



KARAMOJA TOURISM DESTINATION MANAGEMENT PLAN (DMP) 2024 - 2030

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1

Introduction to Destination and Destination Management Plan

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You are most welcome to Karamoja Destination! We are proud to present the first ever Tourism Destination Management Plan (DMP) of this emerging tourism destination.

With this plan we commit to collaborating amongst all stakeholder groups being impacted by the current and future effects of tourism – including the environment as a stakeholder.

We want to commit to setting us on the right destination lifecycle pathway with the right pace right from the start: one that is at all times oriented towards sustainable tourism, protecting our natural and cultural heritage while offering livelihood opportunities for as many as possible.

We want to commit to creating a great place for travellers to explore and a better place for residents to live in.

We are conscious that not everything in tourism can be planned having every stakeholder in agreement and that there are activities which are implemented beyond the scope of this plan, at times even at odds with this plan, but we are hoping for this DMP to set the overall tone and direction of how tourism develops in Karamoja and the owners of this plan to use it to steer the discussions with all key stakeholders.

This DMP was developed according to the following principles:

- Participatory in its development and its implementation
- Focussed on actual demand, the visitors, not on supply or administrative borders
- As light as possible, so it is actually read and used
- As practical as possible, not academic
- Based on mainly qualitative information, but backed up with quantitative data, wherever possible.
- A working document, which needs to be adapted and adjusted along the way

The main objective of the DMP is to facilitate collaboration amongst stakeholders, to support prioritisation of activities and funding, and to allow for well targeted fundraising.

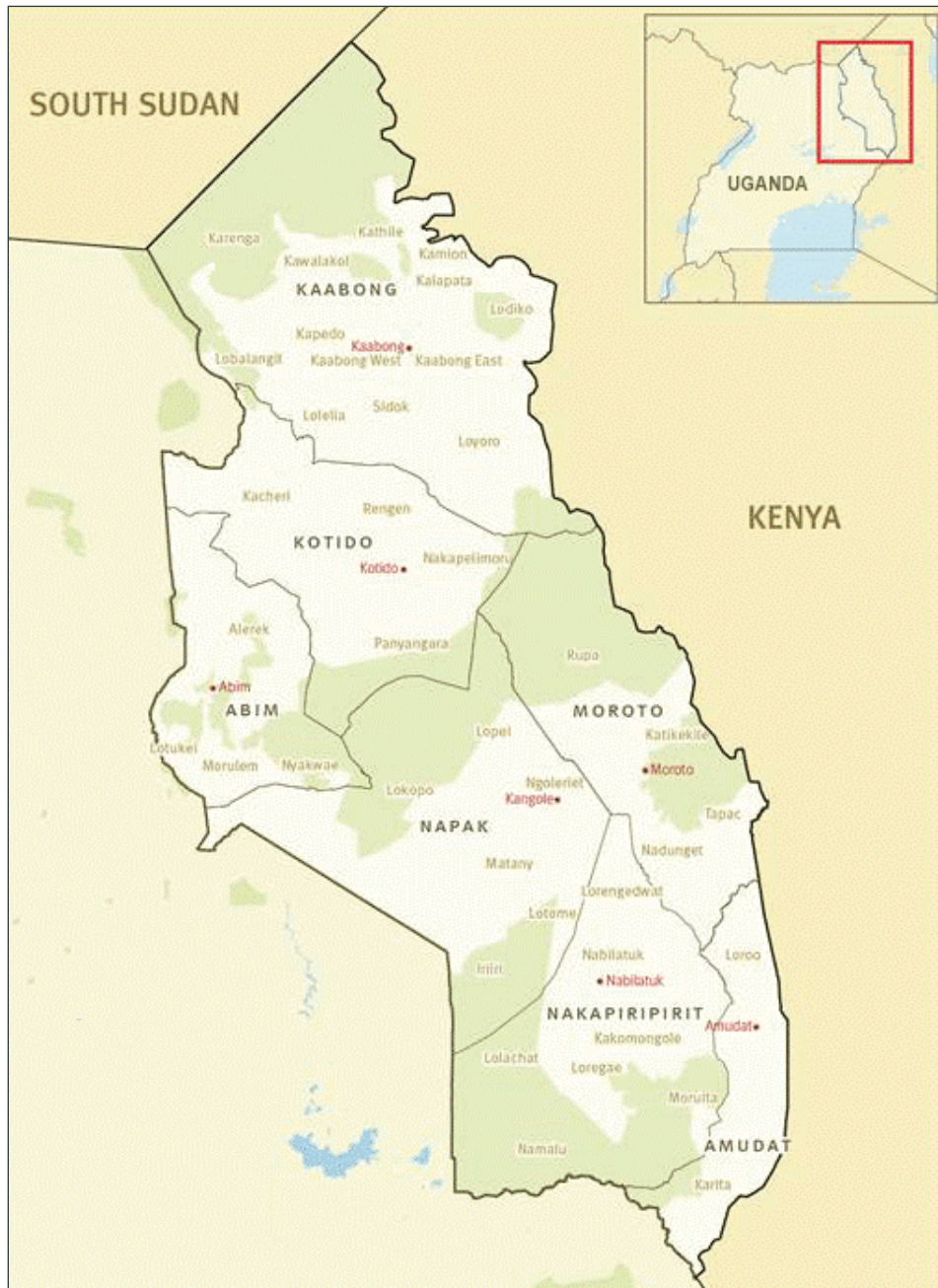
The DMP consists of an overall destination profile which describes the destination as seen by the different stakeholder groups in April 2024. This profile forms the baseline for further tourism development. It then provides a vision for where the different stakeholders would like to see Karamoja to go to by the year 2030. It explains the key working areas prioritised to achieve the vision and has a detailed action plan for each working area. Its range of Annexures provide additional information, including a list of stakeholders who have participated in the process of developing and validating the DMP.

2

Current Destination Profile

@karatungatours_Marcus Westberg

Karamoja is a typical destination at the exploration stage of its overall lifecycle. This chapter describes its current profile, including the main attractions and experiences, the main stakeholders and service providers, the current strengths, weaknesses, opportunities and threats, the perception of the destination in the market place and its sustainability panorama.



2.1

DESCRIPTION OF MAIN ATTRACTIONS AND EXPERIENCES

The map illustrates the geographic location and spread of Karamoja. Administratively, it comprises Kaabong, Kotido, Abim, Moroto, Napak, Nakapiripirit and Amidat districts and borders Kenya in the East and South Sudan in the North.

Karamoja's main tourism potential lies in its diversity of cultural, natural and adventure experiences. The current highlights are:

- The Karimojong and their culture and traditions which are accessible to tourists in museums and in community-based tourism experiences.
- 1 national park, 2 wildlife reserves, 17 central forest reserves and protected areas offering wildlife and bird sighting potential
- A range of mountain peaks allowing for mountaineering experiences
- A broad network of remote roads allowing for exploration by bike, motorbike or car
- A range of business- and work-related opportunities attracting business and development partners to the region.

Part of its attraction lies in the fact that it is unexplored, remote and in many ways authentic allowing travellers this feeling of being explorers, rather than being one of many others. While this will be challenging to maintain with increasing tourism development, it has to remain at the core of the destination's value proposition and overall vision.



1. Kidepo Valley National Park
2. Pian Upe Wildlife Reserve
3. Matheniko-Bokora Wildlife Reserve
4. Mountain Kadam Central Forest Reserve
5. Mountain Moroto Central Forest Reserve
6. Mountain Napak Central Forest Reserve
7. Mountain Morungole Central Forest Reserve
8. Napeded Rock Painting (Pian Upe Wildlife Reserve)
9. Nakapelimoru, East Africa's Largest Traditional Village (Kotido)
10. View on the East African Rift Valley Escarpment (Timu)
11. Karamoja Cultural Event (rotational)
12. Karimojong Traditional Village Tour (Napak)
13. Traditional Nomadic Cattle Camp Visit (Moroto)
14. Ik Cultural Experience (Timu)
15. Karamoja Museum visit (Moroto)

DESCRIPTION OF MAIN ACTORS AND GOVERNANCE SET-UP

Annex 1 lists all actors which were considered either primary actors or secondary actors when it comes to tourism destination development and management in Karamoja. It shows a very diverse picture with many different actors with specific mandates and interests, which may at times be or become conflicting. While this diversity and complexity is part and parcel of any destination anywhere in the world, it is important that context-adapted governance structures are established to ensure an enabling environment for tourism development which is responsible towards the local population and the natural environment, while offering authentic experiences to respectful visitors. There are currently no tourism destination management structures for the whole destination of Karamoja as covered by this DMP, but tourism is either managed at national level through the Ministry of Tourism, Wildlife and Antiquities (MTWA), the Uganda Tourism Board (UTB) and the variety of private sector associations under the umbrella of the Uganda Tourism Association (UTA) or through district level public sector structures employing tourism district officers. These tourism officers are responsible for the coordination and supervision of tourism activities in their administrative territory, but there is no formalised manner of working with other destination stakeholders beyond the boundaries of a district.

The Karamoja Tourism and Hospitality Association (KATHA) has been formed in the frame of a vocational skills development focussed international development project in 2019, with the purpose of coordinating tourism activities of all major stakeholders in the region, but the association has so far been rather reactive and less proactive when it comes to broader destination management tasks. There are other private sector associations, such as Auto, ..., which function in a fairly centralised, Kampala and Uganda wide logic, whereas a sub-national destination management set-up and related processes is so far missing. KATHA currently offers the best option as coordinator for destination management interventions and as host of the Destination Management Plan (DMP). It will be important that KATHA membership represents all key stakeholders of Karamoja and that clear by-laws with roles and responsibilities, including funding sources can be defined as one of the first actions under the implementation period of this DMP. For the time being, an interim committee has been established consisting of the following members:

- Theo Vos
- Godfrey Kimbowa
- Maraika Amabile
- Nicholas Najuna
- Max Shoudry
- Isaac Ejopu
- James Kiyonga
- Lokiru Benjamin
- Omoit James
- Felex Lopei
- Julius Lemukol
- Emma Ochou
- Sagal Godfrey
- James Okware
- Loumo Derrick

This committee is tasked to validate and finalise the DMP and start its formal implementation process.

Annex 4 proposes a governance set-up which could work for Karamoja, but will the buy-in and agreement of all different stakeholder groups. It is proposed to be a flexible structure at this point in time, as sustainability of formalised, one body destination management structures – for instance Destination Management Organisations (DMO) - created in very emerging destinations with limited funding and capacity is often limited.

2.3

CURRENT SWOT

Using a SWOT analysis the stakeholders assessed current strengths and weaknesses of Karamoja as a tourism destination as well as opportunities and threats. Strengths and weaknesses are more internal and in control of the destination actors, whereas opportunities and threats are more external and outside of destination actors' sphere of influence. The table below shows the SWOT in detail, whereas in summary it comes to the following:

- The diversity in nature, culture and adventure attractions off the beaten track caters in an excellent manner to an increasing global tourism trend for more authentic and sustainable experiences. Public and private tourism stakeholders in Uganda are increasingly recognising this and are pushing for a more diverse development and promotion of tourism in Uganda including destinations like Karamoja.
- The main weaknesses of Karamoja lie in a very incipient, sometimes difficult to access tourism infrastructure accompanied by limited capacity at all levels of the value chain while still being associated – in particular amongst domestic tourists – with higher levels of insecurity which characterised the Karamoja region in the past.

STRENGTHS

- Diverse tourism product offer
- Unique landscape (e.g. mountains, national parks)
- Authentic culture
- Abundance of wildlife wherefrom country endemic species like spotted wild dog, cheetah, bright gazelle, ostrich and roan antelope
- Unique birds wherefrom Uganda's only endemic species Fox's Weaver
- Hospitable and welcoming people
- Off the beaten track and untapped potential
- Adventure opportunities
- Basic infrastructure existing

WEAKNESSES

- Broader tourism infrastructure not yet developed
- Limited knowledge, skills and capacity about tourism
- Limited number of quality service providers
- Low quality of existing services
- Inadequate marketing of the destination
- Weak and negative destination perception (e.g. security, poverty)
- Long distance from Kampala and Entebbe
- Poor network and connectivity
- Low investments in the tourism value chain

OPPORTUNITIES

- Current tourism trends for authentic experiences
- Infrastructure investment coming along with business potential
- Government willingness to diversify tourism in Uganda and enabling policies
- Cross-border collaboration e.g. with Kenya
- Tourism development along the route to Karamoja
- Business tourism e.g. NGO's, Mining etc.
- Development of activities along the route
- Development of international airport at Kidepo Valley National Park in Karenga District

THREATS

- Security risks: real and perceived
- Wildlife poaching activities
- Strong competition with more mature destinations, e.g. Masai Mara
- Negative development effects, e.g. displacement of cultural sites /people
- Environmental degradation
- Changing land use away from extensive agriculture
- Risks of human wildlife interaction

2.4

CURRENT DEMAND AND VISITOR FLOWS

At the heart of the development of this DMP is the visitor flow approach. A visitor flow is defined as:

- people which travel with similar motivations to a specific destination (e.g. climbing a specific mountain in the destination, finding a particular bird, explore culture and nature off the beaten track, visit family and friends).
- people who behave in similar ways within the destination, e.g. visit the same sites and experiences, use similar services.
- people who inform themselves in similar ways about the destination and have similar booking behaviours.

Visitor flows are repetitive over time, can be drawn onto geographic maps and can be managed as separate units. This allows a more purposeful, customer-centric development of a destination and a much better targeting in terms of promotion.

Together with different stakeholders of Karamoja destination, we have come up with the following long list of visitor flows which are currently visiting Karamoja:

- | | |
|--|--|
| 1. Backpackers | 10. Missionaries and Prayer Groups |
| 2. Foreign Independent Travellers (FIT) exploring culture and nature | 11. Researchers |
| 3. Karamoja Culture Festival | 12. Organised School Trips (International Schools) |
| 4. Mountaineers | 13. Volunteers |
| 5. Birders | 14. Expatriates exploring their host country |
| 6. Cycling Enthusiasts | 15. Diaspora visiting friends and family |
| 7. Organised Safari Groups | 16. Capetown to Kairo overlanders |
| 8. Self-Drive Campers | 17. Motorbike enthusiasts |
| 9. Business and Development Partner Field Visits | |

Amongst these 17 flow categories, we have selected the ten visitor flows marked in bold as flows to further analyse in terms of their behaviour. We have selected these 10 flows based on a rapid selection using economic, social and environmental sustainability criteria. Annex 2 shows all the mapped visitor flows in more detail. Chapter 4 explains how the 10 visitor flows were further narrowed down into 5 main visitor flows to focus on at this stage of destination development of Karamoja.

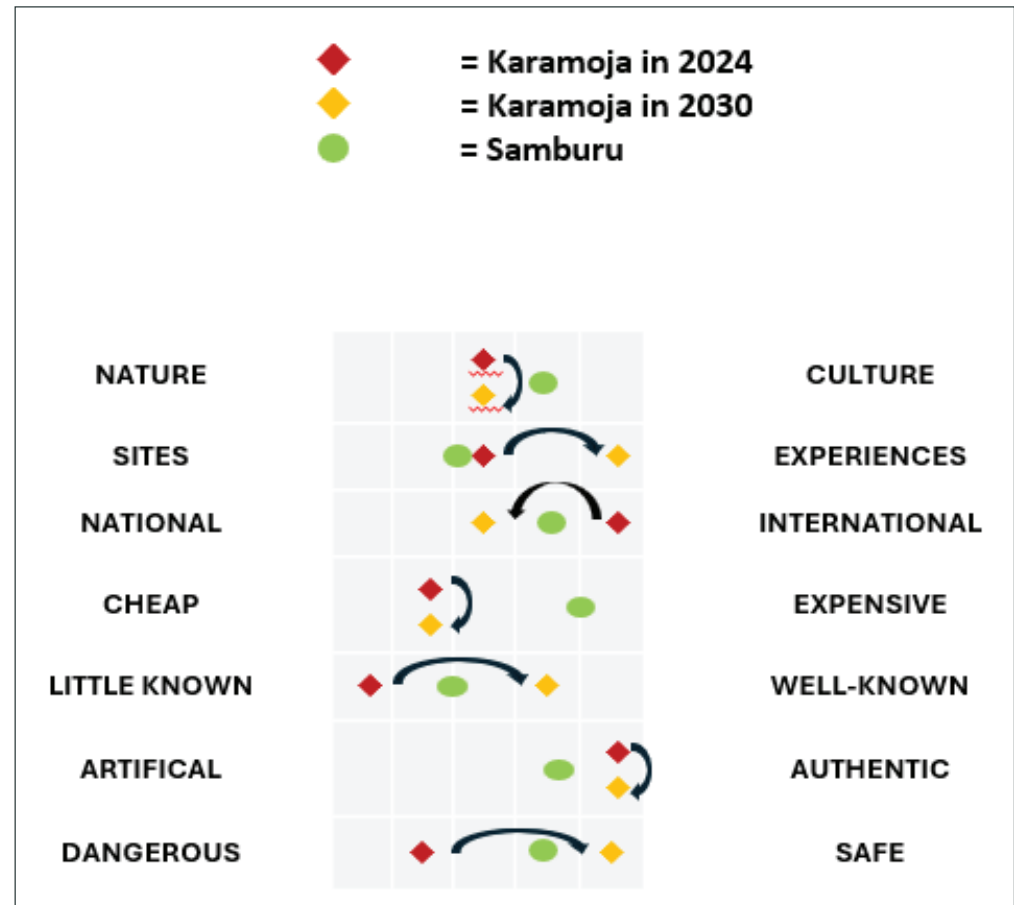
2.5

CURRENT DESTINATION PERCEPTION (EXTERNAL VIEW)

The destination perception looks at how the destination is currently perceived by tourists. This will be different depending on what kind of visitor flow one is looking at, but the intention here was to come up with a generalised view of what tourists think of Karamoja. Data for this was not collected from tourists directly, but from the stakeholders in the workshop. It is therefore an approximation but is part of trying to ensure that we think with a strong focus on demand.

As illustrated in this figure, we looked at our different scales and placed a red diamond where we felt tourists would see Karamoja at this point in time. We then placed a yellow diamond where we felt that Karamoja should be in terms of how tourists see it in 2030. The green circle is related to Samburu as a competitor destination and where tourists currently see it. You can for instance see that Karamoja is currently both seen as a culture and nature destination and the ambition would be to maintain that balance, whereas in terms of safety it is seen as dangerous at this moment in time – in particular amongst domestic tourists -, whereas the ambition is to be perceived as a very safe destination.

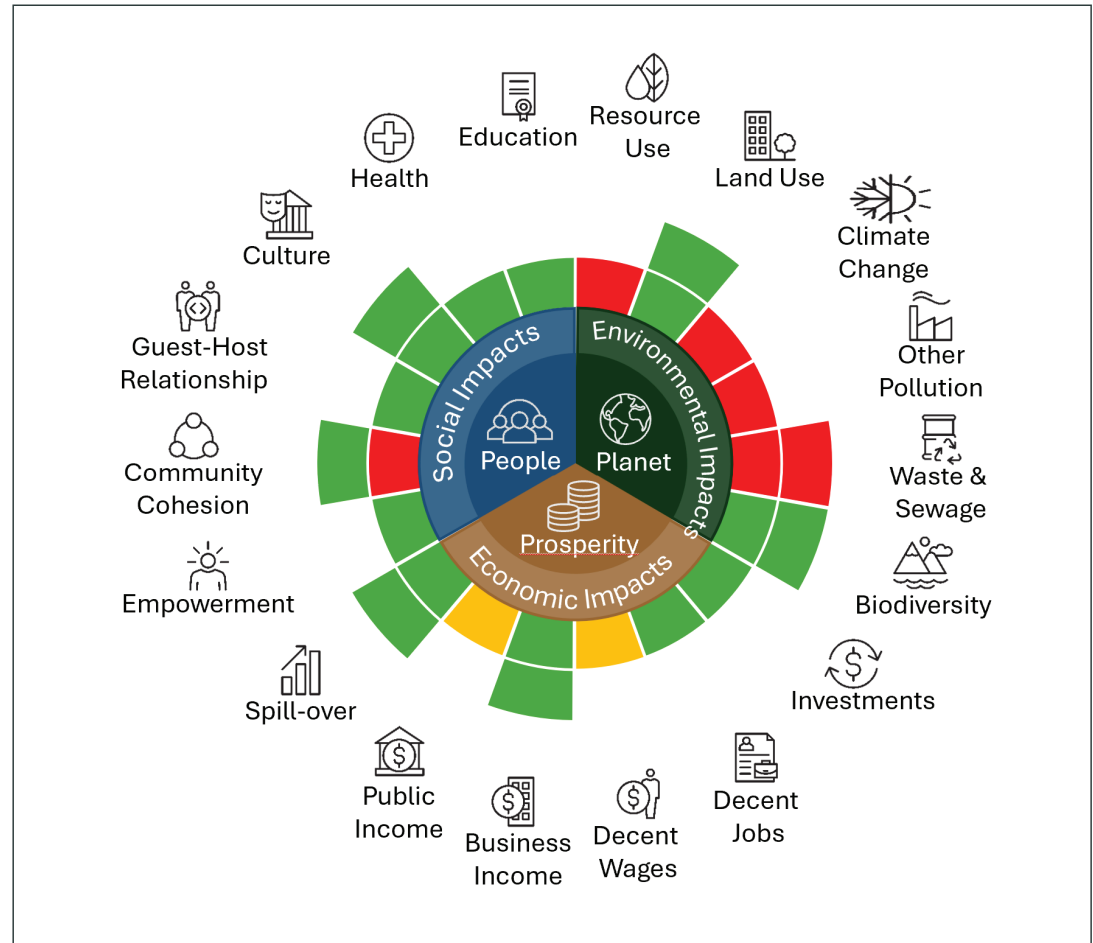
Other than that the figure shows the ambition to maintain a strong authenticity of the tourism offer, to be mainly about experiences, to become much better known, but also not too much to avoid tourism overload the destination cannot handle, while improving the mix between international and national tourism to buffer the seasonality of tourism towards an all-year round destination offering stable income and job opportunities.



2.6

SUSTAINABILITY PROFILE

The sustainability profile of Karamoja in April 2024 is shown with below impact wheel. It uses a selection of 6 indicators for each of the three main sustainability impact areas. The stakeholders were asked to assess what kind of impact tourism currently has on the destination with regards to these 18 indicators and were allowed to either qualify impact as ‘no impact’, ‘positive impact’ (=green), ‘negative impact’ (=red) and between ‘low’, ‘medium’ and ‘high impact’, shown by 1, 2 or three rectangles. The impact wheel for Karamoja illustrates a fairly typical picture of an emerging destination with tourism predominantly perceived as impacting positively offering new livelihood opportunities for local residents. Mainly on the environmental side the risks of tourism become visible as it affects the natural environment in a variety of ways. At the same time, if managed well, it can also be a force for protection of natural resources and turn into positives. It will be interesting to use the impact wheel on a regular basis to discuss changes and steer the destination along a transformation path towards more sustainability.





3

Vision for Future

@karatungatours_Thomas White

Jointly with the stakeholders listed in Annex X we have developed the following vision for Karamoja destination:

‘In 2030 Karamoja will be an unforgettable destination for authentic experiences, where people and nature thrive throughout all seasons.’



At the heart of this vision is the importance of authenticity allowing both local residents and nature to thrive thanks to the careful and step by step development of a sustainable tourism sector. As part of this process we want to ensure that promotion and development of the destination goes hand in hand, while we maintain a focus on value rather than volume. We want to take good care of both our natural and cultural resources which are our biggest assets, while allowing our local communities to develop according to their own aspirations. Tourism shall be a force for good allowing the overall human and economic development of the Karamoja region. We promise to be vigilant to the risks and conflicts that come along with tourism development and believe that jointly with all key stakeholders shall find ways to mitigate these.



4

Key Working Areas and Strategic Objectives

@Uganda Tourism Board

As explained in chapter 2.4 we have identified 17 different visitor flows which are currently coming to Karamoja destination. Amongst these we have selected 10 in terms of their perceived importance in all three areas of sustainability – economic, social and environmental – and have mapped and analysed their behaviour within the destination. For each visitor flow we have identified specific challenges. For common challenges which are not specific to only one visitor flow – for instance lack of quality road infrastructure, lack of service quality -, we have identified broader destination functions which need to be worked on, if these common challenges are to be addressed. As it is not possible to work on all 10 visitor flows analysed and on every destination function, we have gone through a prioritisation exercise. For the prioritization, we have identified a total of 7 criteria. Two of these criteria refer to changes we would like to see at the level of tourists in 2030, two refer to changes at the level of local residents, two refer to the environment and one criteria refers to how feasible it is to bring about changes within the limited resources and timespan available.

The list below shows the 7 criteria used for the prioritisation of visitor flows and destination functions for the DMP action plan:

	Improved Security Perception	More tourist arrivals	Improved Nat Res Manag.	Reduce negative environ. impacts of tourism	More all year round income & empl.	Cultural identity	Feasibility within DMP period	Total Points
Visitor Flow Working Areas								
Backpackers	1	3	1	1	3	3	3	15
FIT Explorers	2	3	2	2	3	3	2	17
Business & Development Partners	2	2	1	1	2	1	3	12
Karamoja Culture Festival	3	3	1	2	1	3	3	16
Mountaineers	2	2	3	3	2	2	2	16
Birders	3	2	3	3	2	1	2	16
Organised Wildlife	3	3	3	3	2	2	3	19
Cyclists	3	2	2	2	2	2	2	15
Missionaries & Prayer Groups	1	2	1	1	2	1.5	1	9.5
Self-Drive Camping	2	2	2	2	2	3	2	15
Destination Function Related Working Areas								
Destination Management	3	3	3	3	3	2	2	19
Training & Education	1	1	3	3	3	3	2	16
Transport & Connectivity	2	3	1	1	3	2	1	13
Infrastructure	1	3	2	3	2	1	1	13
Visitor Information	3	2	1	1	1	2	2	12
Destination Promotion	3	3	2	2	3	3	2.5	18.5
Investment Promotion	2	3	2	2	3	1	1	14
Security Management	3	3	1	1	3	1	2	14
Environmental Sustainability	1	3	3	3	3	1	2	16
Cultural Sustainability	1	3	1	1	3	3	2	14

Strategic Objectives for the 5 Selected Visitor Flows

Mountain Explorers	FIT Explorers	Organised Wildlife	Birders	Karamoja Culture Festival
To double the number of mountain explorers who visit at least two mountains in Karamoja by 2030.	Increase the arrivals of FITs by 10% annually and increase average spend per FIT per year by 20% until 2030.	Increase the number of organised wildlife enthusiasts who visit at least two protected areas in Karamoja by 50% until 2030.	Increase the number of birdwatchers which stay for at least 10 days by 10 percent annually until 2030.	Increase the attendance of international and domestic visitors from 12'000 to 20'000 whilst encouraging at least 5% to spend a minimum of three days exploring other experiences in the Karamoja region by 2030.

Strategic Objectives for the 5 Selected Generic Destination Functions

Destination Management & Coordination	Destination Promotion & Marketing	Security Management	Environmental Management	Training & Education
Strengthen the collaboration between public, private and community sector for quality implementation of the DMP by the end of 2024.	Position Karamoja as the number one authentic culture and nature destination of choice for both domestic and international explorers by 2030.	Create a peaceful and conducive environment for tourism in Karamoja by 2030.	Strengthen the capacity of the district, CSOs and public private partnerships in the development and implementation of environmental management plans by 2030.	Improve the service quality in the tourism value chain in Karamoja through professional tourism and hospitality training by 2030.

5

Action Plan

@karatungatours_Stijn Hoekstra

WORKING AREA**Visitor Flow:** Karamoja Cultural Festival**STRATEGIC OBJECTIVE**

Increase the attendance of international and domestic visitors from 12'000 to 20'000 whilst encouraging at least 5% to spend a minimum of three days exploring other experiences in the Karamoja region by 2030.

Activity		Implementation Time	Main Responsibility	Resources (level, from where, etc.)	Priority level (low, medium, high)
1	Carry-out evaluation of last year's event	Before end of June 2024	Organising Committee	\$\$, development partner with tourism or culture focus, UTB	High
2	Strengthen organisational capacity for the event: timely planning, fundraising, marketing based on data	May 2024 onwards	Organising Committee in partnership with event management consultant	\$\$, development partner with tourism or culture focus, UTB	Medium
3	Develop promotional and marketing strategy for the event, including digital marketing	Before end of June 2024	Organising Committee	\$\$	High
4	Implement promotional, communication and marketing strategy, including with UTB, tour operators and others	From July 2024 onwards	Organising Committee and selected partners	\$\$\$	High
5	Develop and implement a waste management plan	Before end of June 2024	Organising Committee and selected partners	\$\$	High
6	Develop strategic partnership to support event organisation and funding	Continous	Organising Committee	\$	Medium

WORKING AREA		Visitor Flow: Organised Wildlife Enthusiasts			
STRATEGIC OBJECTIVE		Increase the number of organised wildlife enthusiasts who visit at least two protected areas in Karamoja by 50% until 2030.			
Activity	Implementation Time	Main Responsibility	Resources (level, from where, etc.)	Priority level (low, medium, high)	
1	Carry out small survey amongst organised wildlife tourists in Karamoja through tour operators	Before end of June 2024	UWA in collaboration with tour operators offering organised wildlife in Karamoja	\$, UWA funds	High
2	Consider establishment of small working group to develop and promote organised wildlife Safaris in Karamoja	Before end of Dec 2024	KATHA, UWA rep Karamoja, selected tour operators, Karamoja wildlife Safari lodges --> important to define lead for this working area	\$	Medium
3	Promote investment into medium and high-end accommodation facilities in/ around the protected areas by marketing these sites	From July 2024 onwards	UWA, UTB, MoTWA	\$\$, connecting to World Bank funding?	High
4	Improve internet connectivity in and around the protected areas in Karamoja	By Jun 2025	UCC	\$\$	Medium
5	Marketing campaign or Fam Trip to Ugandan Tour Operators about wildlife tourism offer of Karamoja	07/2024, and then bi-annually	KATHA, UTB and the Ministry of Karamoja Affairs	\$\$	Medium
6	Capacity building of driver guides on wildlife in Karamoja	12/2024, and then annually	KATHA, UTB, UWA and USAGA	\$\$\$, development partner projects?	Medium
7	Capacity building of UWA guides on customer care and interpretation	12/2024, and then annually	KATHA, UTB, UWA and USAGA	\$\$, development partner projects?	Medium
8	Translocate unique and extinct species to protected areas outside of Kidepo	2025 and beyond	UWA and development partners	\$\$\$	Medium
9	Improve and expand the network of game tracks and trails in the protected areas	2025 and beyond	UWA and development partners	\$\$\$	High

WORKING AREA		Visitor Flow: Birders			
STRATEGIC OBJECTIVE		Increase the number of birdwatchers which stay for at least 10 days by 10 percent annually until 2030.			
Activity		Implementation Time	Main Responsibility	Resources (level, from where, etc.)	Priority level (low, medium, high)
1	Collection of data and feedback forms from current birders visiting Karamoja	By end of Dec 2024	Specialised tour operators	\$	High
2	Consider establishment of small working group to develop and promote birdwatching in Karamoja	By end of Dec 2024	KATHA --> important to have a lead responsibility for this working area	\$	High
3	Skilling of specialised bird guides in Karamoja	Continuous from Jan 25 onwards	Specialised tour operators, USAGA, Uukarimu Academy, Kara-Tunga Foundation	\$\$, tour operators, development partners	High
4	Inventory of existing bird species in Karamoja	Jan-25	Specialised tour operators, USAGA, Ukarimu Academy, Ukarimu, Kara-Tunga Foundation, development partners, UWA	\$\$, funding from universities or environmental projects	Medium
5	Awareness campaigns on the importance of biodiversity and wildlife protection	Quarterly	KATA, CBOS, DTOs, CSO, UWA, NFA, UTB	\$	Medium
6	Investment into birder infrastructure development e.g. trails, observation towers, accommodation	From June 24 onwards	KATHA with investors	\$\$\$	Medium
7	Targeted marketing and promotion to birdwatcher networks	Continuous	Working group with UTB and selected tour operators	\$\$	High
8	Strengthen online content on birdwatching in Karamoja (e.g. own website, linkage with existing websites?)	To be defined by June 25	Working group with UTB and selected tour operators	\$\$	High
9	Establish bird information centre for Karamoja region	Dec-26	Working group with UWA	\$\$\$	Low

WORKING AREA → **Visitor Flow:** Mountain Explorers

STRATEGIC OBJECTIVE → To double the number of mountain explorers who visit at least two mountains in Karamoja by 2030.

Activity	Implementation Time	Main Responsibility	Resources (level, from where, etc.)	Priority level (low, medium, high)	
1	Carry-out survey amongst current mountaineering tourists on their experiences	Until Dec 24	KDM and KATHA	\$	High
2	Establish a Karamoja Mountaineering Working Group	Dec-24	KDM and KATHA	\$	High
3	Improve existing trails on Karamoja's top mountains	June 24 - June 25	UWA and NFA	\$\$\$	High
4	Establish quality camping infrastructure in the mountains	June 24 - June 25	Tour Guides & Potential Investors	\$\$\$	Medium
5	Local community sensitisation and capacity building	June 24 and done bi-annually	Working group with UWA	\$	Medium
6	Capacity building for tour guides tailor made to mountaineering guiding	Dec 24 and done annually	UTB and UWA	\$\$	High
7	Establish Karamoja Mountaineering Guides Association	Jun-24	KATHA and KDM, this association could be the working group?	\$	High
8	Targeted marketing campaign to mountaineering travellers	Jan 25 onwards	Karamoja Mountaineering Working Group and KATHA with UTB and selected tour operators	\$\$	High
9	Develop a database of available and feasible tourism investment opportunities related to mountaineering in the Karamoja Region	Jun-25	Karamoja Mountaineering Working Group and KATHA	\$\$	Medium
10	Carry-out mountain safety and rescue training, for instance in partnership with experienced mountain guide associations from abroad (e.g. Switzerland) and and Ruwenzori Mountaineering services (RMS) Bench mark with RMS now based in Mount Elgon.	Jan 25 onwards	Karamoja Mountaineering Working Group and KATHA	\$\$	High

WORKING AREA**Visitor Flow:** Foreign Independent Explorers**STRATEGIC OBJECTIVE**

Increase the arrivals of FITs by 10% annually and increase average spend per FIT per year by 20% until 2030.

Activity		Implementation Time	Main Responsibility	Resources (level, from where, etc.)	Priority level (low, medium, high)
1	Undertake a survey to better understand the FIT and their preferences and seasons of travel	Annually	MTWA, UTB, Tourism Officers	\$, MTWA, UTB	High
2	Consider formation of FIT explorer Working Group	Dec-24	KATHA, Karatunga	\$	Medium
3	Identification and development of new products and experiences for this flow (e.g. product development competitions?)	Continuous	Working group, FIT service providers (e.g. Karatunga)	\$\$\$\$, tour operators, PPPs, development projects	High
4	Conduct targeted marketing using relatable videos, social media, blogs	Quarterly	UTB (UWA, Tourism Officers, and private sector operators)	\$\$, UTB, UWA, Private sector players	High
5	Capacity building for accommodation/hotel staff	Annually	MTWA, UTB, NGOs	\$ See also training working area	High
6	Community sensitisation on tourism and income generating opportunities for them	Quarterly	Working group	\$\$, MTWA, UWA, NGOs	Medium
7	Capacity building of tour, site and driver guides	Annually	Working group	\$\$, UWA, MTWA, UTB, USAGA, NGOs	Medium
8	Promotional material for the region(Maps, Books, fliers and stickers)	Quarterly	UWA, MTWA	\$\$, UTB, UWA, MTWA	High
9	Increasing the road network in Pian Upe	Dec-26	Working group with UWA	\$\$\$\$, UWA, MTWA	High
10	Training more guides and nature interpreters	Annually	UWA, MTWA, UTB, USAGA, NGOs	\$, UWA, MTWA, UTB, USAGA, NGOs	Medium

WORKING AREA		▶ Visitor Flow: Destination Management and Coordination			
STRATEGIC OBJECTIVE		▶ Strengthen the collaboration between public, private and community sector for quality implementation of the DMP by the end of 2024			
Activity		Implementation Time	Main Responsibility	Resources (level, from where, etc.)	Priority level (low, medium, high)
1	Validate DMP with key destination stakeholders and agree on governance set-up	Before end of 2024	Interim Committee/Steering Committee	\$	High
2	Strengthen KATHA'S capacity and leadership for effective destination management, if agreed under 1	Before end of 2024	Interim Committee/Steering Committee	\$\$	High
3	Refined stakeholder mapping of tourism stakeholders, including willingness, skills to collaborate and define roles and responsibilities for DMP implementation	Before end of 2024	Interim Committee/Steering Committee	\$	High
4	Ensure implementation of DMP and monitor and adjust DMO according to progress	Continuous	KATHA	\$\$\$	High
5	Establish processes for destination management e.g regular monitoring of plan, annual destination management forum	Before end of 2024	KATHA	\$	High
6	Partnership development with national government agencies, private sector associations and development partners (e.g. for funding of DMP action plan)	From Jan 2025 onwards	KATHA	\$	High

WORKING AREA**Visitor Flow:** Training and Capacity Building**STRATEGIC OBJECTIVE**

Improve the service quality in the tourism value chain in Karamoja through professional tourism and hospitality training by 2030.

Activity		Implementation Time	Main Responsibility	Resources (level, from where, etc.)	Priority level (low, medium, high)
1	Form tourism training and education working group including private sector and training providers	By end of July 2024	KATHA or interim DMP committee	\$	High
2	Training Needs Assessment along the tourism value chain in Karamoja (e.g. accommodation, restaurants, tour operators, guides)	By end of September 2024	Local private sector and vocational training institutions (through KATHA)	\$, with support from a development partner (e.g. Enabel)	High
3	Raise awareness amongst community members for the benefits of tourism	Continuous	Tourism Officers - DTO's, UWA	\$\$\$	High
4	Develop on the job, upskilling training program focussed on customer service for workers in hotels, restaurants and tour operators.	July 2024	UHOA, KATHA	\$\$\$	Medium
5	Develop TVET programmes for tourism and hospitality focused on new entrants in collaboration with training providers	Sept 2024	DEOs, TVET Institutions, DIT, GUCCM	\$\$\$	High
6	Strengthen tourism SME and entrepreneurship skills: how to be a sustainable tour operator, tourism product innovation, basic business management skills, etc.	July 2024	UTB, Development Partners, CSOs	\$\$\$	High

WORKING AREA		▶ Visitor Flow: General Destination Promotion			
STRATEGIC OBJECTIVE		▶ Position Karamoja as the number one authentic culture and nature destination of choice for both domestic and international explorers by 2030.			
Activity		Implementation Time	Main Responsibility	Resources (level, from where, etc.)	Priority level (low, medium, high)
1	Establish a Karamoja tourism marketing working group.	By Dec 2024	DMP interim committee	\$	High
2	Develop a basic destination marketing plan	Until March 2025	Karamoja Tourism Marketing Working Group & UTB	\$\$	Medium
3	Marketing campaigns focused on Karamoja like DiscoverApena Karamoja (for external) and Apena Karimojon (for internal)	Annually from 2025	Karamoja Tourism Marketing Working Group & UTB	\$\$	High
4	Establish a website specific to Karamoja as a tourist destination	Dec-24	Karamoja Tourism Marketing Working Group	\$\$, sustainability of funding and maintenance often an issue	Low
5	Strengthen Capacity of Karamoja tourism industry stakeholders in Digital Marketing	Annually from 2025 onwards	UTB, digital marketing service providers	\$\$	High
6	Organise FamiliarisationFamiliarization trips for key stakeholders and destination buyers	Annually from 2025	Karamoja Tourism Marketing Working Group & UTB	\$\$\$	High
7	Ensure participation of Karamoja in selected international trade fairs	1 - 2 per year	Karamoja Tourism Marketing Working Group, Karamoja Tourism Private Sector & UTB	\$\$	Low

WORKING AREA**Visitor Flow:** Environmental Management**STRATEGIC OBJECTIVE**

Strengthen the capacity of the district, CSOs and public private partnerships in the development and implementation of environmental management plans by 2030.

Activity		Implementation Time	Main Responsibility	Resources (level, from where, etc.)	Priority level (low, medium, high)
1	Regional stakeholder meeting to harmonize various environmental management plans into one regional environmental management plan	Jul-24	NEMA, supported by UWA and NFA	\$\$	High
2	Bi-annual coordination meetings between key stakeholders on status environmental management plan implementation	December and June of every year, between 2024 - 2030	NEMA, supported by UWA and NFA	\$\$\$ (50 million per meeting?)	High
3	Regular patrol and monitoring of protected areas	Continuous	UWA and NFA	\$ (part of mandate and budget)	Medium
4	Community awareness and capacity building on conservation and environmental management in and around protected areas	Continuous	UWA and NFA	\$ (part of mandate and budget)	High
5	Investigations and prosecution of those destroying the environmental resources (e.g. deforestation, encroachment, poaching, charcoal burning)	Continuous	UWA and NFA	\$ (part of mandate and budget)	High
6	Public campaign on climate change, waste management and environmental pollution	Continuous, starting 2025	NEMA, UWA, NFA and districts	\$\$	Medium
7	Carry out environmental impact assessments for all future developments in the region	Continuous	District local governments, supported by NEMA	\$ (part of mandate and budget)	High

WORKING AREA		▶ Visitor Flow: Security Management			
STRATEGIC OBJECTIVE		▶ Create a peaceful and conducive environment for tourism in Karamoja by 2030.			
Activity		Implementation Time	Main Responsibility	Resources (level, from where, etc.)	Priority level (low, medium, high)
1	Community security meetings	Monthly	UPDF {Civil Military Coordinator (CIMIC) and Community Liason Officer (CLO), RDCs, Commanders}	Government	Medium
2	Consider formation of tourism safety and security working group	Decide by Dec 2024	KATHA, UPDF, CLOs RDCs	Government	Medium
3	Coordination, liason with local leaders	Weekly	Civil Military Coordinator (CIMIC) and Community Liason Officer (CLO)	Government	Medium
4	Arresting and prosecution of criminals	Continous	Intelligence Department	Government	High
5	Profiling of criminals	Continous	Intelligence Department (ISO, UPDF, Police)	Government	High
6	Media Engagements	Monthly	Public Relations Officer / Public Information Officer; UWA, RDCs	Government (Airtime in all radio stations)	Medium
7	Targeted marketing of visitor flows including security and safety messages to start changing perception	Collaboration with other visitor flows and their working groups	UTB (UWA, Tourism Officers, and private sector operators), KATHA	UTB, UWA, Private sector players	Medium



Annexures

@karatungatours_Maria Schiffer

ANNEX 1

STAKEHOLDER MAP

The table below shows all stakeholders which are currently linked to tourism in some form and classifies them in terms of primary stakeholders (= currently of high importance for tourism development) and secondary (=currently of less importance for tourism development). This preliminary stakeholder map will support discussions around implementation, roles and responsibilities of this DMP, but will benefit from further analysis, for instance by carrying out a Will-Skill (<https://www.aihr.com/blog/skill-will-matrix/>) or Who Does and Who Pays Analysis (<https://beamexchange.org/>), as it currently does not show the level of power of influence of an actor on tourism destination management.

PRIVATE SECTOR (TOURISM) PRIMARY	PRIVATE SECTOR (TOURISM) SECONDARY
<ul style="list-style-type: none"> • Karamoja Tourism and Hospitality Association (KATHA) • Karamoja Hospitality and Tour Association (KHATA) • Tour operators: Kara-Ttungu Aarts and Tours, Kalya peace village, Destination Nomad Africa, Kraal tours, Moru Tours, Seven ranges tours and travel, Karamoja Wilderness Expeditions • Hotels: Hotel Africana, Mt Moroto hotel, Strikers hotel, City friends, Karamoja Safari Camp, Yellow Stone, Leslona, Hill View, Napak Heights, Panawora, Ateker hotel, Rise and Shine, Kaabong resort, Karamoja Pride • Travel agencies: Karatunga, Kalya peace, Seven ranges, Alakara tours • Karamoja Overland Safaris • Kampala Based Tour and travel: Matoke tours, Grass Route, Road trip, Kitanga, Kabale tour, Great lakes • Tour Guides : Karamoja tour guides association 	<ul style="list-style-type: none"> • Kara-Ttungu Honey shop • Art and craft shops (Julius art and craft centre) • John Craft Shop Moroto • Space for Giants
PRIVATE SECTOR (NON-TOURISM) PRIMARY	PRIVATE SECTOR (NON-TOURISM) SECONDARY
<ul style="list-style-type: none"> • Airlines • Bus companies • Restaurants 	<ul style="list-style-type: none"> • Mining companies (Sun Belt, Tororo cement, WIH cement) • Shopping centres • Financial Institutions • Fuel Stations

PUBLIC SECTOR (TOURISM) PRIMARY <ul style="list-style-type: none"> • MTWA • UTB • NFA • UWA • District Tourism Officers • International Airport Kidepo Valley NP • Tourism Police 	PUBLIC SECTOR (TOURISM) SECONDARY <ul style="list-style-type: none"> • Civil Aviation Authority • UHTTI • UWA • NFA • UWEC
PUBLIC SECTOR (NON-TOURISM) PRIMARY <ul style="list-style-type: none"> • RDCs • CDOs • UNRA • Internal Security • UPDF • Ministry of Karamoja Affairs • District Lower local Governments 	PUBLIC SECTOR (NON-TOURISM) SECONDARY <ul style="list-style-type: none"> • DCIC • DHO • Cattle Markets • Member of Parliament
CIVIL SOCIETY (TOURISM) PRIMARY <ul style="list-style-type: none"> • Agro Tourism Association • UHOA • UCOTA • USAGA • KARAT-UNGA FOUNDATION • AUTO • TIMU COMMUNITY ASSOCIATION 	CIVIL SOCIETY (TOURISM) SECONDARY <ul style="list-style-type: none"> • Matany girls school • IADI CBO • MORUNGOLE VSLA GROUP • MADA • UKARIMU • LOKINEN DANCERS • NGIKUKUS • ZEBRA DANCERS GROUP • KATA • KAHTA • ATEKER GROUP

CIVIL SOCIETY (NON-TOURISM) PRIMARY

- C&D
- Arid Land Development Programme
- GIZ
- ENABEL

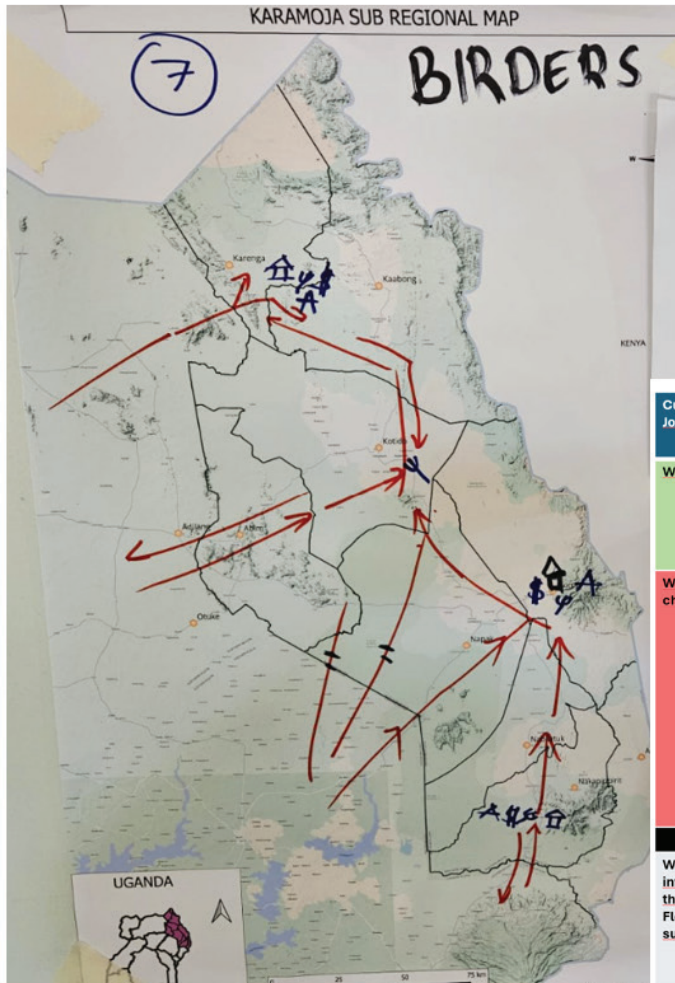
CIVIL SOCIETY (NON- TOURISM) SECONDARY

- Save the children
- ZOA
- Food for the Hungry
- FOKOPAWA
- CARITAS
- NAROWA
- AFI
- CRS
- KAPDA
- MERCY CORPS
- KDF
- UNICEF
- KAREDI
- WARRIOR SQUAD
- KAWOU

ANNEX 2

MAPPED VISITOR FLOWS

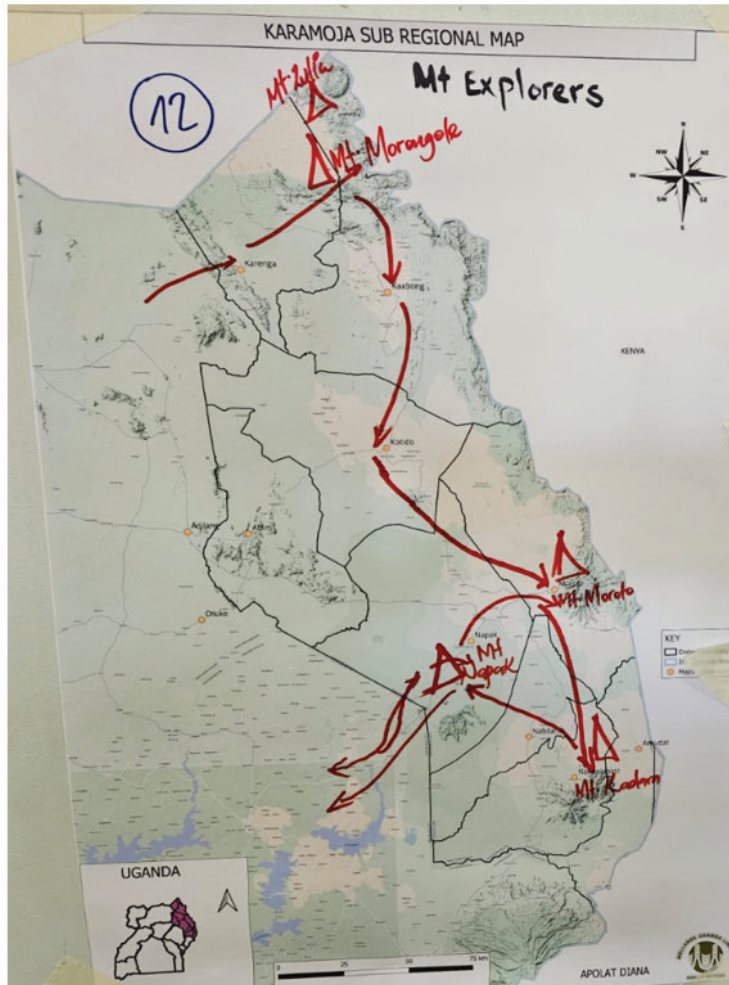
Birders



Number:	Name: Bird Watchers
Who is coming (age, country of origin, socio-eco class, way of Travel, etc.)	50 years and above; from UK, Americans, rich, sourced from organised safaris from Entebbe Airport then by Road to Karamoja, spend approx. 200 USD
Why do they come to this destination specifically (and not anywhere else)?	<ul style="list-style-type: none"> To look for specific species of birds in specific habitat like the Apalis, Red Fox weaver, Rose wing paracete, Shubill, Ostrich Come for research Coming from Elgon or Mabira to Murchison (Kitgum) enter Karenga. Routes: Elgon to Pain Upe to Moroto to Kidepo to Murchison to Kibale to Queen to Bwindi to Mburo; approx. 200 bird watchers
From where are they coming to the destination and where are they going to afterwards?	<ul style="list-style-type: none"> Coming from Elgon or Mabira to Murchison (Kitgum) enter Karenga. Routes: Elgon to Pain Upe to Moroto to Kidepo to Murchison to Kibale to Queen to Bwindi to Mburo; approx. 200 bird watchers
When are they coming?	J F M A M J J A S O N D
How many are coming?	
Where within the lifecycle is this visitor Flow?	Exploration stage → Consolidation → Stagnation → (Rejuvenation) → (Continued stagnation)

Customer Journey	Travel planning and booking	Arrival	Accommodation	F&B	Local transportation	Nature and cultural tourism activities	Leisure activities/ entertainment	Departure
What works	<ul style="list-style-type: none"> Tour operators available Local guides 	<ul style="list-style-type: none"> By air from Entebbe By road to Pian Upe & Kidepo, Lira, Kitgum, Soroti 	<ul style="list-style-type: none"> Ltd accommodation : Karatunga, Africana 	<ul style="list-style-type: none"> Ltd restaurants 	<ul style="list-style-type: none"> Birders use personal vehicles, might be no need for local transportation 	<ul style="list-style-type: none"> Bird watches do not need as come particularly for bird watching 	<ul style="list-style-type: none"> No need as they come rigid on bird watching. Species are Fox's weaver, karamoja Apalis 	<ul style="list-style-type: none"> By road to Murchison or back
What are the challenges?	<ul style="list-style-type: none"> No link between the birder and local guide in the protected area 	<ul style="list-style-type: none"> Long distances and por telephone connection with the local guide Very few guides on bird watching 	<ul style="list-style-type: none"> High end accommodation is lacking as birders normally have money to spend 	<ul style="list-style-type: none"> Not of quality and variety 	<ul style="list-style-type: none"> Efficient and safe local transportation 	<ul style="list-style-type: none"> Birders are very rigid to bird watching Limited species, some are endangered 15 endemic in Karamoja region and not in other parts of Uganda Limited awareness on conservation Birds are hunted/poached Product requires a Good level of skill and technical knowlege security 	<ul style="list-style-type: none"> Lack of night bird watching because of security concerns 	<ul style="list-style-type: none"> Poor road network Poor internet connectivity
Who has most influence over this visitor Flow on the supply side?	<ul style="list-style-type: none"> Bird guide and tour operator who draft the itinerary: Matooke tours does most of it Variety of birds and habitats Clientelle is willing to spend and stay longer Protected areas in the region that is national Parks, game reserves, forest reserves Connectivity to the rest of Uagdna 			<ul style="list-style-type: none"> Who has most influence over the Flow, so more Customers may come? 		<ul style="list-style-type: none"> Specialised bird blogs, birder's association like International Birding Group, Arian Conservation Group 		

Mountaineers



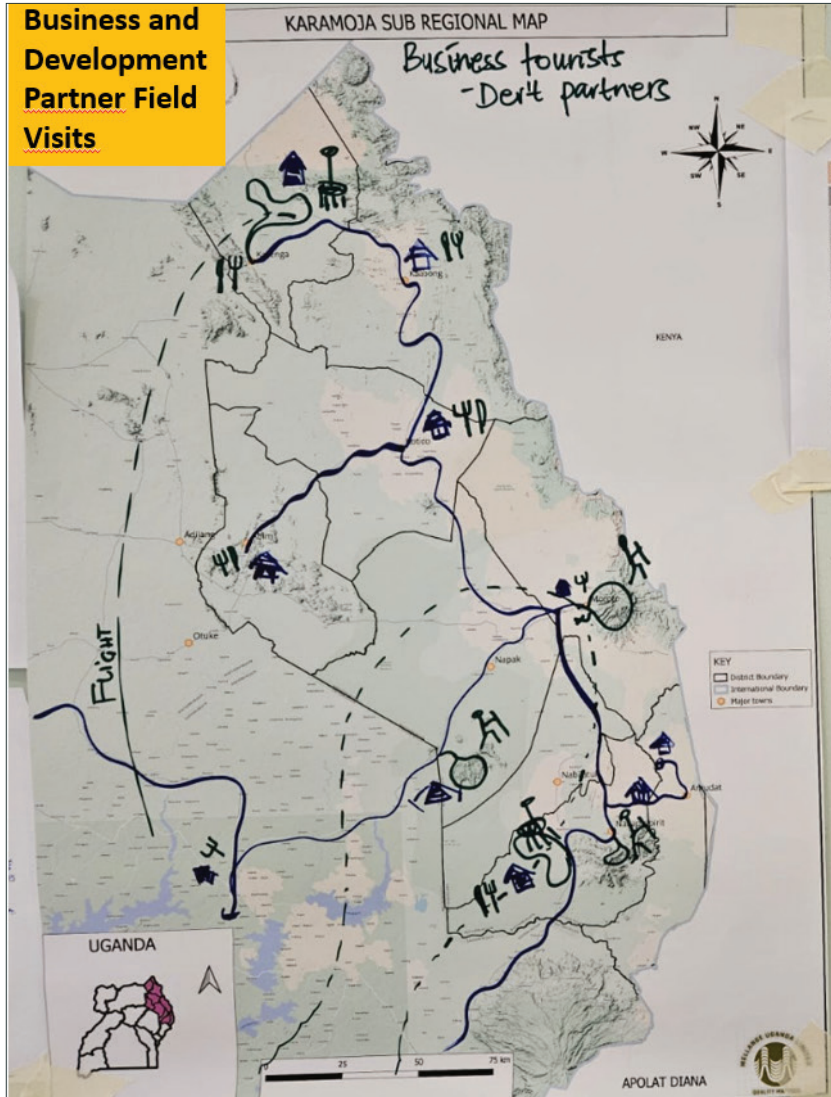
Number:	Name: MOUNTAIN EXPLORERS
Who is coming (age, country of origin, socio-eco class, way of Travel, etc.)	Back packers, 18-40years, Generalists (can do mtns and other things) & Enthusiasts (do only mtns), From Poland, Switzerland & Netherlands, Flight to Entebbe then car hire to Karamoja
Why do they come to this destination specifically (and not anywhere else)?	Discover newer and higher peaks, Preparing for tougher challenges, Peer influence, Close to home experiences, Prove information available, Tick bucket lists,
From where are they coming to the destination and where are they going to afterwards?	From: Kampala, Mbale, Mt Elgon, Gulu Kitgum To: Mt Rwenzori, Mt Elgon, Mt Muhavura, Other peaks of Africa.
When are they coming?	J F M A M J J A S O N D
How many are coming?	1,000 per year
Where within the lifecycle is this visitor Flow?	Still at exploration

Customer Journey	Travel planning and booking	Arrival	Accommodation	F&B	Local transportation	Nature and cultural tourism activities	Leisure activities/entertainment	Departure
What works	<ul style="list-style-type: none"> Knowledgeable local guides Good referral system Team work within the guides. 	<ul style="list-style-type: none"> International airport Good hospitality Fairly Good road network 	<ul style="list-style-type: none"> Fairly affordable accommodation Provides for early and online booking Good reviews 	<ul style="list-style-type: none"> Organic food and drinks ... 	<ul style="list-style-type: none"> Pre-booking option available ... 	<ul style="list-style-type: none"> Available and diverse Pristine and virgin Rich, unique and authentic Affordable Knowledgeable guides. 	<ul style="list-style-type: none"> Opportunity to create your own entertainment ... 	<ul style="list-style-type: none"> Transport is available Time for debriefing and feedback is provided for. Souvenirs are available
What are the challenges?	<ul style="list-style-type: none"> Limited information access No online booking system Different time zones 	<ul style="list-style-type: none"> No direct flights Pick-up delays and vehicle sourcing Language barrier 	<ul style="list-style-type: none"> Limited accommodation options Limited service quality Limited infrastructure on the mountains 	<ul style="list-style-type: none"> Limited cuisines ... 	<ul style="list-style-type: none"> Very limited options Not very safe (Boda bodas & footing) Mzungu price mentality/disho nesty Weather prone roads 	<ul style="list-style-type: none"> No standardized prices Needs pre-arrangement Limited number of guides 	<ul style="list-style-type: none"> Limited in scope and variety ... 	<ul style="list-style-type: none"> Weather may delay departure Security issues may cause change in departure plan ...
Who has most influence over this visitor Flow on the supply side?	<ul style="list-style-type: none"> UWA NFA Mountaineering guides Karatunga tours 			Who has most influence over the demand in this Flow, so more Customers may come?	<ul style="list-style-type: none"> Mountaineering Tour Guides and Tour companies ... 			

Karamoja Culture Festival



Number:	Name: Karamoja Cultural Festival											
Who is coming (age, country of origin, socio-eco class, way of Travel, etc.)	Nationals (Ugandan) 25 - 35yrs - Middle Income, Local Ateker (Regional) All ages, International (KE, ET, SS), 20 - Elders (Middle income & rural population), Civil Society, Employees. Modes of Transport: Bus, Taxi, Private means, Flights to Moroto											
Why do they come to this destination specifically (and not anywhere else)?	Learning, Knowledge sharing, Entertainment, Culinary, Fashion, Festival Vibess (Fun), Networking, Developmental Work, Conferences. Dance, Drama, Business											
From where are they coming to the destination and where are they going to afterwards?	South Sudan (SS), Kenya (KE), Ethiopia (ETH), Kampala, All districts, Congo, Teso, Sebei (Back & Forth)											
When are they coming?	J	F	M	A	M	J	J	A	S	O	N	D
How many are coming?	10 - 15k											
Where within the lifecycle is this visitor Flow?	<p>Internationals - Exploration Ugandans - Consolidation Local Ateker - Towards Rejuvenation</p>											
Customer Journey	Travel planning and booking	Arrival	Accommodation	F&B	Local transportation	Nature and cultural tourism activities	Leisure activities/entertainment	Departure				
What works	Planning at district level	Everyone arrives in their own way, at their own timing (Flexibility)	Alternative Options. Visitors can sleep elsewhere in the district.	Enough food and drinks from the festival and service providers within	Both private and public means are available Security	Diverse and authentic experiences	Fully available during the festival. Nightlife and campfire storytelling activities after the festival	Everyone leaves at their own regard (Flexibility)				
What are the challenges?	No data collection Insufficient means of transportation No packages were offered	No tracking	Lack of enough rooms to accommodate all attendees. People have to resort to camping, using classrooms etc	Hiked F&B prices within the host district.	Lack of public means of transport. Alcohol induced accidents	Waste management Land degradation during the festival Animal trafficking	Alcoholism Noise pollution for the local residents	Loss of lives due to alcohol related accidents. No data collection				
Who has most influence over this visitor Flow on the supply side?	<ul style="list-style-type: none"> Organising committee of the event Security Forces Host District Private Sector (Hotels, travel, F&B) Cultural Groups 			Who has most influence over the demand in this Flow, so more Customers may come?	<ul style="list-style-type: none"> UTB (National and International Marketing) Tour Operators (Both Inbound & Outbound) Regional service providers (Accommodation & Transport) Private Sector Associations Referrals from previous attendees The regional population (Ateker) 							



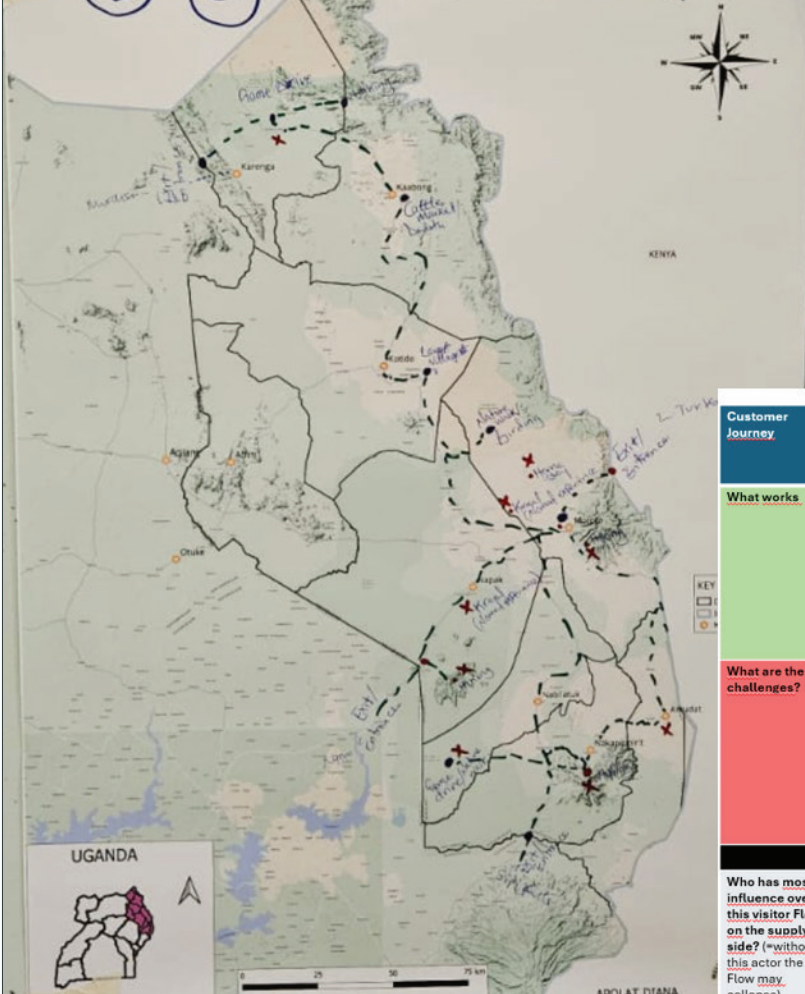
Number:	Name: Business Development Partners
Who is coming (age, country of origin, socio-eco class, way of Travel, etc.)	30 - 65 yrs (America, China, Europe, Australia), Senior & Junior Management, Mid-High Income, Modes of Transport: Private Vehicle, Flights e.g. MAF, Driver/Self-Drive)
Why do they come to this destination specifically (and not anywhere else)?	Mainly for work related reasons including; <ul style="list-style-type: none"> - Scoping of investment opportunities - Trading activities - Agriculture, Mining, Infrastructural & Development Projects
From where are the coming to the destination and where are they going to afterwards?	Straight from their home countries i.e. America, China, Australia, Europe Also from Kampala, Soroti , Mbale and Gulu They are most likely travelling back to where they came from
When are they coming?	J F M A M J J A S O N D
How many are coming?	No Available Data
Where within the lifecycle is this visitor Flow?	<p>Overall: Development Stage Business - 5yrs Development - 10yrs + Tourism - Infant stages</p>


Customer Journey	Travel planning and booking	Arrival	Accommodation	F&B	Local transportation	Nature and cultural tourism activities	Leisure activities/ entertainment	Departure
What works	Procurement procedures at company level	Availability of vehicles	Improved facilities. Growing number of options	Improved facilities Growing number of options	N/A -They will mostly be using the private means with which they arrived.	Some easily accessible activities e.g. Sundowners, MUSA's place	N/A	Procurement procedures at company level
What are the challenges?	Lack of understanding of preferences Lack of information about tourism. Does not reach them	Lack of enough petrol stations	Limited quality options	Limited food variety	Lack of quality transport options. Poor road networks	Insurance policies Safety protocols Health offer	Lack of well packaged experiences that fit within their busy schedules	Linkages with the procurement procedures at company level
Who has most influence over this visitor Flow on the supply side? (=without this actor/ attraction the flow may collapse)	<ul style="list-style-type: none"> • Business and developmental organisations • Local experience providers • Security providers • Embassies 			Who has most influence over the demand in this Flow, so more Customers may come? (= this would be your best channel for further promotion) <ul style="list-style-type: none"> • Business and developmental organisations 				

FIT Explorers

MOJA SUB REGIONAL MAP

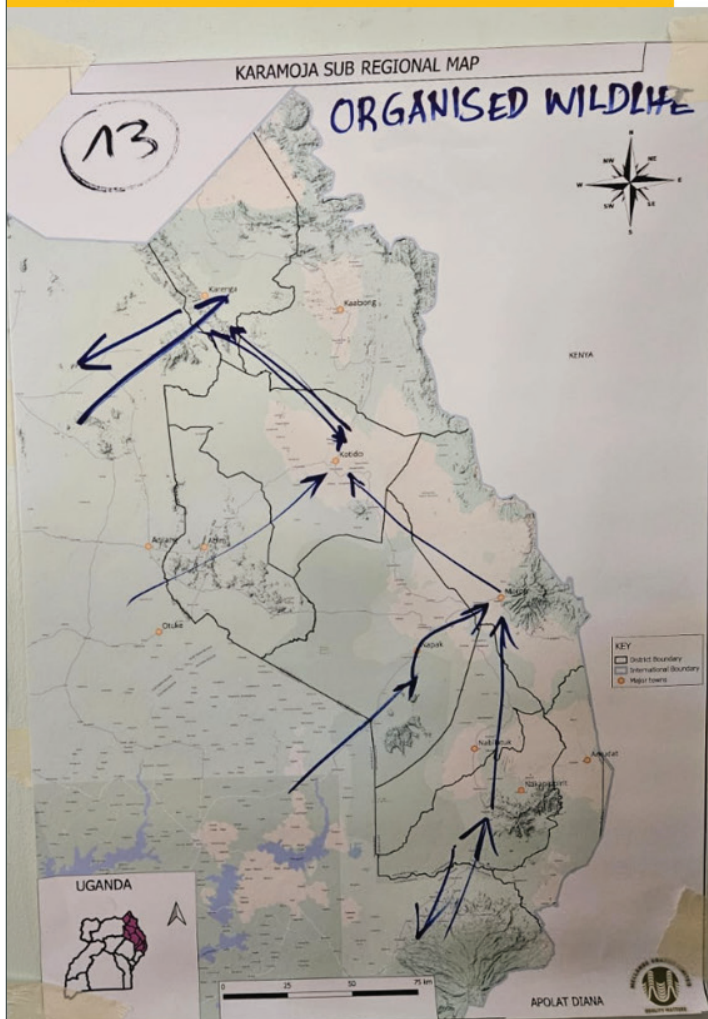
FIT Cultural Explorers



Number:	Name: Foreign Independent Traveller
Who is coming (age, country of origin, socio-eco class, way of Travel, etc.)	Middle aged (30-50 years) and some pensioners. Experienced individuals. They search for destinations on internet, travel by road. Some use tour operators to arrange their trip and may some times hire vehicles for self drives. They come from the Netherlands, Germany, Belgium, Latvia, England, Switzerland, Kenya, Israel. They spend the nights in Kidepo National Parks, Moroto, Pian Upe
Why do they come to this destination specifically (and not anywhere else)?	They come to hike, experience a game drive, nature walks, Village home stays, community tours, and birding
From where are they coming to the destination and where are they going to afterwards?	Likely to go to Sipi falls and Mt Elgon at the exit. Others likely to go to Soroti and Ngora to view the rock paintings. Some who exit from Karenga go to Murchison falls National Park
When are they coming?	J E M A M J J A S O N D
How many are coming?	Approximately 100-150 every month
Where within the lifecycle is this visitor Flow?	EXPLORATION 

Customer Journey	Travel planning and booking	Arrival	Accommodation	F&B	Local transportation	Nature and cultural tourism activities	Leisure activities/entertainment	Departure
What works	<ul style="list-style-type: none"> ...Reviews on Trip advisor ...Social Media marketing ...Referrals from previous clients (90%) 	<ul style="list-style-type: none"> 	<ul style="list-style-type: none"> ... Pricing is favourable 	<ul style="list-style-type: none"> 	<ul style="list-style-type: none"> ... Some Good roads 	<ul style="list-style-type: none"> 	<ul style="list-style-type: none"> 	<ul style="list-style-type: none">
What are the challenges?	<ul style="list-style-type: none"> ... Difficulty in finding information ... Lack of target Marketing ... Lack of mid range accommodation ... 	<ul style="list-style-type: none"> ... Cultural shocks on extra expectations ... Managing visitor expectation by local operators ... Community expectations from tourists ... Use of foreign currency ... Language Barrier ... Google maps failures ... Unreliable Internet 	<ul style="list-style-type: none"> ... Customer care ... Poor Hygiene in some facilities 	<ul style="list-style-type: none"> ... Limited cuisine choices and variety 	<ul style="list-style-type: none"> ... Poor services along the highways ... Limited fuel availability along the highways ... Bad road network, car breakdowns are common for tourists on self drive 	<ul style="list-style-type: none"> ... High Community expectations from tourists in form of money and tips 	<ul style="list-style-type: none"> ... Insecurity threats 	<ul style="list-style-type: none">
Who has most influence over this visitor Flow on the supply side? (*without this actor the Flow may collapse)	<ul style="list-style-type: none"> ... Local guides ... Hotels ... Tour operators ... Tourist Information centre ... Local restaurants ... Bodabodas 			<ul style="list-style-type: none"> ... Who has most influence over the demand in this Flow, so more Customers may come? 		<ul style="list-style-type: none"> ... Tour guides ... Hotels 		

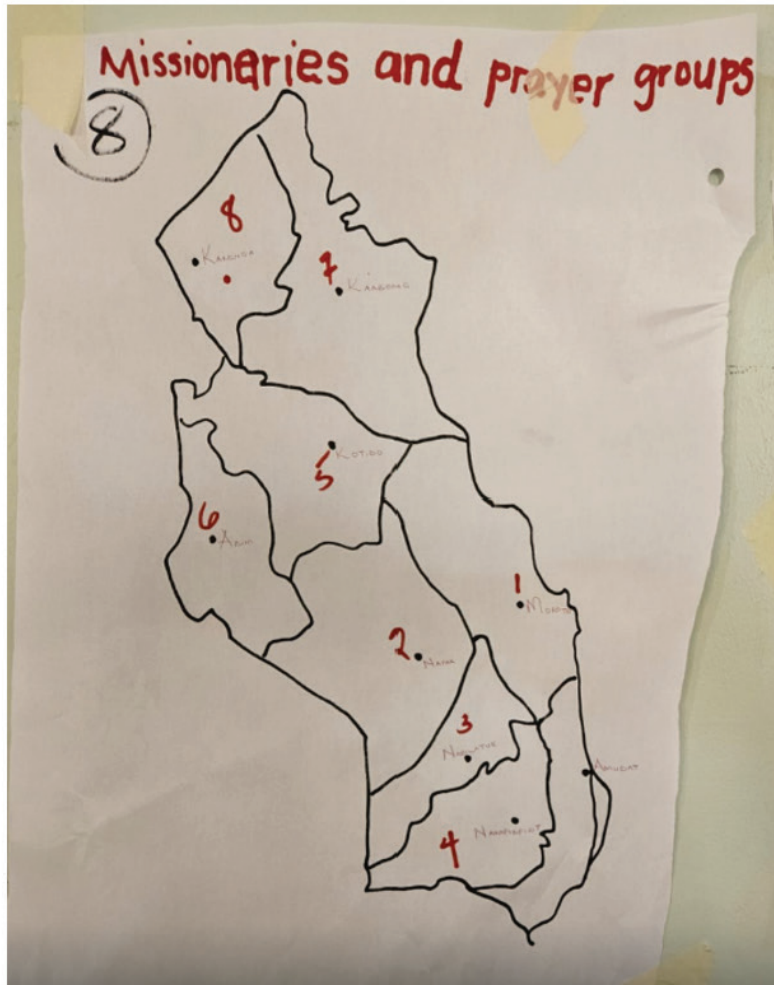
Organised Wildlife



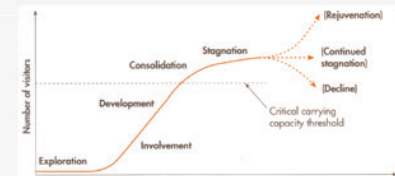
Number:	Name: Organised Wild life
Who is coming (age, country of origin, socio-eco class, way of Travel, etc.)	All ages for the Big 5 primates, both international and domestic visitors, middle income, travel in groups, family, individual, backpackers, honey mooners
Why do they come to this destination specifically (and not anywhere else)?	<ul style="list-style-type: none"> Rhone Antelope, study trip, landscape, cheetah, leopard, hyena, lion
From where are they coming to the destination and where are they going to afterwards?	Coming from Elgon t, through Pian to Moroto to Kotido to Kidepo almost with one stop over because they are going direct. International visitors that is Australia, UK, USA, most European countries, some are Ugandan nationals
When are they coming?	J F M A M J J A S O N D
How many are coming?	
Where within the lifecycle is this visitor Flow?	Development stage

Organised wild life	Travel planning and booking	Arrival	Accommodation	F&B	Local transportation	Nature and cultural tourism activities	Leisure activities/ entertainment	Departure
What works	<ul style="list-style-type: none"> ...tour operators ... 	<ul style="list-style-type: none"> ...by road 	<ul style="list-style-type: none"> ...a few accommodation facilities 	<ul style="list-style-type: none"> ... Hotels available... ... 	<ul style="list-style-type: none">some buses and motorcycles Tour operators provide the transport 	<ul style="list-style-type: none"> ...traditional dance group Museum Mountains Art and crafts homestays 	<ul style="list-style-type: none"> ...hiking Night life 	<ul style="list-style-type: none"> ...airstrips road
What are the challenges?	<ul style="list-style-type: none"> Insecurity perception Poor road network: Moroto to Kotido murrum road Limited tour operator ... 	<ul style="list-style-type: none"> ...poor ICT: connectivity of internet and mobile network 	<ul style="list-style-type: none">not enough accommodation both high end and low ... 	<ul style="list-style-type: none"> Variety and quality of meals not there 	<ul style="list-style-type: none"> Expensive and sometimes not available e.g car hire services are in Soroti or Mbele 2 hrs 	<ul style="list-style-type: none"> Poaching Urbanisation Limited knowledge and resource access 	<ul style="list-style-type: none"> ...limited infrastructure Sub standard services 	<ul style="list-style-type: none">
Who has most influence over this visitor Flow on the supply side? (=without this actor the Flow may collapse)	<ul style="list-style-type: none"> ...for national Parks: Uganda Wildlife Authority Licensed tour operators, game rangers 			Who has most influence over the demand in this Flow, so more Customers may come?	<ul style="list-style-type: none"> Travel blogs and blogs Social media Wildlife tv shows 			

Missionaries and Prayer Groups



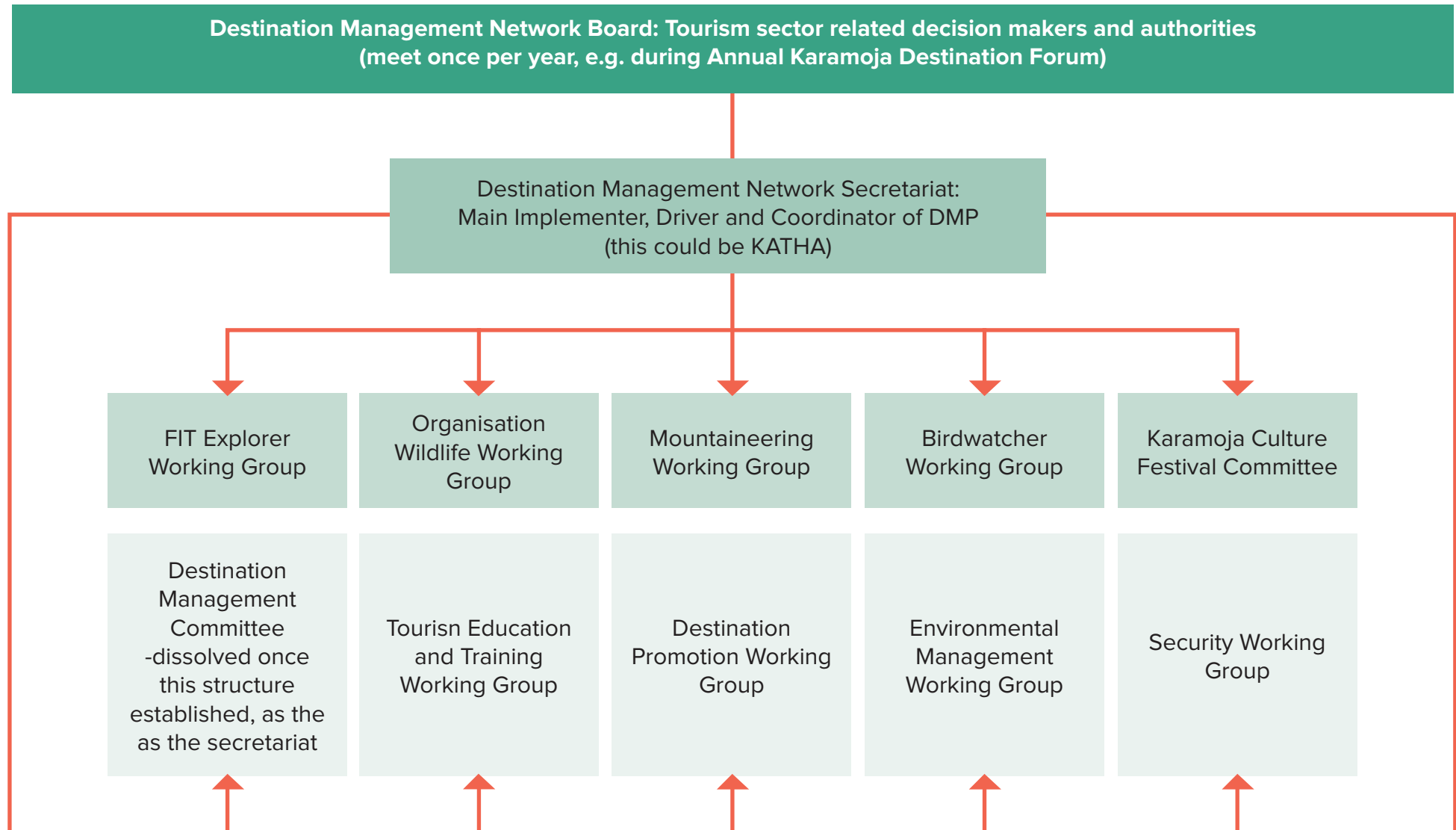
Number:	Name: MISSIONARIES AND PRAYER GROUPS											
Who is coming (age, country of origin, socio-eco class, way of Travel, etc.)	30-80 years, Italy, USA, UK, Germany, Australia, Uganda Flight to Entebbe and Road to Karamoja Follow a pre-designed outreach circuit											
Why do they come to this destination specifically (and not anywhere else)?	Evangelism, Charity/Relief aid, Medical needs, Education need, adventure, Church planting											
From where are they coming to the destination and where are they going to afterwards?	From: Out of the country or Kampala/Entebbe, Mbale, Jinja, Gulu To: Back home, Nearby adventure destinations											
When are they coming?	J	F	M	A	M	J	J	A	S	O	N	
How many are coming?	50 groups per year											
Where within the lifecycle is this visitor Flow?	Exploration											



Customer Journey	Travel planning and booking	Arrival	Accommodation	F&B	Local transportation	Nature and cultural tourism activities	Leisure activities/entertainment	Departure
What works	<ul style="list-style-type: none"> Local contacts pre-arrange the missions Easy to reschedule Can be done all throughout the year 	<ul style="list-style-type: none"> Local contact arranges pick up 	<ul style="list-style-type: none"> Pre-planned 	<ul style="list-style-type: none"> Organic and cheap 	<ul style="list-style-type: none"> Pre-arranged 	<ul style="list-style-type: none"> Diverse, rich & authentic Pre-planned excursions for the group usually ... 	<ul style="list-style-type: none"> Opportunity to create own entertainment 	<ul style="list-style-type: none"> Local contact arranges Souvenirs available ...
What are the challenges?	<ul style="list-style-type: none"> 	<ul style="list-style-type: none"> Long haul flights 	<ul style="list-style-type: none"> Limited accommodation options for groups 	<ul style="list-style-type: none"> Limited variety/cuisines 	<ul style="list-style-type: none"> 	<ul style="list-style-type: none"> 	<ul style="list-style-type: none"> Ltd already made options 	<ul style="list-style-type: none"> May be affected by weather and security
Who has most influence over this visitor Flow on the supply side?	<ul style="list-style-type: none"> Local contact 			<ul style="list-style-type: none"> Local contact 				
Who has most influence over the demand in this Flow, so more Customers may come?								

ANNEX 3

POSSIBLE ADJUSTED GOVERNANCE STRUCTURE FOR KARAMOJA DESTINATION



The above shown Destination Management Structure is a proposal on how Destination Management could be organised in Karamoja. It is on purpose developed in the form of a network which does not necessarily have to be overly formalised and heavy but can be dynamic and evolving. It is key to have a core group of actors in charge of being the motor behind the implementation of the DMP, as somebody needs to drive the process. This does not imply that this group needs to do everything and has decision-making powers for all aspects of tourism development, but it is a place where all the threads come together. KATHA could be a suitable set-up for this. On top of this Destination Management Secretariat, one could have a Destination Management Network Board in which key decision makers from the local destination, as well as from national level could be represented with the main task to approve and help monitor the implementation of the DMP. An annual event bringing together all key stakeholders could serve this purpose and allow the prioritisation of activities in the DMP for the next year. For more specific work on visitor flows and specific themes, it is proposed to form working groups. These working groups would bring together actors which have a concrete interest and incentive, as well as expertise in the specific areas of the working group and can help drive implementation of activities. In the case of a visitor flow, such a working group may simply bring together 3-4 key entrepreneurs catering to the same visitor flow and seeing value in collaboration, whereas in other cases, e.g. training and education, such a working group may bring together private sector associations, training providers and public sector representatives. Different development projects or programmes could be associated with a specific working group and support implementation of prioritised activities. During the annual development forum, these working groups could report on progress and priorities to the Destination Management Network Board and Secretariat, whereas the latter supports each group throughout the group according to needs and possibilities.

ANNEX 4

LIST OF STAKEHOLDERS PARTICIPATING IN DMP DEVELOPMENT WORKSHOP ON 22ND TO 24TH OF APRIL 2024

<https://drive.google.com/drive/folders/1t-YCvkNIhI8CVg1w6SAn3u27z00eNZs9?usp=sharing>

PLACE OF RESIDENCE	NAMES	ORGANISATION NAME
Moroto	Lemukol Julius Shongz	Moroto Tours Karamoja
Karenga	Ojok Raphael	Kidepo-Lorukul Cultural Village
Napak	Yeno Joseph	Napak District Tourism Officer
Moroto	Omoit James	Seven Ranges Hotel
Moroto	Maj Moses Amuya	UPDF
Moroto	Godfrey Kimbowa	Hotel African Moroto
Napak	Areman Emmanuel	Kautakou Cultural Village
Karenga	ASP Magona James	ASTU
Kotido	Kiyonga James	Nakapelimoru Village
Kotido	Lomoru Paul	Nakapelimoru Sub-county
Kotido	Alum Sabina Lodite	Kotido District Tourism Officer
Karenga	Maraika Amabile	KKAKKA Community Wildlife Association
Amudat	Omoding Samuel	Kalya Peace Village
Nakapiripirit	Max Choudry	Terraces Nakapiripirit
Nakapiripirit	Lopei Felix	Atili Tours and Travels
Kaabong	Ichumar Peter	Timu Eco Camp
Kampala	Najuna Nichola	Agro Tourism
Amudat	Lokiru Benjamin	Kalya Peace Village
Nabilatuk	Sagal Godfrey	Nabilatuk District Tourism Officer
Moroto	Loumo Phinehas D	Moroto District Local Govt
Moroto	Lokaala Christine	Kara-Tunga Arts and Tours
Sinyu	Matanda Godfrey R	Matheniko Bokora WR
Moroto	Longes Donato	Moroto District Local Govt

PLACE OF RESIDENCE	NAMES	ORGANISATION NAME
Moroto	SSP Madiri Ahmed	Uganda Police Force
Moroto	Theo Vos	Kara-Tunga Foundation
Moruajore	Okware James	Pian Upe Wildlife Reserve
Sinyu	Ogula Andrew	Matheniko Bokora WR
Moroto	Tuko Justine	Office of the District Resident Commissioner Moroto
Moroto	Lokutae Brian	Kara-Tunga
Moroto	Anyakun Paul	Destination Nomad Africa
Amudat	Ejopu Isaac	Kraal Tours
Moroto	Ochwo Emmanuel	Hotel Leslona ltd Moroto

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