor
- e. Decline in government support to institutions
- f. Increase in tourism training

2) What they are doing now

- a. All students participating in field practical training
- b. Reviewing curriculum every 3-4 years
- c. Partnering with private sector to increase quality
- d. Effort by government to bring institutions together

3) What they are NOT doing

- a. Improving training facilities
- b. Reviving umbrella association
- c. Coordinating curriculum
- d. Meeting international accreditation standards
- e. Implementation of labor laws by government so students are not abused
- f. Implementation of more field-based research

NGOs

1) Trends of Concern

- a. Increase in natural resource exploitation/exploration in PAs
- b. Increase in population and poor planning/improper land use. Disease spreading
- c. Increase in oil exploration
- d. Equity of sharing profits from tourism - reduced sharing from private sector and conservation agencies
- e. Information sharing and use of information
- f. Land fragmentation practices
- g. Information sharing and coordination and advocacy

2) What they are doing

- a. Capacity building of government institutions in oil exploitation (EIA, SEA)
- b. Promoting CB management
- c. Raising awareness in education about tourism
- d. Awareness and education
- e. Advocacy for responsible tourism

3) What they are NOT Doing

- a. Engaging private sector for help with tourism
- b. Communication gaps
- c. Raising tourism advocacy profiles at international level
- d. Monitoring impacts of tourism
- e. Building capacity of CSOs and CBOs



Media

1) Trends of Concern

- a. Increase in internet use
- b. Rise in local awareness in multi-languages (increase exposure)
- c. Increased publicity of tourism industry

2) What they are doing

- a. Using fiber-optic technology
- b. Promoting “Friend-a-Gorilla” campaign
- c. Becoming more creative (because of competition)
- d. Participating in all sorts of activities
- e. Increasing multi-media products

3) What they are NOT doing

- a. Covering tourism as much as possible - inflexibility of media reporters to cover tourism activities
- b. Lack of creativity in common media
- c. Approaching private and conservation agencies - lack of coordination
- d. Regional integration in tourism
- e. Local tourism focus needs improvement
- f. Increasing media participation
- g. Lack of promotion in media (advertising) - due to funding
- h. Training reporters and other media practitioners on tourism issues & reporting

National Government

1) Trends of Concern

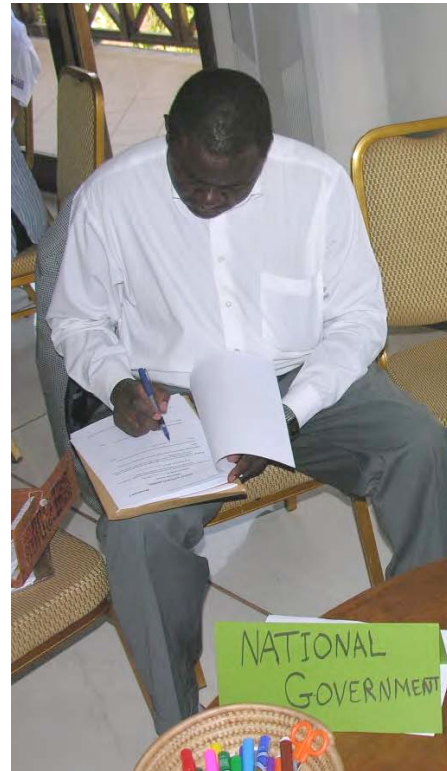
- a. Increase in employment
- b. Marketing
- c. Training institutions

2) What they are doing

- a. Websites
- b. Training institutions
- c. Responding to trends
- d. Partnering and adding value to our resources (through concessions)
- e. Building infrastructure

3) What they are NOT doing

- a. Addressing human-wildlife conflict sufficiently (Over 60% of wildlife out of protected areas)
- b. Reviewing policies
- c. Infrastructure development
- d. Identifying funding sources



Community Based Organizations (CBOs)

1) Trends of Concern

- a. Small community tourism market increasing
- b. Training (handcrafts, hospitality, music, dance, and drama)
- c. Financial support to CBOs
- d. Coordination increasing
- e. Community tourism awareness

2) What they are doing

- a. Producing goods and offering services on small scale
- b. On-the-job training (small scale)
- c. Basic accommodation facilities

3) What they are NOT doing

- a. Full capacity training of high quality
- b. Exchange visits
- c. Access to markets through local and international groups
- d. Lobby funding
- e. Local and national government intervention – advocating for tourism budgets

Hospitality Industry and Tour Operators

1) Trends of Concern

- a. Product diversification
- b. Products/environment protection
- c. Training standards
- d. Marketing increase - to increase spending, increase stay, and social networks
- e. Coordinate with stakeholders

2) What they are doing

- a. NPA includes tourism in the plan and in the budget
- b. PSFU funding for training
- c. Growing the UTA
- d. Working with STAR Uganda
- e. Funding for training
- f. Participating in Year of Gorilla activities
- g. Advocating for better UTB and tourism funding
- h. Starting dialogue with oil companies
- i. Writing letters to Tallow and Heritage for meetings
- j. Obtaining tax exemption on vehicles
- k. Collaborating with UCOTA

3) What they are NOT doing

- a. Advocating for improved road networks and planned infra-structure and telecommunications coverage
- b. Advocating enforcement of tourism act
- c. Improving coordination among ourselves
- d. Better monitoring of AUTO members
- e. Creating one umbrella for all tourism operators
- f. Improving research on tourism statistics/trends
- g. Improving working relationships with communities
- h. Better/enhanced international marketing and internet presence



Conservation Agencies

1) Trends of Concern

- a. Rise in encroachment around protected areas
- b. Increase conflict between conservation agencies and communities
- c. RS is increasing
- d. Competition between tourism sites and investments (oil, gas, hydropower, mining)

2) What they are doing

- a. Clearing marked boundaries
- b. Improving security to protect and enforce laws
- c. Collaborative resource management
- d. Sharing money with local communities
- e. Conservation education for locals
- f. Problem animal management interventions (trenches)
- g. Integrated management approach (EIA)
- h. Make plans for resource management - like zoning
- i. Improving dialogue with stakeholders

3) What they are NOT doing

- a. Encroachment continues – still people living in of Protected Areas
- b. Improving social responsibility benefits to affected communities
- c. Improving benefits to local communities
- d. Better understanding the value of Ugandan resources (economically)



Exercise 5: Focus on Future - Future Scenarios

Around mid-day the organizers asked participants to sit in mixed “working groups” and imagine Uganda in the year 2019. The facilitator asked all the participants to envision the tourism sector at its best. The groups were challenged to present their future scenarios in creative ways. They were given three hours, over the lunch break, to prepare their presentations and it was up to the groups on how they would present their scenarios and to what detail. The Ndere Group was kind enough to loan the retreat some of their dramatic props to encourage and enhance the creativity of the participants. Most groups presented their scenario through television-documentaries, news panel, or breaking news. Others presented from the perspective of a visitor to Uganda in that year. One group showed the delicate balance of collaboration by showing the possible good and bad scenarios. Every group had fun with the exercise and most participants actively engaged in their group’s performance. Summaries of each group’s future scenario presentations are detailed below.

Group 4- Documentary Television Series

The presentation of Group 4 showcased Uganda’s tourism industry in 2019 when Uganda won “Local Tourism for Tomorrow Award” a global competition. The reasons why Uganda won the Award were:

- Good policy had created an atmosphere for good tourism
- Lots of tourists are coming to Uganda because of great wildlife, good hotels, and good customer service
- Responsible oil extraction with no environmental disturbances, collaboration between sectors, and oil companies were following mitigation measures
- Communities near protected areas are happy about their relationship with the park because they’re benefiting directly via good education and good training. They’re happy to see more jobs available as well as the preservation of their culture.



Group 2 - Television Broadcast “Breaking News from Buliisa”

On this television broadcast, Group 2 presented some of the success stories of Uganda’s booming tourism industry in 2019. They included:

- No more worries about oil drilling.
- Improved quality of hotels, tour operators, and roads.
- Local government is doing their part by continuing to involve other stakeholders like media. They are planning properly and saving endangered species (such as the GREEN rhino!!).
- An interview with an oil representative who explained how his company set out ten years earlier to be worldwide leaders in eco-friendly oil exploitation. Currently all oil exploitation in Uganda is eco-friendly. The conservation community support oil extraction and people even want to visit the oil refineries to learn more about them.
- A Ugandan Hotel Owners Association manager was interviewed and he reported that he was excited that his 5-star hotel was seeing some profit and 2% of that profit is being given back to local communities. He also feels his hotel is integrated into the community because he has hired local people and he buys their local produce.
- A local community member was interviewed last. He was happy to report the ways in which his office had supported the development of sustainable tourism through good local employment, good road/transport, and other support services near the protected areas.



Group 6 - Television Broadcast

Different people were interviewed in the future scenario presented by Group 6. They explained how tourism was doing so well in Uganda and that the country, because it merited it, was allowed to retain its title as the “Pearl of Africa”. Some of the issues presented were:

- All local government support tourism and good roads
- A tourist was excited about seeing gorillas and a cultural festival. He complimented the rich biodiversity is the kindness of the good Ugandan people.
- It was reported that there was a lot of progress in investment.
- The World Conservation Union rated Uganda after oil country noting that it had done an excellent job. Policy environment was encouraging, civil society was working together, private sector willing, and the country was all-in-all a global example for oil exploration and nature conservation.
- Local-happy people were everywhere to be found.

Group 1 - A Tourist's Flight around Uganda in 2019

This group showed how tourists are enjoying their stay in Uganda. The reasons presented that impressed tourists most were:

- Connecting flights to small airports all over the country.
- More international airports in Uganda.
- Many hotel choices, good customer care, lots of animals, and emphasis on other wildlife than big four.
- Good local guides.
- Rhinos trans-located.
- No sign of pollution. President had really pushed for environmental friendly oil extraction.
- Lots of development: good employment and infrastructure. Very committed to recovery.
- Cultural heritage preserved. Good relations between locals and tourists.
- Commissioner of Tourism is very proud of his job.



Group 8 - Television Program

Group 8 presented a panel discussion on television about development in the tourism industry. On the panel were an opinion leader, the commissioner Tourism, a CBO leader, and others. They reported:

- A lot had been done and tourism is now moving. The first things done after the election were infrastructure improvement, international airport rebuilt, proper coordination between government and private sector, lines of communication were kept open, and products were diversified
- Policies were create to enable an environment for prosperity
- The Investment Act was passed.
- LC5 spokesperson reported how about how the districts are now seriously involved in tourism and they're enjoying the increased revenue sharing.
- The CBO Chairman commented about how communications was key to this progress.
- Transportation rates were lowered and oil exploitation was good.
- Africa is becoming a better place everyday.

Group 9 – Interview with Olympics Committee Spokesperson

Group 9 presented an interview with the Olympic Steering Committee spokesperson about how Uganda was chosen to host the 2020 Olympic Games. The reasons he gave for Uganda being selected were:

- Uganda is of great global interest.
- The country is home to many activities, great nature conservation systems, good culture, more animals and wildlife, and it has a good image overall.
- The roads are great and airline connections are among the best.
- The Minister of Crocodiles and Wild Things reported that Uganda has made a good effort to save everything natural. The wildlife has doubled while water and forests have been conserved.
- Many products exist for tourists.
- Uganda benefits from a strong economy with tourism bringing most income.
- Credit cards are accepted everywhere and many banks are on tourism circuits.
- Government has supported efforts by providing good security, good stability, and good policies. Tourism is recognized as a significant contributor to Uganda's greatness.

Group 5 - Webcast

During a webcast interview of some of the participants who had been at the 2009 STAR retreat in Jinja, those interviewed reported what had happened in Uganda since they gathered ten years earlier. Below is an account of what was reported:

- Uganda is now the most visited country in Africa.
- Tourism is booming and there are many investors.
- Training institutes exist in over 50 universities. There are training institutions in all districts and they are supported and regulated by government. Customer-care relations is now the brand of the industry.
- The NGO representative reported that birding is now the biggest tourism attraction in Uganda. There are more than 20 tourist attractions along the tourism routes, something of interest to be found every 10 kms.
- Cultural sites are protected and tourists are really enjoying them. West Nile tourism exists with wildlife, such as crocodiles as a principle attraction.
- CBOs and NGOs are sharing information and tourism is booming.
- UWA reports that Uganda passed the 1 million visitor per year mark. Friend-a-Gorilla is still raising money and domestic tourism is doing very well with up to 100,000 Ugandan tourists per year. UWA relationship with the private sector is very good and the bookings, permits, guides, hotels, are all doing very well.
- Oil companies and oil exploration is working well in collaboration with UWA.
- A representative of the tour guides announced that Uganda now boasts many products, tourists, and professionalize guides. Everyone is proud of endemic species. There is more than one guide association that registers and certifies all guides throughout the country. Most hotels are booked 2 years in advance.
- There are many attractions, excellent guides, good scenery, and even white wine from Uganda.

Group 3 - Radio Program

Group 3 decided to show positive and negative future scenarios, showcasing a split time continuum. They presented three key areas that had gone really well or really poorly, depending upon the level of commitment and collaboration among all stakeholders. They were as follows:

Oil Extraction

- Government re-invests the oil money to improve infrastructure and support tourism (positive).
- Oil not extracted responsibly, interferes with tourism (negative).

Good Governance

- National & local government make tourism and support services a priority (positive).
- Government Officials “eat” the oil revenue, nothing is developed (negative).

Hotel/Tourism Facility Standard

- Great customer care, standards and guidelines working, and everything is at reasonable prices (positive).
- Poor access to unclean hotels, no water, and poor customer care (negative).

Group 7 - Television Drama

Group 7 presented in a television drama the many reasons why the tourism industry had received so much publicity lately as the “Eco-tourism Destination of Africa”. Some of the reasons included:

- The Uganda brand is recognized worldwide.
- Local hotels and infrastructure meet and surpass international standards.
- Native wildlife is now thriving, growing the economic sectors in the country.
- Public-private partnerships are maintained.
- Good roads, good hotels, cultural heritage preserved, and profits are being seen in all sectors.
- Good economy and political stability.

Exercises 6-8 (detailed in section I and II) followed this exercise.

After the groups enjoyed the creative presentations of future scenarios, the time came to concentrate on what were the common goals expressed by all of the groups. Once the common goals were established in Exercise 6 and then categorized on the morning of the third day, stakeholders gathered in stakeholder groups to develop collaborative action plans in Exercise 7. They committed to these short-term (3 months) and long-term (3 years) actions publicly when presenting them to the plenary. Exercise 8 was done individually on the worksheets. In this exercise, the stakeholders each noted their personal commitments to act on the common ground issues in the next three months and the next three years.

Closure of WSR Retreat

The Minister of Tourism, Trade, and Industry, the **Honorable Kahinda Otafire**, was not able to join the retreat on the third day to officially close the gathering. However, he sent closing remarks in a letter that George Owoyesgire, a principal Wildlife Officer, read on his behalf. In his remarks he complimented the spirit of collaboration and committed his Ministry to supporting the collaborative pursuit of the common goals established at the retreat.

Mr. Doug Balko, Director of the Office of Economic Growth at USAID Uganda, was called to make some closing remarks. He praised the participants for their ability to rise above differences and focus on all the common issues that bind them. He noted that he looked forward to working closely with many of the stakeholders through the new USAID funded-project STAR-Uganda. He encouraged everyone to remain true to their commitments to action and offered STAR-Uganda support in helping build partnerships and synergy in any way possible. He thanked all participants and organizers for making a large gathering such as this run smoothly.

Lastly on behalf of STAR-Uganda and the Global Sustainable Tourism Alliance (GSTA), **Mr. Patrick Papania** thanked all of the participants for the exceptional work conducted over the past three days. He thanked the conference organizers, USAID, the Nile Resort staff, Ndere Center, and the Ndere performers for their collaboration and support in making the retreat efficient, productive, and enjoyable.

Mr. Papania emphasized STAR-Uganda and GSTA's commitment to working with all stakeholders on strategic sustainable tourism issues in Uganda. He congratulated all sectors for contributing to the establishment of common goals for sustainable tourism. He encouraged everyone to collaborate whenever possible and always keep the lines of communications open among those working towards these common goals.



ANNEXES

ANNEX 1

WSR Participants' Notebook (Retreat Agenda, Framework and Self-Managed Exercises)

Responsible Tourism for Biodiversity Conservation and Economic Growth

Whole-System-in-the-Room (WSR) Strategic Planning Retreat

October 20-22, 2009

Retreat Program

First Day – October 20

10:00 - 11:00: Workshop Registration and Hotel Check In

11:00 - 12:00: Official Opening of Workshop

12:00 – 13:00: Lunch

13:00 – 13:30: Overview of WSR Workshop

- Introduction of Stakeholder Groups
- Purpose of WSR Workshop
- Agenda, Background, Learning Curve, Four Rooms, Ground Rules and
- Working Agreements

13:30 – 15:00: Reviewing the Past

- Timelines - Collect Information (**Worksheet 1** - 45 minutes)
- Mixed Groups – Discuss and Prepare Report (**Worksheet 2** – 45 minutes)

14:00 – 15:00: Coffee service ongoing in retreat room

15:00 – 16:00: Reviewing the Past

- Presentation of Reports to Whole Group (50 minutes)
- Whole Group Discussion (10 minutes)

16:00 – 17:30: Focus on the Present

- Making the Mind Map (**Worksheet 3** – 1.5 hours)
- Reactions/Placing the Dots (voting – 10 minutes)

17:30 – 19:00: Break

19:00 – 21:00: Dinner & Entertainment

Second Day - October 21

07:30 - 08:30: Breakfast

08:30 - 10:00: Focus on the Present

- Review Map with Whole Group/Group Discussion (30 minutes)
- Stakeholder Responses to Trends (**Worksheet 4** – 1 hour)

- 10:00 - 11:00:** Focus on the Present
 ➤ Presentation of Reports and Whole Group Discussion
- 11:00 - 11:30:** Coffee Break
- 11:30 - 15:00:** Focus on the Future
 ➤ Mixed Groups prepare Future Scenarios (**Worksheet 5** - 3.5 hours over lunch)
- (Lunch available between 1:00 – 2:00 PM)*
- 15:00 - 16:30:** Focus on the Future
 ➤ Presentation of Future Scenarios, Group by Group
- 14:00 - 16:00:** Coffee service ongoing in retreat room
- 16:30 - 17:30:** Focus on Common Ground
 ➤ Discover Common Ground (**Worksheet 6** – 1 hour)
- 17:30 - 19:00:** Break
- 19:00 – 21:00:** Dinner & Presentation by Margaret Bendel:
“Branding a Tourism Destination”

Third Day – October 22

- 07:30 - 08:30:** Breakfast
- 08:30 - 09:30:** Focus on Common Ground Cont.
 ➤ Confirm Common Ground with Whole Group (reality discussion)
- 09:30 - 11:00:** Work Planning Session
 ➤ Collaborative Action Planning (Worksheets 7 and 8 – 1.5 hours)
- 10:30 - 11:00:** Coffee service ongoing in retreat room
- 11:00 - 12:00:** Work Planning Presentation
 ➤ Stakeholder Commitments to Collaborative Action Plans
- 12:00 - 12:30:** Next Steps for Collaborative Actions
 ➤ Individual Commitments
 ➤ Establishment of Task Forces
- 12:30 - 13:00:** Closing
- 13:00 - 14:00:** Lunch
- 14:00 - 14:30:** Check-out of hotel
- 14:30:** Bus Departs for Kampala

Learning Assumptions for the Whole-System-in-the-Room (WSR) Retreat

We believe that each of us...

1. Has a unique learning style. Some learn best by reading, others by doing, still others by discussing or listening or thinking out loud. We encourage and respect all modes of learning.
2. Learns at a different rate. Inevitably some will think the exercises during this retreat are slow, others will think they are too fast.
3. Learns different things from a common experience. We need not agree on everything to accomplish our task (Improving responsible tourism).
4. Learns best from our own experience.
5. Learns more in one workshop than the world will permit us to apply. Hence we focus on local action within a global context.
6. Has the ability to help and teach others. We are all resources here.

No workshop design can accommodate all these realities at every single moment. However, we can design exercises for you so that each person has a chance to learn in a variety of ways over time and can revisit issues before having to close on action plans. In the WSR retreat we provide a variety of modes that enable each person to find a way to learn what he or she needs. We hold off action planning until the last day, thus giving diverse people a chance to understand their common goals concerning the task.

We believe **the key** to successful interactive, task-focused large group meetings under these conditions are:

- ◆ Attending to time
- ◆ Doing the best we can with each task IN THE TIME AVAILABLE
- ◆ Staying mindful of the 4-room apartment
- ◆ Using a variety of session methods
- ◆ Practicing PATIENCE

Working Agreement

Roles and Responsibilities

Workshop Facilitators:

David Jord Abiti , Godwin Kalinte
Beatrice Tusiime Mugenyi
Fiona Tendo Felistus
Tareq Abdalla, Patrick Papania

Workshop Facilitators' Role and Responsibilities

- ☐ Set Times and Tasks
- ☐ Lead Large Group Discussions
- ☐ Keep Purpose and Tasks Up Front

Participants' Role and Responsibilities

- ☐ Provide Information and Analysis
- ☐ Manage Own Small Groups
- ☐ Present Future Scenarios and Elaborate Collaborative Action

Steps

Ground Rules

- ☐ ALL Ideas are valid!
- ☐ Everyone Provides Information and Analysis
- ☐ All Information is Written on Flip Charts
- ☐ Practice Listening Skills
- ☐ Respect Strict Time Frames
- ☐ Seek Common Ground and Action
- ☐ Note Differences and Problems, Explore Them for Better Understanding, DO NOT WORK THEM!!!
- ☐ Cell Phones Turned Off During Exercises
- ☐ Any others????
- ☐ Have Fun!!!

Group Self-Management Tips

Each small group manages its own discussion, data, time, and reports.

Here are useful roles for self-managing the work. Leadership roles can be rotated if you wish.

- **Discussion Leader** – Assures that each person who wants to speak is heard within time available. Keeps group on track about the task at hand.
- **Timekeeper** – Keeps group aware of time left. Monitors reporters and signals time remaining.
- **Recorder** – Writes group's output on flip charts, using speaker's words. Asks people to restate long ideas briefly.
- **Reporter** – Delivers report to large group in time allotted.

FOCUS ON THE PAST

Creating a Time Line

Purpose: To put the Ugandan Tourism sector in the broadest possible context and establish implications for this meeting. Have we shared a common past?

Task:

1. Alone, think about notable milestones in the past from three perspectives:
 1. **Personal:** Key experiences in your life that have led you here.
 2. **Global:** Significant world events that have shaped our global society.
 3. **Local:** Critical events/developments in Uganda.
2. Using a marker put your items on the time lines on the wall, using words and/or pictures.

You can go directly to the timelines or make notes below first.

PERSONAL EXPERIENCES (include your experience with Ugandan tourism.)

1925 – 1960

1960 – 1985

1985 – Present

SIGNIFICANT GLOBAL EVENTS (include events that effect tourism)

1925 – 1960

1960 – 1985

1985 – Present

LOCAL EVENTS (including events that effect Ugandan tourism)

1925 – 1960

1960 – 1985

1985 – Present

FOCUS ON THE PAST

- Stories and Implications -

*Reports are due at _____ o'clock.

Purpose: Tell stories about what has happened in the past and relate it to Tourism in Uganda as a context for planning for a shared future.

GROUP ASSIGNMENTS

Group(s) _____

1. Using data from the **Personal** time line, tell a story about key experiences in the lives of the people here.
2. What connections do you make between your story and the work we have come to do?

Group(s) _____

1. Using the **Global** time line, tell a story about how the world has changed over time.
2. What connections do you make between your story and the work we have come to do?

Group(s) _____

1. Using the **Local** time line, tell a story of the recent past.
2. What connections do you make between your story and the work we have come to do?

Prepare a **4-minute** story about your designated timeline to share in the plenary.

Self-manage: Select a discussion leader, recorder, time keeper and reporter.

FOCUS ON THE PRESENT

- Mind-Mapping Trends That Affect Ugandan Sustainable Tourism -

Purpose: Create the broadest possible social, economic, and technological context for dialogue and decision-making about sustainable tourism (i.e. get everybody talking about the *same* world).

Question: What are the present trends affecting Tourism in Uganda that all of us need to consider as we plan for the future?

Ground Rules for Mind-Mapping:

1. A trend implies direction of movement, from more to less, less to more, greater to smaller, smaller to greater, and so on.
2. Note trends to *observe* what is happening. Defer judgment and analysis.
3. This is a group brainstorming exercise – no evaluation, no censorship, no agreement is required.
4. The person who names a trend says where it goes on the map.
5. He or she gives concrete examples of the trends. Says **Who** and/or **What** leads to this observation.
6. Opposing trends are OK when backed up by examples.

FOCUS ON THE PRESENT

- How Trends Affect the System -

***Reports are due at _____ o'clock.**

Purpose: To discover the core concerns of stakeholder groups and find out what people are doing now and what they want to do in the future.

Task:

1. Determine the few key trends (three to five) of greatest concern to **your stakeholder group**. Note them on a flip chart sheet.
2. On a second flip chart sheet, make a list of the things you are doing **right now** to respond to these trends. Circle the three actions you are doing that make you most proud.
3. On a third flip chart sheet, list the things you are **not** doing now that you want to do in the future. Circle the three actions that you are **not** doing that make you the most sorry.
4. Prepare a **4-minute report (to present in the plenary)** on the trends that are of priority to you, the actions that make you proud, and those that make you feel sorry.

Self-manage: Select a discussion leader, recorder, time keeper and reporter.

DESIRED FUTURE SCENARIOS

***Presentations are due at 3:00 o'clock.**

Purpose: To imagine a future you are all willing to work towards.

Self-manage: Select a discussion leader, recorder, time keeper and reporter.

Task: Put yourself 10 years in the future. Close your eyes and imagine.....

Today is October 21, 2019. Visualize what is happening now regarding sustainable tourism in the country, your community, town, business, or network. You have made your dreams of ten years ago a reality.....

- What is life like today regarding tourism?
- Describe notable policies, programs, and structures that exist now.
- How do you sustain progress in tourism?
- Think back to the year of the STAR retreat in Jinja. What was the biggest barrier you had to overcome back then to get moving?
- How did you do it?

1. On a flip chart, note the following :
 - What is life like today regarding tourism?
 - Describe notable policies, programs, and structures that exist now.
 - How do you sustain progress in tourism?
 - Think back to the year of the STAR retreat in Jinja. What was the biggest barrier you had to overcome back then to get moving?
 - How did you do it?
2. Choose a **CREATIVE** way to present your desired future as if it is happening right NOW (drama, story, poem, music, art, TV show, or whatever you decide). Use the **present** tense. « We are ... » or « We have ... » or « We do... »....please do not use the future tense!!!

Your scenario should be:

- **Feasible** – The know-how exists to implement it.
- **Desirable** – Society benefits from ideas presented.
- **Motivating** – You have worked hard to make it happen.

Each group has 5 minutes to present each scenario.

Props (costumes and arts and crafts items) are available on the side table.

DISCOVERING COMMON GOALS

***Reports are due at _____ o'clock.**

Purpose: To describe the common goals desired by all.

Task:

1. Each group prepares a list of common goals that reflects what you believe everyone here wants now and in the future. This could include values, policies, and procedures to be designed. These are « minimum critical specifications » for embarking on a new direction together.
2. Join another group and compare your common goals lists. Merge into one list. If you disagree about an item, put it on a **Not Agreed** list.
3. Cut your merged list into strips, one item per strip, and put them on the wall.
4. The whole group will discuss the common goals for as long as it takes to come to agreement. We will hear and accept differences if they arise. Items that are not accepted by all of the participants will be moved to the **Not Agreed** list.

Self-manage: Select a discussion leader, recorder, time keeper and reporter.

GROUP ACTION PLANNING

- Stakeholder Groups-

***Reports are due at _____ o'clock.**

(This sheet is to record stakeholder group planning ideas and decisions.
Please turn this sheet into the facilitators at the end of the retreat.)

Your stakeholder group is _____

Purpose: To identify short and long term action steps to pursue the common goals. What are the steps you want to take right now in order to work toward your common future agenda.

Self manage: Select a discussion leader, recorder, time keeper and reporter.

Task:

Create and commit to the following short term actions (next three months)

What?	Help needed from?
Date?	

Create and commit to the following long term actions (next 3 years)

What?	Help needed from?
Date?	

BE REALISTIC!!! Small steps are needed to accomplish big goals!

INDIVIDUAL ACTION PLANNING WORKSHEET

- This page is for your own use -

(This sheet is to record your personal ideas and decisions. Please turn this sheet into the facilitators at the end of the retreat.)

Your name is _____

Purpose: To identify short and long term action steps to pursue the common goals. What are the steps you want to take right now in order to work toward your common future agenda.

Task:

Create and commit to the following short term actions (next three months)

What?	Date?	Help needed from?
<hr/>		

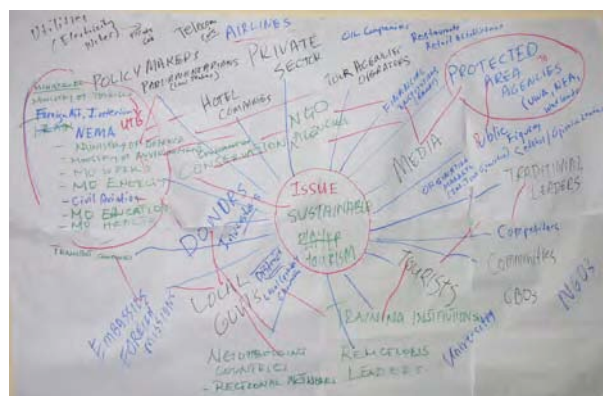
Create and commit to the following long term actions (next 3 years)

What?	Date?	Help needed from?
<hr/>		

BE REALISTIC and PRACTICAL!!! Small steps are needed to accomplish big goals!

ANNEX 2

Technical Advisory Group



**Volunteers on the Technical Advisory Group (TAG)
for WSR Retreat Preparation**
(in alphabetical order)

Association of Uganda Tour Operators
Henry Oketcho, Chairperson

Conservation Concepts
Mark Jordahl, Director

East African Business Weekl
Steven Asimwe, Managing Editor,

Fauna and Flora International
Arthur Mugisha, Technical Specialist

Great Lakes Safaris
Amos Wekesa, Managing Director

International Gorilla Conservation Program
Mark David Mwine, Country Representative/ Conservation Initiative Coordinator
Steven Asuma, Program Officer

Jane Goodall Institute
Panta Kasoma, Executive Director

Makerere University
Revocatus Twinomuhangi, Head of Environment Department

Nature Uganda
Byaruhanga Achilles, Executive Director

Uganda Community Tourism Association
Helen Lubowa, Executive Director
Paul Lubega, Field Officer

Uganda Journalist Association for Tourism
Edwin Nuwagaba, Chairperson

Uganda Wildlife Authority
Donna Gelardi, Tourism and Marketing Advisor
Stephen Masaba, Business Development Manager

USAID- Uganda
Sudi Bamulesewa, Team Leader, Environmental, Natural Resource Sub-team

ANNEX 3

STAR - WSR Participant List

Participants List
 STAR - Collaborative Work Planning Retreat
"Responsible Tourism for Biodiversity Conservation and Economic Growth"
 October 20-22, Nile Resort, Jinja

National Government						
Institution/Organisation/Group	Position-Title	Name	Telephone	Fax	Mobile	Email
Ministry of Trade, Tourism & Industry	Principal Wildlife Officer	Mr. George Owoyesigire	256(0)414314250		256(0)773226841	mocen@mtti.go.ug
Civil Aviation Authority	Marketing Officer	Mr. Moses Namboa	256(0)414353204	256(0)414321401	256(0)755321941	mnamboa@caa.co.ug
Parliament	Parliament Member / Bufumbira North Constituency-	Hon. Silver N. Bahane			256(0)772902331	sbahane@parliament.go.ug
Uganda Export Promotions Board	Assistant Trade Promotion Officer	Ms. Liza Abwol Laboke	256(0)414230250/ 256(0)414230233	256(0)414259779	256(0)712823155 256(0)782358036	uepc@starcom.co.ug lizaabwol@gmail.com
Ministry of Water, Lands and Environment	Commissioner for Wetlands	Mr. Vincent Barugahare	256(0)414 254706		256(0)772503255	pamfabi@yahoo.co.uk mafabip@ugandawetlands.org
NGOs						
Institution/Organisation/Group	Position-Title	Name	Telephone	Fax	Mobile	Email
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Wildlife Conservation Society (WCS)	Programme Manager WILD Programme	Mr Ujhazy Juraj				
The Jane Goodall Institute (JGI)	Executive Director	Dr. Panta Kasoma	256(0)414322777	256(0)414322777	256(0)772587284	panta_kasoma@yahoo.com panta@jgiuganda.org
Fauna and Flora International (FFI)	Programme Manager	Dr. Arthur Mugisha			256(0)776613987 256(0)752613987	Mugisha.arthur@gmail.com conf
Nature Uganda	Project Coordinator	Ms. Dianah Wabwire	256(0)414540719		256(0)772929626	dianah.nalwanga@natureuganda.org
World Wildlife Fund - WWF	Oil & Gas Project Officer	Mr. Paul Kambugu			256(0)772939325	pkambugu@wwfuganda.org
Nkuringo Conservation & Development Foundation (NCDF)	Vice Chairman	Mr. Alfred Twesigye				

Participants List
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Community- Based Organisations						
Uganda Community Tourism Association (UCOTA)	CEO	Ms. Helen Lubowa	256(0)414501866		256(0)772417246	ucota@africaonline.co.ug
Rwenzori Development Foundation (RDF)	Chairman	Mr. John Tinka			256(0)772468113	Comm-tour@infocom.co.ug tinkabigodi@gmail.com
Amajyembere Iwachu (Mgahinga community Development Org)	Chairman	Mr. Sheba Hanyurwa	256(0)382278763		256(0)772435148	amajamcamp@yahoo.com/sh ebahanyurwa@hotmail.com/
Community-Based Tourism Initiatives (COBATI)	Managing Director	Ms. Maria Baryamujura	256(0)414344613		256(0)772506747	mbjura@yahoo.com/ community@cobati.or.ug
Rwenzori Mountaineering Services (RMS)		Mr. Elisha Baluko	256(0)482444830/ 256(0)414237497	256(0)483444836	256(0)782325431	rwenzorims@yahoo.co.uk
Rwenzori Mountains Development Association	Executive Director	Mr. John Kasereka Muranga			256(0)772662374	kjmuranga@yahoo.com
United Organization for BATWA Development in Uganda	Head BATWA Education Project	Ms. Charlotte Ninshaba			256(0)772058902	ninshaba@yahoo.com
Green Dwellings	Director	Mr. Stonewall Kato			256(0)772602289	stonewallkato@yahoo.com
Boomu Women's group	Chairlady	Ms. Edna Byabali			256(0)772448950	ucota@africaonline.co.ug
Training Institutions						
Institution/Organisation/Group	Position-Title	Name	Telephone	Fax	Mobile	Email
Makerere University (Geography Department: Tourism Programme)	Programme Coordinator	Dr. Jim Ayorekire			256(0)772 401410	ayorekire@yahoo.com/ jayorekire@arts.mak.ac.ug
Makerere University (Institute of Environment & Natural Resources)	Lecturer	Mr. Jeremiah S. Lwanga			256(0)753483856	jslwanga@yahoo.com
Kampala International University	Head of Tourism Department	Mr. Francis Wanyera			256(0)752988772/ 256(0)703888850/	eracis2006@yahoo.com
The Hotel and Tourism Training Institute (HTTI) - Jinja	Registrar	Mr. Samson Ndyaguma	256(0)434121954	256(0)434121515	256(0)772660789	samsonguma@yahoo.com email
Kabale University	Senior Lecturer	Mr. Barnabus Kabalisa			256(0)701378291 256(0)772378291	jckwesiga@gmail.com
Hotel and Catering Association of Uganda	Chairman	Mr. Julius Bagonza			256(0)772/712-433689 or	julius@goldenleaveshotels.com m

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Hospitality and Tour operators Groups						
Institution/Organisation/Group	Position-Title	Name	Telephone	Fax	Mobile	Email
GeoLodges Uganda	Director	Ms. Emily Wissanji	256(0)414258273		256(0)712633751	info@geolodgesafrica.com
Red Chilli	Owner	Ms. Debbie Willis	256(0)414223903		256(0)782547620	chilli@infocom.co.ug
Classic Africa Safaris	Manager	Ms. Rachel Thompson	256(0)414320121	256(0)414320121	256(0)772642527	classic@classicafricasafaris.travel
The Far Horizon	Tour Manager & WHL Administrator	Ms. Nicola Swann		256(0)414230254	256(0)775828725	Nicola@thefarhorizons.com
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Wag Tair Safari Camp	Director	Mr. Fidelis Kan			256(0)755208775 256(0)772987576	info@nkuringo.com
Uganda Hotel Owners Association (UHOA)	General Secretary	Mr. Charles Odere	256(0)414254721	256(0)414232733/ 256(0)414344172	256(0)752722248/ 7	codere@lexuganda.com
Uganda Tourism Association (UTA)	President of Chairmen	Mr. Amos Wekesa	256(0)414267153	256(0)414267153	256(0)782282791	amos@safari-uganda.com
Nile River Explorers	General Manager	Ms. Leslie Cravell			256(0)772422373	leslie@raftafrica.com
Pearl of Africa Tours and Travel	Executive Director	Ms. Kelley MacTavish-Mungar	256(0)312260559/ 256(0)414340533	256(0)414236255	256(0)772403614	kelley@pearlofafricatours.com
Nile Resort	General Manager	Mr. James Mbatia			256(0)772607385	

Participants List
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Media						
Institution/Organisation/Group	Position-Title	Name	Telephone	Fax	Mobile	Email
Wavah Broadcasting Service (WBS)	Head of Programming	Ms. Justine Nakuya	256(0)414344313/4	256(0)414345672	256(0)772515157	Justine.wbs@gmail.com
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The East African	Bureau Chief	Mr. Micheal Wakabi	256(0)414232768	256(0)414232781	256(0)782484163	owakabi@hotmail.com
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East African Business Week	Managing Editor	Mr. Stephen Asiimwe		256(0)414531346	256(0)772450038	sasiimwe@yahoo.co.uk
Uganda Journalists Association on Tourism (UJAT)	Secretary General UJAT	Mr. Dennis Sigoa		256(0)414257255	256(0)772470184	dsigoa@yahoo.com myworld.sigoa@gmail.com
Uganda Radio Network	Chief Bureau Western	Mr. Goodluck Musinguzi			256(0)772682960	musinguzigoodluck@gmail.com
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Participants List
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Conservation Agencies						
Institution/Organisation/Group	Position-Title	Name	Telephone	Fax	Mobile	Email
Uganda Wild Life Authority (UWA)	Director of Tourism & Business Services	Ms. Eunice Duli	256(0)414 355000	256(0)414346291	256(0)772717505	eunice.mahoro@uwa.or.ug
Uganda Wild Life Authority (UWA) Queen Elizabeth	Queen Elizabeth /Rwenzori Deputy CAM	Mr. Nelson Guma	256(0)392841133/ 256(0)392855758	CIO 256(0)483444653	256(0)772550294	guma_nelson@yahoo.co.uk
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NFA- National Forestry Authority	Ranger Manager-Budongo Systems Range	Mr. Levi Etwodu			256(0)772581494	levie@nfa.org.ug
Chimpanzee Sanctuary and Wildlife Conservation Trust	Executive Director	Ms. Lilly Ajarova	256(0)414320662	256(0)414321737	256(0)772221537	director@ngambaisland.org lilly.ajarova@gmail.com
Wildlife Education Centre	Executive Director	Dr. Andrew Seguya	256(0)414322169	256(0)414320073	256(0)772722210	aseguya@uwec.ug Seguya@gmail.com
Private Sector						
Institution/Organisation/Group	Position-Title	Name	Telephone	Fax	Mobile	Email
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Alam Group Ltd / Local Investor	Director	Mr. Zahid Alam			256(0)752712712	info@geolodgesafrica.com
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Tullow Uganda Operations Pty Ltd	Corporate Social Responsibility	Ms. Nahya Nkinzi	256(0)312/414- 564000	256(0)312/414- 564066	256(0)776/752- 221012	nahya.nkinzi@tulloil.com
Crown Beverages Ltd. (CBL) - Pepsi	General Manager	Mr. Matano Kodawa	256(0)392836028		256(0)712959000	hotloafbakery@gmail.com / matanok2001@yahoo.com
Silverback Gorilla Educational Centre	Director	Mr. Seith Byarugaba			256(0)755027360/ 256(0)772661854	byarseith@yahoo.com
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Participants List
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Local Government						
Institution/Organisation/Group	Position-Title	Name	Telephone	Fax	Mobile	Email
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Kisoro District	District Tourism Development Officer	Mr. Richard Munezero			256(0)772932018 256(0)702932018	r_munezero@yahoo.com
Kasese District	CAO	Mr. Giles Kahika			256(0)772468746/ 256(0)752497076	kahikagiles@yahoo.com
Bundibugyo District	CAO	Mr. Simon Peter Kandole			256(0)772671918	kandolespak@gmail.com
Kamwenge District	CAO	Mr. Frank Ntaho			256(0)772684505	kamwengelg@yahoo.com
Bushenyi District	Assistant CAO	Ms. Freda Musimenta			256(0)772489450	www2connect@yahoo.com
Uganda Local Government Association	Vice President	Mr. Richard Andama Ferua			256(0)772515577/ 256(0)755515577	afeluarichard@yahoo.com
Uganda Local Government Association	Councillor/ Pakwach-Nebbi	Mr. Luiji Candini			256(0)772335370	afeluarichard@yahoo.com
Uganda Local Government Association	Councillor/ Okollo – Arua	Ms. Florence Ayikoru			256(0)755515577	afeluarichard@yahoo.com

Participants List
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Opinion Leaders (Public figures/ Celebrities/ Religious leaders)						
Institution/Organisation/Group	Position-Title	Name	Telephone	Fax	Mobile	Email
Ministry of Tourism in Tooro Kingdom	Minister of Tourism	Hon. Harriet Nyakake			256(0)772478424	Armsat2003@yahoo.com
Ministry of Tourism in Alur Kingdom	Ministure of Culture	Hon. Grace Freedom Kwiucwiny			256(0)774348001 256(0)774818366	kwiucwiny@yahoo.com keralur@yahoo.com
Ndere Cultural Troup	Executive Director & Founder	Mr. Stephen Rwangyezi			256(0)752200104 256(0)772200104	rwangyezi@yahoo.com rwangyezi.sw@ndere.com
Ndere Cultural Troup	Manager	Ms. Annett Kugonza	256(0)312291936		256(0)772920710	kugzanna@gmail.com kugonza2001@yahoo.com
Super Star / Uganda Development Theatre Association	Director/ Band Leader	Mr. Silver Turinomuhangi			256(0)774425411/ 256(0)756743479	turinosiver@yahoo.com
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Wildlife Clubs of Uganda	National Coordinator	Mr. Joel Musaasizi	256(0)312271450		256(0)772662106	wcu@wildlifeclubs.org
Trendz Studios Ltd	Editor/Actor	Mr. Wycliff Luyombya			256(0)772301939	wycliff@westrecords-ug.com / lwycliff@yahoo.co.uk
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UBC	Actress / TV Presenter	Ms. Laureen Ampurire	256(0)414257256	256(0)414344385	256(0)714247874	laureenprety@yahoo.co.uk

Participants List
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International Visitors/ Observers						
Institution/Organisation/Group	Position-Title	Name	Telephone	Fax	Mobile	Email
Academy for Educational Development (AED)	Senior Sustainable Tourism Advisor	Mr. Roberto Martin				rmartin@aed.org
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George Washington	Sustainable Tourism Expert	Mr. Brad Weiss			256(0)783835605	brad.weiss@solimarinternational.com
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Volunteer Service Overseas	Tourism & Marketing Advisor	Ms. Donna Gelardi	256(0)414355000		256(0)775828724	Donna.gelardi@uwa.or.ug
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USAID- United States Agency International Development	Team Leader, Environment and Natural Resources	Mr. Sudi Bamulesewa	256(0)414234285/6	256(0)414306661	256(0)772221673	sbamulesewa@usaid.gov conf.
Japan International cooperation Agency (JICA)	Program Officer	Mr. Geoffrey Phillip Mwesigwa	256(0)414254326/ 256(0)414340186	256(0)414346318	256(0)718215143	mwesigwagp@hotmail.com
United Nations Development Program (UNDP) Uganda	Program Officer, Environment	Mr. Daniel Omodo McMondo	256(0)312338100		256(0)772439928	daniel.omodo@undp.org
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Participants List
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 October 20-22, Nile Resort, Jinja

Organizers						
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ANNEX 4

PowerPoint Presentation of Peggy Bendel



DESTINATION BRANDING



SECRETS FROM 32 YEARS OF SUCCESS!

Prepared for
STAR Retreat/USAID
Jinja, Uganda
October 21, 2009
Courtesy of
Global Sustainable Tourism Alliance (GSTA)
Peggy Bendel
President, Bendel Communications International

THE CHALLENGE FOR ALL OF US

CLUTTER – COMPETITION – CHAOS!!!

In the US alone, there are 20,000 cities, 3,400 counties, 126 America's Byways, 12,800 designated National Historic Districts

Destination Branding for Small Cities, Baker, 2001

Marketers of **anything** need to make **NINE** impressions on a prospective buyer, but - at maximum -

Only **ONE** of every **THREE** gets through!

Guerrilla Marketing: Jay Conrad Levinson

THE CHALLENGE

- ✗ Destinations are competing to retain internal – and attract external – travelers
- ✗ *Images* are common to many regions, countries, states, provinces: mountains, lakes, rivers
- ✗ Cities have an easier job, often with distinctive skylines, iconic buildings
- ✗ **ALL** need to distinguish themselves: **FEW** seem able to do so!

FILL-IN-THE-BLANK MARKETING



CONNECTICUT

1-888-CTvisit / CTvisit.com

Massachusetts
It's all here.®

BRANDS ARE...

- ✗ Not a logo
- ✗ Not a slogan
- ✗ Not an ad campaign
- ✗ A brand exists only in the mind of your potential customer.

DESTINATION BRAND

A destination brand is the totality of perceptions, thoughts and feelings that customers hold about a place.

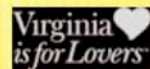
Destination Branding for Small Cities, Baker 2007

WHAT BRANDS ENDURE?

Texas: It's Like a Whole Other Country (1998)



Virginia Is for Lovers (1975)



I Love New York (1977)

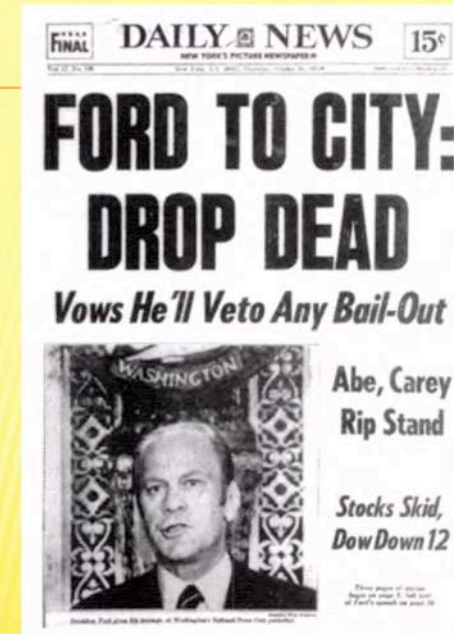


...AND WHY?

- ✗ Research-based: know their customers, and what they are looking for
- ✗ True to the destination (ideally “Only in...”)
- ✗ Match message to market
- ✗ Longevity
- ✗ Consistency
- ✗ Adaptability

NEW YORK STATE - 1976

- ✗ Recession, State and region
- ✗ Gas crisis, nationwide
- ✗ Loss of manufacturing jobs to other regions, other countries
- ✗ NYC on the verge of bankruptcy, NYS not far behind
- ✗ How to turn this around?



NYS COMMERCE DEPARTMENT ACTED!

- ✗ Tourism recognized as fastest way to create badly-needed jobs: "Market today, welcome travelers tomorrow"
- ✗ Entire NYS \$600K tourism marketing budget spent on research, showing the way:

RESEARCH SHOWED...

- ✗ Two "Products" for Two Very Different Markets
 - ✗ NYC Product: Broadway, museums/arts shopping
 - ✗ NYC Market: Singles and couples, local, regional national and international
 - ✗ NYS Product: Mountains and lakes
 - ✗ NYS Market: Families: NYC, local and regional
- ✗ Legislature appropriated \$1 million+



RESULTS AND NEXT STEPS

- ✗ Campaign resulted in 7:1 ROI in State tax dollars alone
- ✗ Decision made to continue and expand it
- ✗ Milton Glaser then designed what became the world's most famous destination logo



LOGO STRATEGY

- ✗ Copyrighted, but not enforced initially
- ✗ Emphasis on creating maximum awareness
- ✗ Distributed widely, with guidelines for type face, color, format
- ✗ Usage a condition of receiving NYS matching grants
- ✗ Now, enforcement is rigorous

EVOLUTION AND EXPANSION

✖ Post 9/11



EVOLUTION AND EXPANSION

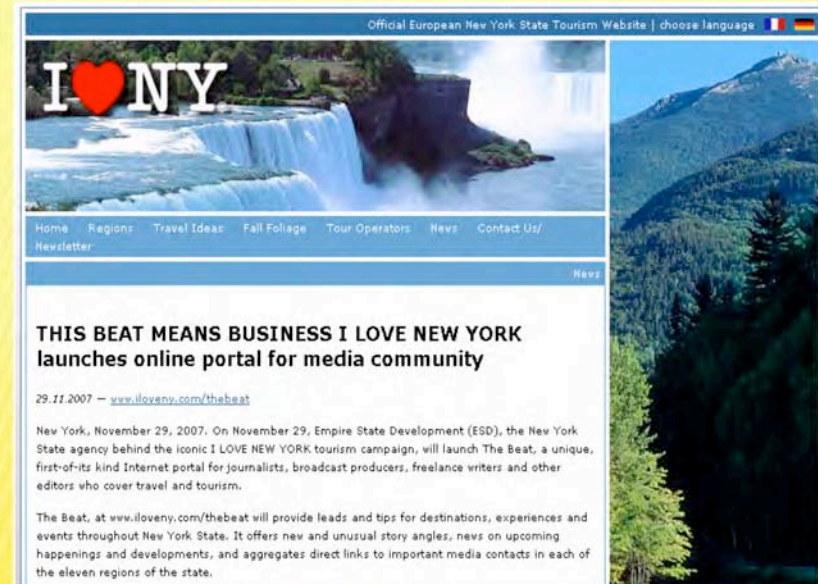
✖ Post 9/11

✖ Onto the web



EVOLUTION AND EXPANSION

- ✗ Post 9/11
- ✗ Onto the web
- ✗ Media portal, not just a press kit



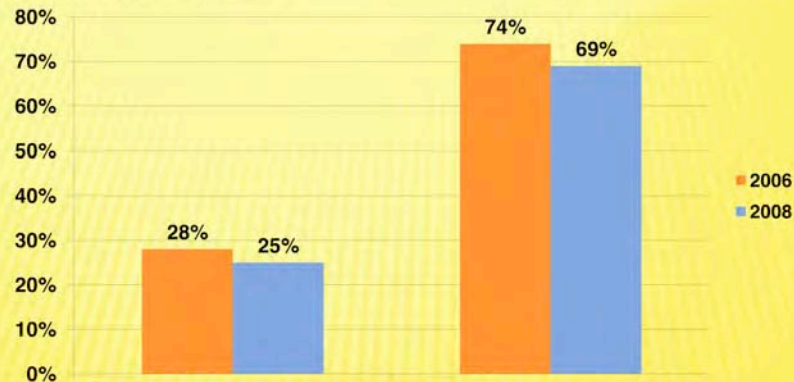
- ✗ Visitors to NYS spent \$51 billion in the local economy in 2007, up 9% from 2006
- ✗ 672,000 or 6.1% of all jobs in New York State are tourism-related: up to 17% in some regions, creating \$26 billion in income
- ✗ \$6.8 billion in State and local tax revenues, \$7 billion in Federal tax revenues
- ✗ International visitors represented 28% of the spend, up 7% since 2003

WHAT ARE THE LESSONS FOR OTHER DESTINATIONS, LIKE UGANDA?

- ✗ Rely on research

FEWER PEOPLE ARE TRAVELING

Percent who took a trip either for business or for leisure/personal reasons in the past 12 months



Base: US adults
Source: North American Technographics® Benchmark Survey, 2008 and North American Consumer Technology Adoption Benchmark Study 2006

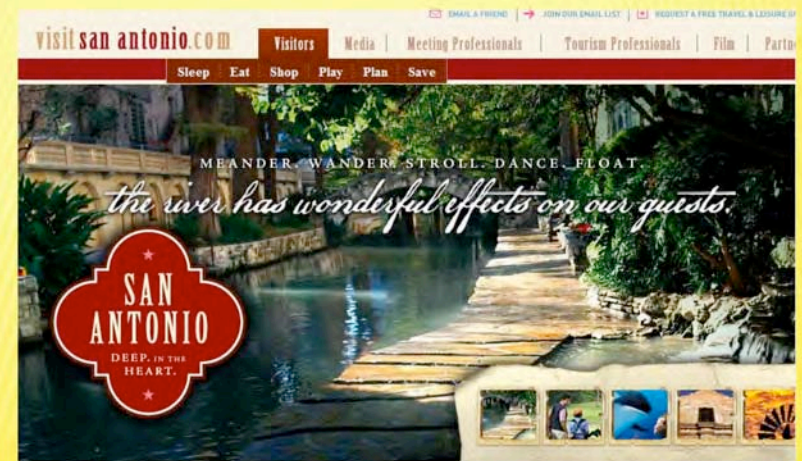
WHAT ARE THE LESSONS FOR OTHER DESTINATIONS, LIKE UGANDA?

- ✗ Rely on research
- ✗ Be true to your identity (“Only in Uganda can you...” or “Only Uganda has...”)



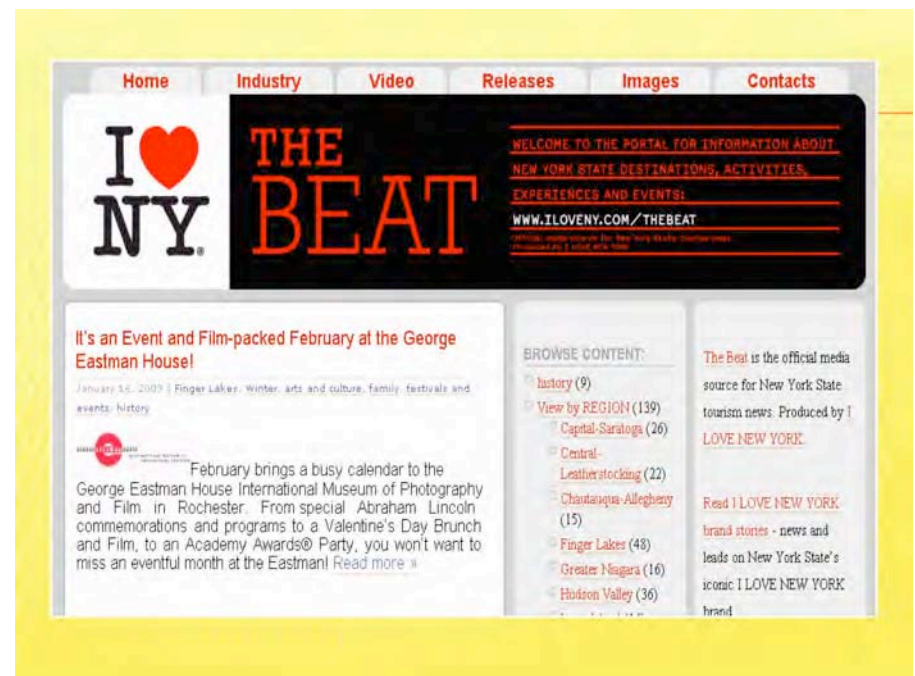
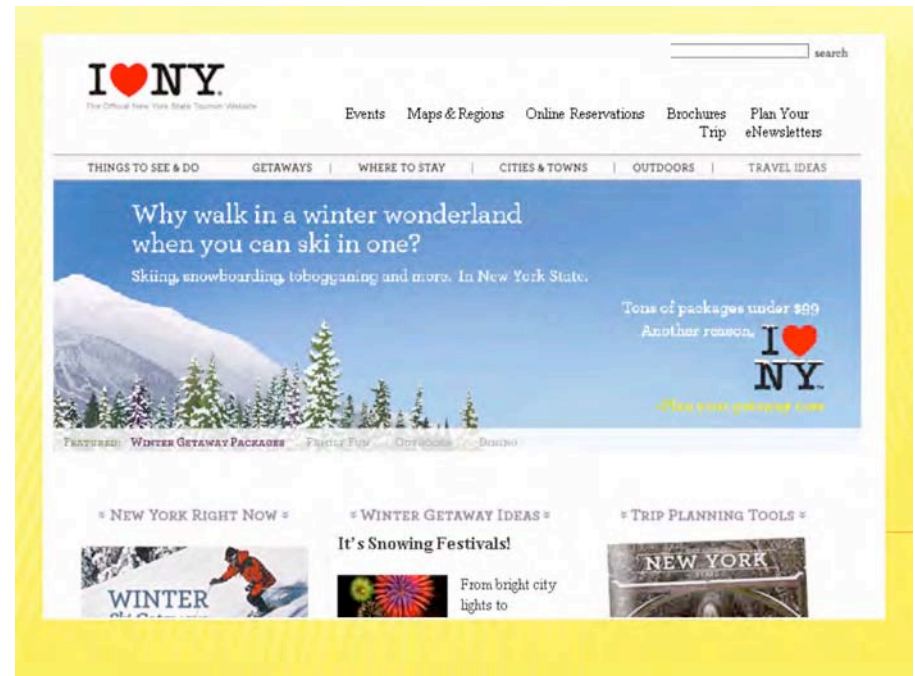
WHAT ARE THE LESSONS FOR OTHER DESTINATIONS, LIKE UGANDA?

- ✗ Rely on research
- ✗ Be true to your identity
- ✗ Involve as many senses as possible: sight, sound, smell, taste, touch
- ✗ Use/emphasize the attributes that make you distinctive



WHAT ARE THE LESSONS FOR OTHER DESTINATIONS, LIKE UGANDA?

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- ✗ Be true to your identity
- ✗ Involve as many senses as possible: sight, sound, smell, taste, touch
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- ✗ Tailor messages to key target markets



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- ✗ Don't let internal challenges – or politics - get in the way

- ✗ Internal Challenges: merging 20 tourism regions into 12
- ✗ Politics: new political party said “I love NY is *their* campaign: we need *ours!*”

WHAT ARE THE LESSONS FOR OTHER DESTINATIONS, LIKE UGANDA?

- ✗ Rely on research
- ✗ Be true to your identity
- ✗ Involve as many senses as possible: sight, sound, smell, taste, touch
- ✗ Use the attributes that make you distinctive
- ✗ Tailor messages to key target markets
- ✗ Don't let internal challenges – or politics - get in the way
- ✗ **Never rest on your laurels!!!**

IF YOU THINK YOU'RE DONE – YOU'RE NOT!

REPEAT,

REPEAT,

REPEAT!!!

THANK YOU!

Q&A - DISCUSSION

THANK YOU!

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Peggy Bendel, President
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