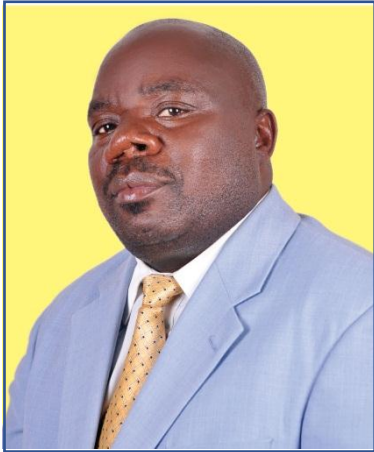


ACKNOWLEDGEMENT



Kisoro is endowed with a favorable climate, strategically located in the middle of the two boarder countries of Democratic Republic of Congo and the republic of Rwanda. The district has diverse cultural setting and heritage with numerous attractions including the mountain gorillas that serve as the unique selling point (USP) for Kisoro.

Tourism in Kisoro contributes major to the social economic development for the communities in the district.

This has been realized through direct and indirect ways. Directly communities around the National parks of Bwindi and Mgahinga have benefited from revenue sharing projects and other supported projects from the conservation development partners. On the other hand, other indirect benefits include; employment, infrastructure development and support to environmental conservation.

Many individuals helped in the production of this Tourism Plan. First and foremost, World Wide Fund for Nature, Chief Administrative Officer and his Planning Team, and other stakeholders who showed great commitment. Secondly, the participants at the participatory planning workshops at all stages and the designers whose enthusiasm to make a difference was exemplary.

The following organisations were also instrumental in the production of this Tourism Development Plan:

- Ministry of Trade, Tourism and Industry
- Uganda Wildlife Authority
- World Wide Fund for Nature
- Uplift the Rural Poor

I would like to extend my gratitude to World Wide Fund for Nature (WWF)-Uganda Country Office for the financial support extended to Kisoro District Local Government to review the Five-year Tourism Development Plan 2022-2027, the stakeholders who provided valuable information and comments to shape the plan.

I now take this singular honour to entrust the technical staff of Kisoro District and the entire leadership to implement the plan for the next five years 2022-2027.

Bizimana Abel
District Chairperson
Kisoro District.

SECTION ONE

INTRODUCTION

1.1 Background

Kisoro district is located in the south-western part of Uganda and covers an area of 729.2km² of which 67.2 km² is open water and wetlands and 662 km² is dry land. The district is 483.2km from Kampala the capital city of Uganda. The district lies between longitude 29⁰35¹ East and 29⁰50¹ East and lies between latitude 1⁰44¹ S and 1⁰23¹ south. It borders the Republic of Rwanda to the south, Rubanda district to the East, Democratic republic of Congo to the West and Kanungu District to the North.

The district is one of the richest natural resource areas in the country, home to rare flagship endangered mountain gorilla (*Gorilla gorilla beringei*), Golden monkey and variety of birds species. In addition, Kisoro is endowed with mountain ranges commonly called the Virunga massive. Other physical features that are a potential to tourism are lakes, hills, waterfalls, calderas and rivers with river Chuho which has been recorded as the shortest in the world.

The district comprises of five constituencies namely Kisoro Municipality, Bufumbira South, Bufumbira East, Bukimbiri and Bufumbira North. The population and housing census 2014 reported Kisoro district population growth rate to be 3.2% and in 2019 it was projected to be 326,778 of which 146,224 are male and 180554 females with 5% of the population living in urban areas with 72127 households. However, the increasing population can affect the nature-based products in bid to expend land for agriculture and settlement.

This district has three ethnic groups namely Batwa, Bahutu and Tutsi from existing two tribes particularly Bafumbira and Bakiga. Therefore, this is a high potential or human capital that is required for tourism development. This has complemented tourism especially cultural tourism experiences.

The local economy is heavily dominated by the small-scale subsistence agriculture which contributes approximately over 75% of total local Industry Value-Add (IVA) of the district and directly employs majority of the local workforce. The main food crops are beans, sorghum, bananas, sweet potatoes while the cash crops include coffee, tea, Irish potatoes and onions. Other economic activities include mining, timber trade, commercial tree planting, black smith industry, (tools made include knives, spears, single forked hoes which are sold locally), fishing and the sale of crafts. Tourism in kisoro is ranked second after agriculture with chances of overtaking it if well planned and managed.

Tourism has continued to contribute significantly to the local economy along the entire value chain.

1.2 Tourism overview

According to UNWTO (United Nations World Tourism Organization), 2019 the sector generated about US\$5 billion, making it the world's third largest export sector. It generated over US\$1.7 trillion in 2018 and had been on a 20-year growth trajectory, surpassing automotive products and food, and only behind chemicals and fuels in global exports. By 2018, international arrivals had reached 1.4 billion generating 7% of global exports and accounts for 29% of services exports. In addition, it accounted for 10.4% of global GDP and 319 million jobs, or 10% of total employment in 2018 one in five of all jobs created across the world over the past five years.

Africa receives about 66 million international arrivals (5% of global total) and takes a share of 3% (US\$38 billion) from global tourism receipts. Tourism jobs increased from 9 million in 2016 to 9.3 million in 2018. Tourism has been identified as one of the sectors with a high potential to contribute to inclusive growth, structural transformation and achievement of the Sustainable Development Goals (SDGs) for Africa.

Uganda as one of the top five tourist destinations in Africa, contributes US\$12 billion annually and is projected to be one of the top 10 long haul tourist destinations in the world by 2040. In NDP III 2020/21 – 2024/25, tourism is a core growth sector with a goal of increasing annual tourism receipts to UGX 2.7 billion by 2024/25 from UGX1.6 billion in FY 2018. Over the same period, the sector is expected to create 500,000 jobs along the tourism value chain.

Tourism in Uganda is an increasingly important contributor to its economy. The 1.5 million international arrivals, combined with a growing number of domestic tourists, generated 7.75% of GDP and 6.7% of total national employment in 2018 (CBI, 2020). COVID-19 has been a disaster for the tourism industry in Uganda. From March to June 2020, tourism suffered a decline of approximately 55%, while other sectors suffered only moderate drops (UBOS, 2020). The travel and tourism sector contributed 2.5% to Uganda's GDP in 2020 (WTTC, 2021).

Kisoro is the hub for tourism with the rare Mountain Gorillas as its unique selling point (USP), in addition there are other potential products that range from historical, cultural and nature-based products. This includes the endemic rare species like golden monkeys, Graurer rush warbler, Three horned Chameleon etc. In terms of historical features, these include the Kigezi Monument site, Churchill view point, The Mulora world war trenches etc. Under cultural these include the burial caves at Ichagushu, Gahiza Island and Mulemure

Tourism sector in Uganda is mainly public sector led and private sector driven. Local Governments in Uganda play strategic role of “place-shaping” and building local identity to attract new businesses and jobs.

Under the decentralisation policy in Uganda, the development and implementation of tourism plan is the role of District councils through the relevant technical staff and the private sector in collaboration with CSOs and other development partners.

1.3 Rationale of KDTDP

The district tourism plan of 2004 is out-dated and thus needs to be updated and aligned to recent policy documents.

Tourism in Kisoro is centred on the two national parks with limited tourism activities outside the parks that results into shorter stay by visitors. In addition, other products outside the parks are under developed hence limiting income to the locals. This plan therefore will address these issues by diversifying the products that will increase on visitor stay as well as promoting products outside the park to increase on community earnings as well as improving the district image in terms of tourism.

The plan will focus on marketing community-based tourism, and improve on hospitality standards. It will further streamline the tourism planning in the district focusing on infrastructure, human resource development, safety and security.

This plan will leverage on many of Kisoro District key potentials, including natural beauty and attraction, community-based tourism as well as expand on a key existing market segment (gorilla tourism). Additionally, the plan tackles some of the constraints of Kisoro District in terms of accessibility to natural areas, creating opportunities for community-based tourism and other nature-based tourism experiences.

The KDTDP will also seek to maximize the potential of the tourism industry and enable it to grow in a way that is economically, socially and environmentally sustainable. It will set the foundation for the contributing to achieving Uganda Vision 2040 and NDPIII objectives. The plan will also contribute to the implementation of Uganda Tourism Policy, 2015, Uganda tourism Master Plan 2014 – 2024 and other policies like Wildlife Policy, 2014, Museums and sites, the LED policy, the DDP 2020-2025 and Monuments Policy, 2022.

Therefore, the tourism plan shall have deliberate efforts to provide for off farm alternative livelihoods and will identify other potential employment opportunities, sources of revenue and that will boost the local economy of Kisoro district and the country at large.

1.3 KDTDP Time Frame

Kisoro District Local Council prepared a 5 year (2022 – 2027) medium term tourism development plan in line with national tourism master plan and other guiding documents as seen in the previous section. The planning process was comprehensive and included consultations with many stakeholders. This plan covers five financial years, 2022/2023, 2023/2024 2024/2025, 2025/2026 and 2026/2027. It addresses key

development concerns and aims at improving the standard of living of the people of Kisoro especially those directly or indirectly involved in tourism.

1.4 Legal and policy framework

The preparation of this plan was guided by a number of documents and policies. These guiding frameworks that are relevant to tourism sector which the District Tourism Development plan has to build on in order to further enhance and sustain the current tourism development momentum.

1.4.1 The 1995 Constitution of Uganda: Article 176, (2b) of the Constitution of the Republic of Uganda (1995 as amended) adopts decentralization as the principle applying to all levels of local government and, in particular, from higher to lower local government units to ensure peoples' participation and democratic control in decision making.

1.4.2 Vision 2040: This defines the overall national objectives translated to achieve national priorities of tourism development in Uganda, Kisoro District inclusive in transforming the economy and improve socio-economic lives of the people.

1.4.3 Tourism Policy 2015; Tourism Act, 2009: Tourism Policy, 2015 and Tourism Act, 2008 set key priority areas to achieve national and local tourism development visions.

1.4.4 Wildlife Act 2019; Wildlife Policy, 2014: They stress the need for sustainable wildlife resource management and conservation both inside and outside protected areas.

1.4.5 Museums and Monuments Policy, 2015: This policy provides for preservation and sustainable development of cultural heritage in the country.

1.4.6 Uganda National Culture Policy, 2019: This policy provides for preservation and conservation of Uganda's culture, use of culture for development, promotion of cultural identities as national and local pride and enhancement of community empowerment.

1.4.7 National Forestry and Tree Planting Act, 2003: This provides for the effective conservation, sustainable management and development of forestry resources for the benefits of the people of Uganda.

1.4.8 Water Policy, 2005: The policy aims to promote coordinated, integrated and sustainable water resources management to ensure conservation of water resources and provision of water for all social and economic activities.

1.4.9 National Wetland Policy, 1995: The Policy establishes the principles by which wetland resources can be optimally used and reduce practices that affect wetland productivity in order to maintain the biological diversity of natural or semi-natural wetlands and wetland functions and values.

1.4.10 Land Act (1998); Amendments, 2004 and 2010; the Uganda National Land Policy 2013

The policy provides for sustainable use, protection and management of environmental, natural and cultural resources on land for national development.

1.4.11 Uganda's National Transport Master Plan, 2017

The National Transport Master Plan, 2017 focus on developing an adequate, reliable and efficient multi-modal transport network to improve the connectivity and efficiency of the transport sector.

1.4.12 Physical Planning Act, 2010: The physical planning Act, 2010 requires that physical planning be integrated with social and economic planning at local level.

1.4.13 National Environmental Management Act, 2019

The Acts provide guidelines and principles of environmental management to facilitate the conservation and enhancement of the environment.

1.4.14 The Local Government Act, 2020 mandates and obliges line ministries to offer policy and technical guidance and advice, support supervision, advice on projects involving direct relations with local governments, and establishment of minimum national standards of service delivery in the sectors under their jurisdiction.

1.4.15 The Decentralization Policy, 2002: This policy provides the institutional guidelines for Local Governments specifying how they are supposed to operate Local Government matters with key emphasis on managing aids and financial support for local economic development and regulating and controlling development, managing, administering/licensing hotel establishments.

These national legislative frameworks help Tourism Officers prepare Local Government tourism plans and strategic interventions to foster and build commitment to tourism development. However, they also need an effective co-ordination and integration of sectoral policies and plans at district level. The Ministry of Tourism, Wildlife and Antiquities (MTWA) together with its agencies (UTB, UWA, UWEC, UHTTI and UWRTI) are established by Acts of Parliament to link these different sectoral policies and plan aimed at promoting conservation and tourism development to achieve Uganda Vision 2040. Tourism sectoral polices (Uganda Tourism Policy, 2015, Tourism Act, 2008, Uganda Integrated Tourism Development Plan, 2014 – 2024) and other legal instruments have been developed to realize local and national socio-economic development.

1.5 Institutional framework

The institutional arrangement that guides local tourism development at Local government level are two (MTWA and Ministry of Local Government arrangements).

1.5.1 Ministry of Tourism, Wildlife and Antiquities institutional Arrangement and Local Tourism Sector

Kisoro District institutional structure is aligned to national institutional arrangement with both vertical and horizontal linkages. MTWA and her agencies' responsibilities include the administration, providing direction, planning and execution of policies in the areas of: Uganda's heritage (natural, cultural and mixed) conservation and tourism development.

MTWA formulates tourism policies, plans and projects for the development of tourism as an engine of socio-economic and cultural growth. MTWA also supervises and coordinates the implementation of tourism policies, plans and project. LGs ensure the preparation and implementation of a tourism development plan, the enforcement of standards and the collection of statistical data for tourism purposes.

1.5.2 Ministry of Local Government

The government through the Ministry of Local Government formed the Local Economic Development department as a sixth objective of the Decentralization Policy and a subsequent development of the Uganda National Local Economic Development Policy of 2014. The National LED Policy provides a framework for partnerships in local economic development and to serve as a vehicle for promoting and implementing LED initiatives at local government level in Uganda and is intended to further deepen the decentralization process, eradicate poverty and ensure inclusive, sustainable and equitable economic growth at locality level.

Local Governments in Uganda play strategic role of "place-shaping" and building local identity to attract new businesses and jobs. The Tourism Officers are part of the District Technical Officers responsible for coordinating and integrating all district tourism sector development priorities and those of lower-Level Local Governments (LGDPG, 2016). They are therefore responsible for mapping tourism resources, making district tourism development plans and developing the tourism sector by identifying the different elements within that space; showing how the different elements interact, and; defining directions of tourism sector growth and implementation actions.

SECTION TWO

SITUATIONAL ANALYSIS

2.1 Introduction

This section examines the state of the Kisoro tourism economy and makes an assessment of the economic, social and environmental impacts of tourism within the context of Uganda's tourism business outlook and of the regional competition. This analysis provides the basis for the strategic planning needed to strengthen the sector's role in achieving District and national development goals in the period of 2022-2027.

In addition, the situational analysis tool (POCC) assesses internal and external drivers of tourism industry in the district. It aims to identify the factors that promote or inhibit tourism development. Both trend and situational analysis are tools for the identification of strengths and opportunities including highlights of challenges and constraints. The approaches identify gaps to propose strategic interventions that Kisoro District Local Government and partners can adopt to grow tourism industry. Trend analysis helps to forecast future development of tourism at different scales including district or local level tourism.

2.2 Kisoro District Tourism Products and visitor inflows

2.2.1 Tourism products.

The competitive strengths of the Kisoro District Tourism products lie in the quality of its wildlife tourism products with high faunal biodiversity, mountainous terrain and especially the cultural profile of Batwa ethnicity. Gorilla tourism, Golden monkey tracking and birding offer the district comparative advantage for tourism development which few districts and even countries have. BINP and MGNP have remained unspoiled with a very diverse landscape, flora and fauna. Mountain gorillas, Golden monkeys and endemic bird species are cherished biodiversity sought for internationally. Currently Kisoro has concentrated on 'niche' product development with nature based tourism centred on the following (1) wildlife tourism mainly focusing on gorilla tourism with Uganda having more than 50% of the world's remaining population; (2) birding with over 1,060 species of birds, constituting 11% of the global population of bird species, 86 species of amphibians, 142 species of reptiles; (4) butterfly watching with 1,249 species of butterflies; (5) recreational fishing with over 600 species of fish, and (6) nature walks and studies with over 5,406 species of plants (Source: Bwindi-Sarambwe 2018 Surveys).

Gorilla tourism is the leading tourism activity and Mountain Gorillas and considered as the unique selling products in Kisoro.



Even within Uganda, Kisoro District remains a relatively less explored with true wilderness areas and opportunities to experience the real nature. The local cultured terraced scenery augments the appeal. The district is blessed with a scenic landscape and traveling between tourism destinations is an experience in itself.

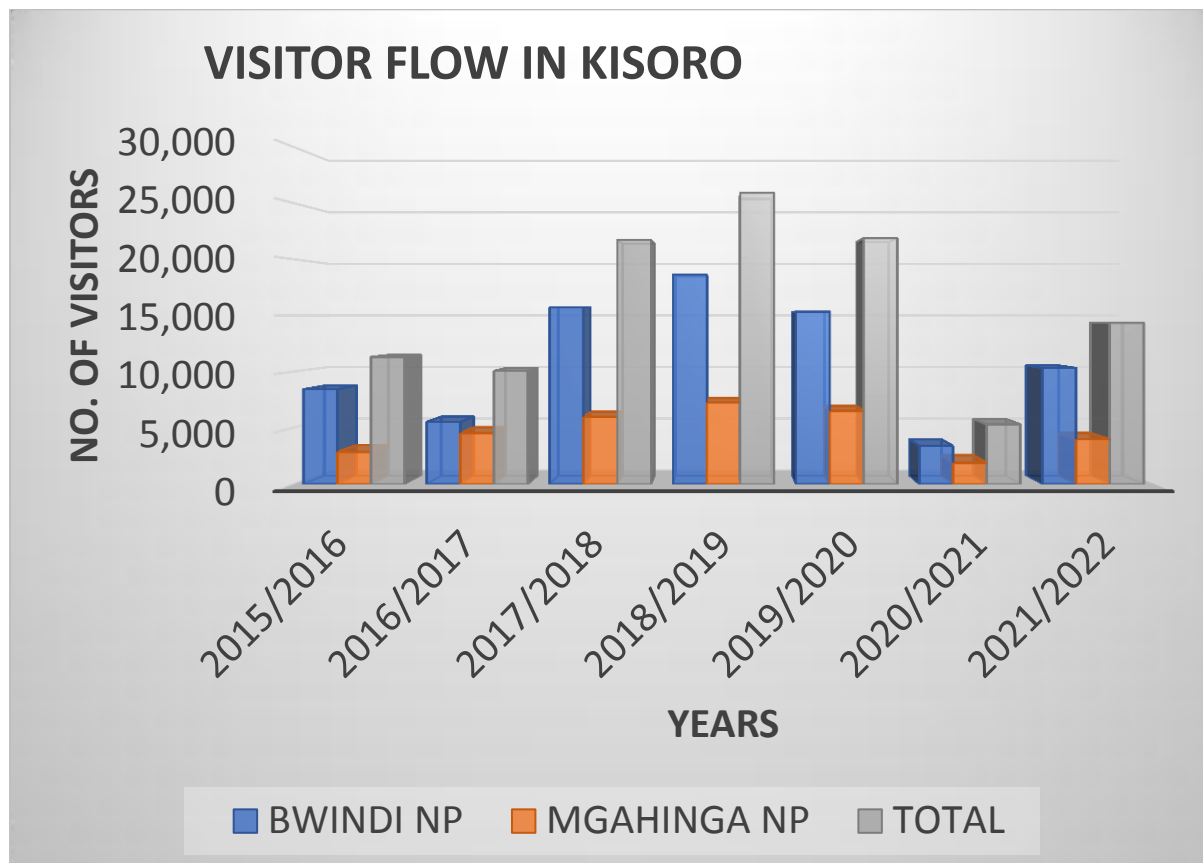


Sagitwe terraced Hill

The district has hills with beautiful valleys and volcanic lakes. The volcano ranges are significant features that promote tourism to both local and foreigners especially hiking and nature trails. Other terraced hills such as Sagitwe offer unforgettable experience especially to the young hikers and the elderly groups. Because of volcanic eruptions some hills have calderas on top for instance Gisozi and even the top of Muhabura. These have not only complemented tourism in Kisoro but also research.

2.2.2 Visitor inflow

Habituation of more Gorilla groups (14 groups) on Kisoro side of Bwindi Mgahinga has greatly contributed to increased number of visitors. In addition, to Gorilla tourism there are other visitors who participate in other tourism activities like birding, culture tourism, water-based tourism experience.



Over the last five years, tourist numbers in the district have been increasing except in 2020 and 2021 where there was a decline due to COVID 19 pandemic.

There is general consensus that tourism holds tremendous potential for Kisoro District. But this needs to be translated into meaningful products and tourist experiences of acceptable quality if tourism is to grow. This is as a result of;

- Insufficient resources in the Public Sector (financial, human, managerial) and weak implementation capacity;
- Limited reliable statistical data to form a base for planning and to measure the actual economic impacts of tourism on the local economy;
- Inadequate skilled human resource;
- Limited participation by the local population, particularly in terms of: ownership, employment, investment opportunities, direct and indirect SME development, skills enhancement and people growth;

- Over dependence on outside investment (both Foreign Direct Investment (FDI) and Ugandan investors mainly originating from other parts of the country).

2.4 Tourism Human Resource

Human resource development in tourism is a fundamental part of the enabling environment and the sector cannot achieve full potential without well trained, educated and motivated human resources who can develop effective policies, plan, manage, market and deliver quality products and services to visitors.

Tourism creates opportunities for poverty reduction through allowing communities, often disadvantaged communities, to benefit economically and socially from their cultural and natural assets through the provision of food and crafts, sharing their cultural heritage with visitors, and through offering accommodation. A large proportion of tourism jobs are accessible to those who are poverty-affected as some skills can be learnt relatively easy and with a minor investment. Jobs are also available part time and seasonally and this offers opportunities for people to supplement their income from other economic activities. Tourism is widely used as an effective policy tool for employment creation and poverty reduction, contributing to socio economic transformation.

Like any other tourism district, Kisoro offers employment in the following areas; tour guiding, hotels, transport, craft industry, food supply, traditional entertainment among others. This has involved both the local community and expertise from other areas. However, the biggest percentage of this is not well qualified. According to the survey carried out by UTB and Kisoro District (2022), 85% of those employed in hotels are not qualified. In 2016/17 only about 46 percent of Ugandan workers in hotels were skilled or high-skilled, the scenario in 2019/20 showed increase to 54 percent, driven equally by an increased demand for skilled workers and high-skilled workers (Manpower Survey Uganda (MAPU) 2019/20).

2.3.1 Capacity Development gaps

There are a number of skill gaps identified in the hospitality sector: tour operators, travel agencies and tour guides, the cultural sector, and Community Based Tourism Enterprises (CBTEs). Capacity building in the form of full-time education and training programmes, certified professional development courses, strengthened in-house on-the-job training and new programmes at vocational technical training level are vital for the closing of these skill gaps.

| | |
|---|---|
| Hospitality sector | Tour operations, travel agencies and tour guiding |
| International standard food preparation <ul style="list-style-type: none"> • food hygiene practical hospitality training skills <ul style="list-style-type: none"> • computer skills and computer reservation • managerial skills • sales and marketing • contract negotiation • yield management • cost control and pricing • quality assurance • human resource management | <ul style="list-style-type: none"> • tour guiding • computer skills and computer reservation systems • product knowledge • customer service, customer relations, service • sales and marketing • contract negotiation • yield management • packaging • itinerary planning • pricing • quality assurance • human resource management |
| Cultural sector and wildlife | CBTEs |
| <ul style="list-style-type: none"> • conservation • interpretation • customer service, customer relations, service recovery • sales and marketing • contract negotiation • yield management • pricing • quality assurance | <ul style="list-style-type: none"> • craft design and marketing • business management • food hygiene • sales and marketing • contract negotiation • yield management • cost control and pricing • Negotiation skill • Branding • Limited exposure |

2.3.2 Key Human Resource issues

2.3.2.1 Limited Practical Training Facilities:

Most of the hospitality and tourism training institutions in the south western region of Uganda lack practical training facilities such as International standard training kitchens, insufficiently equipped study rooms and without suitable practical training facilities, modern teaching and learning materials, libraries or access to textbooks, computer facilities and training software. In Kisoro, only one substandard institution exists

2.3.2.2 Limited quality assurance

The hospitality sector in Kisoro is keen on quality assurance and a team of 5 technical officers were trained by Uganda Tourism Board on the basics of quality assurance which mainly involves accreditation of the hospitality establishments. The accreditation process includes inspections and visitations. As such there is need to

further develop capacity of the team and also train more personnel in quality assurance.

2.3.2.3 Limited capacity development programs

There are a number of capacity development programs offered to employees in the tourism sector but this is not common in Kisoro, there is also a poor attitude of the workers as most of them are not trained to work in the sector. The professional associations country wide are conducting training workshops for their members to substantially raise their skill levels. Therefore, Tourism establishments in Kisoro district need to have their employees registered in the professional associations in order to benefit from these programs. There is also a need to change the attitudes however it calls for concerted efforts of the trainers, employers and the government.

2.4 Tourism financing and Investment

The sustained growth of the tourism sector is wholly dependent on the adequate level of funding for the various tourism strategies and programmes. It is therefore important for tourism planning to identify tourism financing sources and put in place measures to attract investment into the sector.

In the same respect, development partners have been mobilised to coordinate support to the sector in order to avoid duplication and enhance effectiveness. The Government of Uganda, with its development partners, have embarked on an ambitious programme to improve the enabling environment for the private sector and reduce the administrative and bureaucratic burden. Reforms that will serve to encourage more investment in tourism product development and innovation in the sector.

The current funding arrangements for the tourism sector in Uganda are inadequate in relation to the responsibilities to be fulfilled. The funding in tourism sector of Kisoro is still limited (about 0.001% of the district annual budget). However, development partners and private sector contribute approximately 90% to tourism development in the district. There is a need to attract and coordinate complimentary support from both the government, development partners and private sector to address some of the binding constraints that need to be unlocked for tourism to boom.

The nature of tourism resources in the district ranges from mountains, lakes, forests, wetlands and culture which calls for tourism investment. The multi-faceted nature of the tourism sector in Kisoro district provides multiple investment opportunities. Most of the establishments in the district have already seen investment from both the domestic and international investors. Tourism investment can be at entry/start-up level, micro/small and medium-size enterprise (SME level) which provides entry opportunities for relatively low levels of investment for under-represented groups such as women, youth and special interest people in the rural sector and urban environment.

Tourism investment opportunities/areas

| Investment opportunity | Justification | Location |
|---|---|---|
| Communication around tourism areas | Poor network coverage and slow internet (2G network) currently. | Mgahinga and Bwindi |
| Mid-range accommodation facilities | There is high demand | Lake Mutanda, Mulehe and Chahafi and Kayumbu. |
| House boats, boat cruise | Lacking on the lakes in Kisoro | Lake Mutanda, Mulehe and Chahafi and Kayumbu. |
| Zippering and cable cars services. | Services lacking | Bwindi, Mgahinga and Echuya |
| Air transport | Only one service provider who cannot meet the demand | Nyakabande airstrip. |
| Hotels | Good and standard hotels/lodges are only concentrated near National parks and are lacking in town | South and Central |
| Meetings, Incentives, conferences and events (MICE) | Kisoro is strategically located. Proximity to 2 international borders of DRC and Rwanda | Central |
| Lack of organized tourism service providers | No organized groups | Entire district |
| Tourism training institution | Only one substandard institution exist | Entire district |
| Few and scattered cultural centers | Few that exist are not up to the required standards | Rubuguri and Nyakabande |
| Sanctuary | There is no sanctuary that exists in the district. | Kafuga forest |
| Botanical garden/recreational Centre | No botanical garden in the district | Mayor's garden and shaza land |
| Agro tourism- (Coffee tourism experience) | one farm/site demonstrating the experience in the district and need to have one stop Centre. | Rwerere |
| Religious tourism sites | Lacking in the district | District wide |
| Festivals and carnivals | | |
| Education tourism sites | Lacking in the district | District wide |
| | | |

2.4.1 Key issues in tourism investment

Although the government has put in place, an enabling investment environment and instituted a number of incentives, there is still limited investment in tourism sector. Strategies need to be more pro-active and targeted to the financing and investment needs in the sector.

- Two borders with a lot of insecurity: The district borders with DR Congo which is prone to a lot of insecurity especially with attacks from M23 rebels.
- Poor road network: Most of road network connecting to the tourism sites are poor and as such pose a threat to investment
- Distance from the city: Kisoro is located far away from the main city of Kampala where most of the establishments and administrative units are located.
- Beauracracy: This is in terms of acquiring licenses of establishing investments
- Policy issue particularly where foreign investors are not supposed to own investments alone

Therefore, there is need for decentralisation and simplification of procedures in order to increase compliance and attract investment in the sector.

There is need for Public-Private Partnerships (PPPs) in order to attract and secure funding for large and scale tourism projects.

The domestic and foreign investments have to be channelled into upgrading of the tourism product and the quality of service in order to increase their competitiveness

2.5 Communities and Tourism

Kisoro district comprises of a number of indigenous communities which include; the Bakiga, Bafumbira and Batwa. These communities are mainly living around the tourism resource bases. Those living around protected areas are mandated to share revenue from Uganda Wildlife Authority. A revenue sharing arrangement distributes 20% of gate fees collected by Uganda Wildlife Authority (UWA) to the sub-county local government, which then uses it within its budget.

Memoranda of Understanding (MoUs) are in place between Bwindi NP and local communities on resource harvesting. Non-timber resource activities include the controlled extraction of medicinal plants, craft materials, seed collection, and provision of space for beehives used for honey collection. The program has not only created a sense of ownership of the park by communities, but has also enhanced the development and strengthening of community institutions (Tindyebwa, 2022).

Problem Animal Control measures have been established around protected areas and these include growing tea in the buffer zone, planting of Mauritius thorn (*Ceasalpina*

decapitela), scare shooting and live trapping have been employed. A fourteen-kilometre stone wall was constructed around MGNP to keep buffaloes from farmers' crops and plans are already underway to have the wall reinforced and raised.

There are a number of community tourism initiatives that have been established in Kisoro district for conservation and livelihood enhanced that are either directly involved in providing community tourism services or in supplying the tourism sector. A number of community tourism and conservation groups have been formed to support. These include HUGO, MCCDO, NCCDO, reformed poacher, private Natural Forest owners, NCCDF, Gitenderi Abamararungu, Potter groups, KADECA, RUCOTA, Sanuriro weaver Association, Home of Kigezi Museum, Batwa Tourism trails, Mgahinga Cultural Trail.

2.5.1 Key issues in Community Tourism development

Community-based tourism growth and sustainability in Kisoro district is hampered by a number of challenges, namely:

- There is still limited investment in the local community tourism initiatives;
- Inadequately developed community tourism products.
- The communities generally lack financial, marketing and business management skills needed to effectively run such enterprises;
- Most community projects heavily rely on the support of Non state organization such as WWF, BMCT, IGCP and UCOTA which take initiatives to assist local communities. Hence most of them are not self-reliant and sustainable in the long run.

2.6 Tourist Safety and Security

The success of a tourism destination depends on its ability to provide a safe and secure environment for visitors. A safe and secure environment will not only encourage visitors but also act as an incentive for tourism investment and competitiveness in the region.

The district has previously faced challenges of security issues especially from the neighbouring countries. However, the tourism facilities have been encouraged to be keen on security, the government of Uganda has also strengthened security at the border points and also establishing the Tourism Police unit which manage the security of tourists and tourism sites.

With the shock of the covid-19 pandemic, tourists' personal health issues need to be taken care of by the tourism facilities and this is maintained by the guidance and help of the tourism police. Adherence to safety guidelines and protocols requires constant monitoring and supervision. However, this can be achieved if all the players in the

sector abide by the health and safety regulations and guidelines issued by the Ministry of Health and ministry of Tourism Wildlife and Antiquities.

2.7 POCC ANALYSIS

| POTENTIAL | CONSTRAINTS |
|---|---|
| <ul style="list-style-type: none"> • Rich and unique wildlife diversity (Mountain Gorillas in Mgahinga and Bwindi National Parks) • Unique cultural heritage – (cuisine, arts, architecture, craft, fashion, dance, storytelling) • Abundant water resources and attractions – Lakes – Mutanda, Mulehe, Chahafi and Kayumbu • Scenic landscapes- mountains – Muhabura, Gahinga and Sabinyo • Naturally hospitable people • Enthusiastic nascent and self-motivated private sector • Elaborate institutional tourism development Master plan. • tourism development plan in existence 2022-2027 • | <ul style="list-style-type: none"> • Inadequate funded/ resourced tourism institutions • Infrastructure and facilities bottle necks – limited: road access to tourism sites; infrastructure; quality accommodation facilities; signage) • Weak resource human base (quantity and quality) – • insufficient skills, inadequate tourism training capacity and • quality infrastructure • Limited tourism marketing – underfunded & unstained marketing initiatives • High costs of doing business – high cost of power, credit access & multiple license/fees/tax • limited economic benefit of community & youth from tourism • Weak and fragmented private sector • Undeveloped product range –, over-reliance on few products (gorilla tourism,) limited event tourism • Limited capacity in tourism planning and development at local government level • Limited awareness of tourism potential as a growth driver • Inadequate protection of environmental and cultural resources • Human Wildlife conflicts |
| KEY OPPORTUNITIES | KEY THREATS |

| | |
|---|---|
| <ul style="list-style-type: none"> • Location on two border points- Cyanika- Rwanda and Bunagana – DRC hence a Gateway to 2 countries • The presence of Kisoro aerodrome • Increasing interest from development partners to support tourism sector development • Pleasant climate • New emerging domestic, regional, international markets • Niche market product development – agro-tourism, bird watching, experiential tourism, adventure tourism, gorilla tracking, mountaineering, Batwa cultural experiences • Increased environmental awareness by international travellers – growth of responsible travel, ecotourism • Conservation areas such as Bwindi National Park which is a UNESCO world Heritage site and Mgahinga which is in the process of being accredited • The establishment of industrial park in the district • Creation of a one border export zone • Creation of a one stop border post • Diverse range of tourism infrastructure and facilities – accommodation (budget, mid-range and high end) | <ul style="list-style-type: none"> • Epidemics – COVID - 19 and Ebola • Political instability/regional armed conflicts in neighboring Countries • Negative international media publicity /negative travel advisories |
|---|---|

2.8 Tourism Activities and services in Kisoro.

Kisoro District has had an active tourism industry for over 25 years when gorilla tracking started in Mgahinga Gorilla National Park (MGNP) in 1993. Few accommodation facilities developed (Traveller’s Rest Hotel, Mount Mgahinga Safari Lodge by Volcano Safaris; Amajambere Iwacu Community Camp) etc. With the opening of gorilla tracking in the southern section of Bwindi Impenetrable National Park (BINP), Kisoro District has witnessed rapid growth in the tourism industry in the

recent years. A number of accommodation facilities have been established totalling over 75 accommodation facilities in a period of ten years.

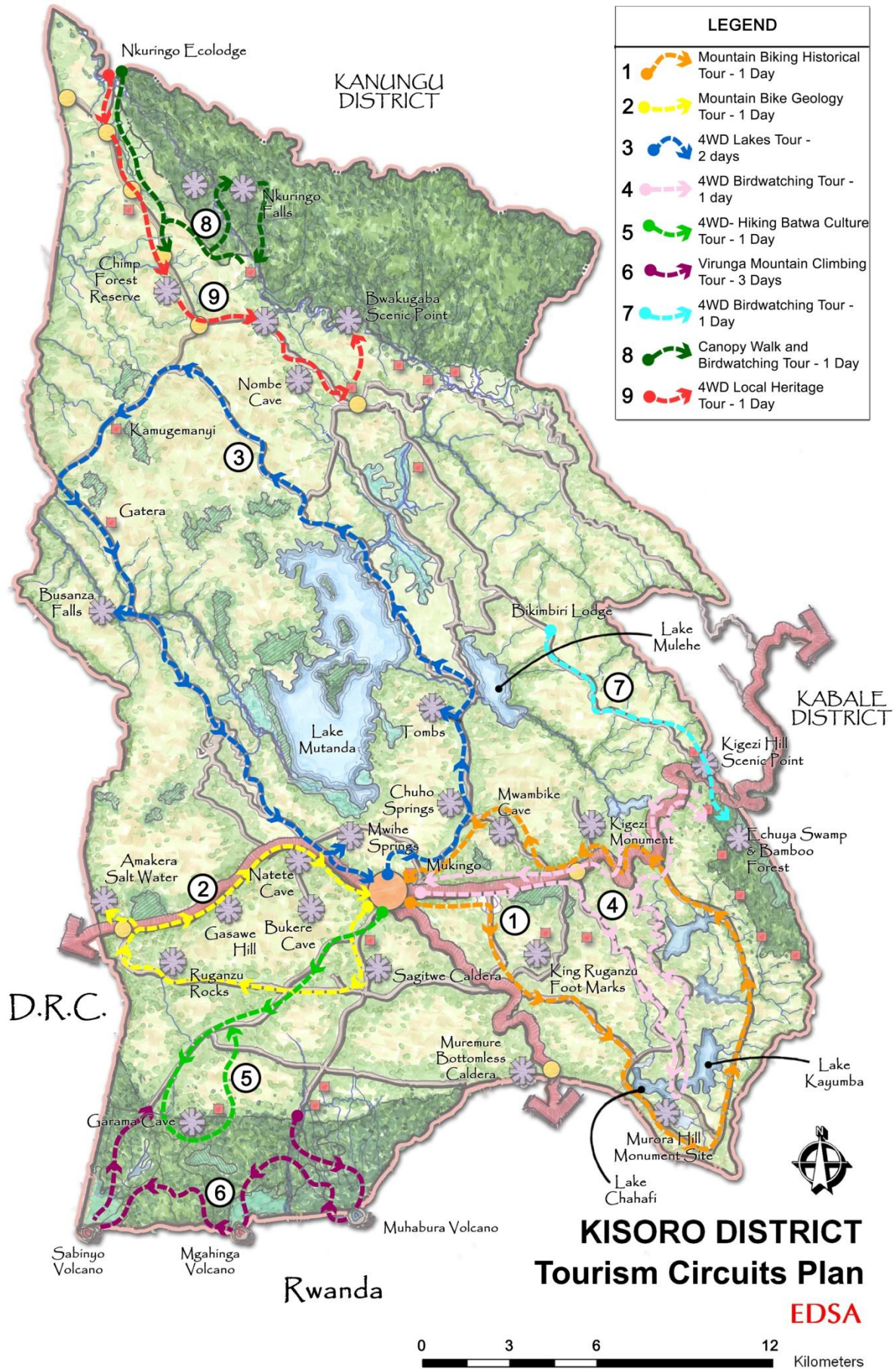
Its tourism sector has helped to raise the awareness of places (MNGP, BINP-World Heritage Site), change perceptions, create interest and encourage inward investment and civic pride. The success of wildlife tourism and the links through the community has a far-reaching effect on people's identification and integration with their local area (especially the protected areas). A place that people want to visit is usually a good place in which to live and work.

The Kisoro District Local Administration through its Council now advances the need for tourism development that advocates for 'Working Smarter' and 'Building Confidence' at all levels of its tourism development with the key ingredients in driving forward the necessary actions to maximize socio-economic transformation and environmental sustainability.

This plan is a basic tool for implementation of decentralized tourism sector development. It proactively integrates tourism in the Local Economic Development (LED) initiatives to strengthen Kisoro District tourism opportunities and tailor local conditions to promote appropriate means of increasing tourism production system.

2.8.1 Attraction Supply

Attraction supply and the attractiveness of Kisoro District is concerned with exploitable resources that promote tourism development offering marketable products and enhancing the images of the district. Its attractions are broadly categorized as nature-based, water-based, cultural and event tourism products. The criteria used to assess Kisoro District attractions considered three components: ability of the place to be visited by a tourist, a site to be viewed, and a marker or image which makes the site significant. This will be done by carrying out proper zoning of the attractions around the whole district using the following proposed zones and creation of tourist circuits.



2.8.2 Adventure Tourism Supply

Adventure tourism in Kisoro District are mainly natural activities associated with mountaineering, mountain biking, hill climbing and cave tourism.

a) Mountaineering tourism

It is a growing popular activity in the three mountainous areas (Muhavura, Sabinyo and Gahinga) that form MGNP. It has developed as an alternative tourism product supply in Bwindi-Mgahinga Conservation Area. This activity offers an experience with element of wilderness and nature of Kigezi Highlands. The mountains are associated with Batwa culture, climbing expedition also aims to preserve indigenous spirits and traditions of the Batwa. It is also associated with the local community as it offers opportunity as they offer porting services to the hikers.

b) Hill Hiking

Sagitwe and Gisozi highlands offer hiking experience to see the calderas. Elderly, children and disables who cannot climb Muhavura, Sabinyo and Gahinga have an alternative to climb the two highlands as a way to promote inclusive mountaineering tourism and train amateurs (children) in mountaineering.

c) Mountain biking

It is offered by tour companies and some accommodation facilities to tour groups or individuals interested in biking in the district. EK Cycling Adventure Hub, Home of Kigezi Museum and a number accommodation facilities offer cycling adventure tours and bicycle hiring services to groups or individual travelers. Most of the cycling tours are to MGNP, around Lakes Mutanda and Mulehe, BINP (Nkuringo) and to Rwanda or to Kabale District. New cycling trails can be developed in other areas

d) Cave Tourism

The district has a number of caves that have cultural importance like Garama linked to Batwa culture, Ichangushe for preserving mummified bodies of warriors. Cave tourism is important to Kisoro District tourism development. Tourists are motivated to visit cave for its inherent natural landscape features and the cultural importance attached to them. Through BMCT and other NGOs caves like Garama have been developed as part of Batwa Ecotourism Project Trail to promote Batwa traditions and identity as well as enhance the economic wellbeing of the disadvantaged Batwa. Potentials not fully exploited include Mutolere Cave, (Mwambikye) Sooko Cave at the bottom of Mount Mgahinga and Ruhengo Cave at the foothill of Mt Sabinyo.

These adventure tourism products provide thrill-towering experiences and active recreational informal sporting participation. They are growing in importance and the district is now becoming popular destination for international tourists whose primary motivation is adventure tourism. However, these products supplement wildlife tourism and still secondary products. with the development of KDTDP products outside the national parks shall be developed as primary attractions to serve both domestic and foreign tourists.

2.8.3 Water-Based Tourism product supply.

Lakes Chahafi and Kayumbu (Twin Lakes), Mutanda, Mulehe have the potential to develop water-based tourism.

a) Sport fishing

The lakes in the district can be renowned sport fishing destinations. Anglers can have unforgettable fishing experience in deep crater lakes. With the existence of Mirror carp (*Cyprinus carpio*) species, where mature fish weighs an average between 5 – 6 kilograms, sport fishing can be developed as tourist activity. This proposed development will offer amazing adventure tour opportunities.

b) Boat cruise

There is an opportunity for the introduction of boat cruises on the lakes in the district and the common activity here is canoeing on the local boats. An introduction of the boating experience would add on to the tourist activities done in the district which at the end increases visitor stay and spend. Additionally, water bird watching can be developed to diversify lake-based tourist activities. Currently, Chameleon Hill Lodge and Gahiza Island Retreat operate recreational boating on Lake Mutanda.

2.8.4 Cultural - Based Tourism product supply.

Cultural and heritage products can make unique and memorable trip experiences for tourists as well as offer selling point for Kisoro District. Its cultural attractions can be divided into: historic remains and monuments, unique traditions and customs. Community-based tourism approach was employed to encourage the Batwa Minority Group to participate in socio-economic development and find a common ground of relative equality. It also aimed to preserve their identity, increase their confidence and pride, and provide alternative means of livelihood.

a) Batwa Cultural Trail

The cultural tourism development initiative in the district started with the opening of Batwa Trail, 2007 in MGNP. Supported by AWF through IGCP, Batwa Cultural Trail was based on the notion of preserving the culture of the Indigenous people through ethnic tourism development. Garama Cave and other caves (located in MGNP) as historic sites were developed to present ethnic Batwa traditional lives. ADRA Uganda is now constructing a Batwa Cultural Live Amphitheater and Museum at Kyanika Town Council (Batwa One-stopover Cultural Centre). The Birara Batwa Community is famous for traditional dance which also adds on the Batwa tourism experience.

Currently, ADRA, Gorilla Highland Initiative, UWA and Kisoro District Tourism Office are creating cultural trails and tourism businesses that can help local cultural products and businesses thrive by developing excursions for guests in partnership with local residents, supporting Batwa cultural performances, providing business and marketing advice, training local guides in local history and environment, or integrating local crafts into hotel furnishings.

Kisoro District cultural products are not fully developed. Although the cultural resource is viewed to have a strong advantage in tourism development to supplement wildlife tourism, it is still underperforming relative to its potential.

In terms of cultural conservation, the Batwa Trail was developed to preserve and promote Batwa identity, culture and traditions. Tourism is also an approach of encouraging community conservation through providing seedlings (Rwerere Community Enterprise Centre; providing Bamboo seedlings & Providing coffee seedlings). The purpose is to help the communities to conserve the local environment (terraced cultural agricultural landscape to maintain the beauty of Kigezi Highlands). This is mainly done by NGOs, CBOs and development partners to the communities in conservation programmes.

b) Crafts and Souvenirs

With increased interest in promoting alternative livelihood activities at community level in Kisoro District joint initiatives by URP, BMCT, GVTC, WWF, AWF, UWA and Tourism Office aims towards generating revenue for rural communities through tourist visits and purchase of crafts and souvenirs. Therefore, CBT (Community based tourism) issues needs to be integrated in KDTDP.

Craft production supplements household income and can be a source of direct and indirect employment. Reviving its production has become a valuable part of the living heritage of the Batwa Minority group, Bafumbira and Bakiga. The initiatives are regarded as socioeconomic projects especially for women and youth to provide income opportunities by developing their knowledge and skills in handicraft production and entrepreneurship.

2.9.1 Nature based tourism product supply

Kisoro District is among highly valued districts offering wildlife tourism (nature-based tourism) that has become the leading foreign exchange earner in Uganda. It is considered one of the premier wildlife tourism destinations offering flagship Mountain gorilla tracking experience. The district's wildlife tourism development is based on three themes (Gorilla tracking; Golden Monkey tracking and birding). It forms part of nature-based tourism where south-western Uganda is internationally renowned for.

a) Birding Tourism

The district also boasts of rich bird biodiversity resulting from high afro-mountain altitude, forest reserves and water habits. Important birding areas in the district include: BINP has 350 species of birds recorded including 23 endemic species (Short-tailed Warbler; Blue-headed sunbird), MGNP in the gorge between Mounts Sabinyo-Gahinga through bamboo forest and afro-montane forest with 79 species; Echuya Forest Reserve with 150 species (of which 8 are endemic e.g., Grauer's swamp

warbler and Chahafi Wetland with 68 species. With diverse bird habitats (Bwindi, MGNP and Echuya Forests, wetlands and high-altitude environment) Kisoro District can be rated among the top global birding prospects for developing bird watching. It has abundant and conspicuous bird with high total number of species, high percentage of endemic and threatened species.

b) Wildlife Tourism

Endemic wildlife species (*gorilla beringei beringei*, Golden Monkey and some bird species) only in Albertine Rift Hotspot provides Kisoro District with unique wildlife tourist attractions. BINP is Uganda's oldest and most biologically diverse rainforest dating back over 25,000 years. It contains 400 plant species, 459 rare and endangered Mountain gorilla (*gorilla beringei beringei*) of the world's population, 350 bird species including 25 Albertine Rift endemics and diversity of insects and wildlife species. While MGNP is gazetted to protect the rare gorillas and endangered golden monkey.

c) Echuya forest

Echuya Forest Reserve, a montane forest dominated by bamboo species (*Arundaria Alpina*), lies in the Southwest corner of Uganda in the districts of Kabale and Kisoro. Its Southern boundary is also the international boundary between Uganda and Rwanda (see Tourism Master Plan). All tourists who drive from Kampala would have to pass through Echuya Forest Reserve to enter Kisoro district. It commands a strategic location and therefore provides lots of opportunities for ecotourism.

Echuya experience will be a community-based ecotourism project. The main concept for this project is that local people benefit from the money brought in by tourists. Guided walks to the Muchuya Swamp and bamboo forest Boardwalks will be led by local bird –guides while walks into the forest will be led by local Batwa. The main concept here is to create an innovative product (Canopy Walk) that currently does not exist anywhere in the region. It can be set up in BINP and Echuya forest.

2.9.2 Educational Tourism Product Supply

Educational tourism is a phenomenon of integrating education and tourism by organizing tourism as an educational activity to achieve the objectives and meet the targets determined by the curriculum is becoming a common practice in the district. Known as Switzerland of Africa, Kigezi Highland attracts different schools, colleges and universities to study its geography and terraced agricultural system. It is important to involve the education department in tourism as it would be important to involve the youth in understanding tourism for sustainability and buy by the future generation.

2.9.3 Accommodation and Food Establishment Supplies

Kisoro District offers a range of accommodation and restaurant facilities to a visiting tourist. the accommodation facilities range from high end to budget facilities. they are

widely distributed in the district with the concentration of high-end facilities near National parks.

| No. | NAME OF THE FACILITY | CATEGORY | SUB COUNTY | DISTANCE FROM THE TOWN | NO. OF ROOMS | NO. OF BEDS | NO. OF MALE STAFF | NO. OF FEMALE STAFF | YEAR |
|-----|---------------------------|-------------|--------------|------------------------|--------------|-------------|-------------------|---------------------|------|
| 1. | Clouds | Lodge | Nyabwishenya | 38 km | 11 | 22 | 20 | 5 | 2009 |
| 2. | Gorilla Valley | Lodge | Bukimbiri | 40 km | 12 | 35 | 09 | 03 | 2010 |
| 3. | Rushaga Gorilla Camp | lodge | Bukimbiri | 38 km | 32 | 59 | 22 | 6 | 2014 |
| 4. | Gorilla Safari Lodge | Lodge | Bukimbiri | 38 | 22 | 40 | 7 | 1 | 2012 |
| 5. | Icumbi Gorilla Lodge | Lodge | Rubuguri TC | 38 | 6 | 12 | 13 | 1 | 2015 |
| 6. | Four Gorilla Lode | Lodge | Rubuguri TC | 36KM | 8 | 12 | 9 | 1 | 2020 |
| 7. | Nkuringo Gorilla Lodge | Lodge | Nkuringo TC | 37km | 12 | 24 | 10 | 5 | 2011 |
| 8. | Nshongyi Forest Camp | lodge | Rubuguri TC | 38KM | 12 | 23 | 5 | 1 | 2010 |
| 9. | Bwindi Packpackers | Lodge | Rubuguri TC | 25KM | 15 | 40 | 6 | 4 | 2017 |
| 10. | Gorilla Heights | Lodge | Rubuguri TC | 37KM | 15 | 17 | 15 | 5 | 2019 |
| 11. | Nkuringo Guest House | Guest House | Nkuringo Tc | 38km | 11 | 22 | 2 | 0 | 2018 |
| 12. | Bwindi Safari | Guest house | Nkuringo TC | 36KM | 12 | 12 | 1 | 1 | 2018 |
| 13. | Mutanda Lake Resort | Lodge | Nyundo | 6KM | 14 | 28 | 14 | 2 | 2008 |
| 14. | Chameleon Lodge | Lodge | Kirundo | 9km | 11 | 16 | 11 | 3 | 2017 |
| 15. | Lake Mulehe Gorilla Lodge | Lodge | Nyundo | 9km | 14 | 30 | 10 | 04 | 2018 |

| | | | | | | | | | |
|-----|----------------------------|-------------|-----------------------|-------|----|----|----|----|------|
| 16. | Mutolere Lodge | Lodge | Nyakabande | 4KM | 6 | 0 | 3 | 0 | 2018 |
| 17. | Mucha Hotel & Lodges | Lodge | Nyakabande | 6 km | 10 | 10 | 03 | 01 | 2017 |
| 18. | Lake Mulehe Safari Lodge | Lodge | Nyundo | 8km | 12 | 26 | 15 | 2 | 2019 |
| 19. | Mt. Gahinga | Lodge | Muramba | 14km | 08 | 11 | 15 | 05 | 2008 |
| 20. | Lake Chahafi Resort | Campsite | MURORA | 9KM | 26 | 22 | 5 | 1 | 2017 |
| 21. | Mutanda Eco Camp | Camp site | Nyakinama | 7km | 7 | 11 | 4 | 2 | 2012 |
| 22. | Wagtail | Safari camp | Rubuguri Town Council | 30 km | 07 | 13 | 3 | 2 | 2008 |
| 23. | Virunga Camp | Campsite | Kisoro municipality | 1 km | 32 | 48 | 06 | 00 | 2008 |
| 24. | Karungi | Campsite | Rubuguri Town Council | 30 km | 6 | 13 | 5 | 2 | 2015 |
| 25. | Mutanda Executive Cottages | Cottages | KIRUNDO | 7km | 8 | 12 | 3 | 1 | 2021 |
| 26. | Amajambe re | Safari Camp | Muramba | 14 km | 4 | 11 | 06 | 02 | 2008 |
| 27. | Travellers Rest | Hotel | Kisoro Municipality | ½ km | 11 | 21 | 11 | 05 | 2008 |
| 28. | Tourist Hotel | Hotel | | ½ km | 10 | 10 | 1 | 2 | 2009 |
| 29. | Ikoro | Hotel | | | | | | | 2018 |
| 30. | De Heavens | Guest House | KMC | 1km | 7 | 7 | 1 | 3 | 2017 |
| 31. | Countryside | Guest House | Kisoro municipality | ½ km | 14 | 22 | 04 | 02 | 2015 |
| 32. | Legends | Guest House | KMC | ½ km | 6 | 8 | 2 | 2 | 2017 |
| 33. | Sawa Sawa | Guest House | Kisoro Municipality | ½ km | 8 | 12 | 0 | 04 | 2014 |
| 34. | Kisoro Homely Suites | Guest House | Kisoro Municipality | ½ km | 8 | 10 | 01 | 03 | 2019 |
| 35. | Rafiki | Guest | Kisoro | ½ km | 9 | 30 | 4 | 2 | 2016 |

| | | | | | | | | | |
|-----|---------------------------------|-------------|---------------------|------|----|----|----|----|------|
| | | House | Municipality | | | | | | |
| 36. | Mubano | Hotel | KMC | ½ km | 10 | 15 | 2 | 1 | 2008 |
| 37. | Muhabura View | Guest House | Kisoro municipality | ½ km | 7 | 9 | 2 | 3 | 2014 |
| 38. | Muhabura | Motel | | | | | | | 2013 |
| 39. | Moonlight | Guest house | Kisoro Municipality | 1 km | 9 | 9 | 01 | 01 | 2009 |
| 40. | Graceland | Motel | Kisoro municipality | | 8 | 9 | 00 | 02 | 2008 |
| 41. | Ian point | Motel | | | | | | | 2012 |
| 42. | Bava | Guest house | | | | | | | |
| 43. | Viena | Guest house | KMC | ½ km | 9 | 9 | 1 | 4 | 2017 |
| 44. | Kabirigi | Guesthouse | KMC | 1km | 7 | 7 | 1 | 2 | 2019 |
| 45. | Serena Restaurant | Guest house | KMC | ½ km | 5 | 5 | 3 | 6 | 2009 |
| 46. | Bufumbira | Restaurant | KMC | | 5 | 5 | 4 | 2 | 2008 |
| 47. | Terraceland | Restaurant | KMC | | 4 | 4 | 4 | 9 | 2017 |
| 48. | Rabamba | | | | | | | | 2016 |
| 49. | Bistal | Guest house | | | | | | | 2016 |
| 50. | Mondi | Lodge | KMC | 1 km | 8 | 11 | 4 | 4 | 2018 |
| 51. | Bam A | Guest house | KMC | ½ km | 14 | 28 | 3 | 2 | 2014 |
| 52. | Bam B | Guest house | KMC | ½ km | 12 | 24 | 4 | 2 | 2018 |
| 53. | Supas Bistal | Guest house | Kisoro Municipality | | 08 | 08 | - | 02 | 2016 |
| 54. | Gahiza Island Retreat | Campsite | Nyakinama | 8 km | | 6 | 12 | 3 | 2018 |
| 55. | Miami Tours & Travel Restaurant | Restaurant | Kisoro MC | | 8 | 8 | 7 | 7 | 2015 |
| 56. | Lake Mutanda Campsite Poach | Campsite | Nyakinama | 8km | 4 | 9 | 4 | 0 | 2020 |
| 57. | Kindly Hotel | Hotel | KMC | | 15 | 20 | 0 | 2 | 2021 |
| 58. | Mt. Muhabura | Campsite | Nyarusiza | 9km | 4 | 8 | 1 | 3 | |

| | | | | | | | | | |
|-----|---------------------------|-------------|-------------|------|------------|-------------|-----------|------------|--------------|
| | Climbers | | | | | | | | |
| 59. | Golden Monkey | Guest House | KMC | ½ km | 7 | 7 | 08 | 02 | 2022 2009 |
| 60. | Mountain Range | Guest house | KMC | | 10 | 10 | 2 | 0 | 2019 |
| 61. | Kisoro view | Guest house | KMC | ½ km | 8 | 8 | 2 | 3 | 2017 |
| 62. | Bugondo | Guest house | KMC | ½ km | 11 | 11 | 2 | 2 | 2012 |
| 63. | Montana | Guest house | Kmc | ½ km | 10 | 10 | 3 | 4 | 2011 |
| 64. | Mgahinga Gorilla Triangle | Lodge | Nyarusiza | 8km | 13 | 17 | 3 | 3 | 2022 |
| 65. | Carnet | Guest House | KMC | ½ km | 13 | 13 | 3 | 3 | 2018 |
| 66. | Sabyinyo | Guest house | KMC | ½ km | 8 | 10 | 0 | 2 | 2017 |
| 67. | Eden Golf | Guest house | Kmc | | 8 | 8 | 2 | 2 | |
| 68. | New Hill Base | Guest house | Kmc | | 15 | 15 | 2 | 6 | 2010 |
| 69. | Moonlight | Guest house | Kmc | ½ km | 10 | 10 | 2 | 6 | |
| 70. | Pearl | Guest House | KMC | | 10 | 10 | 0 | 4 | 2021 |
| 71. | Nshonngi Gorilla Resort | Campsite | Rubuguri TC | 39KM | 12 | 24 | 2 | 5 | 2010 |
| 72. | Wild Olives | Lodge | Rubuguri TC | 30km | 4 | 4 | 0 | 3 | 2011 |
| 73. | Terrace Junction | Restaurant | Rubuguri TC | 32km | - | - | 3 | 2 | 2019 |
| 74. | Bweza Gorilla | Lodge | Rubuguri TC | 34km | 4 | 6 | 3 | 1 | 2020 |
| 75. | Iliba | Apartment | | | 10 | 11 | 2 | 0 | 2022 |
| 76. | Ikaze Holdings Limited | Cottages | KMC | | 17 | 17 | 5 | 4 | 2022 |
| 77. | 3way Gorilla Resort | Resort | KMC | ½ km | 8 | 12 | 1 | 1 | 2012 |
| | | | | | 695 | 1057 | 80 | 197 | |

a) Accommodation supply

Accommodation in the district can be divided into two: town and tourist attraction accommodation facilities. Kisoro Town facilities include hotels and other town-based guest houses and B&B facilities and lodges. Attraction accommodation facilities are located near the national parks and Lakes Chahafi, Mulehe and Mutanda. These facilities can be categorized as tourist lodges, resorts, tented camps and camping grounds and provide visitor accommodation services to mostly tourist guests. This variety of accommodation facilities cater for different types of clients making them affordable to any type of guest.

The district is witnessing a rapid accommodation establishment growth attributed to tourism sector development due to rising number of gorilla tracking groups, opening of Golden monkey tracking in MGNP, birding opportunities and mountaineering and the reopening of the Rwanda border points. New accommodation investment list awaiting district approval for construction indicates likely increase in bed capacity in the next few years. The rapid growth of new accommodation establishments suggests increasing tourism demand due to growth in the tourism products and diversification.

b) Restaurant Supply

Restaurants in Kisoro District can be classified into hotel-related and independent eating places. Park and lake lodging establishments provide food services serving mainly eclectic dishes (mixture of ethnic and continental dishes). The aim is to cater for their international guests. Independent food service establishments serve mainly local dishes catering for local demand. However, Kisoro Town does not have classic food establishments of international standard. The general observation is that commercial food service business is still very low and serving mostly traditional dishes apart from facilities specializing in international market. This calls for establishment of facilities that would train the chefs in the hotels and restaurant establishments on the international cuisine.

It is hereby noted that for marketing and booking reasons and hospitality quality controls there is a need to have a comprehensive, up-to-date and accurate accommodation asset register accessible to planners and tourists alike. Therefore, database development and related measures must be reflected in the KDTDP to ensure that the district has the capacity to enforce standards of all accommodation product supplies.

2.9.4 Volunteer Tourism

Volunteer tourism emerged in Kisoro District in 1990s as a strategy to promote volunteer work in community development and environmental conservation projects. Gorilla Highlands, churches and US Peace Corp have encouraged volunteer tourists to undertake holidays in the entire south-western Uganda. The aim is to assist communities in different aspects (education, environmental restoration or research).

Gorilla Highlands has taken the lead and has developed experiential tour packages for youth volunteer groups that last between 3 – 7 days. The Gorilla Highlands’ walk aims to reveal facts and meanings inherent in the natural and cultural settings of the region and teach young volunteers about the people, tradition and custom, livelihood activities and environment of Gorilla landscape. The purpose of Gorilla Highlands is to give voice to the rich and vast cultural and natural resources and relate the values of these resources in order to enable volunteer tourists understand the environment and culture to build personal connections.

2.9.4 Infrastructure supply

(a) Road infrastructure

In assessing road infrastructure for tourism development, the concerns are easy of accessibility based on types and nature of roads and their maintenances. Two types of road infrastructure are assessed in case of Kisoro district; highway and feeder roads. Access to Kisoro District is relatively poor, with only one highway and one airstrip linking the district to other parts of the country and neighbouring countries. The assessment of the district access concentrated on infrastructure and utilities provisions. This is because tourism industry development like any other economic activity depends on the availability of infrastructure and essential utilities.

The provision of infrastructure and utilities ensures the industry’s efficient operation and growth. Access to good infrastructure and utilities such as good roads, airports, and electricity, water and sewage systems, waste dumping sites (landfills) as well as auxiliary services support the tourism industry. These services also have a direct bearing on the quality of other services provided by tourism establishments in an area which ultimately determine area sustainability.

(b) Telecommunication

Kisoro District has both landline and mobile phone infrastructure. It is well serviced by landline infrastructure provided by UTL. MTN and Airtel telephone services provide mobile phone services within and outside the district.

The telecommunication infrastructure is a key prerequisite for the development of the tourism industry providing easy communication for tourism businesses (tour operators, travel agents and tour guides). It also facilitates visitor-to-visitor social interactions and communication. The current issue is that the district still depends on 2 Generation Cellular networks that is relatively slow.

(c) Power and Water Supply

Kisoro District gets its power supply from Rwanda. Through Rural Electrification Projects, power line grids are extended to major tourism centres (Nkuringo, Ruguburi, Rushaga, around Lakes Mutanda and Mulehe, Cyahafi and Ntebeko). The electricity

access and service provision to tourism centres meet increasing energy demand to light guest rooms, cook food, heat water and for laundry services. Access to electricity is also important to reduce firewood and charcoal use in tourist accommodation facilities which have already had negative impacts on the environment

Water supply in Kisoro District can be categorized into three; piped water system, gravity water and springs/wells. In places where there are no piped water and gravity water systems, spring well and river water is used by accommodation facilities. In terms of sewage system, majority accommodation facilities have flush toilets. Majority have established their own waterborne sewerage reticulation system

2.9.5 Tourism Amenity supply

Much of this amenity is of lower quality in the district. The Kisoro District amenity assessment collectively considers all services that enable visitor wellbeing and conveniences, provide information and guiding. These include; visitor information centres, car rental and biking services and other auxiliary support services such as petrol stations, vehicle garages for emergency repairs, and medical and police services, banking services and Internet services.

(a) Visitor Information Services/Centre (VIC)

The ability of a tourist to access information is critical to the maximisation of the tourist potential of a given area. VIC office is essential for the visiting public to obtain necessary information about the area as well as to collect brochures for various establishments located throughout the district. The district has a tourism office/information centre managed by UWA in Kisoro Town.

There is a proposal to build new VICs at Echuya forest reserve, Cyanika and Bunagana border points. These will help to capture tourists' data visiting the area as such availing data relating to visitor bio data and purposes of visiting the district.

One of the important parts of hard infrastructure for tourists is the provision of signage and information available to tourists. There is no Local Government signage policy in Uganda. This means that tourism signage is uncoordinated and not standardized. Currently, the district does have a signage map to show tourists key products in the different areas and as such the KDTP will develop a district tourism map that will capture all the information that would guide the tourist as well proposing proper signage procedures within the tourism resource bases.

(b) One-Stop Cultural Centre

This is aimed at conserving the culture and improving the well-being of people of Kisoro. It is hereby proposed as one of cultural tourism development projects to be undertaken in Kisoro District to: diversify tourism products, promote and preserve the

culture, support the livelihood of people and build their skills to perform cultural dances and other traditional performances to entertain visitors.

(c) Tour and travel services

Tour and travel operations make travel arrangements for interested visitors coming to the district. They are the tourism intermediaries linking the visitors with the attractions, different accommodation suppliers. They plan the itineraries, purchase gorilla permits on behalf of the visitors, arrange transportation services, book accommodation and food services and advise them about them on travel conditions in the district.

Tour and travel services supporting Kisoro District tourism sector are two: these companies based in Kampala Capital City and local tour and travel companies. There is need to increase the number of these companies on group to give tourists a wide range of services in which to choose from.

(d) Medical services

The district has a number of health facilities (mainly health centres) offering health services. These include St. Francis Mutolere Hospital, Kisoro Hospital, Rubuguri Health Centre IV, Busanza Health Centre III, Muramba (Chahafi) Health Centre IV, Kagunga Health Centre II, Clare Nsenga Health Centre II, Gisozi Health Centre II etc. During medical services assessment, it was noted that there are few ambulances that could be used to offer emergency services in case of visitor accidents. Secondly, drug supply was limited.

(e) Tourism Police

Tourism Police provide safety and security to park lodges and Hotel. The police officers are deployed to provide security in BINP and MGNP. They also assist during emergencies to rescue or evacuate visitors. There is need to increase on the deployment of these security officers such that the tourists feel more secure in all the tourism establishments that they would book during their stay in the district.

(f) MICE facilities

In view of the recorded and anticipated growth of the meetings, incentives, conventions and exhibitions [MICE] there is some concern within the industry about the adequacy of MICE infrastructure, both now and in future. However, there is a major hindrance to knowing about the infrastructure because there is a lack of both record keeping and standardized definitions within the industry.

(g) Tourism Human Resource

Kisoro District Tourism human resource base concerns the number of people employed, their knowledge, capabilities, skills, competencies as well as self-drives to work in the industry. Skilled, competent and well-motivated human resource is a

critical factor that contributes to overall success of a tourism business or district tourism sector development in the district. Human resource in the tourism sector of Kisoro district is not to the standard and as such require further trainings to get to the standards of the tourists.

SECTION THREE: DEVELOPMENT STRATEGY

3.1 Vision:

A vibrant, innovative, sustainable tourism sector offering positive and memorable tourism experience for the local economic development.

3.2 Goal:

To promote tourism, conserve and preserve cultural heritage, in Kisoro district for social and economic transformation.

3.3 Strategic Objectives:

- To develop and diversify tourism products and services in and outside protected areas.
- To develop infrastructure and facilities
- To promote and market the destination in local, National, regional and international markets and partnerships with other agencies
- To develop human resources and institutional capacity for the tourism sector.
- To promote community involvement and enterprise development in the tourism sector
- To promote safety and security of tourists and tourism assets
- To promote conservation of natural and cultural heritage sites.

Priority area 1: Tourism Product Development

3.5 strategic objective1: To develop and diversify tourism products and services in and outside protected areas.

Kisoro District product development is mainly committed to enhancing, expanding and diversifying tourism products to improve and promote efficiency, increase investment and improve quality of life. Therefore, its objectives of product development are:

- Enhance capacity to strengthen and integrate tourism product development throughout the district
- Improve and increase the value and volume of the product offering in the district to showcase its unique, diverse tourism assets

Key principles to facilitate the development of products include:

- All products need to be developed on a business perspective and the need to enhance the livelihood of the local community.
- Product mapping, assessment and profiling focusing on the unique selling points; this can later lead to the development local visitor's guide for Kisoro District

- Focusing on the **core products** and the related specific tourist services, such as information and education;
- Augmenting with the **additional product**, being the general tourism product elements and the related tourist services (general tourist facilitates and services and transportation infrastructure).
- Assessing a clear competitive advantage;
- Sustainability; and
- Possibly the participation and involvement of local community in the management and control of tourism products.

strategic interventions

- a) Establishing strategic partnerships with NGOs, Private sector and community-based organizations
- b) Diversification of product offerings
- c) Enhancement of conservation and tourism values.
- d) Provide Diverse Range of investment opportunities
- e) Build Local Government institutional capacity to implement and monitor community-based tourism programs/projects
- f) Registering all existing community-based tourism projects as community-based tourism organizations.

Priority area 2: Tourism marketing:

Strategic objective 2: To promote and market the destination in local, National, regional and international markets.

The marketing of tourism products within a Local Government system is a key role that districts should pursue as part of attracting investment and promoting local visitor economy (local tourism industry). This priority area therefore addresses the objectives and strategic interventions for marketing tourism in Kisoro District. Marketing is one of the most important priority areas that make up the KDTDP aimed at attracting tourists to district to visit the two mountain gorilla parks (BINP and MGNP) and other sites. The target is to increase visitor numbers by 20% from the current numbers by 2025.

Tourism marketing in the district shall target the four segments of Accommodation, recreation, tour and travel companies, community-based tourism enterprises. this shall be achieved using different technique to market and promote their businesses. This plan therefore proposes a number of methods that would be used to market tourism products in Kisoro district

Specific objectives

1. Strengthen partnerships

- Referrals from outbound tour companies
- Online booking platforms like Tubayo.com

2. Increase visibility and visitor inflow

- Attending international tourism trade fairs and exhibitions
- Attending Uganda's Pearl of Africa Tourism Exposition (POATE)
- Relying on word – of –mouth from other guests who recommend the accommodation facilities
- organizing entertainment tourism

3. Enhance use of print and electronic media

- Develop an engaging website for tourism in the district
- develop a district tourism magazine
- designing social media handles
- Use of brochures & magazines

Priority area 3: Human resource development:

A skilled and professional workforce is a key driver to enhance the competitiveness of Kisoro District's tourism sector. Being largely a services sector, the development of employees who work within the industry is critical to its success. Human Resource Development (HRD) is identified as a priority area for the success of KDTDP and requires specific interventions to increase the skills base in the district.

Kisoro District human resource development focuses on two primary human resource issues in tourism: persons already working in the industry and Kisoro District Local Government officials or those employed by entities with a role to play in tourism development.

Strategic objective 3: To develop human resources and institutional capacity for the tourism sector.

Specific objective 1: Promote capacity development of all staff already working within the tourism sector.

Specific intervention

- Build capacity to manage, plan and develop local policy framework of the district (local) tourism sector
- Develop relevant skills for all persons already working in the tourism sector
- Promote tourism education in the district

Specific objective 2: Provision of reliable information base on tourism skills that will inform planning and decision making

Specific interventions

- Build core and generic competencies for the tourism sector
- Profile tourism workforce

Priority area 4: Infrastructure development:

The provision of tourism infrastructure is a critical aspect of developing Kisoro District tourism sector to ensure all viability, liability, attractiveness and competitiveness of various destinations within the district.

Kisoro District has vast potential for development of tourism in rural areas which would contribute to the local economic development. This potential is limited by poor infrastructure and weak basic service provision. This priority area notes the urgent need to construct tourist roads connecting Kisoro Town and BINP and MGNP (already unpacked in various national forums), up-grading a number of gravel roads to grade one gravel roads, information centres, etc.

Kisoro District tourism partners are only limited to lobbying for and facilitating tourism-relevant infrastructure development through the responsible government departments.

The TDP highlights the need for action to facilitate overall local economic development.

Strategic objective 4: create an enabling environment for easy access to tourism products and facilities

Specific objective 1: improve access to tourism products and facilities

Interventions

- *Lobbying and advocacy for trunk roads, airfield upgrading and water transport*
- *Mapping existing road network connecting to tourism sites district wide*
- *Improve planning for integration of tourism products and infrastructure facilities*

Specific objective 2: to create avenues for tourism information sharing

Interventions

- Building visitor information centers at Echuya Forest Reserve, Cyanika and Bunagana border points.
- Production of tourism information materials.
- Equipping tourism information centers

Specific objective 3: To develop circuits and trails in the local areas/destinations for increased visitor stay.

Interventions

- Mapping and profiling tourism products

- Training in community-based tourism CBT
- Tourism awareness creation

Specific objective 4: To enhancement MICE (Meetings Investments Conferences & Events) in the services district.

Interventions

- Assess the status of the existing venues for meetings, conferences and exhibitions;
- Determining the degree of use of these venues;
- Establishing expected future demand for these venues;

Priority area 5: Community Based Tourism (CBT) initiatives :

Strategic objective 5: To promote community involvement and enterprise development in the tourism sector

Specific objectives1: Ensure inclusive community participation in tourism

interventions:

- Awareness creation
- Capacity building of local communities
- Building linkages between communities, private sectors and partners.
- Benchmarking, establishing CBTO operating standards and monitoring performance by gathering and creating baseline information.
- Promoting CBT through new product development with the purpose of bringing local communities in ‘local’ tourism operations.
- Train members and employees of CBT ventures to improve productivity and working conditions.

Specific objective 2: To contribute on income generation through tourism

Interventions:

- Support CBT business initiatives aimed at improving and sustaining competitive and responsible enterprises development to make CBT ventures access international markets.
- Provide incentive for community-based tourism incentives

Priority area: 6 safety and security:

Strategic objective 6: To promote safety and security of tourists and tourism assets:

Safety and security interventions are concerned with the health of tourists, wild animals and local residents. The Great Virunga Massif region has had frequent crises of Ebola leading to unpredictability and loss of control over gorilla tourism as a major socio-economic function. Ebola and covid-19 crisis have affected the market potential and reputation of tourism business of the entire region. As a result, risk and crisis management is an integral component of KDTDP.

Specific objective 1: Improve institutional capacity to coordinate and manage tourism health, safety and security.

Interventions:

- Create tourism safety and security platforms.
- Institutional capacity building in safety and security issues
- Ensure quality assurance tourism service providers

Specific objective 2: Ensure tourism safety and security in the district.

Interventions:

- Develop a tourism safety monitoring program that involves different stakeholders.

Priority area 7: sustainable management of natural resources and cultural heritage sites:

Strategic objective 7: To promote sustainable management of natural and cultural heritage sites.

Specific objective 1: Ensure sustainable management of natural resources

Interventions:

- Community involvement and engagement
- Sustainable resource sharing.
- Promote proper land-use planning

Specific objective 2: To ensure preservation and protection of heritage sites.

Interventions:

- Create data base for the existing heritage and cultural sites
- Awareness creation
- Gazetting the areas with heritage and cultural sites
- and develop regulations in tourism gate entry places.
- Promote environmental awareness in the tourism sector.

3.10.1 Planning and Management Guidelines

The POCC analysis of Kisoro identified a range of issues pertinent to locally *appropriate* tourism development, given the prevailing socio-economic conditions. These issues have been supplemented with international best practice to derive a series of planning, economic, social and environmental guidelines that will promote responsible tourism development and poverty alleviation using the KDTDP.

Planning Guidelines

1. Plans for tourism developments within the district should be undertaken within the context of existing and proposed complementary and competing attractions at the national level, and in relation to opportunities that may promote regional tourism circuits.
2. Local government should liaise with central government structures to address regional security issues, and enforce national legislation and local bylaws (especially in relation to crime and natural resource use).
3. Integrate district tourism plan with broader national- and district-level planning processes, including the National Tourism Policy, Master plan and for Kisoro the 5-year District Development Plan and Environmental Action Plan.
4. Planners should endeavour to use the ‘Harmonised participatory planning guidelines for parishes/wards’ when undertaking tourism planning exercises. Encourage all interested and affected parties to participate.
5. Plans should be holistic, and address economic, environmental, social, and institutional factors that promote sustainable development.
6. Develop a crisis management plan, to implement in case of a political, security, natural (bush fires), or health crisis (Ebola & Covid-19). The plan should include how to minimise the risk of different scenarios occurring and strategies to address incidents and the media subsequently. Sensitise relevant stakeholders regarding the plan and provide training and facilities as required.
7. Provide opportunity for the participation and involvement of all interested and affected parties during all stages of the planning process. Stakeholders should include the private sector, public sector, NGOs/CBOs, service providers, traditional institutions (clans/elders), parishes, and representatives of marginalized groups, livelihood groups and the poor.
8. Promote co-ordination of tourism planning functions beneath local governments to avoid disjointed planning in local governments, duplication of activities and contradicting implementation approaches.
9. Planning should not be a one-off exercise, but a continual process.
10. District council should ensure accountability and transparency throughout the tourism planning process.
11. Spatial plans to zone areas for different types of development (including tourism) should be supported by legislation to facilitate their effective implementation.
12. District councils should consider how they might formally respond to proposed developments that may have adverse impacts on Kisoro’s natural resources, culture, society and existing livelihoods.
13. District councils should consider mechanisms to convert existing development that is in conflict with the zoning plans or Kisoro’s economic, environmental and social objectives.
14. Plan to provide a diverse range of new and complementary tourism attractions and activities that are appropriate to different markets (domestic tourists, foreign tourists, and business travellers) and are spatially

- distributed across the district along existing and complementary tourist circuits with appropriate signage and visitor facilities (toilets, parking).
15. Encourage tour operators to increase the range of activities undertaken by tourists, by informing them of the diversity and quality of complementary attractions within the district (cultural and natural attractions). Tour operators will also benefit if tourists stay longer in the area!
 16. Consider issues of land ownership and equitable access to natural resources when planning tourism developments, attractions and activities so that they provide access to opportunities for all members of the district – rather than an elite minority.
 17. Plan and develop tourism infrastructure so that it not only promotes tourism, but also uplifts the standards of living for the residents of Kisoro (road quality and safety, recreational facilities, information centres etc).
 18. Market and financial feasibility assessments should be undertaken prior to implementing tourism development proposals, before exposing external investors and local entrepreneurs to risk and unrealistic expectations.
 19. Develop and maintain documentation regarding existing district level tourism assets (accommodation) and service providers (e.g. guides, tour operators) to use as a basis for future planning, marketing and licensing. Consider posting the information on the internet to aid dissemination.
 20. Promote a phased approach to the introduction and development of new tourism infrastructure and services. In the short -term, prioritise initiatives that have a high probability of commercial success, community benefits, and low environmental impact, but which require little financial or capacity support.
 21. Create policies and strategies that evoke an enabling environment to stimulate and support local entrepreneurs and small business development.
 22. Preferentially provide planning permission to investors and developers who describe how they will to promote equity, employment and training for local people (especially the poor, women, people with disabilities and youth), and procurement from local product and service providers.
 23. Promote opportunities for community-based tourism enterprises and joint ventures between the private sector and community organisations, where community members have negotiated contracts that include provisions for equitable rights, responsibilities, risks and opportunities.

4.1.2 Economic Guidelines

1. Local government should use the funding options at its disposal (including conditional, unconditional, equalization grants, Graduated Tax, donors, private sector) to help finance community-based tourism projects.
2. Preference should be given to tourism developments where community members are willing to contribute towards co-financing, and where they are involved in the decision-making and identification of resources. Community members may have various options for contributions, including local materials and unskilled labour, or cash.

3. Where returns from user fees are attractive, provide institutional support for the private sector investment under the Build Operate and Own (BOO) arrangement.
4. Use existing institutional financial structures within local government to channel funds for community-based tourism development, but apply careful gap-stopping measures as a management tool to enhance functional capacities in planning, financial management, public procurement, monitoring and evaluation. Ensure funding is reliable to promote sustainability.
5. Where NGOs or other independent agencies transfer funds to local governments to finance CBT, ensure that there is transparency, control and accountability and appropriate levels of financial management skills.
6. Facilitate access by local people, especially the poor, to micro-credit and soft loans to initiate commercially viable tourism ventures. Provide information about donors who may support community-based tourism, capacity building, and conservation initiatives.
7. Provide skills in financial management, marketing, procurement and accountability in cases where community members are in control of funds.
8. Ensure that realistic plans for tourism development are developed, which are implementable with available resources and budgets. Empower stakeholders with information regarding potential or available resources for tourism development, to ensure that expectations are realistic.
9. Encourage improvements in the quality of all tourism attractions and services – particularly among small medium and micro-enterprises (SMMEs) to enhance their revenue generating potential - and provide access to information and training, and quality standards.
10. Undertake market research analyses to identify options for tourism development that are viable in the current tourism market to guide zoning.
11. Provide access to local entrepreneurs, SMMEs, and craftspeople to market research data, and encourage them in the development of diverse, quality and fairly priced products and services.
12. Promote the practice of preferential local purchasing and employment, and encourage tourism enterprises to monitor and report on activities that stimulate the local economy, gender equity, employment of marginalized people (Batwa, people with disabilities), and set targets for improvement.
13. Facilitate and support the development and operation of locally owned and run SMMEs that are both directly related to tourism (accommodation, guiding) and also those which support the tourism industry (transportation, internet, laundry services, microfinance).
14. Promote and encourage linkages between existing and emerging tourism enterprises and supporting producers and suppliers in the district to enhance cooperation, communication and local networks and local business (by developing a local Tourism Association or Tourism Information Bureau).
15. Foster an ethic of corporate social responsibility (CSR) and fair trade within the tourism industry, and consider asking enterprises to quantify their support for initiatives that uplift the community (number and value of

- bursaries for students; value of donations channelled to community projects and community infrastructure).
16. Provide access for local SMMEs and entrepreneurs to markets or outlets where they can sell their products (local food and drink, crafts, honey) and services (traditional dancing, storytelling) direct to tourists with respectability. The poor and marginalized often face the greatest barriers to tourism markets, and access should be facilitated through the development of co-operative retail outlets.
 17. Assist new and emerging businesses in addressing gaps in the market rather than overcapitalising on existing strengths, to promote commercially viable development across the district.
 18. Given the established market for the unique selling proposition for tourism in the district – gorilla trekking– consider how new complementary attractions and services could cater for this market.
 19. Consider the potential for advances in information technology to be used in cooperatively marketing Kisoro’s tourism attractions (the potential for a website describing routes, products and activities)
 20. Consider the opportunity costs of tourism in people’s livelihoods. Tourism is a fragile business, and easily affected by security, disease outbreaks and currency fluctuations. Therefore, tourism should not replace existing livelihoods, but should be promoted as a complementary revenue generating activity.
 21. Ensure that tourists are charged fair prices for products and services in Kisoro. Consider developing guidelines for pricing and bargaining that benefit both tourists and businesses. Be aware that demand from tourism may inflate higher prices for products for local people.
 22. Encourage tourism businesses to use fair recruitment (that do not unfairly benefit one cultural group or gender), advancement, training and remuneration practices. Enterprises should sign formal contracts with employees and establish guidelines and practices to safeguard employee’s health and safety.
 23. Measure and report on the contribution of tourism to poverty alleviation in the district, and consider tourism’s impact on employment, revenue-generating activities, supporting existing livelihoods, and dependent family members.
 24. Ensure that tourists enjoy their experiences in the district: Develop, distribute and collate questionnaires that ask tourists what they did; what they enjoyed; what other activities they might like to do; additional projects they might wish to purchase; and how tourism in Kisoro could be improved.
 25. Disseminate feedback from tourists to interested stakeholders and help them to implement recommendations to enhance the quality of tourism in the district.

4.2.3 Social Guidelines

1. Provide training to build local capacity by developing a pool of district and local facilitators who understand tourism development, to enhance community acceptance and ownership of the training and planning. This ensures that once the external experts withdraw, local expertise remains within the district. Training needs may include; project planning and management; leadership training skills; Gender and Empowerment; Business/tourism/crafts skills; Community and resource mobilisation; Financial management, procurement and accountability; Documentation/communication; and Lobbying, networking and advocacy.
2. Consider establishing local institutions such as community forums, accessible by all interested members of the community, and especially marginalized members of society, to provide a mechanism for information about tourism to be reviewed and for local concerns to be addressed (quality, access, marketing, social impacts etc.).
3. Encourage cooperation between different institutions to promote responsible tourism and conservation, including local government, NGOs, CBOs, private sector tourism businesses, and other interested parties.
4. Encourage mutually respectful, friendly and beneficial relationships between residents of Kisoro, tourists and visitors: especially with regard to the rights of privacy.
5. Advertise areas where tourists are welcome to go, and provide information regarding areas that are prioritised for residents instead.
6. Encourage the people of Kisoro to be domestic tourists, especially youth: Encourage people to visit the natural and cultural attractions in their district, and participate in recreational activities, and consider discounts for local people and marginalized groups.
7. Tourists want to ‘meet the people’ of Kisoro. Design opportunities for interactions between visitors and hosts for cultural exchange and learning (homestays, storytelling, inclusion in local festivals, employ local guides, agrotourism).
8. Consider how tourism can be developed so that does not negatively affect the way of life and people’s livelihoods (avoiding conflicts over resources, not interfering with children’s schooling). Tourism should not compromise respect for social and cultural and religious rights, or the essential human rights of people to food, a safe and clean environment, work, health, and education.
9. Provide organised and informal opportunities for tourists to learn more about the rich natural and cultural heritage of Kisoro. Consider visits to Batwa communities, guided tours of local villages, meals with traditional food and drink, demonstrations of craft making skills, cultural dances, storytelling, games, traditional music and song.
10. Use the interest from tourists in local culture to stimulate education and pride among the residents of Kisoro of their heritage, and pass on stories, dances, songs and traditional skills to the youth.

11. Ensure the respect and dignity of people in the development, marketing and promotion of tourism.
12. Stimulate opportunities for marginalized members of society to actively participate in the tourism industry (women, orphans, youth, people with disabilities, the landless). Sensitise the community regarding the causes of poverty, and options to alleviate it.
13. Develop educational booklets that can be given or sold to tourists that accurately describe the history, culture, livelihoods, and traditions of the people of Kisoro. Describe how to communicate simple greetings in local languages. Also provide accurate information for residents about tourists to stimulate mutual understanding.
14. Develop organised tours and menus of attractions on routes on which tourists can be guided by their hosts, meet local people, learn about local culture and natural heritage, and buy fairly traded local produce.
15. Consider developing codes of conduct for tourists with the participation of local stakeholders regarding local social and cultural practices, so that visitors do not unintentionally offend residents in their behaviour, their attire, or by where they go.
16. Sensitise residents regarding the potential needs and expectations of different types of tourists using radio, workshops and schools to explain how tourism is everyone's responsibility.
17. Promote safety and security in the province – which can benefit both tourists and hosts. Consider 'community policing' forums to work in collaboration with the police to address antisocial problems such as drug and alcohol abuse.
18. Use participatory processes to develop codes of conduct for stakeholders involved in the tourism industry. Consider how stakeholders might be organised to cooperate and avoid practices that discourage tourism (begging, or pestering tourists to purchase goods or services).
19. Develop infrastructure and services that stimulates a healthy and attractive environment for both tourists and residents (public health centres, sewerage, HIV/AIDS & malaria awareness, organised waste disposal and recycling areas).
20. Develop and implement a crisis management plan, to address crises if they take place. This should involve providing rapid and accurate information to the media regarding actions taken to remedy situations.
21. Consider ways in which the cultural heritage and craft skills within Kisoro can be adapted to provide attractive products for tourists to buy, but which do not devalue or undermine important traditions.
22. Consider which existing resources may be sensitively exploited for tourism, with little financial investment or additional training.
23. Promote on-the-job training relating to tourism business and hospitality that is delivered in a realistic manner to interested stakeholders and marginalized members of the district. Provide a range of options for people

to access education and training including demonstrations and exchange visits.

24. Introduce information about tourism attractions into school curriculums, and arrange for students to experience Kisoro's tourism activities as participants. Include information about the positive and negative economic, environmental and social impacts of tourism.
25. Promote a culture of mentoring: where the skilled and experienced within the district pass on their knowledge to others.
26. Take personal responsibility for participating in the tourism industry, planning processes, and making Kisoro a better place to live and visit.
27. Promote gender equality in all sectors of tourism planning and development, and opportunities for people with disabilities to engage.
28. Obtain information regarding options for economic participation in the tourism industry that creates the best deal for the people of Kisoro: consider joint ventures with the private sector, community-based tourism enterprises, and privately owned businesses with equitable contracts that are independently negotiated.
29. Promote opportunities for local people to have a measure of ownership and control over tourism enterprise development. Use the opportunities to build capacity among local people in business, financial management, environmental management and hospitality.
30. Develop appropriate indicators relevant to local society and culture that can be used to monitor and report on both positive and negative social impacts of tourism (lower reported crime).
31. Combat any exploitation in any form of tourists or residents in Kisoro, especially with regard to the sexual or financial exploitation of women, youth, and marginalized groups.

4.2.4 Environmental Guidelines

1. Undertake Environmental Impact Assessments (EIAs) or environmental scoping prior to developing tourism infrastructure, in line with national and district policy, and ensure that mitigation recommendations are undertaken.
2. Plan new developments in locations and with operational requirements that will not adversely affect local people or the environment (in ecologically sensitive areas).
3. Review environmental impacts that may occur over the life-cycle of a development: planning, construction, operation and decommissioning.
4. Provide a support for enterprises wishing to integrate environmental management systems (EMS) within their operations. Encourage the involvement of all staff in evaluating existing environmental impacts, designing strategies to reduce harmful impacts, implementing programmes, monitoring progress towards achieving objectives, and reporting progress to employees and tourists.
5. Consider the precautionary principle when planning tourism development that may have negative consequences for Kisoro's unique ecological features.

6. Use national and international best practice in the design of infrastructure, appropriate to local conditions that reduce the operational energy requirements. Consider available options for natural lighting, cooling and heating and educate visitors and staff about what has been done.
7. Use sustainably harvested local materials during construction, operation and maintenance of tourism infrastructure: such as bamboo. Record how much is used and the amount of money that enters the local economy as a result. Avoid using materials that are unsustainably harvested or damage the environment (wetland species).
8. Use renewable, non-polluting sources of energy whenever possible: solar, wind, and hydroelectric. Set realistic targets to reduce energy consumption over the year, and design strategies with staff to meet them. Sensitise local people about energy saving and biomass stoves to conserve trees.
9. Use sewage treatment systems that return harmless effluent back to the environment and require little energy or chemicals. Consider installing compost toilets for small developments, or reed bed systems for larger developments.
10. Promote the ethic of reduce, reuse and recycle among enterprise staff, local people and tourists. Attractive craft items can often be made out of sorted waste and sold to tourists, and may be given to local craft or women's groups. Set targets to reduce the volume of waste produced over time, and ensure that waste it is disposed of in the least environmentally damaging way possible.
11. Coordinate, plan and develop waste disposal and public health systems both to the benefit of the community and to enhance the attractiveness of Kisoro to visitors.
12. Work with suppliers to reduce the volume of packaging, or to return packaging to suppliers for re-use.
13. Avoid the use of environmentally damaging chemicals, and promote the use of biodegradable and organic pest control, detergents and treatment agents.
14. Buy locally produced food, drink, furnishings and crafts that reduce transportation costs, and discourage products those that exploit rare or endangered species, or have adverse negative social consequences.
15. Consider developing and joining a local Wildlife and Tourism Clubs of Uganda group to promote conservation in the schools, and improve local awareness of environmental management that protects the ecosystem.
16. Encourage staff and tourists to use environmentally friendly transport (walking, cycling).
17. Consider offering indigenous tree-replanting schemes in locally de-forested areas as mechanisms for tourists to absorb the carbon dioxide emissions produced during their flights and vehicle travel.
18. Provide visitors and staff with information that helps them to reduce their impact on the environment: consider their activities in hotels and transportation in addition to natural and protected areas, environmentally sensitive souvenirs, and perhaps design and distribute a pamphlet for their reference.

19. Train local guides who can offer tours of the outstanding natural features of Kisoro, and who can educate visitors about the local environment. In addition to existing forms of tourism in protected areas (gorilla trekking), also consider agrotourism, fishing, hiking or craft making as options for visitors.
20. Considering the value of Kisoro's natural heritage to residents and guests, take action to protect and enhance it for the benefit of tourism and future generations. Consider taking action to remove litter or remediate eroded areas, and set up a community watch system for people to report incidents of poaching or crime to the authorities.
21. Work with local authorities to develop mutually beneficial conservation programmes, sustainable utilisation initiatives, and environmental education. These may include setting aside land for natural habitats or sponsoring local conservation initiatives.
22. Contribute to problem animal control programmes, either by volunteering to work with affected people, implementing institutions, or by growing crops that are unpalatable or form barriers to wildlife

SECTION FOUR

MONITORING AND EVALUATION FRAMEWORK

4.1 Monitoring committees

The overall responsibility for monitoring the implementation of this plan will be with the district local government. To effectively monitor the implementation of activities, a participatory approach involving all key stakeholders will be adopted. The three major forums to be utilized are: the Top Management Committee at the district; the District Tourism Sector Working Group; and local community Tourism Groups. A dedicated budget will be established to facilitate this forum.

5.1.2 Top Management Committee at the district

This should comprise of heads of the district and its departments and a representative of the private sector. The forum will receive, review and approve annual budgets of the tourism department. The Committee will meet monthly to receive and assess performance monthly reports of the tourism zones in regard to the KDTDP and their annual work plans. The Top Management Committee will receive, review and approve all tourism related development projects that are funded by the various development partners. Such projects should always indicate relevancy to the overall five-year sector development plan before they are approved for implementation in Kisoro.

5.1.3 Local Tourism Sector Working Group

A tourism sector working group has been in existence in Kisoro district bringing together all the major sector stakeholders to review the performance of the sector and identify emerging issues on a regular basis. This forum is chaired by DCO, and members will include senior representatives of all district departments from the district sub counties. Membership will also include key sector stakeholders from the private sector and the development partners. These stakeholders will meet on a quarterly basis to review performance of this KDTDP. Therefore, the office of the DCO will establish direct communication channels with the actors to facilitate information sharing with the stakeholders. To the extent possible, social media platforms such as Facebook, Twitter and WhatsApp should be taken advantage of.

5.1.4 Community Sector Working Groups

Owing to inadequate presence of tourism in the community, three TICs will be put up and will help to coordinate local communities and tourists. These centers will mobilize local communities to engage into tourism through promoting tourism sites and activities in the community which will bring together all actors from the entire sector value chain; representatives of local governments; and other stakeholders (cultural, agro tourism etc). Therefore, it will be important for the tourism development office to organize quarterly meetings where all these stakeholders meet to discuss progress in implementation of this plan at the local level.

5.1.5 Progress reporting, reviews and communication results

The Top Management Committee will meet quarterly to discuss reports on key expenditures, actions, outputs and progress towards outcomes envisioned in this KDTDP. Furthermore, the tourism office will compile an annual performance report outlining performance of the plan, the challenges and proposed mitigation measures in relation to this KDTDP. This annual performance report will be submitted to the Ministry of Tourism.

5.2 Mid-term Evaluation

A mid-term review of the KDTDP will be conducted in 2024/25 financial year to assess performance against the objectives and key outputs. The evaluation will be led by MTWA, and will make recommendations required to achieve the targets and objectives.

5.3 Final Evaluation

A final evaluation of this KDTDP will be conducted in the 2026/27 financial year. The purpose of this evaluation will be to assess the overall effectiveness of the plan against its objectives as well as the objectives of the NDPIII. This evaluation will highlight among the many issues important lessons learnt from implementing the plan as well as recommendations for the next planning phase for the sector.

5.4 Logical Frameworks

The primary tool to be used in the monitoring of the implementation of each of the five core priorities of this Plan is a logical framework. This tool will help to establish a logical hierarchy of means by which objectives will be attained; identify potential risks; establish how outputs and outcomes are best monitored and evaluated; present a summary of each priority intervention.

| Priority area | Strategic intervention | Actions | Performance indicators | MoV | Time frame | | | | | Budget |
|-----------------------------|--------------------------------------|---|---|--|------------|-----------|-----------|-----------|-----------|--------|
| | | | | | 2022/2023 | 2023/2024 | 2024/2025 | 2025/2026 | 2026/2027 | |
| Tourism Product Development | Diversification of product offerings | Identification and Mapping of tourism products. | No. of tourism products identified and mapped | Tourism maps in place | | | | | | 10M |
| | | Profiling tourism products | No. of new products profiled | The Inventory of new and existing products | | | | | | 5M |
| | | Design | No. of | Tourism | | | | | | 10M |

| | | | | | | | | | | |
|--|---|--|---|---|--|--|--|--|--|-----|
| | | tourism circuits | circuits | circuit maps in place | | | | | | |
| | Enhancement of conservation and tourism values. | Advocacy and awareness meetings near conservation areas Gazetting tourism resources on private land | No. of meetings conducted No. of tourism resources gazetted | Minutes, attendance list, reports Reports, Gazette instruments | | | | | | 5M |
| | Provide Diverse Range of investment opportunities | Hold investment Forums. | No. of investment forums held | Reports, investment profile | | | | | | 60M |
| | | Profiling investment opportunities | investment opportunities profiled | Profiled investment inventory | | | | | | 2M |
| | Strengthen Local Government institutional capacity to implement and monitor community-based tourism programs/projects | Conduct capacity building trainings | No. of capacity building trainings conducted | Training reports and attendees | | | | | | 30M |
| | | Conduct experience visits Formation of tourism working groups at sub county and parish | No. of experience visits No. of tourism working groups formed. | Reports Reports | | | | | | 80M |

| | | | | | | | | | | |
|--------------------------|---|---|--|--|--|--|--|--|--|------|
| | | levels | | | | | | | | |
| | Registering all existing community-based tourism projects | Profiling community-based tourism projects | No. of community-based tourism projects registered | Inventory of community-based projects | | | | | | 15M |
| | Establishing strategic partnerships with NGOs, Private sector and community-based organizations | Conduct stakeholder mapping | No. of stakeholders mapped | Stakeholders inventory reports | | | | | | 3M |
| | | Hold stakeholder engagement meetings | Number of meetings conducted | Attendances, reports and vouchers | | | | | | 20 M |
| Tourism Marketing | Use of Social media platforms and link district website | Identifying the relevant platforms | No. of media platform linked to | Responses and visibility. Increased visitor inflow | | | | | | 10M |
| | developing a brochures and online fliers | Production of brochures and fliers | No. of brochure developed and distributed | Production and distribution list | | | | | | 40M |
| | Enhancing Signage | Production and placing signages/ tourism billboards | Increased visibility | No. of Billboards installed at all entry points | | | | | | 200M |

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| Human Resource Development | Strengthening professional development | On job Mentorship and skills | No. of professionals mentored | List of professionals mentored | | | | | | 10M |
| | | Building linkages with highly trained professional work places | No. of linkages and placements | No. of beneficiaries and reports | | | | | | |
| | strengthening existing tourism education and training institutions and programme | Enforce professional standards | No. of inspections | Inspection report | | | | | | 20M |
| | conduct capacity building and awareness workshops | Conduct multi-sectoral workshops Conduct radio talk shows as awareness tool. | No. of multi sectoral workshops conducted | Workshop report, attendances and photos | | | | | | 50M |
| Infrastructure Development | The upgrading of the poor-quality road infrastructure network | Lobby and influence infrastructure development | No. of roads opened linking to tourism sites | No. of roads developed | | | | | | 4M |
| | encouraging and supporting investment in accommodation | Provision of incentives, information and tax | No. investors attracted in the | Increased new accommodation | | | | | | 2M |

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| | n sector | holidays | accommodation sector | facilities established | | | | | | |
| | enforcing service and accommodation standards regulations | Periodic hotel inspection | No. of hotels inspected | Inspection Reports Visitor book signed | | | | | | 50M |
| | Establish Tourist Information Centers | Recruitment of information officers /volunteers/ ambassadors Equipping the office | No. of information officers recruiter | Effective and efficiency tourism information Centre. | | | | | | 300M |
| | Improve signage in the tourism zones and circuits | installation of signage | No. of sign posts installed | Sites and circuits easily accessed | | | | | | 30M |
| Community Based Tourism | Build community capacities for tourism enterprise development | Benchmarking to well established communities Entrepreneurial and artisanal skills training Establishment of a craft centers at strategic gate entry areas | No. of benchmarking trips organized No. of group trainings conducted No. of craft centers established | Reports, list of participants Training reports | | | | | | 150M |

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| | <p>Establish a framework for private sector-community collaboration</p> | <p>Create fora between communities and private sector (engagement foras)</p> <p>Organize meetings and trainings for private sector</p> <p>Initiation of MOU between communities and private sectors</p> <p>Periodic review of MOU</p> | <p>No. of fora created</p> <p>No. of meetings organized</p> <p>No. of MOUs initiated</p> <p>No. of MOUs reviews done</p> | <p>Meetings , report, minutes</p> <p>Minutes, attendance lists,</p> <p>MOUs in place</p> <p>Meetings , minutes</p> | | | | | | |
| | <p>increase funding for community tourism activities</p> | <p>Hold resource mobilization meetings</p> <p>Train communities on resource mobilization</p> <p>Support development of business plans</p> | <p>No. of meetings held</p> <p>No. of resource mobilization trainings conducted</p> <p>No. of business plans developed</p> | <p>Reports, minutes</p> <p>Reports,</p> <p>Reports, business plans in place</p> | | | | | | |

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| Health Safety and Security | Create tourism safety and security platforms | Hold engagement meetings with the district Security meetings | No. of meetings held | Minutes, Attendance lists | | | | | | | 5M |
| | Institutional capacity building in safety and security issues | Training personnel in tourism areas in safety and security safeguards | No. of trainings conducted | Training reports, attendance lists | | | | | | | 20M |
| | Ensure quality assurance for tourism service providers | Carry out periodic inspections and enforcement for tourism work places | No. of inspections and enforcement carried out | Reports | | | | | | | 5M |
| | Develop a tourism safety monitoring program that involves different stakeholders | Designing a monitoring tool/checklist | No. of tools/checklists developed | Checklist /tool | | | | | | | 5M |
| | | Prepare annual safety and security monitoring plans | No. of plans | Plans, reports | | | | | | | 4M |
| sustainable management of natural resources and cultural heritage sites | Community involvement and engagement | Conduct Community based planning meetings | No. of meetings | Minutes, attendance lists CBPs in place | | | | | | | 10M |
| | Sustainable resource sharing | Develop management guidelines | No. of guidelines | guidelines | | | | | | | 40M |
| | | Initiate | | No. of | MoUs | | | | | | |

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| | | resource sharing MoUs | MoUs initiated | | | | | | | |
| | Promote proper land-use planning | Review existing local physical development plans | No. of development plans reviewed | Reviewed Plans | | | | | | 50M |
| | | Develop Land use plans around Key Tourism areas | No. of land use plans developed | Land use plans | | | | | | 250M |
| | | | | | | | | | | 1,100 BN |