



## **eBOOSTER Programme 2 INCEPTION REPORT**

**FOR MSMEs DIGITISATION IN TOUR DESTINATIONS IN UGANDA: eBusiness ECO- TOUR  
PORTAL (e-BETP)**

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## **1.0 PROJECT EXECUTIVE SUMMARY AND OBJECTIVES**

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### **1.1 Project executive summary**

The e-Business Eco-Tour Portal (e-BETP) project is a transformative initiative spearheaded by Likana Safaris Uganda in collaboration with the Uganda Communications Commission (UCC) and Makerere University Business School (MUBS) under the e-BOOSTER Programme. This project shall be launched to address the digital divide in Uganda's unserved and underserved communities, seeking to harness innovative ICT solutions to foster socio-economic development. Despite Uganda's vibrant entrepreneurial ecosystem, many rural areas, particularly around tourism hubs like Bwindi and Kibale National Parks, face significant challenges due to limited access to ICT infrastructure, internet connectivity, and digital literacy. This digital exclusion restricts market access for local artisans, tourism stakeholders, and micro, small, and medium enterprises (MSMEs), hindering economic growth and opportunities for inclusive development.

The e-BETP project shall be designed to bridge this gap by developing an e-commerce platform tailored for tourism products and services, targeting artisanal communities and tourism stakeholders in Bwindi and Kibale National Parks and further scaled to other National Parks. By leveraging digital tools, the project aims to enhance market access, promote digital inclusion, and empower local entrepreneurs, with a particular focus on women and youth. The initiative aligns with the Sustainable Development Goals (SDGs), specifically SDG 9 (building resilient infrastructure and fostering innovation) and SDG 16 (promoting inclusive societies and access to information). Locally, it supports Uganda's Digital Transformation Roadmap, the National Development Plan IV (NDPIV), the National ICT Policy, and the Parish Development Model by fostering sustainable and inclusive growth through ICT integration. Through the e-BETP platform, the project will establish a dedicated online marketplace for local tourism products and services, provide digital literacy training to at least 1,500 entrepreneurs, onboard over 200 local stakeholders, and set up community Digital Literacy Hubs equipped with solar power. By integrating local offerings into broader markets and establishing a sustainable revenue model, the project aims to strengthen the tourism value chain and create lasting economic impact in these underserved regions.

## **1.2 Project Objectives**

### **1.2.1 Overall Objective:**

Promote market access for the Tourism communities around Bwindi and Kibale National game parks, through digital inclusion on the e-BETP system.

### **1.2.2 Specific Objectives:**

- Develop and launch the e-BETP online portal as a dedicated e-commerce marketplace for local tourism products and services.
- Build digital and business skills of at least 1,500 entrepreneurs through hands-on training and ongoing mentorship.
- Onboard and support 200+ local tourism stakeholders (artisans, guides, hospitality providers) to actively use the platform
- Establish community Digital Literacy Hubs (equipped with devices and solar power) in the target areas to facilitate ongoing learning and use of the portal.
- Empower women and youth by ensuring they represent at least 50% of participants and leadership in training and platform governance.
- Strengthen the tourism value chain by integrating local offerings into the broader market (online and offline) and establishing a sustainable revenue model for the portal.

## **1.3 ROLES AND RESPONSIBILITIES**

### **A) Uganda Communications Commission (UCC)**

During the project, the Likana Safaris Uganda expects UCC to:

1. Actively engage with the implementing team (Likana Safaris Uganda) throughout the project to provide technical guidance and ensure compliance with grant conditions.
2. Facilitate visibility and publicity of the project under the e-BOOSTER Programme.
3. Monitor project progress through periodic reviews, technical check-ins, and field visits.
4. Provide timely disbursement of grant funding to ensure uninterrupted execution.
5. Issue a certificate of performance upon successful delivery of services and outputs.

6. Support the sustainability and scale-up planning of the e-BETP by facilitating connections with relevant government initiatives and partners.

#### **B) Likana Safaris Uganda**

1. Execute the project as agreed with the donor and the implementing agency.
2. Implement communication, awareness, and outreach strategies to ensure wide adoption and engagement.
3. Maintain accurate financial records and ensure responsible and transparent use of project funds.
4. Prepare and submit required deliverables including inception, progress, monitoring, and sustainability reports to UCC.
5. Work closely with UCC and MUBS, participate in validation workshops, and attend regular review meetings.

## 2.0 METHODOLOGY TO BE USED WHILE EXECUTING THE PROJECT

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The e-BETP project will be implemented through a **phased, participatory approach** shown below:

### **Phase 1: Contract Signing and entry Phase.**

Likana Safaris Uganda shall, upon contract signing, convene an inception meeting with the designated representatives of the Uganda Communications Commission (UCC) and Makerere University Business School (MUBS). A virtual meeting is proposed, to be scheduled at a date and time most convenient for the client designates. The objective of the meeting shall be to validate the consultant's understanding of the e-BETP project assignment, ensuring alignment with UCC expectations, clarifying roles, and providing additional recommendations as applicable.

Additionally, a review of the following documents shall be undertaken to inform the project approach:

- E-BOOSTER Programme Guidelines.
- Uganda's Digital Transformation Roadmap and National ICT Policy
- National Development Plan IV (NDPIV)
- Parish Development Model Framework
- Tourism sector specific documents
- Any other documents provided for and deemed necessary by Likana Safaris Uganda.

Deliverable: Inception Report

### ***Phase 2: Platform Design & Infrastructure.***

Likana's technical team will develop the web/mobile portal using agile approach, based on detailed community assessments. Core features like user registration, product/service listings, and payment gateway integration will be built. Simultaneously, project staff will identify key stakeholders (local leaders, cooperatives, tourism associations and form coordination committees). Digital hubs will be sited and provisioned with equipment and solar power.

### **Phase 3: Capacity Building & Onboarding.**

A series of hands-on workshops will train entrepreneurs and youth in e-commerce, and portal use. Likana Safaris Uganda will develop Training materials which will be co-developed with local institutions that is business schools like MUBS. Our Staff will carry out onboarding sessions where target users shall be on boarded onto the portal. Outreach will occur via community radio, village savings groups (VSLAs), and tourism networks to raise awareness.

### **Phase 4: Integration and e-BETP Launch.**

Product / service listings will be finalized and uploaded on the e-BETP portal. Integrated services (mobile money or VISA payment systems and logistics/shipping arrangements) will be tested. A soft launch will promote the portal to tourists through partner Likana Safaris website and social handles. Mentorship will continue remotely via helplines and online support. Implementation tools include the developed eBETP system, SMS/USSD features for offline users, and monitoring software (Google Analytics, usage dashboards).

#### **Deliverable**

- Finalized e-BETP Portal

### **Phase 5 Monitoring and Evaluation**

The project team will collect data on usage metrics (registered SMEs, listings, sales volumes, portal traffic) and beneficiary feedback. End-line surveys will assess training outcomes and income changes. Findings will be compiled into M&E reports. Lessons learned will inform plans for scaling to additional parks.

#### **Deliverable**

Monitoring and evaluation framework

M & E reports

### **Phase 6: Scale planning and Exit phase**



This is our last phase of the project. This phase will commence with the formal handover of portal management to a local management committee, comprising representatives from Likana Safaris Uganda, community stakeholders, and tourism associations in Bwindi and Kibale National Parks, supported by comprehensive training and detailed documentation to ensure operational continuity.

A one-month post-handover technical support and mentorship period will be provided to address any operational challenges and reinforce local capacity. On additional to

Likana Safaris Uganda will compile a sustainability report, documenting project outcomes, lessons learned, and recommendations for scaling the e-BETP platform to additional national parks, aligned with the e-BOOSTER Program's objectives and Uganda's Digital Transformation Roadmap.

A final exit meeting with the Uganda Communications Commission (UCC), Makerere University Business School (MUBS), and key stakeholders will be held, preferably virtually, at a date and time convenient for the client designates, to review project impacts, validate deliverables, and formalize project closure.

**The following documents will be reviewed to inform the exit strategy:**

Project Monitoring and Evaluation Reports

Community Feedback and Impact Assessment Reports

Sustainability Report and Final Exit Meeting Report

### 3.0 TEAM COMPOSITION AND TASKS ASSIGNMENT

#### Team Structure and Staffing

Likana Safaris Uganda appreciates the magnitude and scope of the project as submits herein the names of the professional as persons per the table below.


1. TECHNICAL STAFF		
Name of Core Staff	Position in the Assignment	Task(s) Assigned
1) Mr. Kagaba Bonny	Team Leader/Director	Ensure overall project coordination, timely delivery of outputs, quality control, and client communication. Lead stakeholder engagements and supervises implementation.
2) Mr. Luganda David	Project Lead	Oversee daily operations, logistics and scheduling. Coordinating field teams and aid in training curriculum development.
3) Dr. Sylvia M. Aarakit	Monitoring and Evaluation Expert	Design and implement the monitoring and evaluation framework. Develops indicators, spearheading data, collection and produces progress reports and the final evaluation and perform project evaluations
4) Mr. Okello Jeremiah	Chief Technology Officer	Provide technical development of the e-BETP. Responsible for platform architecture, programming, testing, and maintenance. Manage integration with payment systems and data servers.
5) Ms. Nalubega Lillian	Finance Officer	Manage project finances, budgeting, and procurement processes and ensuring efficient use of funds.
6. Ms. Musenero Manjeri	Operations Officer	Manages field logistics, stakeholder coordination, procurement logistics, training logistics, and liaises with local authorities and tourism entities.
Miss Kemigisha Best Michelle	Beneficiary Liasion	Coordinates with community members, artisans, and tourism stakeholders. Leads participant mobilization, grievance redress, and community feedback loops.

Additionally, the team will be supported by data analysts for the period of the assignment.

<b>2. SUPPORT STAFF</b>		
<b>Name</b>	<b>Position</b>	<b>Task(s) Assigned</b>
Mr. Victor Arinaitwe	Senior M and E	Support M&E planning, indicator tracking, and assists in drafting reports and evaluations.
Mr.Ouma Paul	Project Accounts Manager	Support financial tracking, fund disbursement, and assists in budget planning and reconciliation.
Ms. Nankunda Rowena	Research Assistant	Conduct desk reviews, supports surveys and data analysis, and assists in report drafting.
Ms.Nafula Racheal	Outreach and Engagement	Design and implement awareness campaigns, manages social mobilization, and supports partner engagement.
Mr. Luganda Keith Jacob	Digital Communication	Manage online visibility, digital marketing, and updates on eBETP and Likana Safaris social media.
Mr.Mutaya Joseph	MEAL Officer	Support Monitoring, Evaluation, Accountability, and Learning processes, including feedback collection and analysis.
Mr.Mahad Kyambade	Researcher	Conduct in-depth research to support strategic direction and prepares policy briefs and insights.
Mr.Murungi Herbet	Project Economist	Conduct cost-benefit analysis, evaluates economic impact, and supports sustainability planning.
Mr. David Mukasa	Transport officer	Provide logistical support and manages safe transportation of personnel and equipment.
Mr. Andrew Kwizera	Transport Officer	Support transport coordination and logistics across Bwindi and Kibale project sites.

Confirmation

I, Kagaba Bonny, hereby certify that the staff described above shall be available as indicated.

Signature:		Name:	<b>Mr. Bonny Kagaba</b>
In the Capacity of:		<b>Director</b>	
Duly authorized to sign the bid for and on behalf of:		<b>Likana Safaris Uganda</b>	
Address:	<b>Kyaliwajjala-Namugongo Road, P.O. Box 111940 Kampala-Uganda</b>		

#### 4.0 PROPOSED WORK PLAN

S/No	Phases	Sub-Activities	Remarks
1	Project Initiation & Planning	Inception Meeting with UCC and stakeholders	Establishes working relationships
		Finalize detailed implementation work plan	Align expectations and outputs
		Community mapping and stakeholder identification	Conducted in Bwindi and Kibale NP
2	Platform Design & Development	Requirements gathering and system design	Stakeholder-informed development
		Backend & frontend coding	Agile sprints for core features
		Portal testing and feedback iteration	Includes usability testing
		Setup of digital hubs (equipment, solar power)	At least 2 hubs in each park
3	Capacity Building & Onboarding	Design of training materials	Customized to local contexts
		Training of 1,500 MSMEs	In-person and virtual workshops
		Onboarding 200+ stakeholders on the portal	Includes profile setup and listing
		Launch of support helpline and mentor lines	For continuous assistance
4	Integration & System Launch	Payment and logistics integration	Mobile Money, VISA, local shippers
		Content upload and verification	Photos, descriptions, pricing
		Pilot launch and promotion campaign	Online ads, tourism networks
5	Monitoring & Evaluation	Midterm surveys	Track change over time
		Analytics dashboard setup	Monitor sales and traffic
		Final evaluation	Stakeholder feedback on impact

6	Scale Planning & Exit Phase	Handover of portal management to local board	Includes training and documentation
		Post-project support and mentorship	1-month technical backup from Likana Safaris Uganda
		Sustainability reporting and closure	Shared with UCC and partners

## 5.0 VISUAL PRESENTATION OF THE GANTT CHART

Phase/ Activity(ies)	Months from the start of assignment.											
	Quarter 1			Quarter 2			Quarter 3			Quarter 4		
	1 <sup>st</sup>	2 <sup>nd</sup>	3 <sup>rd</sup>	4 <sup>th</sup>	5 <sup>th</sup>	6 <sup>th</sup>	7 <sup>th</sup>	8 <sup>th</sup>	9 <sup>th</sup>	10 <sup>th</sup>	11 <sup>th</sup>	12 <sup>th</sup>
<b>1.0 Phase I: Preparation and Technical Setup</b>												
1.1 Kickoff and Planning: Form project team, develop project plan, roles, and responsibilities												
1.2 Requirements and Design: Gather technical and user requirements, draft technical design specifications												
1.3 System Development and Procurement: Develop eBETP platform, procure hardware/software												
1.4 Testing and Quality Assurance: Conduct comprehensive testing and bug fixing												
<b>2.0 Phase II: Community Engagement and Capacity Building</b>												
2.1 Community Assessments: Map stakeholders, select beneficiaries near Bwindi and Kibale												
2.2 Training Hub Setup: Establish digital business centers with solar-powered ICT kits and internet												
2.3 Capacity-Building Workshops: Conduct training in digital literacy, e-commerce, and social media marketing												
<b>3.0 Phase III : Pilot Roll-Out and Onboarding</b>												
3.1 Stakeholder Onboarding: Onboard tourism stakeholders (guides, artisans, hospitality providers)												
3.2 Platform Launch & Marketing: Launch eBETP portal with integrated digital marketing campaign												
<b>4.0 Phase IV: Monitoring, Evaluation, and Scaling to other National parks</b>												
4.1 Monitoring and Maintenance: Regular system monitoring, updates, and technical support												



## DATA ANALYSIS

### Secondary data

**Content analysis:** information collected will be condensed in accordance with themes under study. It will then be exported to the report in accordance with indicator profile. The content in data will be assessed to determine the level of authenticity. Data will then be matched with other sources and triangulation to argument the findings. Differentiated data will be sorted through logical deduction and cross reference.

### Key Informants & FGDs

**Thematic analysis:** Thematic areas will generate data which will be used to corroborate data garnered through other sources in accordance with study objectives and results framework.

### Individuals/ MSMES

**Quantitative data.** This data will be mainly from primary sources and trend analysis will be generated with some visualizations. An attempt will be made to derive baseline values and final values to compare impact using the non-experimental. Data shall be analyzed at three levels i.e., descriptive (univariate and bi-variate graphical), explanatory (correlations using chi-square and P-coefficients) and predictive where necessary. With these, the consulting team shall be able to validate the feedback from stakeholders of eBooster project.

Risk	Potential Impact	Mitigation Measures
<b>Technical Glitches and Integration Issues</b>	System downtime, decreased reliability, delays in launch.	Conduct rigorous testing throughout development; implement continuous integration and iterative quality assurance; allocate contingency buffers for unforeseen tech challenges.
<b>Procurement and Development Delays</b>	Delays in securing hardware/software; schedule overruns; increased costs.	Engage early with suppliers/vendors; establish clear timelines with buffer periods; implement proactive project management practices and regularly monitor progress against milestones.
<b>Low Stakeholder Adoption and Engagement</b>	Reduced platform usage; insufficient network effects; lower revenue generation.	Implement targeted awareness campaigns and stakeholder orientation sessions; provide incentives and training; set up continuous feedback loops to address user concerns and improve the platform based on beneficiaries' needs.
<b>Limited Digital Literacy Among Beneficiaries</b>	Sub-optimal use of the platform; reduced business growth and online visibility.	Organize comprehensive digital literacy and capacity-building workshops; provide continuous mentorship and support through dedicated helplines and local digital business centers; tailor training to the specific needs of local entrepreneurs.
<b>Cyber security and Data Protection Risks</b>	Data breaches, loss of user trust, and potential legal/regulatory consequences.	Establish robust security protocols, conduct regular security audits, implement encryption and secure data storage practices, and adhere to international data protection standards.
<b>Budget Overruns and Funding Constraints</b>	Risk of insufficient funds to operate or sustain project activities, affecting overall project delivery.	Develop a detailed budget plan with contingency funds; conduct monthly financial reviews; create multiple revenue streams (commission fees, premium services) to help offset operational costs; ensure transparency in financial management and timely adjustments as needed.
<b>Post-Project Sustainability</b>	The platform may struggle to operate effectively after external funding ends.	Build self-sustaining revenue models; train local teams to manage the platform independently; secure strategic partnerships with local organizations and government agencies; plan for a gradual transition of operational responsibilities to local stakeholders.
<b>Environmental and Infrastructure Challenges</b>	Inconsistent power supply or connectivity in off-grid areas could disrupt access and platform usage.	Deploy solar-powered ICT kits and backup power solutions; collaborate with local infrastructure providers to enhance connectivity; schedule maintenance checks and provide technical

		support tailored for remote, off-grid challenges to ensure reliable access at all times.
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**RISK MANAGEMENT PLAN**