



BUSINESS PLAN

For Buhoma Community Rest Camp



April 2011

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1.0. Introduction

This volume presents a business plan for Buhoma Community Rest Camp (BCRC). It is divided into 5 sections. Section one covers the profile of Buhoma Community Rest Camp, section two covers ownership and management, section three is the SWOT Analysis, section four is the marketing plan, section five covers future plans and section six covers the financial aspects.

1.1. Profile of Buhoma Community Rest Camp

1.2. Motto (Slogan): The friendly people

1.3. Mission statement: To provide authentic products and services to both foreign and domestic tourists in a friendly and relaxed environment in order to improve the livelihoods of people of the Mukono parish.

1.4. Objectives of BCRC.

1. To create a sustainable resource base and initiate development in Mukono Parish, Kanungu District.
2. To run and manage a tourist service facility (food and accommodation) for visitors while in Bwindi Impenetrable National Park.
3. To promote health education for the empowerment of women and children in Mukono Parish in Kanungu District.
4. To promote the conservation of natural resources throughout the community by recreation activities.
5. To generate employment for the local community by rendering services to tourist.
6. To promote training of the local people in eco-tourism including camp management and visitor services.
7. To promote the conservation of BINP through working in partnership with BINP management and initiating community sensitisation programmes including drama and songs.

1.5. Current Status legal status of BCRC

Buhoma Community Rest Camp (BCRC) is a community based business enterprise initiated and managed by the local community in Mukono parish around Bwindi Impenetrable National Park (BINP). It is the business arm of Buhoma Mukono Community Development Association (BMCD) .Buhoma Community Rest Camp is not yet registerd as a business but it operates under Buhoma Mukono Community Development Association (BMCD) which is registerd as an NGO.

1.6. Location

Buhoma Community Rest Camp (BCRC) is located right at the entrance of Bwindi Impenetrable National Park which is home to about half of the worlds population of the endangered Mountain Gorillas. What makes the location so special is the unique possibility to enjoy the tourist attractions in the larger Bwindi area using BCRC as the base. The spacious lay-out of Buhoma Community Rest Camp offers the opportunity for guests to create a private spot and enjoy the quiet and beauty of their surroundings.

1.7. Short History of BCRC

BCRC was setup at with the main aim of providing quality lodging services to tourists and visitors and is the backbone of Buhoma Community Development Association. It has been the main source of funding to the association activities since its inception in 1993. The following among others have been achieved with funds generated by BCRC:

- a) Bought land for the expansion of Buhoma High school
- b) Employment creation: Currently BCRC employs 16 full time staff and 4 part time workers. Other projects affiliated to BMCDA such as primary and secondary schools, SACCO and Amagara also employ over 40 people from the community.
- c) Built a new big dining hall to accommodate more visitors
- d) Establishment of a secondary school with five classrooms, an office and a girls dormitory
- e) Acquired approximately 4 acres of land to build a resort, 2 acres of eucalyptus trees and another 4 acres of land which is not yet developed.
- f) Mobilised the community to contribute labour towards the building of Buhoma Community Hospital.
- g) Contributed UGX 3.7 million to kick start the construction of Buhoma Community Hospital.
- h) Supported tree planting whereby more than 100 people have been supported with tree seedlings.

- i) Supported the establishment of model farms for agricultural improvement for vegetables and pineapples.
- j) Improved BCRC accommodation facilities to self contained rooms
- k) Constructed a modern kitchen and biogas plant at BCRC

2.0. Ownership and Management

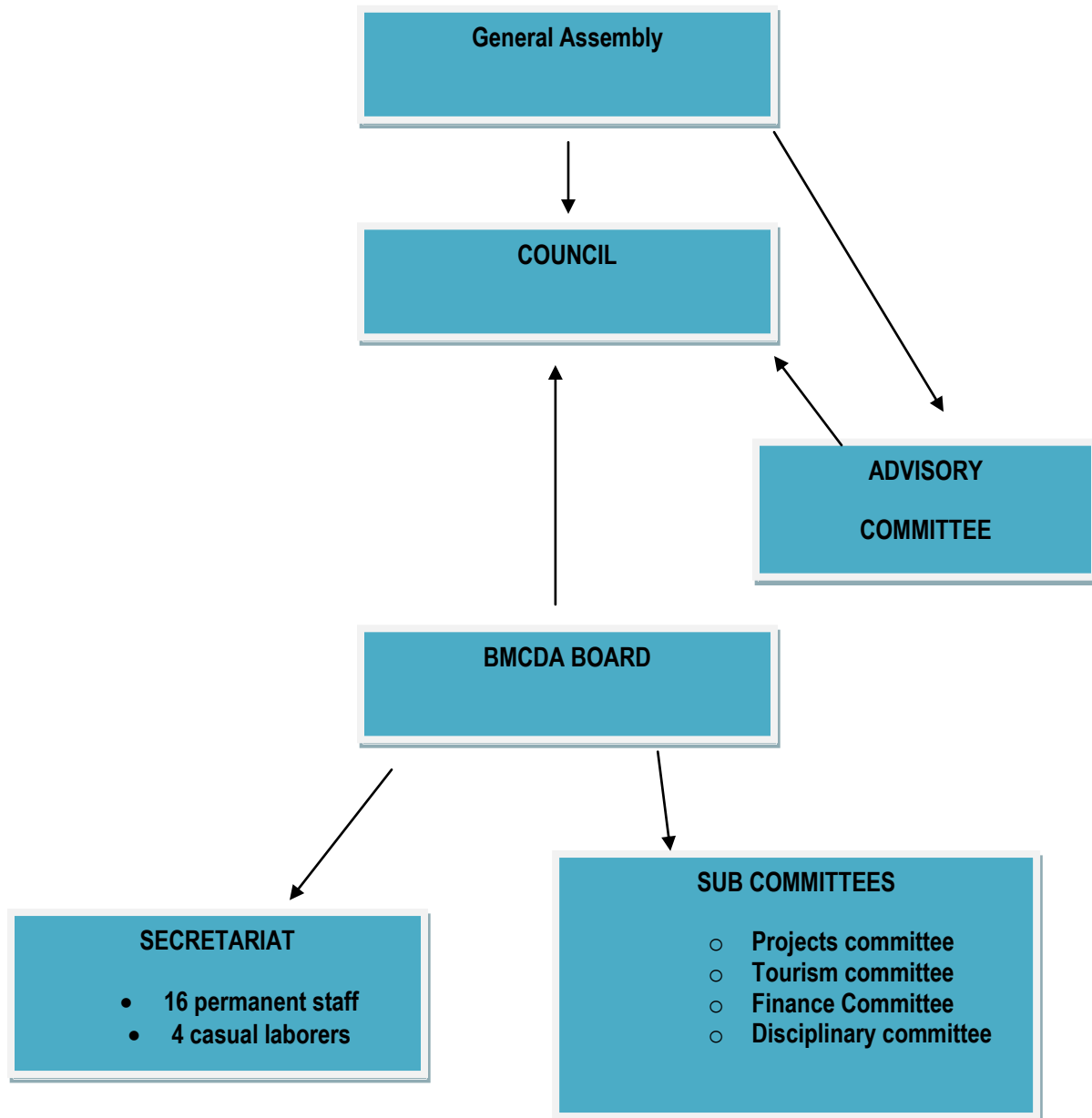
Buhoma Community Rest Camp (BCRC) is owned by the Mukono Parish community in Kanungu district. The constitution is the major governance tool of the association. It was designed and adopted by all members through a consultative and participatory approach. The association has various governance and management structures. The General assembly of the association is charged with the supreme decision making. It also elects the chairperson, treasurer, secretary and vice secretary. Other roles of the general assembly are well stipulated in the constitution.

The Council is the second most important decision making body and it's answerable to the general assembly. It receives and discusses reports from the board and subcommittees. It also receives and approves periodical budgets, reports and work plans of the board.

The board is comprised of the chairperson, secretary, vice secretary, treasurer and all chairpersons of sub committees. The board is answerable to the council and directly responsible for the implementation of the BCRC policies. Hence, the board implements the decisions of the council.

BCRC is managed by a team of 16 permanent staff and 4 part-time workers led by the manager. All employees are recruited locally from the community.

2.1 .Organisational chart of BCRC



3.0. WOT Analysis for BCRC

In order to design competitive and effective business strategies, a SWOT Analysis for BCRC was undertaken. Table 1 presents the current strengths, weaknesses, opportunities and threats of

BCRC. Furthermore, strategies for maximizing the strengths and opportunities as well as minimizing the weakness and threats are presented in Table 1.

Table1. BCRC's Strength, Opportunities, Weakness, Threats and Strategies to maximize strengths

Strengths	Strategy to maximize strengths
Accounts are audited annually which brings about transparency	Continue to conduct regular annual audits
BRC has rooms with hot shower	Adequate maintenance of the rooms
Basic infrastructure (facilities) is in place .These including: Five well furnished and self contained safari tents, one self contained cottage, five twin cottage bandas, one dormitory with six beds, bar and restaurant.	Adequate maintenance of the existing infrastructure
Steady income generated from BCRC facilities, products and services	Consolidation of existing income generating activities for profit maximization
Employs a large number of people from the community(16 permanent staff and 4 casual laborers	Effective implementation of human resources policies for excellent staff performance and motivation
Good working relationship with other development partners such as UWA, ITFC, Local government etc	Effective public relations, partnership development and maintenance
Room for expansion. BMCDA has acquired 4 more acres where it plans to put up a resort	Optimal land utilization through land use planning based on the underlying characterization and suitability
Website is now functional and this makes it easy for tourists to access information about BCRC	Maintenance of a functional website
Weaknesses	Strategies to minimize weaknesses
Lack of a technical marketing person who understands the tourism market very well.	Recruitment of a technical marketing personnel
Poor branding (no logo and tagline for the Buhoma Community Campground Association	Effective branding of BCRC products and services and development of a niche for

	easy identification
Management and board roles are not clearly defined	Clarifying respective roles of management and board
Lack staff recruitment policy as a result there is continuous loss of experienced staff due to the need to give as many people as possible chance to work with BCRC. Last year (2010) 6 old staff were retired at once and 7 new ones recruited.	<ul style="list-style-type: none"> ✓ Development of a staff recruitment policy ✓ Development of human resource policy to advance staff motivation and team building
No practical demonstration to tourists at some sites along the Buhoma Village Walk such as waragi distilling (local gin)	Establishment of practical demonstration for tourists along the Buhoma Village Walk as appropriate
Lack of local decorations in the dining and rooms for accommodation. Yet, these local decorations would create a local atmosphere and make the place look authentic.	Enhancing decorations in the dining room by use of available local materials
Poor inventory management leading to lack of variety in the bar. It is common for the bar to run out of stock.	Improve bulk purchasing
Inadequate staff supervision. It is common to see staff in the trading centre during working hours.	Training of senior staff on leadership and supervisory roles
Cleanliness is still wanting (cobwebs in the toilets)	Enhancement of cleanliness at the tourism sites
Procurement policy has loopholes and is prone to abuse	Reviewing of the procurement policy to meet the ideal procurement principles and standards
Fusing the business(BCRC) with charity (BMDCA)	Differentiating charity from business
Budgets are developed but not followed	Adequate budget management during implementation
Buhoma Community Rest Camp is not registered as a company	Registration of the business arm for smooth business operations and clarity between business and charity
No clear budgets for supporting community development projects .Projects are approved by the council without looking at the available resource envelope. This puts the management	Translate strategic actions into annualized budgeted work plans based on available resources

of Buhoma Community Rest Camp (BCRC) under immense pressure to find resources to fund the approved projects.	
Restrictive recruitment policy. Staff is recruited from only Mukono Parish and this leaves out qualified and experienced people from outside the parish.	Development and implementation of a recruitment policy based on ideal and acceptable principles.
Opportunities	Strategies to take advantage of opportunities
Tourists want to spend money on the community hence the Buhoma Community Rest Camp (BCRC) attracts more tourists than any other facility in the area.	Explore innovations to develop tourism enterprises and services for access by tourists so that they can spend more time at the sites thus spending more money
Strategic location. Buhoma Community Camp is located right at the entrance to the Park	Use this as opportunity to showcase all the available services and products
Proximity to UWA headquarters and UPDF detach guarantees Security	Have productive interaction with both institutions as may be appropriate
Availability of relatively cheap Labour	Access and maintain this labour for effective service delivery and profit maximization
Presence of 3 gorilla groups that is relatively stable. At maximum there are 24 tourists in Bwindi because there are three gorilla groups	Regulate activities to maintain stability of the gorilla groups
No any other standard camp owned and run by the community	Advance community involvement in activities. Furthermore, develop this as a unique niche and brand for marketing
Threats	Strategies to minimize threats
Stiff Competition from other camps/lodges and emerging ones targeting the same market segment	Organize exchange visits for peer learning as appropriate
Politicking when it comes to elections for the executive and councilors	Business operations should have no political inclination
Promoting personal interests at the expense of	Balance personnel and community interests

the interest of the community	
Policy of recruiting managers from only members of the community	Review human resources and recruitment policies
Low profitability due to high costs of running the Community Rest Camp	Focus on improving reductions in costs while maintaining quality.

4.0. Marketing Plan

4.1. Global tourism market analysis

International tourist arrivals fell by an estimated 4.3% in 2009 to 880m. However, sub-Saharan Africa registered positive results of 4 % (UNWTO World Tourism Barometer 2010). The number of tourist arrivals increased from 512,000 in 2004 to 844,000 in 2008, which is an increase of 65 per cent. By comparison, the total international tourist arrivals in Kenya in 2007 were 1,816,800. Most tourist arrivals in 2008 were from Africa (74 per cent), followed by Europe (13 per cent) and Americas (6 per cent). This trend remained the same over the period 2004 to 2008. The leading source markets for tourists are Kenya, UK, USA and South Africa in that order. A large number of tourists come by road (58 per cent of total arrivals in 2008), although the growth in terms of arrivals by air appears to be picking up much faster (57 per cent growth between 2007 and 2008). On average, the length of stay for tourists in Uganda is still very short, an aspect that must be addressed to enhance earnings from the sector (NDP 2010).

4.2. General Tourism Environment in Uganda

Tourism in Uganda is a key strategic development sector and is being seriously developed for foreign exchange earnings as well as growth of private sector driven businesses. Uganda Tourist Board (UTB) is a statutory organisation established by the Uganda Tourist Board Statute 1994. The Uganda Tourist Board (UTB) is mandated to grow and promote the tourism Industry. There are however, other promoters of tourism development in Uganda including Gifted by Nature and the private sector associations and companies.

The Board's mandate is to promote and popularize Uganda as a viable holiday destination both locally and internationally in order to increase the contribution of tourism earnings and GDP, improve Uganda's competitiveness as an international tourism destination as well as increase Uganda's share of Africa's and World tourism market.

Over the last two decades, Uganda has witnessed an increasing number of tourist arrivals. This has been greatly attributed to the privatization strategies that the government is pursuing together with the prevailing national security especially in the national parks.

According to the Uganda Bureau of Statistics 2004, Uganda realized a total number of 192,754 tourists on both holiday and business. A comparative study with 2004 tourist arrival statistics revealed that there was a 45% increase in the level of tourist arrivals. Uganda recorded 350,000 tourists. This explicitly shows that if the tourism sector was well exploited, Uganda would register a high number of new tourist arrivals. The 2011 Travel and Tourism Competitiveness Report published by the World Economic Forum ranked Uganda in the 115th position out of 139 countries.

4.3. Existing Tourism legislation and policies in Uganda

The tourism sector in Uganda is guided by the Uganda Wildlife Policy (1999) and The National Tourism Policy (2003). The legal framework that governs the development and regulation of the tourism industry includes: the Tourism Act, 2008, Uganda Wildlife Act, 2000, Game (Preservation and Control) Act, 2000 and the Historical Monuments Act, 1967 (as Amended, 1977).

4.4. Contribution of tourism to the Ugandan economy

Last year (2010), Uganda fetched 1.5 trillion (\$ 660 million) from travel and tourism. Although tourism revenue has gone up, most of it is from one activity; gorilla tracking. In addition, tourism contributed 7.4 per cent of total employment (420,000 jobs). The hotels and restaurants sub-sector has shown strong growth in their contribution to employment from 13,898 jobs in 2001/02 to 32,796 jobs in 2006/07. Wildlife based tourism and conservation programs in Uganda directly employ over 80,000 persons. Tourism expenditure increased steadily from USD 321 million in 2004 to USD 590 million in 2008, an average annual increase of 22 per cent. However, the absence of a developed tourism management information system makes it difficult to accurately estimate employment in the sector (NDP 2010).

4.5. Target Market

Buhoma Community Rest Camp was established after realising that there was lack of authentic and affordable accommodation for tourists' especially the budget and middle class travellers. Therefore, BCRC targets the budget and middle class tourist who is looking for more than the standard "resort" in the National Park.

4.6. Market share

BCRC currently controls about 70% market share for this market segment. This is because it is the only community camp in Buhoma that is truly owned and managed by the community for their own benefit.

4.7. Competition

There are currently 10 facilities (Lodges, Guest Houses and Camps that provide accommodation and other products and services to tourist in Buhoma, Mukono Parish, and Kanungu district .However, the direct competitors are those that target the same market such as Bwindi View Bandas Gorilla Nest Rest Camp . Otherwise, we don't perceive the others as competitors but partners who market some of the BCRC products such as the Buhoma Village Walk.

4.8. Competitive Advantage

BCRC is the only business that is truly owned and managed by the community and the money generated goes back in the community to support community development projects that are identified by the community members themselves. Tourists want to spend money on the community hence the Buhoma Community Rest Camp (BCRC) attracts more tourist than any other facility.

Additionally, BCRC competitive edge resides in its passion, focus, authentic services and experience in the tourism market. BCRC provides a differentiated offering by promoting and providing authentic and quality tourism products and services to our target market.

4.9. Marketing Strategies

The current marketing strategies of BCRC are derived from the wisdom of marketing which states that; "Do not expect the customer to come to you; it is you who has to go to the customer". At, BCRC we subscribe to the philosophy that the goal of a business is to attract and retain customers. Therefore, our marketing strategies will reflect this goal as BCRC builds a reputation for providing authentic products and services in a friendly and relaxed environment.

4.9.1. Promotion strategies

If tourists do not know that BCRC exists; there will be little demand for its products and services. Therefore, tourists will be made aware of:

- The nature of BCRC services
- Benefits offered
- Facilities and rates
- Location

The following will be used to promote the services, facilities and products of BCRC:

Establishment of effective Partnerships: Due to the limited resources that the Buhoma Community Rest Camp has to work with, partnerships will be emphasized. It is very crucial that BCRC has partners to work with in the development of packages and promotion of BCRC products and services to tourists before they come to Uganda and when they are in Uganda.

Establishment of information Points: Through partners Buhoma Community Rest Camp will have information points where up-to-date and accurate information on the camp will be found. The information will include profile, services/products offered, access (map and direction) as well as pricing among others.

Enabling clients to book in advance: A campsite that cannot be booked in advance won't be suitable for tour groups who need to properly plan their route. Experience shows that most individuals who call for reservations expect to get through on the first or second attempt and a few will continue trying. Therefore, Buhoma Community Rest Camp will put in place facilities such as reliable telephone line and internet to make it very easy for tourists to book in advance.

Putting up Road signs: A good road sign to catch people's eyes and attract them will be placed at Butogota, Kanyanshade and Buhoma. Additionally, small signs with arrows will be put at each turning on the way, so that tourists don't get lost.

Lay-out, vegetation and lighting: Most international tourists and a growing number of Ugandans like to visit a clean, well managed Community Rest Camp. Besides, most international tourists are very environmentally conscious and want to stay in a place that does not negatively affect the environment. We will devote much attention to lay-out; vegetation and lighting .Experience from other sites have shown that this is essential to ensure a pleasant stay for our guests.

Provision of personalise value –added services: BCRC value added offering will encompass personalised attention, exclusivity, elegance, competitive rates, and speciality focus –all of which translate into increased client satisfaction.

Reaching out to tour operators: A majority of visitors to Bwindi National Park come on tours prearranged for them by tour companies, thus the best way to attract tourists to the area is to involve tour operators in the process. We plan to reach out to local and international tour operators informing them about our products and services. Additionally, we will arrange for subsidised familiarity trips for tour operators, NGOs and other interest groups: These are intended to enable the above familiarize themselves with the facilities, products, services and activities.

Participation in trade fairs and exhibitions: BCRC will participate in trade fairs especially those focused on promoting tourism. This will be done to further enhance BCRC market visibility.

Decorating rooms with Ugandan handcrafts and furnishings: Most tourists prefer to sleep in a room decorated with Ugandan handcrafts and furnishings. We will decorate our rooms with traditional art pieces in order create a local atmosphere and make the place look authentic.

Word of mouth: Research reveals that word of mouth is still the best method of advertising .Most customers are likely to choose a product /service based on recommendations from a family member,

friend or previous clients. Therefore, initially, the marketing for products and services will mostly be done by word of mouth. BCRC will get to know most of the customers personally and this will create a good rapport with them.

Hygiene: BCRC will make sure that the accommodation facilities, toilets/washrooms and the restaurant are spotlessly clean and the display is attractively arranged.

Provision of top quality services: BCRC will aim at ensuring that high quality products are constantly delivered to the consumers in order to build loyal clientele. BCRC will not let anything that is not in good condition be seen by the clients.

Staff training: BCRC will make sure that every staff has the ability and is proud to talk about the BCRC and its products and services it offers. Every person in the organisation will act as a sales person for BCRC.

Printing and distribution of leaflets: Leaflets with details of BCRC products and services will be printed in mass quantities and distributed, providing information about the organisation, products, and activities. The format will generally be a two pager leaflet.

Website: BCRC has a website that will be regularly updated with details on location, products and services offered booking and contact information.

4.9.2 .Pricing strategy

The pricing strategy adopted by BCRC is that of low cost service provider. BCRC charges affordable prices for its products and services but without compromising on quality.

4.10. Facilities, Products and Services offered by BCRC

Products and services being offered by BCRC include the following:

- a) **Buhoma Village walk** .Buhoma Village Walk starts and ends at Buhoma Community Rest Camp which is located at the entrance to Bwindi Impenetrable National Park (BINP).The walk passes through a typical African Village with rural households that display unique activities of the area. Sites on the village Walk include: Women’s Handcraft Shop, Batwa dancing and singing, traditional healer, Buhoma Community Primary School, banana brewing, tea farm, Waragi distilling (local gin) ,water falls and beekeeping among others.
- b) **Accommodation.** Buhoma Community Rest Camp boasts of 5 traditional bandas (African round houses), six self contained Safari tents with a private terrace at the front, two self contained cottages and one dormitory with six beds). All the bandas were constructed according to traditional African methods and in an environmentally friendly manner. The roof for the bandas is supported by a wooden frame and is thatched with a local variety of grass

that is grown nearby. The above accommodation facilities are well served with warm water and electricity from a petrol driven generator.

- c) **Dinning/restaurant.** BCRC has its own nice and spacious dinning /restaurant with a splendid view of Bwindi Impenetrable National Park. The restaurant is open all day and serves both traditional and continental dishes. The restaurant has sitting capacity of about 30 guests. The tables and chairs are made from locally made materials and are covered with locally produced table cloth.
- d) **Bar.** Buhoma Community Rest Camp has a fully stocked bar with a variety of beers, wines and spirits.
- e) **Camping:** There is a modest camping area that can accommodate up to 10 tents

5.0. Benefits to the community (Local community involvement)

As our name suggests, BCRC was established to enable the community benefit from tourism activities and participate in conservation of Bwindi Impenetrable National Park (BNP). Buhoma Community Rest Camp employs the following elements to support the local community:

1. Employs 16 permanent staff and 4 part-time workers.
2. Supports community development projects such as classroom construction, water supply and sponsoring of students at different levels of education.
3. Purchase of goods and services from the local community .BCRC buys local food as much as possible. In and around the village, many people depend upon the produce of fruits, bananas, vegetables and small scale cattle, goat and chicken farming. This gives BCRC an opportunity to work with regular supplies.
4. BCRC offers industry placements to students undertaking tourism related courses.
5. Provides access to training opportunities for local staff
6. Provides discounted tourism experiences to local schools and institutions

6.0. Plans for the future

1. Venue for courses and trainings. There are a number of NGOs are work in the area but lack an ideal venue for training/ meetings. If funds allow, BCRC will construct a special training/meeting venue for up to 30 participants.
2. Accommodation for staff. In order to enhance service delivery, accommodation will be provided for all the 16 permanent staff and most especially those who work in the bar and restaurant.

3. Currently, the number of self contained stands at seven .However, our continuous growth in client numbers and demand for self contained rooms, requires that we construct more self contained units.
4. Due to the fact that most of our staff are from the local community, there is need for continuous training.
5. Establishment of handcraft stalls where community members will exhibit and sell their products from.
6. Establishment of community social centre with as hall and babies home.

7.0. Projected Cash Flow (Liquidity) and Project Balance Sheet statements

Important Assumptions

BCRC assumes the following:

1. Market growth projections for the travel industry are accurate
2. National economic conditions, which are favourable to the travel industry, will not experience significant decline in the next seven years.
3. Growth of budget and middle class travellers' to the region will remain consistent with our projections
4. Any inflation in Uganda shillings would be offset over the long –run by depreciation in the shillings against the foreign exchange.

Detailed Projected Cash Flow (Liquidity) and Project Balance Sheet statements are attached in a separate file.