

**NATIONAL GUIDELINES FOR COMMUNITY-BASED TOURISM
ENTERPRISES (CBTEs) IN RWANDA**

KIGALI, FEBRUARY 2022

Table of Contents

TABLE OF CONTENTS	1
FOREWORD	3
LIST OF ABBREVIATIONS	4
1. INTRODUCTION AND BACKGROUND	5
2. CBTE DEFINITION	7
2.1 Categories of CBTEs	7
3. LEGAL FRAMEWORK AND POLICY FOR THE DEVELOPMENT OF CBTES	8
3.1. Sustainable Tourism Master Plan (2014)	8
3.2. Tourism Policy (2009)	8
3.3. The Tourism Strategy (2002)	9
3.4. Community-Based Tourism Guidelines (2012).....	9
3.5. The Tourism Law of 2014	10
4. THE PURPOSE OF THE CBTES GUIDELINES	10
4.1. Specific objectives	10
4.2. Guiding principles for the CBTEs	11
4.3. How to set up a CBTE	12
5. STAKEHOLDER'S INVOLVEMENT IN THE CBT BUSINESS	13
5.1. Public Sector Stakeholders	13
5.1.1. RWANDA DEVELOPMENT BOARD	13
5.1.2. LOCAL GOVERNMENT AUTHORITIES.....	13
5.2. The Private Sector stakeholders	13
5.2.1. RWANDA CHAMBER OF TOURISM.....	14
5.2.2. INVESTORS	14
5.3. Development Partners and Civil Society Organizations (CSOs).....	14
5.4. Communities.....	14
6. CBTE REGISTRATION AND LICENSING PROCESS	14
6.1. Registration Process.....	14
6.2. Licensing Process.....	15
6.3. Failure to Comply with These Guidelines	15
7. REQUIREMENTS FOR CBTES REGISTRATION	15
7.1. CBT product	15
7.2 Administrative structure	15
7.3. Physical location	15
7.4. Special Requirements for a CBTE Local Guide.....	16
8. REQUIREMENTS FOR CBTE LICENCING	16
8.1. CBT Product.....	16
8.2. Administrative Structure	16
8.3. Physical location	16
8.4. Hygiene and sanitation	16

9. PARTNERSHIPS FRAMEWORK BETWEEN CBTES AND TOUR OPERATORS 17

10. ANNEXES 18

- Annexe 1: References: 18
- Annexe 2: CBTE registration form 19
- Annexe 3: Checklist for the requirements of the CBTE registration process 20
- Annexe 4: Members List 21
- Annexe 5: CBTE License Application Form 22
- Annexe 6: A Checklist for the requirements of the CBTE licencing 23
- Annexe 7: CBTEs Self -Inspection checklist form 24
- Annexe 8: Content for the Memorandum of Understanding (MoU) between a Private Company and a CBTE 26

Foreword



CLARE AKAMANZI
CEO RWANDA DEVELOPMENT BOARD

In its vision 2050, The Government of Rwanda emphasises achieving high quality standards of living through different development strategies, including sustainable tourism development.

In Rwanda, community involvement in tourism is seen as a sturdy strategy to develop sustainable eco-tourism. As part of its tourism revenue sharing policy, the Rwandan government distributes 10 per cent of its tourism revenue to communities living around the national parks, which helps boost our people's economic development.

For a suitable empowering environment for Community-based Tourism Enterprises, development and sustainability is a central aspect for fostering sustainable eco-tourism development in Rwanda. Guiding stakeholders involved in community-based tourism and providing a regulatory framework is our call to provide such an environment in this regard.

The Rwandan government developed its first Community Based Tourism (CBT) Guidelines in 2006, which was updated in 2012, and have been currently revised again to link it with the current tourism strategies, master plans, and regulations, but more importantly focusing on enterprises involved in CBT activities rather than activities themselves. Hence, National Community Based Tourism Enterprises (CBTEs) Guidelines.

The National CBTEs Guidelines will govern the activities of various stakeholders involved in CBT, assist in the formalisation of CBTEs, provide guiding principles, requirements, and standards for CBTEs, and support product diversification actions for both planned and existing CBT products, all while aligning CBTEs with related policies and legal frameworks. This is equally in line with the Law No 12 ter/2014 of 19/05/2014 regulating the Tourism Industry in Rwanda that mandates Rwanda Development Board (RDB) to regulate the tourism industry.

Rwanda Development Board would like to thank all the stakeholders who took part in developing the National CBTE Guidelines. It will be used in advising and regulating the development, operationalisation and marketing of the CBTEs through sustainability. Especially, our appreciations go to GIZ Rwanda for the great collaboration in developing and disseminating this useful document.



Clare AKAMANZI
Chief Executive Officer/RDB

List of Abbreviations

BDEU	Business Development and Employment Unit
CBT	Community-Based Tourism
CBTEs	Community-Based Tourism Enterprises
CSOs	Civil Society Organisations
DMA	Destination Management Area
MINALOC	Ministry of Local Government
MoU	Memorandum of Understanding
RDB	Rwanda Development Board
REMA	Rwanda Environmental Management Authority
SMMEs	Small, Micro and Medium Enterprises

1. Introduction and Background

Community-based Tourism (CBT) is one of the tourism sub-sectors with a direct social and economic impact on local communities. By developing Community-based Tourism Enterprises (CBTEs), communities gain income-generating opportunities and better job prospects. At the same time, CBT helps communities to manage and preserve their knowledge and cultural resources. It allows them to take part in the direct development of their communities while simultaneously reaping the benefits of tourism. CBT places a strong emphasis on all aspects of social, cultural, economic, and environmental sustainability.

In Rwanda, CBT is closely linked with the growth of eco-tourism and sustainable tourism. The Government of Rwanda identified CBT as a key tourism development priority for diversifying the tourism industry beyond gorilla related tourism. The Tourism Policy (2009) targets support at viable Small, Micro and Medium Enterprises (SMMEs) offering marketable tourism products and services that meet essential quality standards as well as aiming to promote CBT¹ in order to achieve a wider spread of the economic benefits from tourism, especially with regards to the rural sector.

According to Rwanda's Sustainable Tourism Master Plan (2014), in a country with a limited range of tourism attractions and activities, CBT has the potential to fill some of the gaps in the product range while also bringing tourism benefits to the communities. CBTEs are primarily small businesses that have been developed around major Destination Management Areas (DMAs) like the Volcanoes National Park, Akagera National Park, Karongi, Rubavu, Nyungwe National Park, Muhazi, the Heritage Corridor and Kigali Central Hub. Tourism and Conservation SMMEs have also played a crucial role in nurturing CBTEs by involving, empowering, and ensuring ownership and transparent management.

Furthermore, one of the most significant contributions of the government to the CBT sub-sector was the development of the CBT Guidelines in 2006, which was revised in 2012. However, from today's perspective, the 2012 guidelines have several gaps impeding its effective implementation; for instance, the absence of well-defined measures on establishing a CBT initiative, lack of dissemination of the guideline, implementation plan and their alignment with the legal framework. These gaps presented the need to revise the 2012 guidelines and establish a regulatory framework to govern the successful implementation of the guidelines.

The development of the National CBTE Guidelines was possible through the collective engagement of the relevant public and private tourism stakeholders. The guidelines are developed to meet the existing dynamics of the tourism industry by aligning them with the current tourism law, policy and master plans. It also identifies different types of CBTEs in Rwanda and the procedures to set up a CBTE, core principles, stakeholders engaged in the sub-sector, CBTE registration and licensing processes and requirements, as well as the partnership and collaboration framework between CBTEs and tour operators.

¹ Ministry of Trade and Industry (2009). Tourism Policy (2009). Kigali, Rwanda.

The National CBTE Guidelines will support various tourism public and private institutions in performing their mandates of advising and regulating the development, operationalisation and marketing of the CBTEs. The guidelines will also be used by communities that want to develop CBT products and investors that want to invest in or collaborate with communities for mutual benefits. Furthermore, it outlines the general principles and best practices for a better operationalisation of CBTEs in Rwanda.

Effective implementation of the National CBTE Guidelines would necessitate strong coordination, monitoring and close collaboration among all key stakeholders involved in the development and regulation of the CBTEs. Dissemination through awareness campaigns, capacity building of the stakeholders involved as well as the registration and licensing of the existing CBTEs will be priorities.

2. CBTE Definition

While there is no universal definition for a CBTE, for the National CBTE Guidelines, it can be defined as a category of tourism business owned and created by or for a local community in which they have the authority to determine their tourism product and revenue structure and choose to engage in business partnerships with other stakeholders for mutual benefits.

Essentially CBTEs should ensure that:

- The business belongs to the community while other stakeholders can be business partners/associates with the community.
- Adherence to responsible tourism practices such as environmental social, economic, and cultural sustainability are considered.
- The local community is actively involved and engaged in decision-making processes.
- CBTEs are commercially viable business ventures.

In the framework of these guidelines, a Community² is defined as a social group of any size whose members reside in a specific locality, share government and may have a common cultural and historic heritage/s.

2.1 Categories of CBTEs

CBTEs are recognised based on the founding members as below:

- 1) **CBTEs created and owned by communities:** These are CBT businesses initiated and owned by the communities or in partnership with external stakeholders.
- 2) **CBTEs created by tourism-related entrepreneurs with shared ownership:** These are tourism-related community businesses initiated by tourism operators with a transparent business partnership agreement with the community.

² Adapted from Spenceley, Keyser-Vander Watt, & Rylance (2016) Operational Guidelines for Community-Based Tourism in South Africa.

3. Legal Framework and Policy for the Development of CBTEs

This section reviews the existing tourism legal framework and policies that affect the development of CBT. It also highlights the importance of having a legal framework and policies in place.

3.1. Sustainable Tourism Master Plan (2014)

The Sustainable Tourism Master Plan (2014) indicates that Rwanda, like many other African countries, aims at directly involving local communities in tourism. It also suggests that communities have often established accommodation facilities or partnered with private developers by leasing their land on a long-term lease, thereby benefitting through rents, share in profits, wages from employment, and produce sales.

Furthermore, it has also resulted in communities' being able to present cultural shows, sell of handcrafts and offer tour guiding services to visitors.

3.2. Tourism Policy (2009)

The Tourism Policy (2009) identified CBT as one of the sectors that can help achieve a wider spread of economic benefits from tourism, especially where the rural sector is concerned. According to this policy, CBT needs a more demand-led approach to raise its economic viability.

The Policy targeted to support viable SMMEs offering marketable tourism products and services that meet essential quality standards as well as aiming to promote CBT.

The key elements include:

- Support services to improve the "market readiness" of tourism enterprises and to raise their visibility in appropriate trade and media contexts;
- Support for tourism enterprises in developing effective marketing tools and action to bring their product to the market;
- Support for tourism enterprises in developing an effective e-business capability and a functioning capacity to present and trade their services on the Internet;
- Strengthening business and management capability at the level of the individual enterprise;
- Forming a group of successful local business people to act, on a voluntary basis, as business mentors to tourism SMMEs, especially community-based tourism enterprises, each mentor being matched to one or more enterprise;
- Improving market linkages between SMMEs and larger enterprises, to ensure their active participation in the tourism supply and value chains;
- Improving access to market intelligence on market demand and supply in tourism and support service sectors (including food and drink, laundry, transport, maintenance etc.);
- Improving access to finance for SMMEs, in relation to viable business plans;

- Educating and sensitising communities to appreciate and value of the benefits and opportunity costs of tourism;
- Supporting community revenue-sharing projects and community management in tourism programmes;
- Promoting the values, rights, traditions and customs of local communities to investors and developers as cultural assets to respect and conserve;
- Encouraging investors and concessionaires to commit to local procurement of goods and services from local SMMEs to reduce leakages;
- Ensuring equitable access to employment, training and advancement opportunities in tourism for local communities;
- Encouraging development of market-related community-based tourism enterprises (CBTEs), where self-selecting groups of community members are involved;
- Providing guidelines for good governance systems within CBTEs will be developed to ensure transparency and accountability of the parties;
- Siting CBT initiatives at key strategic locations i.e. at or near major tourism flows, along the link corridors to/from the main DMAs, as well as improving the signage for CBT sites;
- Improving the merchandising of CBT products (such as handicrafts, food and beverages), expanding the product range where necessary;
- Introducing and organising a mentoring service by RDB using successful Rwandan business people for CBT projects.

3.3. The Tourism Strategy (2002)

Rwanda's Tourism Strategy (2002) identified CBT as one of the sub-sectors that will significantly contribute to the strategic goals of diversifying tourism offers, especially its dependency on the gorilla product as the primary source of tourism revenue while ensuring that there are broadened benefits to different local communities.

Relevant to the development of CBT is the strategy's identification of a particular target market segment called explorers. These are tourists who enjoy seeing new places and meeting local people. Hence, within the context of this Tourism Strategy, CBT development can be seen as a valuable tool to diversify tourism products in Rwanda.

3.4. Community-Based Tourism Guidelines (2012)

The CBT Guidelines was developed in 2006 and later revised in 2012 and have been in existence since then. It offered a clear understanding of the concept of CBT to different interested parties.

The revised CBTEs Guidelines of 2012 was detailed and informative in terms of the general understanding of the CBT concept. However, it presented significant gaps such as:

- The CBTE Guidelines was not disseminated to be used by the few CBTEs that were in place then.
- It was not aligned with the related policies and the legal framework.
- The Guidelines emphasised the products but not the business enterprises offering the products.
- There was no legal framework to guide the effective implementation plan of the guidelines.

- The 2012 revised version of the guidelines was adopted before the Rwandan Tourism Law of 2014, thus indicating that the guidelines did not cater to any regulatory aspects of the CBTEs.

These gaps, therefore, presents the opportunity to develop precise and user-friendly CBTE guidelines.

3.5. The Tourism Law of 2014

According to the Tourism Law No.12 ter/2014 of 19/05/2014 regulating the tourism industry in Rwanda that came into force in July 2014, all tourism entities are guided by the law in terms of the minimum requirements to start and run a tourism-related business in Rwanda. However, CBTEs have not been recognised among the categories of tourism entities in Rwanda, and at present, the legal framework for CBTEs is non-existent. These guidelines, therefore, recommends the recognition of CBTEs in the ongoing revision of the Tourism Law of 2014.

Article 2 of the law mandates the Board in charge of tourism in the country (i.e., RDB) to implement the law and regulate the industry. Since community involvement in the tourism sector is a fundamental strategy for developing sustainable eco-tourism and diversifying tourism products, there is a need to develop the National CBTE Guidelines.

Based on the above discussion, the primary purpose of the legislation is to provide a regulatory framework for the proper use, development, and management of CBT tourism activities.

4. The Purpose of the CBTEs Guidelines

The main purpose of the guidelines is to support various public and private tourism institutions in performing their mandates of advising and regulating the development, operationalisation, and marketing of CBTEs. It explains the general principles and highlights the best practices for better operationalisation of CBTEs in Rwanda.

4.1. Specific objectives

The specific objectives of the National CBTE Guidelines 2022 are to:

- Regulate the activities of different stakeholders involved in CBT.
- Formalisation of the CBT enterprises.
- Provide guiding principles, requirements, and standards for the CBTEs.
- Support the actions of product diversification for both planned and existing CBT products.
- Align the CBTEs with related policies and legal frameworks.

4.2. Guiding principles for the CBTEs

Several variables influence the way a CBTE is developed and operated, which makes it successful and sustainable. The principles³ listed below present the concept of CBT and how the host community can use tourism as a tool for community development. CBT should:

- **Recognise, support and promote community ownership of tourism:** CBT ensures that the community has full ownership, control and responsibility of the CBT. This allows most benefits to remain within the community and ensure that people are not exploited or mistreated.
- **Involve community members from the start to every aspect:** It is important to involve community members in decision-making, ownership, and management of the tourism business right from its establishment.
- **Promote community pride:** CBT connects local communities with the world, and when they share their culture, it can bring immense pride to the communities. It also encourages them to protect their community resources.
- **Improve the quality of life:** CBT can positively impact the local economy through job creation and income-generating opportunities, thereby improving their living standards.
- **Ensure environmental sustainability:** CBT promotes environmental conservation and the sustainable use of natural resources. It is important for CBT to take steps to prevent and reduce negative impacts on the environment.
- **Preserve the unique character and culture of the local area:** Care should be taken to protect and preserve the local culture and traditions of the area.
- **Foster cross-cultural learning:** CBT provides a chance for communities to learn more about other peoples' cultures and experiences. People of different backgrounds, faiths and nationalities come together and learn about one another.
- **Respect cultural difference and human dignity:** It is always important to treat people with respect while visiting CBT projects. Community traditions and cultural boundaries should be respected at all times.
- **Distribute benefits fairly among community members:** CBT should share benefits equally among all community members, particularly women, youth, and persons with disabilities.
- **Contribute a fixed percentage of income to community projects:** CBT investors are obliged to contribute a percentage of their annual earnings for the development of the community as per the agreement.

³ Adapted from Potjana Suansri (2003). Community based Tourism Handbook. Principles and Meaning.

4.3. How to set up a CBTE

The following are the steps taken in setting up a CBTE⁴:

- **Identify a CBTE site:** Before setting up a CBTE, check whether the local area has the resources (land, infrastructure and facilities) to support a commercially viable CBTE.
- **Develop a business feasibility study:** Ensure that the CBTE is commercially viable, sustainable, has a market demand and offers a good quality product or service.
- **Set a vision and define objectives:** Before setting up a CBTE, establish its vision, goals and define its objectives. First, ask yourself the following questions: where are you now? Where do you want to be? And, how will you get there?
- **Develop a management plan:** Ensure that local communities have control over the management of the CBTE activities.
- **Involve the local authorities:** Let the community have a say in the decision-making process and development of the new CBT products.
- **Design CBT product/programme:** CBTE owners must participate in creating CBT products and services they intend to offer.
- **Skills development:** Build the capacities of CBTE owners by training them to manage their businesses, offer excellent services, and communicate appropriately with their clients.
- **Develop a marketing plan:** Before setting up a CBTE, think about how to promote your new product to your clients and your target market.
- **Offer a pilot tour programme:** Ensure that you test your business idea before the launch. This will help you put your product or service to the test, discover whether there is a market, and give valuable insight into the challenges you and your new business will face.
- **Monitor and evaluate the process:** Monitoring will help improve understanding of CBT's effects on the community and the contribution CBT makes to the communities' sustainability goals.
- **CBTE registration and Licencing:** Ensure that the CBTE is registered and licenced.

⁴ Adapted from Spenceley Keyser-Vander Watt, & Rylance (2016). Operational Guidelines for Community-Based Tourism in South Africa.

5. Stakeholder's Involvement in the CBT Business

This section mentions the different stakeholders that are involved in CBT businesses. It also highlights guidelines that will govern the relationship between CBTEs and interested public and private sector stakeholders in joint development, running and marketing of the CBT businesses.

5.1. Public Sector Stakeholders

The following are the public sector stakeholders involved in CBT:

5.1.1. Rwanda Development Board

The roles played by RDB are as follows:

- **Framework Regulation:** Establish and maintain regulation that enables CBTEs to develop in a fast and yet sustainable manner. The National CBTE Guidelines provide CBTEs with a framework for registering and getting licensed from the district to the national level.
- **Capacity Building:** In collaboration with the private sector/the Rwanda Chamber of Tourism, RDB develops systematic, high-quality training to create required skills for CBTE members.
- **Provide Support:** RDB partners with development partners to ascertain that CBTEs have the capabilities and capacities to enter the tourism value chain while also ensuring that communities contribute to and benefit from the tourism industry.
- **Service Quality Monitoring:** RDB advises on the importance of service delivery and monitors how services are delivered to the tourists.
- **Monitoring Partnerships:** RDB regularly monitors partnerships between CBTEs and specialised operators and offers advice according to the guidelines. RDB also issues necessary instructions and guidelines for the smooth implementation of partnership agreements.

5.1.2. Local Government Authorities

The role of the local government authorities is to advocate, register and follow up the development, and ensure compliance of the National CBTE Guidelines and implementation of the CBTE activities and progress reports. The district Business Development and Employment Unit (BDEU), in collaboration with the Sectors and Cells, will ensure the implementation of the district roles related to these guidelines.

5.2. The Private Sector stakeholders

The private sector involves the chamber of tourism and other private sector players.

5.2.1. Rwanda Chamber of Tourism

The Rwanda Chamber of Tourism plays a vital role in bringing private operators together to develop the CBTEs. The following are its roles:

- Development and promotion of CBTEs.
- Advocacy for CBTEs.
- Establish formal partnerships with CBTEs.
- Collaborate with the public sector/RDB to develop systematic, high-quality training to create required skills for CBTEs members.
- Mobilise all CBTEs to become members of the CBTE association.
- Mobilise financial and technical resources to support CBTE operations.

5.2.2. Investors

- Interested investors can form joint venture businesses with communities to form CBTEs. This can be done through financial contributions, expertise and formal partnerships.
- Ensure communities maximise benefits by signing a Memorandum of Understanding (MoU) between investors and the partnering communities.

5.3. Development Partners and Civil Society Organizations (CSOs)

The roles of the Development Partners and CSOs are as follows:

- Provide technical support in CBT business development.
- Provide capacity building to CBTEs and assist with research.
- Facilitate stakeholder's collaboration in CBT.
- Provide funding where needed.

5.4. Communities

Following are the roles of communities in CBT:

- Organise themselves at all levels to play an effective role in CBT development.
- Identify potential resources within their communities.
- Exploit opportunities for CBT training, awareness, financing, and incentives.
- Seek partnership opportunities with established tourism private sector operators.
- Ensure environmental, economic, and social sustainability in their CBT businesses.

6. CBTE Registration and Licensing Process

6.1. Registration Process

CBTEs are like other forms of businesses that have their formal registration processes. The following are the required steps:

- 1) Collect the CBTE registration form from the local district BDEU office or the district website (*Annexe 2*).
- 2) Obtain a signature on the registration form from the Executive Secretary of the Sector where the CBT is located.

- 3) Submit the registration form to the district BDEU office together with a business registration certificate or a cooperative registration certificate.
- 4) Get a six-month provisional working authorisation from the district in a response letter within 5 working days.
- 5) RDB gets notified by the district once the provisional working authorisation is issued.

6.2. Licensing Process

Application for the licence to RDB:

- Submit the application form for the licence (*Annexe 5*), together with the self-inspection checklist (*Annexe 7*) and district provisional working authorisation.
- Receive formal feedback from RDB within 15 days after submitting the application.
- Joint physical inspection by RDB and the district within 15 days after receiving the feedback.
- Licence is issued by RDB within 5 days after the physical inspection. RDB then notifies the district.
- The licence expires after 5 years from the day it is given.

6.3. Failure to Comply with These Guidelines

In collaboration with the district authorities, RDB will monitor the activities of CBTEs and may impose some sanctions and administrative fines in case of non-compliance with these guidelines.

7. Requirements for CBTEs registration

The following are registration requirements for CBTEs.

7.1. CBT product

- A brief description of the tourism product.

7.2 Administrative structure

- Provide organisational structure.
- Provide a business registration certificate or a cooperative registration certificate.
- Have qualified guides and provide their profiles.
- Have a minimum of 10 members (members list should be attached as found in *Annexe 4*).
- In case there is a partnership, a signed MoU has to be availed (*Annexe 8*).

7.3. Physical location

- Physical address (Village, Cell, Sector).

7.4. Special Requirements for a CBTE Local Guide

The CBTE Local Guide profile should demonstrate the following:

- Tour guiding, storytelling and interpretation skills.
- Speaking at least one of the official international languages used in Rwanda based on the target tourists such as English, Swahili and French.
- Knowledge about tour operations and familiarity with local tourism stakeholders.
- Being a member of that community or living in the same location with the community.
- Knowledge about basic marketing tools, and where possible, marketing content design, ability to use social media and to make quick business linkages.

8. Requirements for CBTE Licencing

The following are licencing requirements for CBTEs:

8.1. CBT Product

- Have a clear tourism product package.

8.2. Administrative Structure

- An office with at least minimum equipment such as a chair, a table, a visitors' registration book and where possible, a computer.
- A receipt book, where possible this can be computerised.
- A well-updated book-keeping document.

8.3. Physical location

- Tourism products should be located in areas that are accessible to tourists.
- A decent signpost that shows their location, contact details and services.

8.4. Hygiene and sanitation

- Availability of water and handwashing soap to be used by the members and tourists at the venue for the experience (before and after the experience) *Kandagira ukarabe*, the step and wash technology, is the most preferred design.
- Decent gender-segregated toilets (clean, covered, lockable and equipped with toilet paper).

9. Partnerships Framework Between CBTEs and Tour Operators

Pursuant to the Tourism Law No 12ter/2014 of 19/05/2014 that gives RDB the mandate to regulate the tourism industry in Rwanda. RDB recognises Tour Operators as prime collaborators and partners of CBTEs and therefore provide the following direction to guide partnerships between CBTEs and Tour Operators:

- Tour operators can identify a CBTE for partnership.
- Partnership MoU has to be signed by both parties and approved by the Sector administrative authority. A copy of the MoU has to be submitted to the district and RDB tourism regulation office.
- The agreement has to be in a language understandable to all parties.
- Monitoring the implementation of the signed MoU is done by the concerned authorities.
- Any tour operator engaging in partnership with CBTEs must be part of a recognised association under the Rwanda Chamber of Tourism and have a relevant tourism operating license.

10. ANNEXES

Annexe 1: References:

Ministry of Trade and Industry (2009). Tourism Policy (2009). Kigali, Rwanda.

Ministry of Trade and Industry (2014). Sustainable Tourism Master Plan. Kigali, Rwanda.

Potjana Suansri (2003). Community based Tourism Handbook. Principles and Meaning.

Spenceley, A, Keyser-Vander Watt, H & Rylance, A (2016). Operational Guidelines for Community-Based Tourism in South Africa. Cape Town, South Africa.

Townsend, C (2012). Guidelines for Community-Based Tourism in Rwanda. Kigali, Rwanda.

REPUBLIC OF RWANDA



Community-Based Tourism Enterprise Registration Application Form

CBTE's name					
Physical Address	Village	Cell	Sector	District	Province
CBTE Contact Person	Names	Position	ID number	Phone number	
CBTE Business Partner (if any) *					
*In the case of a business partnership, an MoU must be signed and submitted in accordance with the CBTE guidelines in Rwanda.					
Sector Recognition	Sector		Signature and Stamp		
	Names of the E/S				
	Dates				
Application received by*	District		Signature and Stamp		
	Name of the district representative				
	Position				
	Dates				
<p>*This form is submitted together with the following documents:</p> <ul style="list-style-type: none"> • Business registration certificate <input type="checkbox"/> or Cooperative registration certificate <input type="checkbox"/> • A registration checklist checked by the Sector • A brief description of the tourism product • Organisational structure • Guides' profiles • Members list • A signed MoU in case of any partnerships <p>* The district will issue the applicant a six-month provisional working authorisation after reviewing all of the registration requirements in less than five (5) working days.</p> <p>* It is strongly recommended that you submit your license application to RDB before your provisional working authorisation expires.</p>					

Annexe 3: Checklist for the requirements of the CBTE registration process

Requirements for the CBTE registration process	Yes	No
A CBT product		
A brief description of the tourism product		
Administrative structure		
Qualified guides and their profiles		
A business registration certificate or a cooperative registration certificate		
A minimum of 10 members		
In case there is a partnership, a signed MoU		
Physical location		
Physical address (Village, Cell, Sector)		
Requirements for a CBTE Local Guide		
A CBTE Local Guide with skills in tour guiding, storytelling and interpretation.		
A CBTE Local Guide who speaks at least one of the official international languages used in Rwanda (English, Swahili and French).		
A CBTE Local Guide who has knowledge about tour operations and is familiar with local tourism stakeholders.		
A CBTE Local Guide who is a member of that community or living in the same location with the community.		
A CBTE Local Guide who is knowledgeable about basic marketing tools.		

Annexe 4: Members List

Name of the CBTE:						
	Names of the member	ID number	Phone Number	Village	Cell	Sector



Community-Based Tourism Enterprise License Application Form

CBTE name					
Physical Address	Village	Cell	Sector	District	Province
CBTE Contact Person	Names	Position	ID number	Phone number	Email
CBTE Business Partner (if any)					
Application Date					
<p>*This form is submitted together with the following documents:</p> <ul style="list-style-type: none"> • A clear tourism product package • Self-inspection checklist • District provisional working authorisation <p>* The licence expires after 5 years from the day it is given</p>					

Annexe 6: A Checklist for the requirements of the CBTE licencing

Requirements for the CBTE licencing	Yes	No
A CBT product		
A clear tourism product package		
Administrative structure		
An office with at least a chair, a table, a visitors registration book and where possible, a computer		
A receipt book, where possible computerised		
A well-updated bookkeeping document		
Physical location		
Accessible tourism products		
A decent signpost that shows their location, contact details and services		
Hygiene and sanitation		
Water and handwashing soap, Kandagira ukarabe most preferred		
Segregated toilets (clean, covered, lockable and equipped with toilet paper)		
Required skills for A CBTE Local Guide		
At least one member or staff who is trained in basic tourism operations		
At least one member or staff who speaks one of the international languages used in Rwanda		
At least one member or staff has basic business management skills/ some entrepreneurship skills.		
At least one member or staff has food handling and hygiene skills, especially for the CBTEs involved in food handling activities.		

Annexe 7: CBTEs Self -Inspection checklist form

Inspection Checklist: Community-Based Tourism Enterprises (CBTEs)							
Checklist item	#	Checklist item	Present		Functions		Details
			Y	N	Y	N	
Community-Based Tourism Product	1	A brief description of the tourism product.					
	2	A clear tourism product package.					
CBTE Administrative Structure	1	Organisational structure.					
	2	Business Registration Certificate.					
	3	Qualified guides and their profiles.					
	4	Have a minimum of 10 members.					
	5	A signed MoU in case of partnership.					
	6	An office with at least minimum equipment such as a chair, a table, a visitors' registration book and a computer where possible.					
	7	A receipt book and where possible this can be computerised.					
	8	An updated bookkeeping document.					
Physical Location	9	Accessibility of the tourism products to the tourists.					
	10	A signpost that shows the location, contact details and services.					
Hygiene and Sanitation	1	Availability of Kandagira Ukarabe.					
	2	Gender segregated toilets (clean, covered, lockable and equipped with toilet paper).					
Required skills for a CBTE local guide	1	At least one member or staff trained in basic tourism operations.					

	2	At least one member of staff who speaks one of the international languages used in Rwanda.					
	3	At least one member or staff has basic business management skills/ entrepreneurship skills.					
	4	At least one member or staff has food handling and hygiene skills, especially for the CBTEs involved in food handling activities.					

Annexe 8: Content for the Memorandum of Understanding (MoU) between a Private Company and a CBTE

The MoU between a private company (a Tour Operator) and the CBTE is signed between both parties. Below are some of the recommended contents for the MoU but not limited to these:

- Full details of the contracting parties (Names, physical addresses, contact details and legal registration).
- The objective of the collaboration between the CBTE and the operator.
- Type of support given to the CBTE.
- Roles and responsibilities of each party.
- Costing of the CBTE packages.
- Revenue sharing structure.
- Arbitration mechanism.