

CONSULTANCY FOR SUPPORT TO THE RWANDA CHAMBER OF TOURISM IN RESPONDING TO COVID-19



FINAL REPORT

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Support to the Rwanda Chamber of Tourism
in responding to COVID-19



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LIST OF ABBREVIATIONS

AR	Augmented Reality
BCP	Business Continuity Plan
BDU	Business Development Unit
BK	Bank of Kigali
COVID	Corona Virus Disease
CSR	Corporate Social Responsibility
EAC	East African Community
ERF	Economic Recovery Fund
FBO	Faith Based Organization
GIZ	Gesellschaft für Internationale Zusammenarbeit
GoR	Government of Rwanda
HLI	Higher Learning Institutions
HR	Human Resource
I&M	Investment and Mortgages
ICT	Information and Communications Technology
MSMEs	Micro, Small and Medium Enterprises
PR	Public Relations
PSF	Private Sector Federation
RATA	Rwanda Association of Travel Agencies
RCoT	Rwanda Chamber of Tourism
RHA	Rwanda Hospitality Association
RHTEA	Rwanda Hospitality Educators Association
RRA	Rwanda Revenue Authority
RSGA	Rwanda Safari Guides Association
RSSB	Rwanda Social Security Board
RTTA	Rwanda Tours and Travel Association
RURA	Rwanda Utilities Regulatory Authority
RWF	Rwandan Francs
SDGs	Sustainable Development Goals
SOPs	Standard Operating Procedures
THOs	Tourism and Hospitality Organizations
ToRs	Terms of References

I. EXECUTIVE SUMMARY

Following the emergence of the Covid-19 Pandemic that highly hit up people and different businesses most especially tourism businesses, the Rwanda Chamber of Tourism supported by GIZ launched a project titled “Support to the Rwanda Chamber of Tourism in Responding to COVID-19”. This project intended to mitigate the impacts of Covid-19, build back better, and build the capacity of the Chamber of Tourism Staff. Different approaches were used in order to easily support the firms that were adversely hit by the Covid-19, and the strategies used included hotline installation and operation, website development, capacity building to RCoT Staff, and advisory services. In the process of supporting tourism businesses that were highly affected by the Covid-19, a hotline was installed in order to ease communication between the RCoT and the businesses in the tourism industry. The hotline for RCoT intended to deliver information related to tourism in Rwanda to anyone seeking that information, and It also aimed at providing the RCoT members with information related to the opportunities and profits available for them. The hotline helped to communicate to the RCoT members with information related to Covid- 19 recovery strategies and funds and the requirements needed to obtain those funds.

More to that, Websites of RCoT, RHA, RTTA, and RSGA were developed and websites of RATA and RHTEA were updated and handed to the Rwanda Chamber of Tourism along with their developed relative content. As the world had quickly adopted technology during the pandemic, these websites were mainly produced to assist the RCoT and its members to go digital during and after the Covid-19 Pandemic whereby they can easily have their services, contacts, chats, opportunities available, information related to Covid-19 on the websites. These websites were developed and updated using up-to-date Technology to ensure the websites are of modern standards and interactive. JavaScript and PHP Laravel Framework were used to develop RCoT and its associations' websites respectively.

Furthermore, advisory services were conducted to 100 companies to adapt to the context of the pandemic. Those firms were educated on credit schemes, taxes, business continuity plans,

retaining workforce and skills development, and marketing focused on domestic/regional markets. Different approaches were used to conduct the advisory services such as physical advisory where different firms were visited, a hotline where the hotline installed for RCoT was used to invite those firms to the online and webinar sessions, and the webinars were conducted to help the businesses in tourism and hospitality under RCoT to understand different opportunities available to mitigate the effects of COVID-19, rethink their post-COVID-19 marketing and publicity strategies to increase customer base, and learn how the use of IT in tourism education could help to mitigate the effects of COVID-19.

In addition, the project was meant to develop the capacity of RCoT Staff in collecting regular status updates of their members; designing and coordinating collective actions for business recovery; Identifying additional key external service providers (e.g. lawyers) that companies can be referred to for additional support and propose a cooperation model. Moreover, the project had to capacitate the staff in implementing response and recovery interventions; aligned to Public Relations (PR), advocacy, and marketing, and provide information about international best practices in the current crisis relevant to the tourism sector.

The implementation of this project involved a number of challenges, mainly due to the Covid-19 pandemic. Conducting physical advisories was challenging due to the lockdown in some parts of the country, and some businesses suffered high losses, and they were closed. Besides, conducting online sessions was a challenge because some people were not familiar with online meeting platforms. Despite the challenges posed by the advent of the COVID-19 pandemic, the project was a success. Websites came out to be so interactive and modern, people reached out to RCoT for help using the hotline, participants of the advisory services and webinars liked the outcomes as they have acquired useful and impactful info/ resources that help in recovering from Covid-19 Pandemic. So, our key recommendations are proposed to relevant stakeholders and project partners for future programming as follows:

- I. The RCoT with the assistance of PSF and RDB should put in place mechanisms such as

training and regulations to enable these firms to track the progress of what they are doing;

- II. The RCoT in partnership with RDB, PSF, and RTHEA should organize intensive training for tourism and hospitality staff;
- III. The RCoT, RDB, PSF in partnership with regional and international partners should put in place a fund that should facilitate the development of firms in the sector and serve as a buffer for future possible crises;
- IV. The RCoT should strengthen the triple helix approach to the development of the sector that plays an important role in the national economy. More so, a policy of an interlinked strategy between the private sector, the Government entities, and academia should be worked on by the RCoT to ensure that the approach becomes a reality; a recovery plan for the sector should be drafted by the RCoT in partnership with RDB and PSF;
- V. Concerted efforts should be put in place to increase customer's experience in the tourism and hospitality sector through enriching and diversifying the quality of products.

To ensure continuity and growth of the sector, the following three main action points are projected:

- RCoT to make follow up with banks as to when the next tranche of funds shall be available for the applicants who did not access credit and inform the affected firms;
- RCoT to follow up the advocacy paper that was developed and ensure it is presented to competent authorities for action regarding
- RCoT to make a closer follow-up of collective action points proposed and integrate them in their strategic plans and actions.

II. OVERVIEW OF THE PROJECT

2.1 Background

The Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH is a federal owned international cooperation enterprise for sustainable development with worldwide operations. GIZ has worked in Rwanda for over 30 years. The primary objectives between the Government of Rwanda and the Federal Republic of Germany are poverty reduction and the promotion of sustainable development. To achieve these objectives, GIZ Rwanda is active in the sectors of Decentralization and Good Governance, Economic Development

and Employment Promotion, Energy, and ICT (Information and Communications Technology).

2.1.1 General Context of the Eco-Emploi 2020 – 2022 Program

The bilateral Promotion of Economy and Employment Program (Eco-Emploi) is part of the priority area “Sustainable Economic Development” of the Rwandan-German Development Cooperation and is implemented by GIZ between January 2020 and December 2022. The program contributes to private sector development, youth employment, vocational training, and an active labor market policy. It works towards achieving SDG 1 “No poverty”, SDG 4 “High-quality education”, SDG 5 “Gender Equality”, and SDG 8 “Decent work and economic growth”. The program also aims at employment-intensive growth in selected value chains namely the timber, tourism, and film industry with a focus on increasing the market orientation and competitiveness of Micro, Small, and Medium Enterprise (MSMEs) and improving the interaction of different value creation stages in the above-specified value chains.

2.1.2 The rationale for the Assignment

With the emergence of the COVID-19 pandemic, the world faces an unprecedented global health emergency with an unparalleled impact on societies and livelihoods. Travel and tourism, a labor-intensive sector, is one of the most affected with jobs at risk through the whole of the value chain. This has particularly affected the most vulnerable groups of the population such as women, youth, and rural communities. In a rapid assessment, the Rwanda Chamber of Tourism in Rwanda found that for March 2021 only, the value of

loss recorded amounted to RWF 34,948,786,092 for about 24 percent of the tourism and hospitality sector in Rwanda. All business owners foresee the survival of their businesses as of high risks. At the same time, business recovery support schemes to financially and technically facilitate the COVID-19 crisis are slowly being set up. As there is no playbook for the current situation, many businesses are eagerly seeking advice on how to best respond. The Rwanda Chamber of

Tourism is committed to providing respective services to its members and coordinating the required collaboration with public institutions, development partners, NGOs, and external service providers including financial institutions among other key stakeholders.

2.2 Project Objectives

The objective of this project is to support businesses in the Rwandan tourism sector to survive and recover from COVID-19 crisis by developing and providing key information and services required to ensure they outlive the post-COVID-19 business cycles. In order to achieve the project objectives, the assignment was clustered into the following three outcomes of: mitigating the impact of COVID-19; Building back better and: developing the capacity of RCoT staff:

2.2.1 Mitigating the Impact of COVID-19

- Assist companies to avoid bankruptcies (e.g. negotiations with banks) and support the development of business continuity plans;
- Provide information on how to generate alternative revenues, minimize revenue loss and redeploy assets;
 - Assist companies in measures to maintain and support their workforce;
 - Provide information on how to utilize relief packages (taxes, loans, etc.) provided by GoR, development partners, or other international organizations.

2.2.2 Build Back Better

- Provide information on how to improve business resilience;
- Assist companies in utilizing the time to build capacities and improve the skills of their employees;
- Recommend resource efficiency measures and support through the implementation directly with companies;
- Assist companies in responding to different proposed post-covid-19 solutions (e.g. call for proposals) from different partners of the Rwanda Chamber of Tourism;
- Assist companies in developing post-COVID-19 marketing strategies, particular (but not exclusive) for the domestic/regional market;
- Provide information on effective

communication with clients and business partners along the entire tourism value chain, aiming at joint actions to contain the COVID-19 and maintain a steady business recovery trend out of the outbreak.

2.2.3 Capacitating the staff of Rwanda Chamber of Tourism

The project was meant to develop the capacity of RCoT on the following issues:

- Support the Chamber in collecting regular status updates of their member;
- Support the Chamber in designing and coordinating collective actions for business recovery;
- Identify additional key external service providers (e.g. lawyers) that companies can be referred to for additional support and propose a cooperation model;
- Capacitate the staff in implementing response and recovery interventions; aligned to Public Relations (PR), advocacy, and marketing;
- Provide information about international best practices in the current crisis relevant to the tourism sector. Tourism companies are mainly hotels, tour operators, safari guides and travel agencies, tourism and hospitality educators, professional conference organizers as well as entertainment and other service providers: in total around 1,000 businesses.

2.4 Expected Deliverables

The project was expected to deliver the following outputs.

- Develop content and program, maintain and hand-over website for response management and marketing
- Develop, design, and regularly update Rwanda specific information packages for all above-mentioned aspects for different distribution channels (Website, WhatsApp, Twitter, etc.);
- Conduct, record, and publish weekly webinars for different target groups and topics;
- Support the set-up of a Monday to Friday service hotline (available by phone, e-mail, WhatsApp), which will be run by the Rwanda Chamber of Tourism, and ensure efficient cooperation;
- Provide direct assistance to up to 100 companies on key business aspects including but not limited to providing advisory services

on credit schemes, taxes, business continuity plan, retaining of the workforce and skills development, marketing focused on domestic/ regional market;

- Fast-tracking advocacy undertakings to ensure business recovery: including generating pertinent PR, marketing, and advocate plans; generating position papers to address key issues faced by tourism and hospitality businesses due to COVID-19;
- Provide 2-weekly reports about service requests and satisfaction of companies
- Recommend collective actions at chamber or association level and inform regularly about international best practices;
- Conduct three one-day coaching sessions to chamber staff about services offered under this assignment: at the beginning, upon request, and at the end of the assignment;
- Establish and update a network of additional external service providers;
- Develop and update special information package to BDE Unit Advisors for sector-specific advisory services during the COVID-19 crisis;
- Assess viability and provide recommendations for peer-2-peer learning formats.

III. DELIVERABLE REPORT

3.1 Introduction

An induction meeting between GIZ, RCoT, and STYLOS CONSULTS Ltd was organized by the GIZ to officially launch the project (see minutes in annex 1). STYLOS CONSULTS Ltd used the meeting as an opportunity to share the overall understanding of the project and its implementation plan (see annex 2) to all participants. Participants at the meeting gave constructive comments on the plan and expressed their need to translate it into tangible activities. Different approaches and methods on each project deliverable were used to come up with the final intended deliverables. More details about the methodology used is discussed under each deliverable.

3.2 Website and Content Development

3.2.1 Overview

Among the project's deliverables, STYLOS CONSULTS Ltd developed, maintained and handed over website and content tailored to response management and marketing. Further, the development of the website would enable them to host designed and regularly updated Rwanda-specific information packages. At the beginning of the project, STYLOS CONSULTS Ltd was supposed to develop the RCoT website only. Later on, through various meetings, it was agreed that also five (5) other websites for the RCoT Associations should be developed and updated accordingly. The two websites to be developed were for RATA (Rwanda Association of Travel Agencies) and RHTEA (Rwanda Hospitality Educators Association) and the three websites to be updated belong to RHA (Rwanda Hospitality Association), RTTA (Rwanda Tours and Travel Association), and RSGA (Rwanda Safari Guides Association). The Rwanda Chamber of Tourism had requested STYLOS CONSULTS Ltd to link all these five associations' websites to the RCoT website to increase their visibility and accessibility. STYLOS CONSULTS Ltd responded positively to this request to facilitate effective communication. At no cost, the same website was designed and repurposed for both the RCoT and GIZ.

3.2.2. Methods for Website Design

To develop the websites, both primary and secondary data was collected. The information collected helped to develop websites that would meet the specific objectives. Therefore, various meetings and conversations were held with RCoT and GIZ staff and representatives of member associations to agree on the aesthetics of the design and the required features (see annexes 3 and 4). Secondary data was derived from consultations with different documents and model websites to ensure that modern and interactive websites were developed. Specifically, national, regional, and international websites were visited for benchmarking. One of the model websites visited is RDB Website.

3.2.3. Technology for Websites Design

The current and up to date technology was selected to ensure that the six websites developed were of modern standards and interactive.

A. Rwanda Chamber of Tourism (RCoT) Website

The Rwanda Chamber of Tourism is one of the 10 professional chambers that currently exist under the umbrella of the Private Sector Federation (PSF), which is dedicated to promoting and representing the interests of the Rwandan Business Community. It was established in 2006, with a mandate of enhancing business opportunities through effective lobbying and advocacy for the tourism and hospitality industry in Rwanda.

To develop RCoT Website, the following technology was used:

- Database: PostgreSQL
- Backend: NodeJs with Express and JWT
- Frontend-end: ReactJs with Redux
- Chabot: Crip (<https://crisp.chat/en/>)
- Host: Digital Ocean is the best Reliable Web Hosting Service for small businesses that need to quickly start up a small high-performance instance. Affordable price PAAS

▪ Secure serve with SSL by adding https to the domain name:

NodeJs, ReactJs, and Postgres technology was utilized to develop the RCoT website. The use of the above technology was justified by the following aspects:

1. The core of Node Js is secure, and third-party packages may require additional security measures to protect RCoT web applications.
2. Secure your HTTP authentication by the use of OAuth and JSON Web Token (JWT), OAuth, AuthO, and React Router.
3. Consider using the React Router library to secure apps against URL-related vulnerabilities.
4. ReactJs apps are single-page apps with no page reloading

B. Rwanda Chamber of Tourism Associations' Websites

The websites for the RCoT member associations were developed using the following technology: The websites for the associations were built in PHP/Laravel 8

- Database: MySQL
- Integrated payment: Flutter wave (<https://flutterwave.com/rw/>)

- SMS: In touch (<https://www.intouchsms.co.rw>)

- Chabot: Crip (<https://crisp.chat/en/>)

- Host: Digital Ocean is the most Reliable Web Hosting Service for small businesses who need to quickly start up a small high-performance instance and at an affordable price

- PAAS

The following are some screenshots of RCoT association websites developed using PHP programming language and Laravel (PHP framework).

i. Rwanda Hospitality Association

Rwanda Hospitality Association (RHA) is one of the Associations that make up the Rwanda Chamber of Tourism. RHA is composed of Hotels, Resorts, Apartments, Restaurants, Game lodges, Guest houses, Night clubs, Eco lodges, Coffee shops, and Bars.

ii. Rwanda Hospitality and Tourism Educators Association

Rwanda Hospitality and Tourism Educators Association (RHTEA) is another Association included in the Rwanda Chamber of Tourism. RHTEA aims at providing training for provision of outstanding services in the Hospitality and Tourism Education sector in Rwanda. The RHTEA is composed of 10 founder members from Higher Learning Institutions, TVET Schools, some training companies/Consultant Firms.

iii. Rwanda Associations of Travel Agencies (RATA)

RATA is an Association founded in 2017 which is currently composed of over 80 Travel agencies.

iv. Rwanda Safari Guides Association

Rwanda Safari Guides Association (RSGA) is one of the five associations within the Chamber of Tourism. Currently, RSGA has over 150 registered members countrywide. RSGA carries out a regular grading and classification exercise of guides in a bid to determine the standards and

assure of predictable levels of quality of service, professionalism and the ability of a guide to offer the experience that meets tourists' expectations.

v. Rwanda Tours and Travel Association

Rwanda Tours and Travel Association is part of Rwanda Chamber and is dedicated to enhancing the quality of tourism services in Rwanda as well as representing the interests of the national tours and travel industry.

C. Potentiality of Updated Websites

- The old version used Laravel 5.4 which was not secure and difficult to manage but for us, we developed it using the latest version of Laravel which is 5.8(Speed, secure, performance, code management, and structure).
- The updated websites for RCoT associations ease communication between members. They can now send an SMS to each other or emails and this is done through the websites
- New association websites provide the user-privacy in a way that it is impossible to access the data of other members because the routes are protected from unauthorized users.
- The new association websites allow external

users to contact the association dashboard in a live chat, which was impossible with the previous website

- The latest version of association websites now allows association managers to create events, blogs, COVID-19 guidelines, press release, and galleries that can be viewed by all users
- With the new version of association websites, members can now pay for their membership online.

3.2.4. Project deliverables on websites

The project deliverables are the final product of RATA, RHTEA, RHA, RTTA, RSGA and RCoT websites. The websites developed are having the following names:

- RCoT: <https://cot.org.rw/>
- RATA: <https://rata.org.rw>
- RHA: <https://rha.rw>
- RHTEA: <https://rhtea.rw>
- RSGA: <https://rsga.rw>
- RTTA:<https://rtta.rw>

A. On the client-side

Table 1: List of features of Associations' websites for the user

S/N	Features/component	RATA	RHTEA	RHA	RTTA	RSGA
1	The homepage that captures the information of the organization	Ok	Ok	Ok	Ok	Ok
2	Travel information/news	Ok				
3	Display the latest news and information from social media	Ok	Ok	Ok	Ok	Ok
4	Button links for becoming a member	Ok	Ok	Ok	Ok	Ok
5	Partners section and linkage with their websites	Ok	Ok	Ok	Ok	Ok
6	Footer information (main link and (external) useful links	Ok	Ok	Ok	Ok	Ok
7	About us page (who are, mission & vision and values	Ok	Ok	Ok	Ok	Ok
8	The executive committee (staff members)	Ok	Ok	Ok	Ok	Ok
9	View related news/blogs	Ok	Ok	Ok	Ok	Ok
10	View specific new/blog	Ok	Ok	Ok	Ok	Ok
11	View active members list with the company list and its website	Ok	Ok	Ok	Ok	Ok
12	Membership requirement page	Ok	Ok	Ok	Ok	Ok
13	Contact us page	Ok	Ok	Ok	Ok	Ok
14	Register an account of membership management	Ok	Ok	Ok	Ok	Ok

15	Login page with email and password for managing membership information (like membership fees, update information)	Ok	Ok	Ok	Ok	Ok
16	Reset password (in case you forget it)	Ok	Ok	Ok	Ok	Ok
17	Application membership details (membership information)	Ok	Ok	Ok	Ok	Ok
18	Integrated Inbox messaging	Ok	Ok	Ok	Ok	Ok
19	Manual payment by uploading bank slip	Ok	Ok	Ok	Ok	Ok
20	Integrated online payment	Ok	Ok	Ok	Ok	Ok
21	Payment historical record of membership fees	Ok	Ok	Ok	Ok	Ok
22	Able to receive phone SMS/emails from management staff	Ok	Ok	Ok	Ok	Ok
23	Able to receive the email about any changes on membership	Ok	Ok	Ok	Ok	Ok
24	Live search member on list	Ok	Ok	Ok	Ok	Ok
25	Migrating all members list	Ok	Ok	Ok	Ok	Ok
26	Adding logo to membership application	Ok	Ok	Ok	Ok	Ok

B. On the admin side (staff)

Table 2: List of features of Associations' websites for the web master

No	Features/component	RATA	RHTEA	RHA	RTTA	RSQA
1	Management of membership (Approve, decline, delete)	Ok	Ok	Ok	Ok	Ok
2	View specific member details (inbox messaging, payment history, and member information)	Ok	Ok	Ok	Ok	Ok
3	Dashboard (small of the system information)	Ok	Ok	Ok	Ok	Ok
4	Manage events (add, update and delete an event)	Ok	Ok	Ok	Ok	Ok
5	Manage blogs/news (add, update and delete a blog/news)	Ok	Ok	Ok	Ok	Ok
6	Inbox messaging from/to the members	Ok	Ok	Ok	Ok	Ok
7	Publishing documents management (create, update and delete document) in the following category's publication, press release, and COVID-19	Ok	Ok	Ok	Ok	Ok
8	Manage to contact us messages (view)	Ok	Ok	Ok	Ok	Ok
9	Visit Rwanda Attractions pages				Ok	Ok
10	Gallery/photos				Ok	Ok
10	Management of Visit Rwanda Attractions categorized in Rwandan provinces				Ok	Ok
11	Management of Gallery/photos				Ok	Ok
12	Live search member on the list	Ok	Ok	Ok	Ok	Ok

C. Content Developed for the websites

The following information has been created and uploaded on the websites:

- Blogs
- Business Continuity Plan
- Introduction on each web page of each website created
- Covid-19 information
- Covid-19 Helpful links
- Events
- Publications info
- Press releases info
- Pictures

D. Challenges

- The contradiction of the request changes: We had to work hard and tried to collect all the feedback at once.
- RCoT delays in reviewing the websites.
- RCoT delays in providing the required information. To overcome this, we had to push RCoT or create the information on our own.
- RCoT sends the association's members to list in disorder with too
- many similar members' accounts (email and password).
- Hackers: some of the websites that were updated (RSGA and RTTA) got hacked, but we had to change to a more national host as a solution.

E. Website Design Best Practices

- Know your customer (his business, brand and sector): This can be done through field and online research.
- Select the style, arrangement and appearance that is appealing and easy to read
- Choose the colors palette (2-3 colors standard excluding white and black) and font (Choose some colors from logo)
- Make the website easy to navigate (Navigability).
- Make the website mobile friendly
- Prepare relevant and engaging content

3.2.5. Recommendations

In general, the project for developing the associations' websites' component was well organized and expected to be implemented as well except for some few delays for providing the required in-

formation and some contradictions and changes which were requested by some different people. We highly recommend the RCoT staff to have on-board an IT person who will be in charge of updating the information of the websites as long as all the websites are dynamic and handled in one server (RCoT-server).

3.3 Webinars

To strengthen communication between stakeholders and share experience about the effects of COVID-19, as well as trends in the sector of tourism and hospitality in the world,

one of the project's deliverables was to conduct record and publish weekly webinars for different target groups and topics. These webinars were also intended to help the businesses in tourism and hospitality under RCoT to understand different opportunities available to mitigate the effects of COVID-19, rethink their post-COVID-19 marketing and publicity strategies to increase customer base, and learn how the use of IT in tourism education could help to mitigate the effects of COVID-19. That means all webinars were organized, and they covered the important topics that were identified as the main challenges that stakeholders and especially firms in the sector would rely on to mitigate the effects of COVID-19 and build back better. Preliminary to the organization of webinars, concept notes were prepared by STYLOS CONSULTS and shared with the RCoT and GIZ for brainstorming the topics that should be covered in the webinars. The selection process of the topics based on the relevance of the topic to the need of the audience, and also based on the experience of the participant in which the webinar could help the audience get immediate answers for their questions. It is after the exchange of the concepts notes that a clean sheet was given for their organization. Annexes 9, 10, 11, and 12 provide the concept notes related to organized webinars. Speakers were identified based on their competencies and skills in the topics selected, and they were drawn from the financial sector, government bodies, and tourism and hospitality as well. Further, the identified speakers were both nationals and foreigners.

The process of organizing webinars was conjointly prepared by GIZ, RCoT and STYLOS CONSULTS Ltd. The organization of the webinars was con-

ducted through the following phases procedures:

1. Preparation and finalization of the concept note for each webinar;
2. Identification of speakers for each webinar;
3. Advertisement of the webinar through different stakeholders;
4. Issuance of the meeting link to all stakeholders.

The above process was vital to reaching out many stakeholders who attended the webinars.

The following key topics were comprehensively covered in the webinars. The included their key discussion points and recommendations.

3.3.1 Covered Topics in the Webinar

3.3.1.1 Financial opportunities for hospitality and tourism business to mitigate the effects of COVID-19

The above webinar topic focused on clarifying the existing funding opportunities, terms, and challenges observed about their accessibility. The financial institutions in Rwanda which have in common the experience of management of ERF and KFW were selected for this webinar, i.e. Bank of Kigali and I&M Bank. Besides, the speakers for this webinar were selected attentively to ensure that hospitality and tourism businesses that suffered the effects of COVID-19 can be aware of different opportunities await them to attenuate the COVID-19 impacts. On that note, some speakers who appeared on the poster in-

vation couldn't make it to the webinar so; they had to delegate other people to attend. After the presentation, the participants commented on the challenges encountered in accessing the existing funds and grants through general observations and personal requests, and speakers promised to handle them.

Some general comments included the access to these funds for non-customers of the above banks, the provision of the services from all branches, and the unrealistic conditions of access to the funds and grants, etc. Represented financial institutions promised to handle them properly. Further, STYLOS CONSULTS Ltd promised to draft a concept note on the access to the said grants and funds as a way forward. Additionally, STYLOS CONSULTS Ltd noted that while conducting advisory services, access to existing financing opportunities was one of the topics the firms would be assisted on where and whenever possible to access these funds.

The webinar was important and insightful because it helped the business owners in the hospitality and tourism industry to understand the financial opportunities available for them to fight back the effects of COVID-19 on their businesses. The participants gained knowledge about how to sustain the tourism business in economically challenging times. The webinar provided new ideas to diversify and rebuild their tourism businesses after the challenges a lot of businesses faced due to the COVID-19 outbreak.



The poster features a background image of hands clasped together. The main title is 'EXPLORING FINANCIAL OPPORTUNITIES FOR HOSPITALITY AND TOURISM BUSINESSES TO MITIGATE THE EFFECTS OF COVID-19'. Logos for 'CHAMBER of TOURISM Rwanda' and 'STYLOS CONSULTS' are present. A dark blue box on the left says 'Online Meeting' with a location pin icon. An orange box in the center-left states the date and time: 'Wed, 27th January 2021 from 2:30 PM to 4:30 PM'. Six speakers are listed with their photos in diamond frames: Mr. Robin BAIRSTOW (C.E.O of I&M Bank), Mrs. Diane KARUSISI (C.E.O of Bank of Kigali), Dr. Monique NSANZABAGANWA (Deputy Governor, National Bank of RWANDA), Mrs. Belise KALIZA (Chief Tourism Officer, Rwanda Development Board), Frank GISHA MUGISHA (Director General of Rwanda Chamber of Tourism), and Dr. SHEMA Jean Bosco (Lead Consultant, Stylos co.ltd (Moderator)). The bottom dark blue bar contains social media handles for Facebook (TourismChamberRw), Twitter (TourismChamber), Instagram (tourismchamber_rw), and LinkedIn (Rwanda Chamber of Tourism).

EXPLORING FINANCIAL OPPORTUNITIES FOR HOSPITALITY AND TOURISM BUSINESSES TO MITIGATE THE EFFECTS OF COVID-19

CHAMBER of TOURISM Rwanda

STYLOS CONSULTS

Online Meeting

Wed, 27th January 2021 from 2:30 PM to 4:30 PM

Mr. Robin BAIRSTOW
C.E.O of I&M Bank

Mrs. Diane KARUSISI
C.E.O of Bank of Kigali

Dr. Monique NSANZABAGANWA
the Deputy Governor,
National Bank of RWANDA

Mrs. Belise KALIZA
Chief Tourism Officer,
Rwanda Development Board

Frank GISHA MUGISHA
Director General of
Rwanda Chamber of Tourism

Dr. SHEMA Jean Bosco
Lead Consultant, Stylos co.ltd
(Moderator)

TourismChamberRw

TourismChamber

tourismchamber_rw

Rwanda Chamber of Tourism

3.3.1.2 Business Unusual-Insights on Digital Marketing for Tourism and Hospitality Enterprises

The webinar intended for industry players was organized on 26th February 2021 from 2:30 to 4:30 pm. The purpose of the webinar was to enable business owners to strategize on the use of digitalization in marketing their products and services, as well as maintaining their business continuity during the pandemic. The Webinar was expected to provide an opportunity for businesses to:

Create awareness on the contribution of the use of digitalization to increase business revenues.

- Share innovative ideas and best practices to competitively stand out at regional and global markets;
- Use IT devices as a mechanism to maintain business operations and reduce the risks relative to the spread of the pandemic.

The speakers were selected with due care to ensure that participants have access to current trends in digital marketing. The selected speakers are gurus in the field of digital marketing. These included:

- Mr. Sujeev Shakya: is a thought leader who traverses many Worlds, CEO of Beed Management International Management, a Consulting Firm based in Nepal, Chairs Nepal Economic Forum, a Nepal based think tank. He has quite extensive experience in the sector of tourism and hospitality
- Mr. Isaac Oduro Frempong: from Ghana and is a Business Development Manager of Duro Inc.
- Mr. David Toovey: The Visit Rwanda Partnership Manager has 10 years of background in government communication and online marketing.

- After self-presentations, speakers talked about various issues, including:
- Their experience as digital nomads in Rwanda;
- Service delivery and what customers look for in a product;
- Advised business owners to constantly observe trends in marketing and focus on what customers want;
- Comparison of Rwanda with other destinations by highlighting Rwanda's added advantages including good climate, cheap food, and

beverages;

- As a result of the good work by panelists as well as questions and comments raised by the participants at the webinar, the following recommendations were raised:
- To enhance advocacy for industry players;
- To reinforce digital use in tertiary education;
- Promote made in Rwanda through digital platforms.

Poster for webinar invitation

CHAMBER of TOURISM Rwanda

PRESENTS

LIVE WEBINAR

BUSINESS UNUSUAL - INSIGHTS ON DIGITAL MARKETING FOR TOURISM & HOSPITALITY ENTERPRISES

FRIDAY FEBRUARY 26 AT 2.30PM

Panellists

JOIN EXPERTS TO SHARE INSIGHTS VIA MS TEAMS

Moderated by:

BONITA MUTONI
Chairperson, RITA and EATP Board member

DAVID TOOVEY
Partnership Manager
Visit Rwanda

SUJEEV SHAKYA
Chief Executive Officer
Beed management Consulting Firm

ISAAC ODURO
Business Development Manager
Duro Inc.

For more information: 0783895023 or info@rwandatourismchamber.org

3.3.1.3 Effects of COVID-19 on tourism and hospitality education: Preparing for a Resilient Future

The webinar on tourism and hospitality education aimed at helping audiences especially the stakeholders in the Hospitality and Tourism Education and research sub-sector which includes tertiary colleges and universities and other stakeholders to understand the effects of COVID-19, how the use of IT in tourism education has helped or could help to mitigate the effects of COVID-19 as well as the trends in methodological approaches

that are capable to strengthen students' participation in their eLearning process. Such student engagement is an important asset to the training of qualified and skilled staff, which will result in employment.

Speakers were selected from different sectors including policy-making, HLIs Managers, and providers of hands-on skills in the Tourism and Hospitality sector. In their respective talks, they highlighted the opportunities that policymakers have availed to enable conducive education in

tourism and hospitality, they mentioned the challenges posed by COVID-19 to education in general and tourism and hospitality in particular, they elaborated on strategies taken by Higher Learning Institutions (HLIs) to overcome the effect of COVID-19 through the use of technology, and they underscored the need to link up teaching approaches, developed content, methods, and tools appropriate for the market needs. Further, speakers highlighted the need for an inclusive education that involves educators, investors, policy-makers, students, and all other stakeholders in the tourism and hospitality sector. Last but not least,

speakers highlighted the opportunities that are provided by technology to develop virtual travel experiences, virtual hotel tours, conferencing site viewing, and branding and marketing using virtual reality and augmented reality. In addition, it was underscored how virtual reality and augmented reality could play a vital role in promoting education in tourism and hospitality. AR and VR are referred to as becoming the future of Education by developing a more experiential way of learning, and virtual reality tools could enable students to come into contact with a more dynamic representation of reality than a traditional case study; getting closer to real-life work situations.

Poster for webinar Invitation

RWANDA CHAMBER OF TOURISM UPCOMING WEBINAR ON EDUCATION IN TOURISM AND HOSPITALITY

COVID-19 EFFECTS ON TOURISM AND HOSPITALITY EDUCATION: *Preparing for a Resilient Future*

CHAMBER of TOURISM Rwanda

SPEAKERS:

- Dr. Shema**
Stylos Consults (Moderator)
- Mr. Nkasi Remy Karuzi**
Senior Capacity Building Analyst - RCB (Speaker)
- Ms. Rose Kabanda**
Country/Consultant Advisor & C&E Crisis Philanthropy (Speaker)
- Dr. Callisto Kabera**
Chair of Tourism and Hospitality Education Association (Speaker)
- Dr. Carine Ndira**
PhD, HR Director & Manager Learning Center (C&E Training Manager) (Speaker)

DATE: APRIL 27TH, 2021 . TIME: 3:00PM - 4:30PM

[f TourismChamberRw](#)
[t TourismChamber](#)
[i tourismchamber_rw](#)
[l Rwanda Chamber of Tourism](#)

3.3.1.4 Consumer Behavior in Tourism and Hospitality: Trends on post-COVID-19

The webinar intended to uncover the ever-changing consumer behavior in general with a special lens on the effects of technology and COVID-19. Panelists for this webinar were selected based

on their international experience in the sector of tourism and hospitality. Key topics focused on included tourism and hospitality behavior across generations, how to have longer stay in tourism destinations, the need to restore the trust of tourists in the post-COVID-19, the need to enrich the tourism packages with perfect storytell-

ing, developing real unique beverages and food that are unique to Rwanda as a component of attraction to Rwanda. Through the webinar, firms in the sector learned skills on adapting to consumption behavior by developing products that respond to the consumers' needs. Other stake-



holders and policymakers should also provide adequate guidance on developing policies relevant to this cause. Besides the change in spending patterns, a substantial fall in sales in different sectors in hospitality was noted as the market dynamics.


Poster for webinar invitation

THE RWANDA CHAMBER OF TOURISM *Upcoming Webinar on*

"CONSUMER BEHAVIOR IN TOURISM AND HOSPITALITY: TRENDS ON POST COVID-19"

organised in partnership with





Bonita Mutoni,
Moderator


Panelists



Nils Heckscher,
Director, PKF Hotel Expert



Tes Proos,
President at SITE Africa



Simon McArthur,
Tourism & Hospitality Expert

Date : 7th May, 2021

From 11:00 am to 12:30 p.m

3.3.2 Best Practices for Webinar Planning and Execution

The following statements represents the best practices that were drawn from the above webinar sessions.

- Choose the right topic for your webinar
- Prepare the webinar agenda
- Add the agenda to your schedule
- Select the speakers and facilitators with expertise in the field
- Select the appropriate webinar tool
- Design the webinar invitation materials
- Do a practice session
- Ensure the equipment in place

Generally, the webinars helped to present insights, ideas, and advice to businesses that were trying to lessen the effects that COVID-19 imposed on their firms. They helped to share information with a big audience in the tourism and hospitality sector with the facilitation of experienced speakers in different fields. In that regard, we recommend that the Rwanda Chamber of Tourism continu-

ously plan to organize for webinars on different topics. These will help tourism and hospitality businesses to learn different strategies and gain new ideas on how to battle the COVID-19 effects on their businesses.

3.4 Procurement and Installation of Hotline communication services

3.4.1 Relevance of a hotline for membership-based associations

The conversation has always been one of the key components to effective communication and a great path to success too. This was especially important in the case of COVID-19, in reaching out to firms in the sector of tourism and hospitality that were adversely hit by the pandemic. It is in this perspective that the Terms of Reference (ToRs) provided the direction to procure, install and operate a toll-free number on behalf of the Rwanda Chamber of Tourism.

As indicated in the ToRs, STYLOS CONSULTS Ltd supported to set-up a Monday to Friday service hotline (phone, e-mail, WhatsApp), which is being run by the Rwanda Chamber of Tourism. STY-

LOS CONSULTS Ltd performed this task and the hotline operations commenced on December 4, 2020. Below is a detailed narrative on the administrative, procurement, installation, and hotline operations.

3.4.2 The Procedures of Hotline Set Up for the Rwanda Chamber of Tourism

Initially, STYLOS CONSULTS Ltd identified the suppliers of the equipment needed for hotline installation, i.e. the hardware part. The following equipment listed below was procured:

- Inverter (Onduleur)
- E1 Card for Hotline Installation
- HP Monitor 18.5 INCHES
- Computers
- Call Center 2 Headphones
- Server for Hotline Installation
- Customer Relationship Management Software

Prior to the acquisition of all the above equipment, a contract was entered into with a local contractor known as BDSS Ltd, for the setup of a call center to assemble and install the above-listed equipment. All activities were carried out as planned while waiting for MTN as a service provider to program the short code on the network.

3.4.3 Hotline operation procedure manual

To install a hotline number, an administrative authority was obtained from Rwanda Utilities and Regulations Agency (RURA) as the starting point. Regardless of the challenges posed by the pandemic, STYLOS CONSULTS Ltd managed to obtain all clearances within one (1) week. After the payment of application fees for the Short Code License, a silver cross-network code numbered 8181 was obtained from RURA.

Pursuant to the clearances from RURA, the technical and contractual negotiations on the installation of the hotline with MTN commenced. A contract was signed on 28th October 2020 with MTN Rwanda and after the payment of short code activation and deposit fees, the activities for putting the hotline on air started. Even though the effects of COVID-19 had a negative impact on the availability of staff and consequently on the quick installation of the hotline, STYLOS CONSULTS Ltd worked tirelessly to ensure that the hotline was on the air. The hotline was online

by November 2020, though some

technical issues were observed at that time. The following are some technical specifications of the hotline:

- Telecommunication company used: MTN
- Technology or system is used: VICIDIAL
- Hotline number: 8181
- Long number: (+250)788 123 400

3.4.4 Human resources for the hotline and capacity building

To ensure efficient operations of the hotline, the following activities were carried out;

- The hotline attendants were trained by BDSS, a contracted firm with vast experience in this field. The induction training helped the hotline operators to understand the telephone operator board and how to use it.
- Further, attendants for the hotline took a mandatory test and excelled
- Different guiding documents were produced and provided to the attendants to streamline the working framework. The documents developed include:
 1. Hotline Manual (See Annex 5)
 2. Frequently Asked Questions (FAQs)- (See Annex 6)
 3. Hotline CRM, (See Annex 7)
 4. Reporting format, (See Annex 8)
- Internal rehearsals were regularly organized about the FAQs, Hotline Manuals, etc.

STYLOS CONSULTS Ltd volunteered to run the hotline for four (4) months, even though the ToRs mentioned that it should be operated by the Rwanda Chamber of Tourism.

This Hotline for the Rwanda Chamber of Tourism has been of great use during the advisory services and webinars prepared as one of the strategies to help tourism businesses recover from the effects of the Covid-19. This line was used to reach out to tourism businesses by inviting and reminding them about upcoming webinars and advisory services. As a result, it helped to ease communication between these businesses and the Rwanda Chamber of Tourism. This has led to the effectiveness and efficiency of the webinars. To add on, due to this hotline, a good number of tourism businesses participated in the webinars arranged by the Rwanda Chamber of Tourism, on time.

3.4.5 Challenges relative to the Hotline

Like any other new thing, the Rwanda Chamber of Tourism hotline also came with its own chal-

lenges, as presented below. Fortunately, STYLOS CONSULTS Ltd managed to successfully overcome them.

Challenge	Mitigation strategy	Recommendation to this
The back end was not working.	Reporting the issue as soon as possible to the telecommunication company in charge.	Have a dedicated staff (from the telecommunication company in charge) to reach out to in case of a technical issue like this.
The telecommunication company involved was not working properly and not collaborative.	Pushing and using personal phones to reach to the tourism businesses.	Have a dedicated staff (from the telecommunication company in charge) to reach out to in case of a technical issue like this.
Telecommunication company could take long to respond to our queries.	Pushing hard and using personal phones.	Have a dedicated staff (from the telecommunication company in charge) to reach out to in case of a technical issue like this.
Confusion on the time for remitting the hotline fees.	Clarifying and being and giving attention to details.	Clarifying and paying attention to details.
We could not train new hotline attendants because RCoT did not recruit them.	We can train them once they are in place. Otherwise, we created documents that can help them.	Recruit experienced hotline attendants for quick running and or immediate operation of the hotline.

According to the challenges faced during this time and the need for a call center, we recommend that the Rwanda Chamber of Tourism use the call center as a direct tool of contact with the members, as seen during the project implementation. Since many member firms/businesses have been closed as a result of the pandemic, the call center has been the direct bridge in highlighting the roles of the Rwanda Chamber of Tourism to the members. In terms of maintenance and telecommunication, we recommend the Rwanda Chamber of Tourism to deploy a dedicated staff (from the telecommunication company in charge) to reach out to in case of a technical issue.

The following specific recommendations are formulated for the effective use of the call center

- To determine how the call center can support service delivery to the members, for instance during lockdown measures or Corona virus impact, the call centers should be dedicated as the main (or only) channel for firms to seek assistance;
- To explore the use of the call center for surveys or the monitoring and evaluation of new services or webinars;

- To understand whether call centers can be a tool to proactively share information about COVID-19 (e.g., about changes of Rwanda Chamber of Tourism services, information requirements).
- To work hand in hand with partners and members to ensure continuity of assistance provided and understand how resources can be leveraged to avoid duplications of services. Reinforce professionalism to ensure that any requirement, concerns raised by callers, members, or non-members is handled professionally.
- To work hand in hand with the Rwanda Chamber of Tourism's members during the post-COVID-19 period, to ensure business continuity. The RCoT should also go deep in updating their database and contact lists.

3.5 Conducting advisory services to 100 firms

As part of the implementation of the contract between STYLOS CONSULTS Ltd and GIZ on the project "Support to Tourism Sector to Overcome the Effects of COVID-19"; one of the project's deliverables was to provide direct assistance to

up to 100 companies on key business aspects including but not limited to providing advisory services on credit schemes, taxes, business continuity plan, retaining workforce and skills development, marketing focused on domestic/regional market. As specified in the ToRs, the focus was to be given to companies located in the main tourism destinations of Musanze, Rubavu, and Karon-gi. This deliverable was successfully accomplished as detailed in this report.

3.5.1 Approaches and techniques for the conduct of Advisory Services

3.5.1.1 Classification of companies and their needs in the advisory

Prior to conducting advisory services, STYLOS CONSULTS Ltd reached out to all companies registered with the Rwanda Chamber of Tourism. The purpose of this first contact was to inform them of the advisory services, share with them the topics that were to be covered in the advisory services, and request them to express interest on topics of interest to them. A survey template was sent to more than 200 companies, requesting them to indicate the topics they would wish to be trained on. After sharing the template, the company made follow-up calls and came up with the list indicating companies and topics to be trained on, in total 100 companies expressed the need to be advised in different areas. These companies included 60 from the Kivu Belt region and 40 companies in Kigali.

3.5.1.2 Preparing the Content of Advisory Services

As indicated in the ToRs, STYLOS CONSULTS Ltd developed training materials on the following themes: credit schemes, taxes, business continuity plan, retaining workforce and skills development, and last but not least, marketing focused on domestic/regional markets. STYLOS CONSULTS Ltd experts developed training materials covering all the themes on the following topics:

- Financing opportunities and access to Economic Recovery Fund and IFE
- Business Continuity Plan that intends to develop business resilience
- Local and Regional Marketing with a focus on digital marketing in H&R
- Generation of revenue streams through local market segments and niches in H&R
- Strategies of retaining and developing staff

Skills in the context of COVID-19

- Promotion of effectiveness and efficiency of operations using Standard Operating Procedures (SoPs) in H&R
- Excel sheet on financing model, cost control, and reporting in H&R
- Hotel and restaurant toolkits.

This activity was constrained by movement restrictions imposed as measures to curb the spread of COVID 19 that closed travel to districts from January to March and the lockdown in Kigali in the better part of February and March. When movement restrictions were uplifted, STYLOS CONSULTS Ltd produced a new advisory plan that spanned from 25 March to 24th April 2021. However, even during the lockdown and movement restrictions, STYLOS CONSULTS Ltd continued to carry out advisory services online using emails, phone calls, and the call center that was already working well from the RCoT office run by the STYLOS CONSULTS Ltd staff. The list of companies given advisory services were around 100 as detailed in the Annex 13.

3.5.2.3 Approaches to the delivery of Advisory Services

A. Sampling of firms

A careful approach was used in sampling to ensure that all sectors across the tourism and hospitality as well their geographical location are represented. A stratified sampling method was utilized to select the 100 firms to be given advisory services.

B. Techniques to deliver the advisory services

To deliver the advisory services STYLOS CONSULTS Ltd had to accommodate to the context of the pandemic and to the geographical location of firms to be reached out both in Kigali and the KIVU Belt. The advent of the pandemic had to be accommodated by using both the online and physical strategies to deliver the advisory

services. A description of the two strategies are outlined as follows:

C. Delivery of Online Advisory Services

After identification of topics and companies that required advisory services, an online advisory session was organized. The sharing of training materials was delivered through companies'

emails. Phone calls and emails were used to invite to participants in different webinars that were organized under this contract. Apart from documents prepared for the advisory, STYLOS CONSULTS Ltd also organized different webinars, and companies were invited to actively participate in webinars with similar to supplement the advisory service sessions. The list of firms that were given online Advisory Services is provided in “Annex 13: List of firms given online Advisory Services”.

D. Physical advisory with Kivu belt selected firms

After the online advisory as per the requirement of the ToRs, special sessions were organized with companies in the Kivu Belt region. Those companies were drawn from Musanze, Rubavu, and Karongi. Two workshops were organized after the government lifted the District lockdown in March 2021. A one-day physical advisory session workshop was organized for all companies. It was followed by two (2) days of meeting with individual companies at their premises. In the workshops, STYLOS CONSULTS Ltd experts presented the prepared tools for advisory services, SOPs, and Business Continuity Plan. These sessions were meant to brainstorm on the tools and also serve as an opportunity to learn from peers as discussions were open and participatory. The Musanze workshop was held at Centre Pastoral Saint Paul on 29th March 2021, while the Rubavu workshop took place at Dian Fossey Nyiramacibiri Hotel on 31st March 2021.

All workshops were followed by individual company meetings. Daily flash reports were shared from STYLOS CONSULTS Ltd experts to brief RCoT and GIZ on the proceedings, important observations and comments received from the advised firms. Each company signed a beneficiary sign-off form that indicated the topics covered and any suggestions and wishes after the advisory. Annex 7 provides a list of companies that were equipped with physical advisory services.

E. Individual follow up of firms given advisory services

The experiences gathered in the workshops and individual meetings with companies helped STYLOS CONSULTS Ltd experts to polish the messages given to the firms. In many cases, firms expressed the need to access financial instruments

dedicated to COVID-19 recovery. They were directed to BK and I&M banks that manage KFW funds for the tourism sector recovery. After Kivu Belt firms' meetings, STYLOS CONSULTS Ltd organized a series of follow-up calls to companies in the Kivu belt and Kigali. The purpose of the follow-up calls was to fetch feedback on the advisory services, get information on those who applied for grants or loan and get from them any other recommendations or additional advisory that

may be required before the end of the contract. As feedback from the follow-up calls, companies indicated that they faced difficulties in accessing the recovery funds due to: i) lack of required documentation to support the application, ii) firms run by Faith-Based Organizations (FBOs) that were barred from application to these grants, and iii) in some cases firms had other bad performing loans from banks that made them ineligible for these findings.

The physical and online advisory services conducted to 100 firms in tourism and hospitality enabled those businesses to: i) get direct assistance where it was needed from STYLOS CONSULTS Ltd experts; ii) get clear and professional advice that could move their businesses forward and; iii) to learn about the financial opportunities and different business strategies they have that could help them revive their businesses that were highly affected by COVID-19.

3.6 Advocacy undertakings

3.6.1 Write-up of advocacy papers

The write-up of advocacy papers was meant to fast-track advocacy undertakings to ensure business recovery: These included;

- I. Generating pertinent public relations (PR), marketing, and advocate plans and;
- II. Generating position papers to address key issues faced by tourism and hospitality businesses due to COVID-19 were some deliverables for this project.

From discussions with association members, webinars sessions and advisory services, it was established that access to finance was a major challenge that require concerted efforts on advocacy. A concept paper was drafted and submitted to

RCoT for further actions and the advocacy was based on the following key recommendations:

- Extend the realm of the Economic Recovery Fund to all sectors of tourism and hospitality activities since they were all hit by the pandemic and equally contribute to the national economy,
- Totally review financial conditions after thorough discussions with business umbrella organizations such as RCoT and PSF,
- Alleviate some administrative burdens such RRA certificates, RSSB certificates as pre-conditions to access the Economic Recovery Fund because they are extra burdens to businesses that are already appalled by the COVID-19,
- Eliminate the conditions that are linked with future performances because the pandemic is unpredictable, especially on the timeliness that it will eventually be eradicated and businesses return to normal,
- Request KFW granters to include church-based organizations to access grants, since they play an important role in job creation and tax payment.

Further to the concept paper, contacts were established with banks such as BK and I&M to discuss some issues raised by firms as far as access to finance is concerned. We discussed issues such as the availability of ERF and KFW grants at the branch levels.

3.6.2 Development of collective actions concept papers

The collective actions concept was developed, updated, and transmitted to the Rwanda Chamber of Tourism for thinking and implementation. The proposed concept included two key themes, including those relating to the prevention of COVID-19 and those relating to promoting best practices in the sector of tourism and hospitality. The latter was addressed mostly to the Rwanda Chamber of Tourism and Hospitality. The following were some proposed collective actions based on two thematic focus issues of mitigating COVID-19 and sustainable tourism and hospitality:

A. Collective actions for mitigating COVID-19

The following eight points were proposed as collective actions to mitigate COVID-19 pandemic.

- Foster coordination in expediting information exchange on tourism and hospitality-related health and other necessary measures undertaken by the Association Members to control the spread of the COVID-19 outbreak.
- Improve the performance of the communication team with a view to providing timely and reliable information for inbound and outbound travelers and
- tourism operators throughout this region and Rwanda;
- Strengthen the collaboration between tourism and hospitality organizations (THOs) and other relevant sectors, especially in health, information, transport, and immigration, as well as with external stakeholders, relevant international organizations, and the international community, to jointly implement measures and build on each other's platforms to promote a comprehensive, transparent and early response to mitigate and alleviate the impact of COVID-19 and future crises;
- Enhance closer cooperation in the sharing of information and exchange of best practices among THOs as well as with regional THOs on the responses to the crisis, communications readiness, connectivity coordination, national relief efforts, and measures to support the tourism sector, as well as capture key learning in a post-crisis to better manage future pandemics or crises;
- Implement clear policies and measures to bolster confidence among domestic and international visitors to Rwanda and the East African Community (EAC). This include the development of clear standards and guidelines for a safer and healthier work environment to protect our workers and communities in the hospitality and tourism-related industries, destinations and establishments in local and regional THOs;
- Support the development and implementation of a post-COVID-19 Crisis Recovery Plan without undermining efforts to safeguard

public health, which includes, but not limited to, building up Rwanda tourism capabilities, engaging with industry stakeholders to instill business and consumer confidence, exploring creative and innovative solutions to stimulate the tourism sector especially through the use of digital technologies, ensuring the top of mind recall of the region in our marketing efforts and joint tourism promotion programs with the goal to advancing Rwanda as a single tourism destination;

- Expedite both micro-and macro-economic policies, among others, providing technical support and financial stimulus, tax alleviation, and capability building, especially digital skills, for travel and tourism
- stakeholders, with special emphasis on Micro, Small, and Medium Enterprises (MSMEs), vulnerable groups and other affected communities;
- Strengthen networking among national THOs, regional THOs, and relevant international organizations and industry stakeholders to build a resilient and prepared Rwanda to effectively

implement and manage sustainable and inclusive tourism in the aftermath of a crisis.

B. Collective actions for Sustainable Tourism and Hospitality

The following eight points were proposed as collective actions for sustainable tourism and hospitality in Rwanda.

- Pursue the digitization in tourism and hospitality through contactless orders, payments, ticketing, etc. in order to promote customers and employee safety, act environment friendly in tourism and hospitality;
- Integrate residents from tourism destinations in the tourism and hospitality working groups to include them in the decision-making process and therefore promote sustainable tourism and hospitality;
- Encourage dialogue between tourists and residents through cultural, interactive sessions and other platforms to strengthen the tourism bond between residents of tourism destinations and tourists. Minimize the physical, social, behavioral, and psychological impacts

on residents of tourism destinations while providing positive experiences to visitors and hosts. Discussions could turn around tourism contribution to residents, tourists' experiences, tourism and hospitality sustainability, etc.

- Strengthen the linkages between firms, association members, and government organizations, regional and international bodies by establishing regular platforms to discuss trends in sustainable tourism, tourists' memorable experiences, and tourism and hospitality value chain;
- Promote knowledge-sharing and education in the tourism and hospitality industry through continuous training and education, newsletters, brochures, flyers, and other channels to regularly update staff, investors, stakeholders, and residents of tourism destinations especially on the environmental impacts of their specific roles in tourism and hospitality hotel operations.
- Map out the Value Chain (VC) in restaurants, tracing and documenting the best practices from farms to the dishes. The environmentally-friendly products, best staff practices, the best
- standards' compliance, wellness, and health holidays are practices to be capitalized on.
- Explore and increase the awareness around collective investments such as in tourist transport, promotion of home-grown products in all tourism and hospitality, and community-based tourism.
- Spearhead the total quality management in the tourism and hospitality sector that is done by the means of customer focus, staff commitment, adhering to processes, integrated tourism, and hospitality systems, continuous improvement; fact-based decision-making, and effective communication.

3.7 Capacitating the Rwanda Chamber of Tourism

Capacity building for the RCoT staff was one of the main deliverables in this project. After discussion with the RCoT on relevant themes to be covered, the following topics were agreed: i) Fi-

nancial Management, ii) Business Continuity Plan, and iii) Leadership and Governance. The training sessions were conducted as planned. Furthermore, STYLOS CONSULTS Ltd committed to undertake institutional capacity building as far as Financial and Human Resource Management are concerned. A thorough review of RCoT financial procedures to ensure they contribute to the finance best practices, protection of assets, and efficiency in operations was also included. New procedure manuals were developed. Additionally, the procedure manual for the Board of Directors was also developed.

3.8 Develop special information for BDEs

STYLOS CONSULTS Ltd collated a range of information that could enable Business Development Units (BDUs) to assist firms in the sector of tourism and hospitality. This was in relation to mitigating the effects of COVID-19 and building back better. The pertinent information gathered include; the existing financial opportunities, business continuity plans, and the tourism and hospitality resource kit. Contacts and discussions with BDUs were established to ensure they understand the rationale behind the information in data bank and how they could use the information to advise firms in respective districts to mitigate the effects of COVID-19 and build back better.

3.9 Assess the viability for peer-learning

While conducting advisory services, some best practices that other firms in the tourism and hospitality industry could emulate were noted. The practices could also be enhanced to promote collective actions and peer learning. It was noted that a firm, La Paillotte, which is advanced in some tourism and hospitality best practices could inspire others and enhance collective actions: La Paillotte recently organized a virtual picnic. Key observations noted in peer-learning sessions are as follows:

- Paillotte networked with Gorilla Safari;
- Paillotte uses VUBA VUBA
- Promotes local products by cultivating some

needed crops and promotes Corporate Social Responsibility (CSR) by promoting local farmers

- Ensures the quality of products, tracking the origin of products, and promoting farmers'

In this regard, the La Paillotte was recommended as a potential source for Peer-Learning.

IV. EVALUATION OF THE PROJECT MANAGEMENT/IMPLEMENTATION PROCESS

4.1 Positive aspects/opportunities

The project implementation process was a success despite a few challenges encountered as a result of the COVID-19 pandemic. So far, the websites for RCoT and its associations were developed and updated successfully, and they all meet the needs expressed by the beneficiaries. Webinars were conducted as planned and the attendance and participation were satisfying. Besides, the hotline was installed at the right time and was functioning correctly and members are aware of it because a lot of people have used to communicate directly with RCoT especially during the delivery of advisory services and webinars sessions to beneficiaries. Furthermore, the online and physical advisory services were successful as a result of complements and positive feedback received from the beneficiaries. More beneficiaries reached out to STYLOS CONSULTS Ltd team in-person for consultation regarding the access to bank loans and grants. The bank representatives in charge of this were so cooperative and recommended the beneficiaries constructive and helpful advice in regard to grants and loans at the banks.

4.2 Internal and external challenges encountered

Like any other enterprise, the project's implementation encountered a number of challenges. Particularly, the project's implementation within the evolution of COVID-19 pandemic, from successive and strong waves of COVID-19 to softening and tightening social distancing measures. First and foremost, the COVID-19 adversely affected the conduct of advisory services. Even though STYLOS CONSULTS Ltd managed to shift to online options and telephone calls to conduct advi-

sory services, the approach was not adequate to all firms. Consequently, this activity was delayed until when it was conducted by physical means.

4.3 Lessons learned and possible improvements

The project's implementation had so many lessons that are relevant for the future development of the tourism and hospitality to all stakeholders. Throughout the project from its inception to completion, there were lessons learnt in the implementation process. The key lessons learned are outlined as follows:

1. For any project to be successful, the involvement of all stakeholders and especially a three-fold knot from the funder, the beneficiary, and implementer is core. Without such close partnership, the project's success is compromised;
2. For any project, pre-project pilot surveys of beneficiaries are indispensable to capture their real needs and most importantly in periods of crisis such as COVID-19;
3. Planning in ever-changing contexts, such as COVID-19, need to be much more flexible and thoughtful about possible alternatives is key to success;
4. Information collection and communication practices need to be sharpened and kept to date, especially in a period of crisis where exceptional management is a condition for success;
5. Perfect knowledge of beneficiaries, their nature, their size, their sector of activities, their IT literacy, skills, etc. was much important. In the planning for the implementation, this particular aspect should be given much attention;
6. Management of risks amid ever-changing context in the project's implementation requires flexibility and understanding from all stakeholders;
7. Serving the interests of the funding institutions requires a high degree of flexibility. Flexibility at the level of activities and resources should be exercised to take into account the needs of the beneficiaries.

4.4 Recommendations to stakeholders and project partners

The implementation of the project and particularly the conduct of advisory services have raised a number of feedbacks that are relevant to all stakeholders. In particular, the Private Sector Federation (PSF), the Rwanda Development Board (RDB), the Rwanda Chamber of Tourism, the RCoT, and GlZ have an important role to play in scrutinizing the following six key recommendations and taking actions where necessary:

1. The tourism and hospitality sector is mostly composed of informal businesses that need much support as far as organizational and reporting systems are concerned. The Rwanda Chamber of Tourism with the assistance of PSF and RDB should put in place mechanisms such as training and regulations to enable these firms to track progress of what they are doing;
2. The tourism sector has attracted a wide range of investors, and most of them do not have sufficient skills in tourism and hospitality. Training of the investors in the sector is key to the success of the sector through enriching customers' experience. The training for staff is also very important to ensure the quality of service provided to customers. The Rwanda Chamber of Tourism in partnership with RDB, PSF, and RTHEA should organize intensive training and after a certain period of time make it compulsory to have a diploma or a degree for tourism and hospitality staff;
3. The sector has been severely hit by the COVID-19. It has been realized that existing funds and grants had dissuasive conditionality, a fact that has limited firms in the sector to access them. The RCoT, RDB, PSF in partnership with regional and international partners should put in place a fund that should facilitate the development of firms in the sector and serve as a buffer for future possible crisis;
4. The Rwanda Chamber of Tourism should strengthen the triple helix approach to the development of the sector that plays an important role in the national economy. A policy of an interlinked strategy between the private sector, the Government entities, and Universities in the sector of tourism and hospitality

should be worked on by the Rwanda Chamber of Tourism and Hospitality to ensure that the approach becomes a reality,

5. A recovery plan for the sector should be drafted by the Rwanda Chamber of Tourism in partnership with RDB and PSF. With the expectation that the COVID-19 might be behind us in the near future, firms in the sector of tourism and hospitality need much guidance and financial support. Among other points, the recovery plan should consider is to avail working capital to cover the recurrent needs as the pandemic is progressively monitored and tourism and hospitality activities getting back to normal;
6. Efforts should be deployed in increasing the customer experience by enriching and diversifying the quality of products. The Rwanda Chamber of Tourism should invest in storytelling, cultural components of tourism, and foods and beverages that are enshrined in homegrown products.

IV. 5. Follow-up actions

The following action points should be taken into consideration to ensure continuity and growth of the sector by mitigating COVID-19 and for sustainable tourism and hospitality sector.

- From the advisory services and discussions with banks, it has been realized that some applications came when the fund was falling short. Banks ensured they were in negotiation with donors for new tranches. Therefore, RCoT has to make follow up with banks as to

when the trenches shall be available and inform firms;

- While the ERF has been available to assist firms to recover from the effects of COVID-19, it has been realized that its requirements were dissuasive. Therefore, RCoT has to follow up the advocacy paper that has been developed and ensure it is presented to competent authorities;
- RCoT is requested to make a closer follow-up of collective actions that have been recommended to integrate them in their strategic plans and actions.

ANNEXES

Annex1: Preparatory Meeting Minute

MINUTES OF THE MEETING WITH RCoT and GIZ

On 15th September 2020, a meeting was held in the RCoT premises and had as objective to discuss the implementation plan of the project for Support to the Rwanda Chamber of Tourism in Responding to COVID-19.

A. Agenda of the meeting

1. The scheduling of the project's activities
2. Approach and Methods
3. Selection of 100 Tourism Firms
4. Way forward / Activities that need the immediate intervention of the RCoT

B. Attendance of the Meeting

	Names	Institution
1.	Deodate NDAZIVUNYE	MD Stylos
2.	Dr Jean Bosco SHEMA	Stylos
3.	Regine MUTIMUKEYE	Stylos
4.	Yves NGENZI	RCoT
5.	Grace UMUTONI	RCoT
6.	Victor CHUDAL-LINDEN	GIZ
7.	BATAMURIZA	GIZ

C. Meeting Proceedings

After the welcome message from RCoT, GIZ and STYLOS CONSULTS Ltd the meeting proceeded with a presentation and discussions about all items on the agenda. Though the implementation plan was adopted, constructive comments and

recommendations were formulated to improve approaches, the process of selection of firms, the scheduling of the project, and regarding the way forward for the project.

The item on the Agenda	Recommendation
Implementation Plan	Review some indicators to make them measurable
Selection criteria	Include the gender and youth in the selection criteria
Way Forward	Urgent need to move to the project's implementation with tangible actions and activities. To this end, Stylos consults were given two focal people from the RCoT for further assistance with regard to the smooth running of the project, including the provision of needed information. Those are : UMUTONI Grace and NGENZI K. Yves.

Done at Kigali on 15th September 2021
 Dr. Jean Bosco SHEMA
 Lead Consultant

Annex 2: Project Implementation plan

Projects Objectives	Projects Activities	Projects Sub-Activities	Start Date	End date	Deliverables	Indicator	Team	Team Leader
Strengthen Awareness	Preparatory meeting	Introductory meeting with RCoT	1/9/2020	1/9/2020	First contact with Beneficiary	Attendance List	GIZ / STYLOS CONSULTS Ltd	Jean Bosco, Deodathe
		STYLOS CONSULTS Ltd consultants' meeting	2/9/2020	2/9/2020	Project understanding	Attendance List /Minutes	STYLOS CONSULTS Ltd MD and Lead Consultant	
		Meeting with RCoT for Implementation Plan	14/9/2020	14/9/2020	Project Implementation Plan	Attendance List /Minutes	STYLOS CONSULTS Ltd MD and Lead Consultant	
		Preparation of the Inception Report	1/9/2020	14/9/2020	Inception Report	Approved Inception Report	Lead Consultant	
Strengthen RCoT Capacity Awareness	RCoT Staff Capacity Building	Training Needs Assessment	18/9/2020	18/9/2020	Training Needs Identified	Needs Assessment Forms Filled	Lead Consultant, CET and T&HE	Jean Bosco
		Training of RCoT Staff	22/9/2020	24/9/2020	Increased knowledge and Skills in Marketing, PR	Training Evaluation Forms	Lead Consultant, CE and T&HE	
	Website Design for the RCoT	Needs Assessment for RCoT Website	22/9/2020	3/10/2020	RCoT Website Needs Identified	Needs Assessment Forms Filled	ITE and CE	
		RCoT Website Development and Content Loading	6/10/2020	18/12/2020	RCoT Website	RCoT Operating Website	ITE Expert	Regine
		Testing and live website deployment	21/12/2020	30/12/2020	RCoT Website	RCoT Operating Website	IT Expert	
		Continuous technical assistance on the website management	2/1/2021	25/2/2021	Increased skills of RCoT	Forms filled	IT Expert	
		Website handover to RCoT	26/2/2021	26/2/2021	RCoT Website	Handover Form	ITE, Lead Consultant and Stylos MD	
	Hotline Installation	Identification of call center/hotline location	22/9/2020	25/9/2020	Site Identified	Identification Report/Pictures	ITE, Lead Consultant	

		Procure call center/hotline equipment	28/9/2020	15/10/2020	Call Center Procured	Physical Equipments	STYLOS CONSULTS Ltd MD and Lead Consultant	
		Call center/hotline installation	19/10/2020	6/11/2020	Call Center Installed	Installed Equipments	IT Expert	
		Launch and activities the call center/hotline	9/11/2020	20/11/2020	Call Center Launched and Activated	Receiving Test Calls	IT Expert, Hotline Experts, LC and MD	
		Man the call center/hotline by STYLOS CONSULTS Ltd	9/11/2020	15/2/2021	Call managed by STYLOS CONSULTS Ltd	Receiving and Channeling queries	Hotline Experts	
		Handover of the call center/Hotline	16/11/2021	16/2/2021	Call Center handed to RCoT	Handover Report	IT Expert, Hotline Experts, LC and MD	
Strengthen IT Firms Capacity	Advisory Services to T&H Firms	Methodology Design for selection of T&H Firms	12/9/2020	14/9/2020	Methods Developed	Methods Report	Lead Consultant and T&HE	Gaetan
		Needs Assessment for Advisory Services	14/9/2020	25/9/2020	Needs Identified	Report and Format Filled	Lead Consultant and T&HE	
		Advisory Services in Finance	5/10/2020	25/2/2021	Increased Skills in Finance	Financial Tools and Manual Developed	Lead Consultant, MD	
		Advisory Services in Marketing and Product Design	5/10/2021	25/2/2022	Increased Skills in M & P Design	Marketing and Product Manuals	H&T Experts	
		Advisory Services in PR and Networking	5/10/2022	25/2/2023	Increased Skills PR and NW	Memorandum Signed with partners	CE	
		Advisory Services in Corporate Governance	5/10/2023	25/2/2024	Increased Skills in CG	Structure Designed	Lead Consultant and MD	
	Reporting	Bi-Monthly Reports					All	Jean Bosco
		Monthly Reports					All	
		Consolidated Report					All	

Annex 3: Meeting minute Between Stylos Consults and GIZ Representative about Website Development

On 16th September 2020, a meeting was held at the STYLOS CONSULTS Ltd Office with the pur-

pose of understanding STYLOS CONSULTS Ltd' Plan on the development of the RCoT Website and sharing ideas on how STYLOS CONSULTS Ltd can improve it in relation to the expectations from RCoT.

Attendance of the Meeting

No	Names	Title	Institution
1.	ISHIMWE Noella	Content & hotline consultant	STYLOS CONSULTS Ltd
2.	NIYONSABA Celestin	IT Expert	STYLOS CONSULTS Ltd
3.	MWALI M. Rosette	Hotline Expert	STYLOS CONSULTS Ltd
4.	NDAZIVUNNYE Deodathe	Managing Director	STYLOS CONSULTS Ltd
5.	SHEMA Jean Bosco	Team Leader	STYLOS CONSULTS Ltd
6.	BATAMURIZA	GIZ Representative	GIZ

A. Meeting Proceedings

The meeting started at 10:45 with the presentation of the participants whereby Deodathe, Managing Director of STYLOS CONSULTS Ltd was the moderator of the meeting who gave the ball to Celestin, IT Expert to explain thoroughly his RCoT website development plan whereby he explained how the website will look like, its components, development, and domain.

While explaining this plan, Batamuriza, GIZ Representative first explained the components of RCoT, its associations, and how they work. She could ask clarifying questions to fully grasp the insight of each and everything in the plan. She liked the inclusion of the COVID-19 fund and blog parts, but also insisted on including these associations in the to-be-developed RCoT Website.

Batamuriza also asked how STYLOS CONSULTS Ltd plans on getting high-definition photos to include on the website. The managing Director responded to this, saying that STYLOS CONSULTS Ltd will have to buy a good camera to use while taking pictures.

B. Recommendations and way forward

- Concerning buying a new camera, she showed how buying a new camera could go with high costs as it would require STYLOS CONSULTS Ltd to Hire a Professional Photographer. She added that STYLOS CONSULTS Ltd would talk to the photographers already hired in the Tourism industry, requesting them to share

some of their professional pictures. With that said, she recommended hiring people with certain pictures like IGIHE Photos and to ask help from RCoT and GIZ in order to get already in place pictures and only hire a professional photographer when needed. And use high-definition photos.

- Integration of WhatsApp on the website because irrespective of its informality, it is effective and quick when sharing information.
- STYLOS CONSULTS Ltd need to request access to the database of the associations' members (phones and emails).
- Create a vibe with the members and make them wonder what's going on with the Rwanda Chamber of Tourism.
- STYLOS CONSULTS Ltd should get tourism and innovation challenge (challenges should be submitted from chamber)
- Think of creating the awards part. Think of what other chambers do to motivate their members.
- Include COVID-19 Fund on the website that will financially help in the COVID-19 recovery.
- Talk briefly about what RCoT does, introduce PSF, introduce associations under RCoT, introduce Kigali as the capital city in which RCoT works from like in this order Rwanda, PSF, RCoT, associations, Kigali
- Include what to do while in the city under the

Kigali part. What to do while in the city? (The best restaurants, coffee shops, best things to do in Rwanda.

- Much emphasis: IT Expert should present his plan to the RCoT as an expert without accepting whatever recommendations or expectations without reasonable reasons behind.

Being no further discussions, the meeting ended at 1: 00.

Annex 4: Minutes of the technical meeting on website development with RCoT

On Friday 30th October 2020, a technical meeting was held at RCoT headquarters and had an objective to discuss the progress of RCoT website development and update of RCoT member Associations' websites.

Attendance of the Meeting

No	Names	Institution
1.	Grace UMUTONI	RCoT
2.	Yves SHIRIMPUMU	RCoT
3.	Celestin NIYONSABA	IT expert
4.	Regine MUTIMUKEYE	Communication Expert

A. Meeting Proceedings

The meeting started at 15:20 with the presentation of the current RCoT website being developed and at the same time providing inputs as to what should be changed, added or removed as per the beneficiary's requests. Afterwards, three

websites for RCoT member associations to be upgraded i.e RTTA: <https://rtta.rw/>, RHA: <https://rha.rw/> and RSGA <http://rsga.rw/> were also presented to show identified updates. The following table summarizes proposed changes and inputs on all websites:

Meeting proceedings

WEBSITE	COMMENTS	Observations
RCoT WEBSITE	<p>On homepage:</p> <ul style="list-style-type: none"> • It was suggested to add "It is made up of 5 Associations" on the paragraph describing the Chamber. • Also on the homepage, logos of Member associations should be added just before "partners" section. <p>About us:</p> <ul style="list-style-type: none"> • Pictures and short bio of 8 board members and 3 Management team should be added. <p>Services:</p> <ul style="list-style-type: none"> • <i>Lobbying should be removed</i> • <i>communication to be replaced by marketing and networking</i> <p>News section:</p> <ul style="list-style-type: none"> • News should be replaced by "Media" and add the following sub titles: (Publication, Press releases, and news) <p>Membership section:</p> <ul style="list-style-type: none"> • There should be a title saying: how to become a member which directs the viewer to an individual Member Association website to get more details of which association the entity might belong to. 	<p>RCoT will gather passport pictures from board members and management and compile a short bio for everyone and send it to Stylos.</p> <p>RCoT to provide Information about membership benefits .</p>

RTTA, RHA, and RSGA websites	<ul style="list-style-type: none"> • The security for these three websites will be strengthened as it currently looks accessible to the public • The font will also be upgraded • Responsiveness will be upgraded • The overall alignment of information will be worked on for greater view. 	
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Being no further discussions, the meeting was concluded at 17:30

Annex 5: Hotline Manual

A. Installations

Browser installation

A user is at liberty to use any browser they are comfortable with. Chrome browser is highly recommended for the system. To install Chrome browser;

A. Go to <https://www.google.com/chrome>.

B. Click Download Chrome.

C. Check the box that asks if you want to make Chrome the default browser.

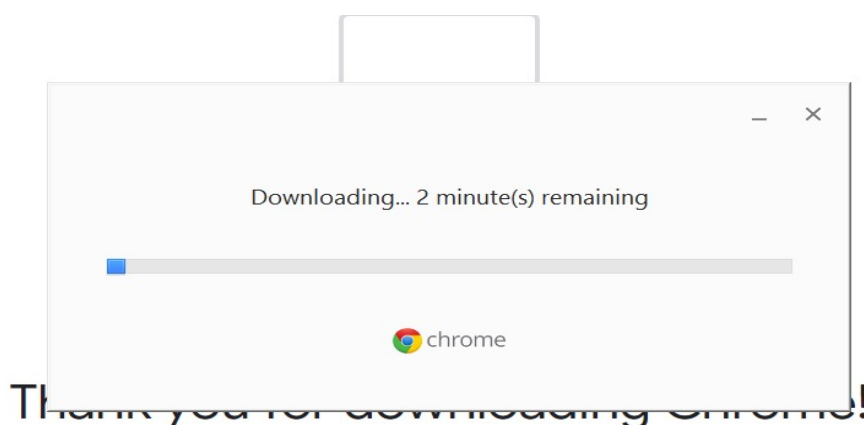
D. Click Accept and Install.

E. Go to the folder of downloads and locate the setup download by searching ChromeSetup.exe

F. Click on the setup. A dialog box will appear on the screen asking if you want to allow the program to make changes to the computer. Click yes to agree to the installation.

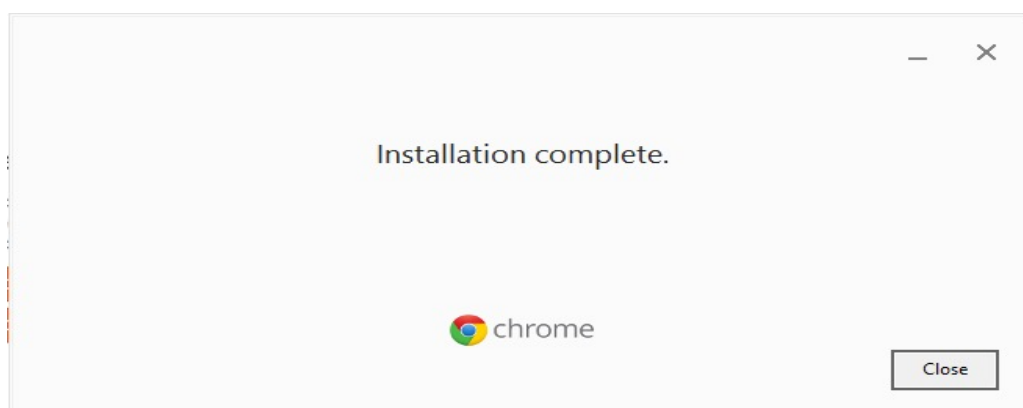
G. Chrome browser will start downloading and install.

Figure 1 Chrome browser downloading



H. Once the installation is done, you will be prompted to close the process and the browser will be launched.

Figure 2:



Soft phone Installation Zoiper

Download the software from:

- <https://www.zoiper.com/en/voip-softphone/download/current>

Figure 3 Zoiper options

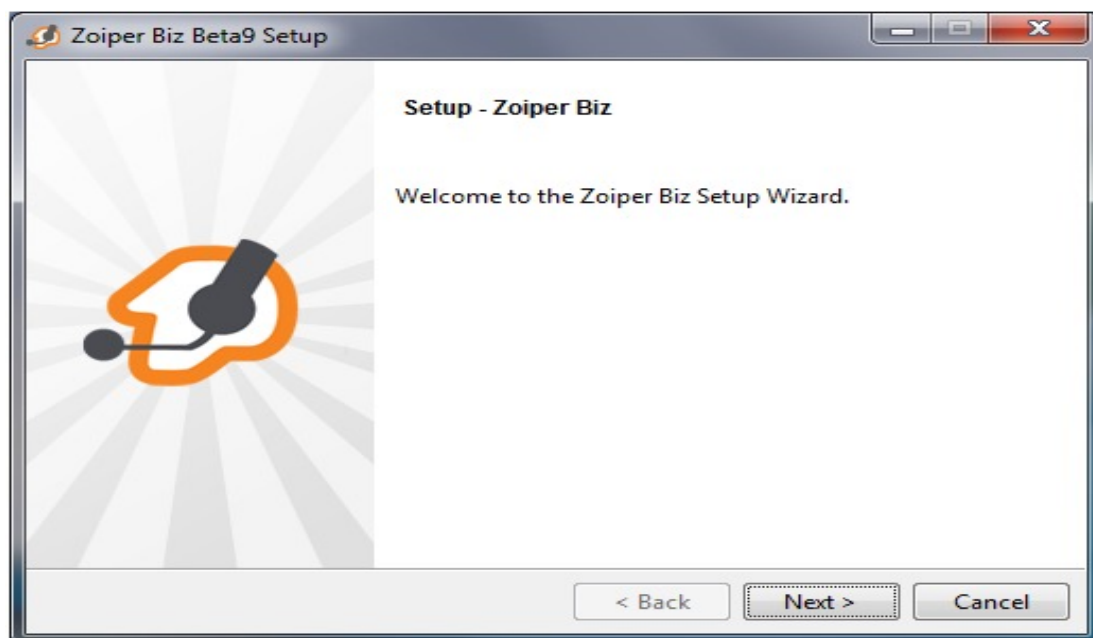


Installing the Soft phone and setup

Follow the steps in the link below to install your soft phone
Double click on the downloaded Zoiper setup to start the setup.

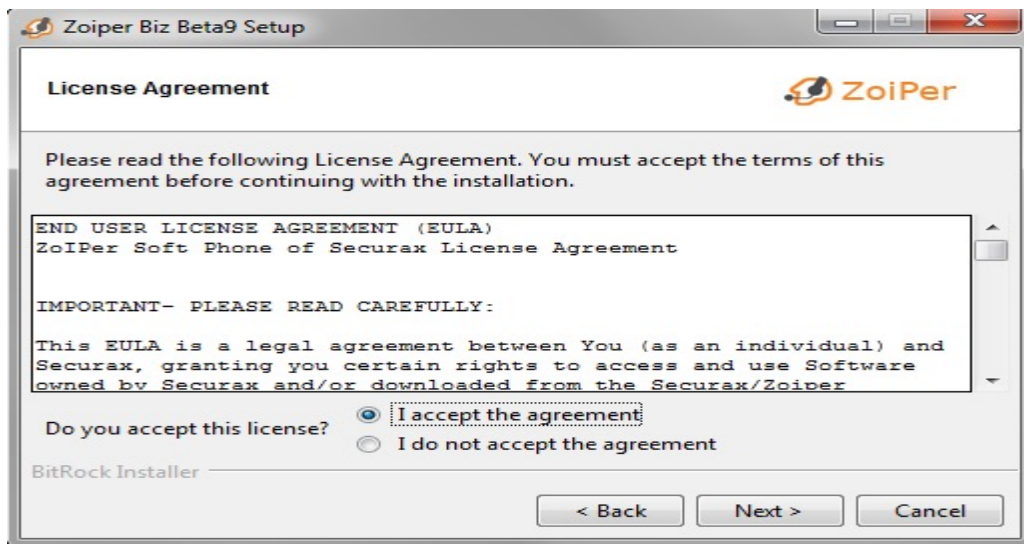
Step One: The Zoiper installer will start, click “Next” on the first screen of the Setup wizard.

Figure 4 Zoiper wizard



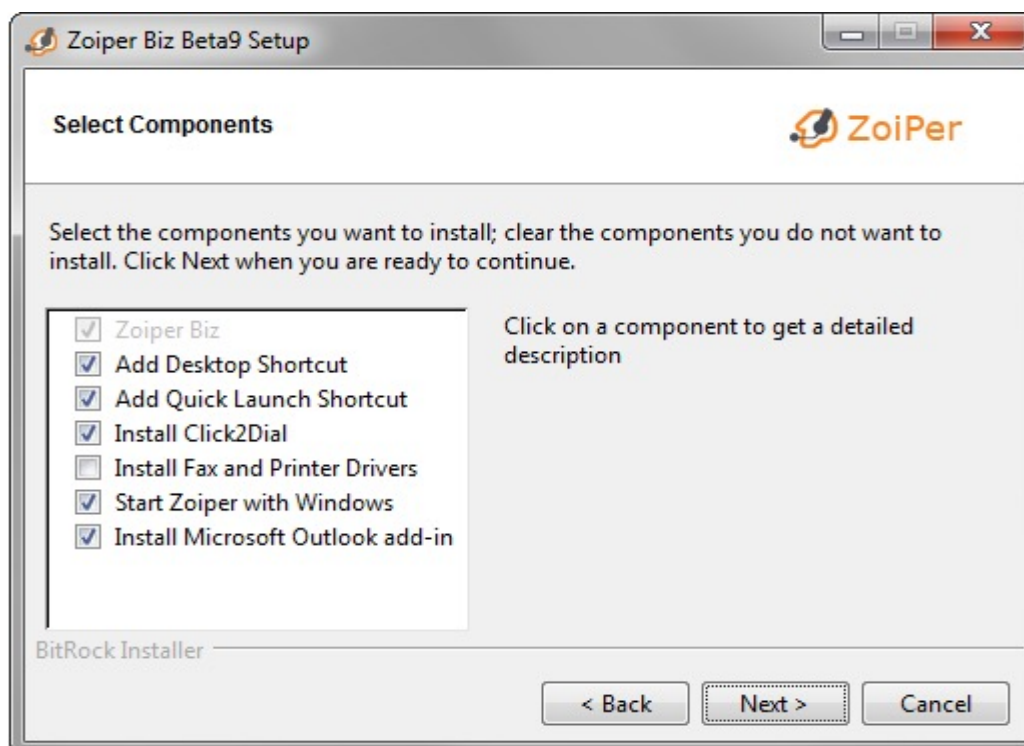
Read the license agreement and click “Next” after accepting the agreement.

Figure 5: Read the license agreement Select which components to be included



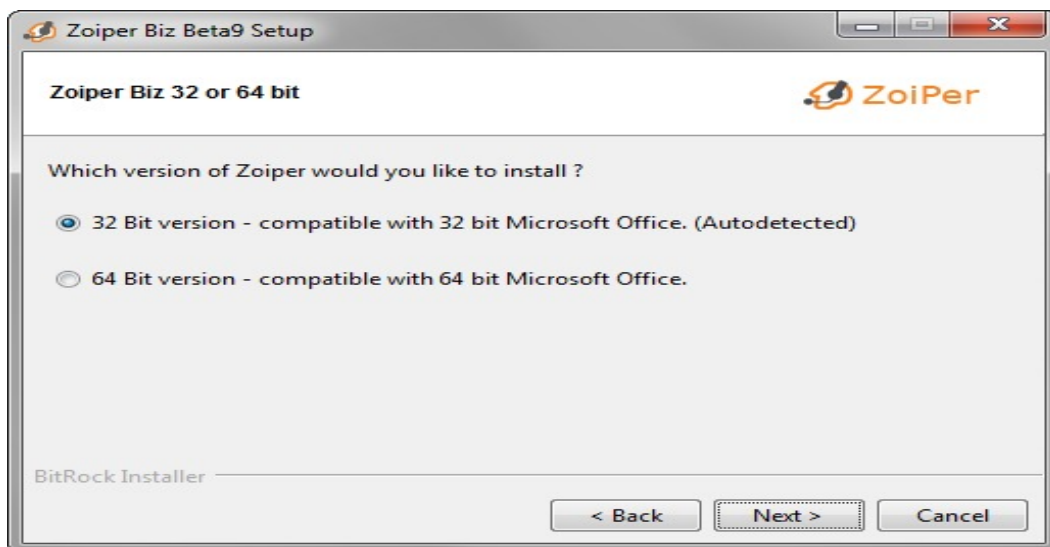
Select which components to be included

Figure 6: components to be included



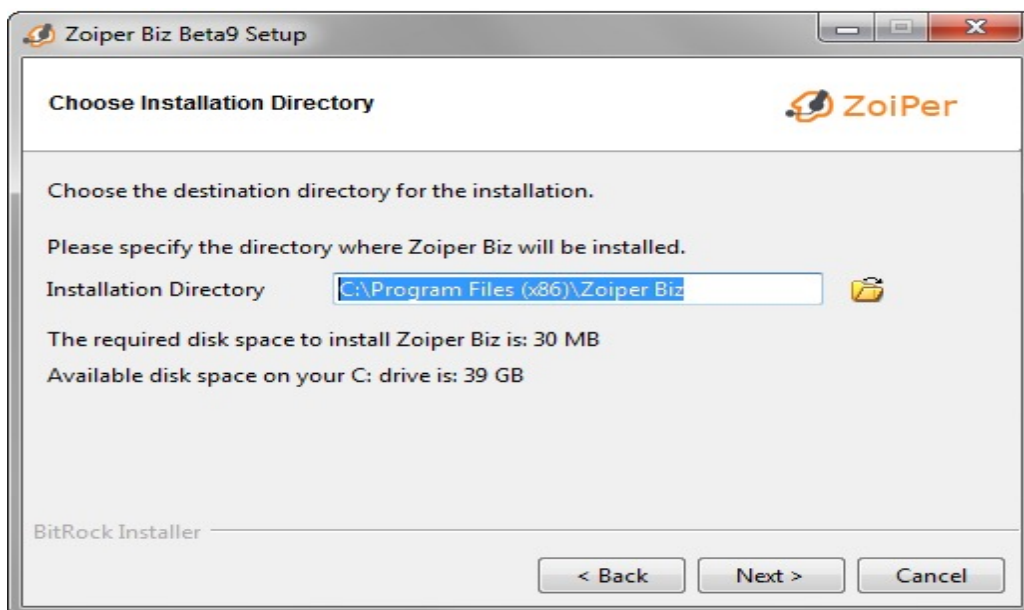
Select the version you would want to install.

Figure 7: version



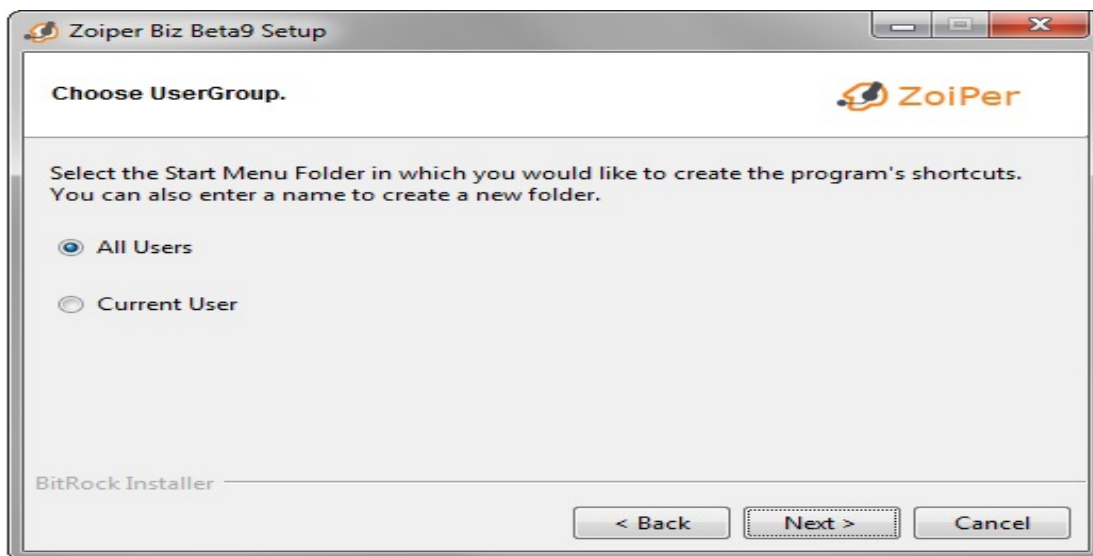
Select an installation directory (Best to keep the default one).

Figure 8: installation directory



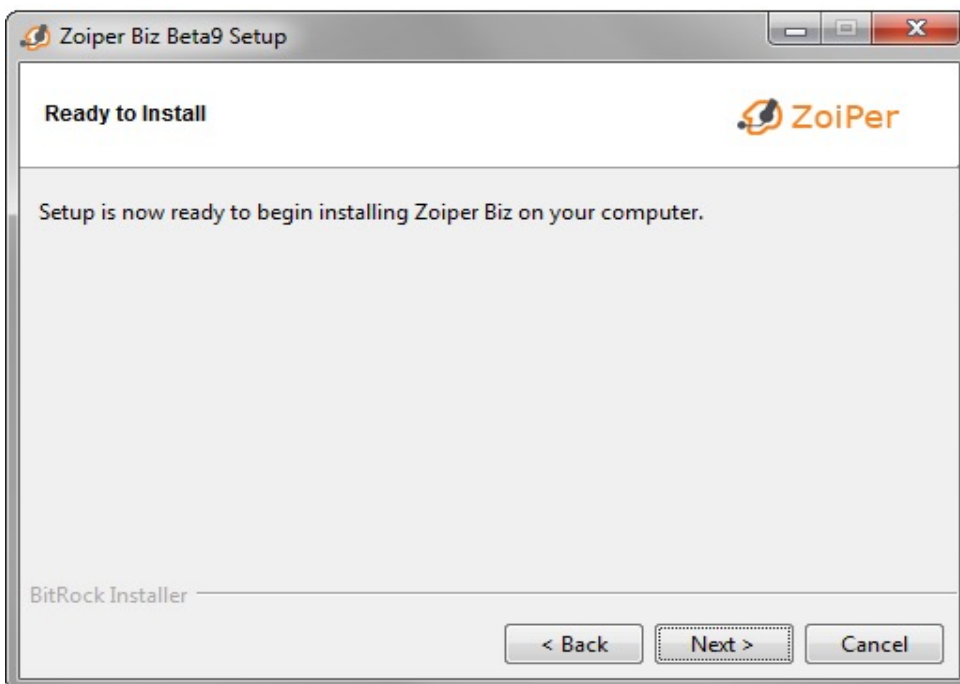
Select which users should be able to use the new Zoiper installation.

Figure 9: Users



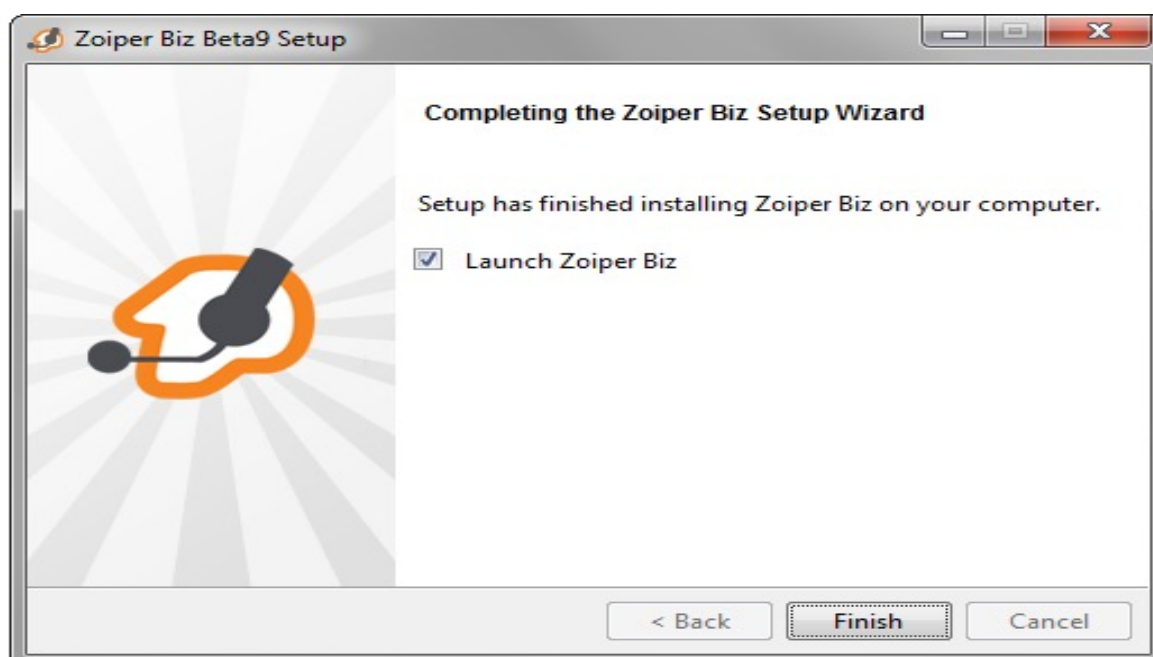
The setup is now ready to begin the installation.
Click "Next" to continue.

Figure 10: ready to begin the installation



The installation is complete. Click "Finish" to launch Zoiper.

Figure 11: installation is complete



Step 2: Soft phone setup

The Administrator will provide for account set up

1. User ID e.g. 8001
2. Password e.g. go autodial
3. Domain
4. Authorization Name/extension number e.g. 8001

Account setup steps

1. Click Soft phone > Account Settings.
2. The SIP Account dialog box opens.

3. Select Call.
4. In the User ID and Password fields, type your extension number provided by the administrator. E.g.: 8001
5. In the Domain field, type Domain name for the computer where the PBX is running.
6. Select Register with domain and receive calls. Otherwise, incoming calls rings only on your hardware phone.
7. Click Ok to effect the changes made. The soft phone setup is done.
8. See Figure 12 Zoiper user account settings.

Figure 12: Zoiper set up account

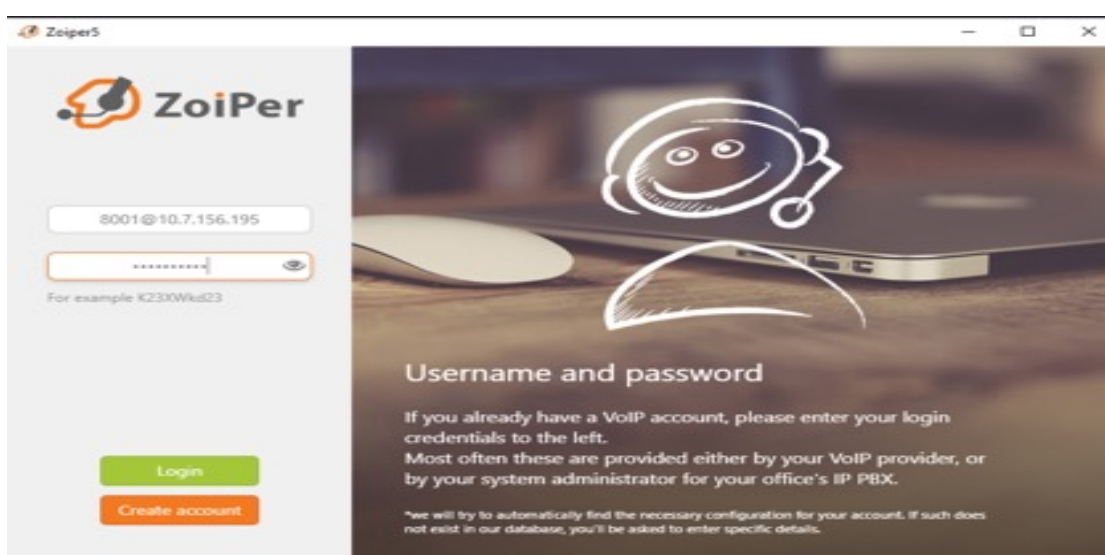
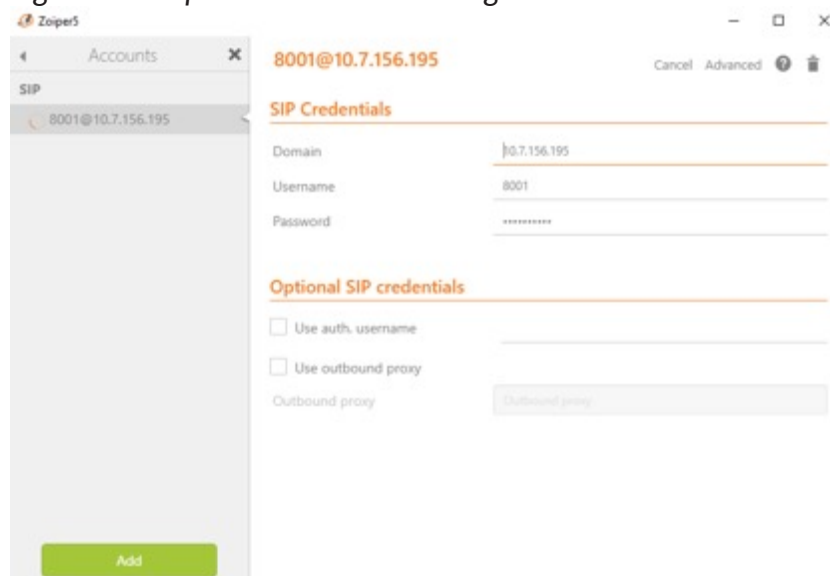


Figure 13 Zoiper user account settings



Step 3: Successful registration/setup

Zoiper will show presence status as available if the registration is successful.

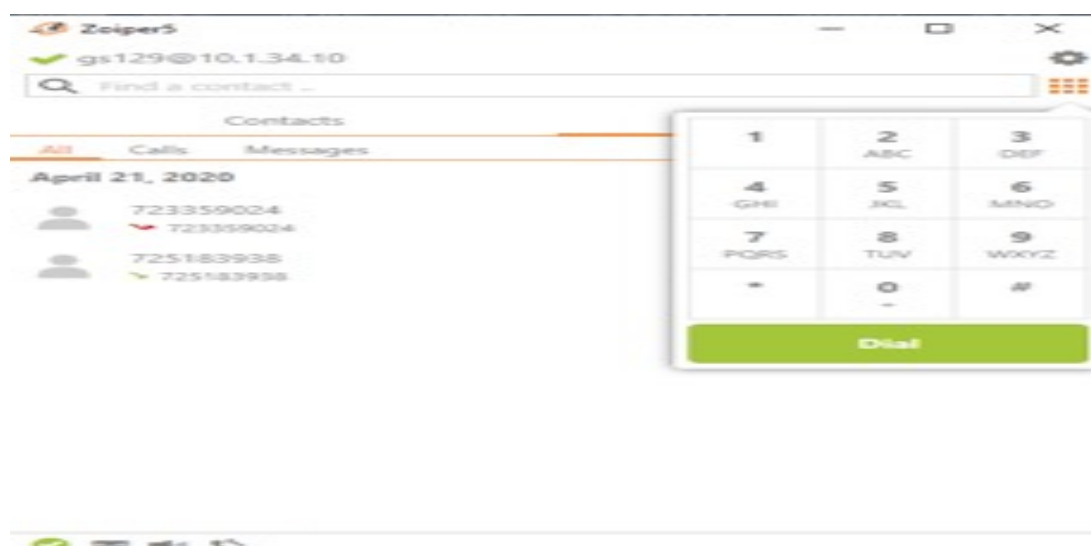
Figure 14 Zoiper successful registration of SIP account



The agent will re-launch the soft phone by clicking the shortcut icon on the desktop.

Figure 8 Zoiper features below shows the features the agent will interact with when using the soft phone.

Figure 15: Zoiper features



B. Rwanda Chamber of Tourism Call center system

i. Accessing the system

The agent in preparation to using the Rwanda Chamber of Tourism System, must make sure that the soft phone is launched, they are logged into the Rwanda Chamber of Tourism System and they have join the call distribution queue on the System by accepting login call.

ii. The soft phone

The agent is required to launch the soft phone and check the extension ID assigned. Refer to

Soft phone Setup: This is important because the agent to join the queue once they are logged into the system should use the number.

Rwanda Chamber of Tourism System Login

The agent will type the URL: <http://192.168.1.114> on the browser. A login page will appear as shown in Figure 9. The user is required to type in the username (phone login) and password provided by the administrator and clicks the sign in button to

access the Rwanda Chamber of Tourism account using.

1. Username e.g. demo agent
2. Password e.g. demo agent

Figure 16: Phone login & Campaign login



Agent Login



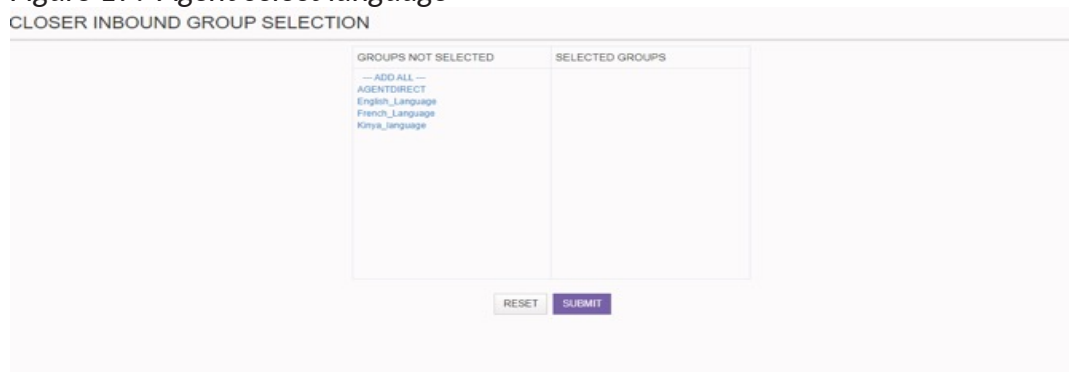
After phone login agent must login again in complain, where agent select a complain to work in.



Language selection

After agent login, they have to choose which language they are able to help client who are calling.

Figure 17: Agent select language



Agent dashboard

After agent login, they have home page where they have option on being active and pausing, it where agent can pause in case, he/she need to do something else.

Figure 18: Agent dashboard



Call form

When call comes in there is pop up form where agent should fill the information.

Figure 19: Call's form

Outbound Call

Here it is where agent are making calls for customers; after pressing dial manual agent will get dial box where to enter a dial code (9) and next box they will enter client phone after that then they will click dial now.

Figure 20: Manual Dial

Logged in as User: 8001 on Phone: SIP8001 to campaign: INBOUND 2021-02-17 11:58:57 session ID: 8000011 Calls in Queue: 0

STATUS: **YOU ARE ACTIVE** RECORDING FILE: seconds: 0

RECORD ID: START RECORDING

WEB FORM WEB FORM 2

PARK CALL TRANSFER - CONF

HANGUP CUSTOMER

SEND DTMF

Customer Time: Channel: Customer Information:

Title: First: Mi: Last:

Address1: Address2: Address3: PostCode:

City: State: Province: Vendor ID: Gender: U - Undefined

Phone: DialCode: Alt. Phone:

Show: Email:

Comments:

MANUAL DIAL FAST DIAL

VERSION: 2.14.617v BUILD: 201107-2236 Server: 192.168.1.114

MUTE Agents View

Figure 21: Dial

NEW MANUAL DIAL LEAD FOR 8001 in campaign INBOUND:

Enter information below for the new lead you wish to call.
Note: a dial prefix of 9 will be added to the beginning of this number
Note: all new manual dial leads will go into list 999

Dial Code: 1 (This is usually a 1 in the USA-Canada)

Phone Number: 78537235 (digits only)

Search Existing Leads: ☒ (This option if checked will attempt to find the phone number in the system before inserting it as a new lead)

If you want to dial a number and have it NOT be added as a new lead, enter in the exact dialstring that you want to call in the Dial Override field below. To hangup this call you will have to open the CALLS IN THIS SESSION link at the bottom of the screen and hang it up by clicking on its channel link there.

Dial Override: (digits only please)

Dial Now Preview Call Go Back

Figure 22: Form

Agent web client x +

Not secure | 192.168.1.114/agent/vicidial.php#

Apps Gmail YouTube Agent web client

Logged in as User: 8002 on Phone: SIP8002 to campaign: INBOUND 2021-04-15 15:44:31 session ID: 8000012 Calls in Queue: 0

STATUS: Called: 788537-235 URD: 84181644210000000716 seconds: 5

DIAL NEXT NUMBER

LEAD PREVIEW

RECORDING FILE: 20210415-154431-788537235 RECORD ID: 1504

START RECORDING

WEB FORM WEB FORM 2

PARK CALL TRANSFER - CONF

HANGUP CUSTOMER

SEND DTMF

Name* Location Primary Phone ISSUE CALLED For ISSUE ANSWERED WAS THE ISSUE ESCALATED Direction Agent

Submit

VERSION: 2.14.617v BUILD: 201107-2236 Server: 192.168.1.114

Show conference call channel information

MUTE Agents View

Administrative User creation

Here is where administrator can create user and other management of user. First, of all system users to operate in call center he needs two account user and phone? So here, it is where administrator can create user and give privileges.

Figure 23: User creation



Phone creation.

Figure 24: Phone creation



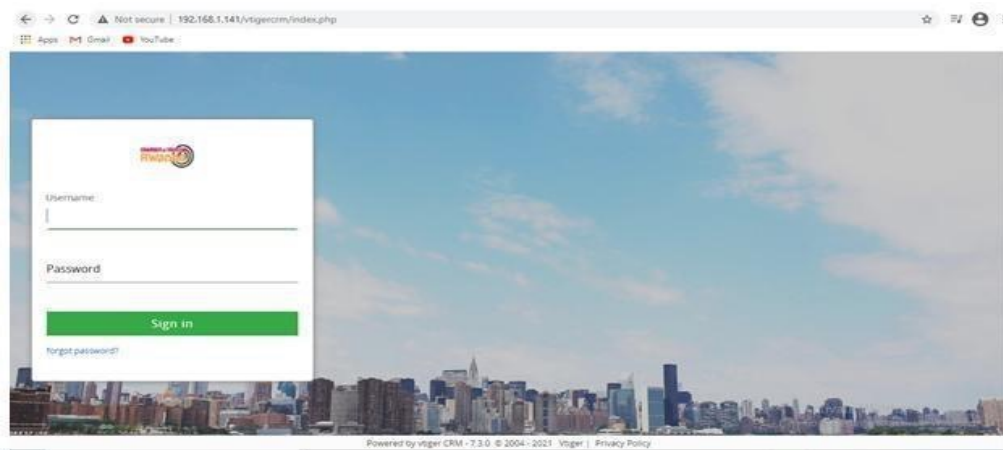
Figure 25: Reports

Real time report helps to view real action, which is taking place in call center



Figure 26: Real time report
Call center CRM

Login Page for CRM
Figure 27: CRM login



Export Report: we have option of export record-
ed data in Exc

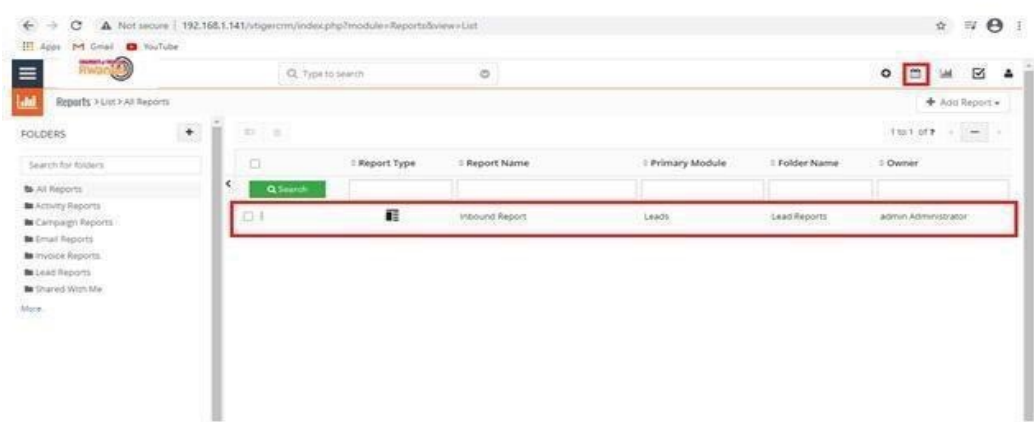


Figure 28: Report

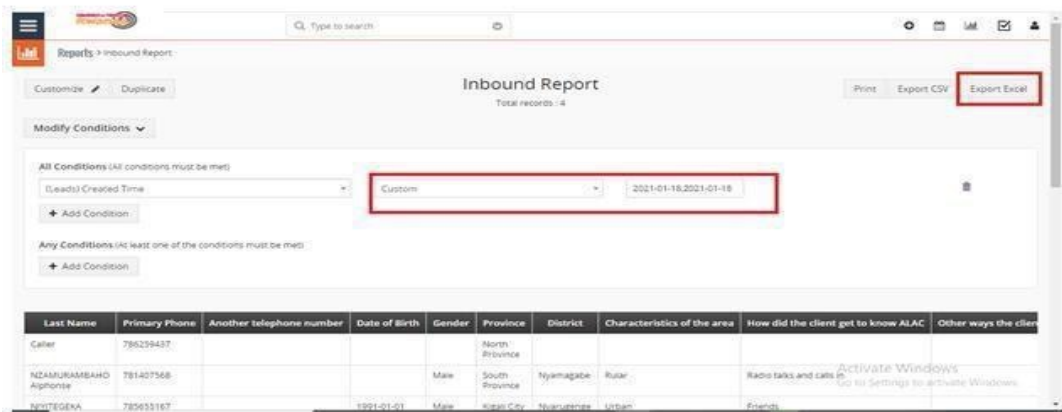


Figure 29: Export
User Credential

USERNAME	PASSWORD	POSITION
8001 - 8005	goautodial	Agent
6666	goautodial	Administrator
9999	Goautodial	Supervisor

CRM User credentials (192.168.1.114/vtigercrm)

USERNAME	PASSWORD	POSITION
admin	Admin	Administrator
supervisor	Supervisor	Supervisor

Annex 6: Frequently Asked Questions (FAQs)

RCoT stakeholders	Type of enquiry (FAQ)	Proposed answers for the hotline operator
QUESTIONS ABOUT RCoT (Members)	1. What are the benefits that Associations can get from the RCoT?	Lobbying and Advocacy services, Membership, Capacity building, Business opportunities among others.
	2. What are the requirements to become a member of the Rwanda Chamber of Tourism?	The main activities of the firm should fall under those which define a tourism entity under question 5 below.
	3. How do we pay the membership fee?	It is paid online (provide details)
	4. How many associations fall under the Rwanda Chamber of Tourism?	Rwanda Rwanda Chamber of Tourism is currently composed by 5 Associations 1. Rwanda Hospitality Association 2. Rwanda Tour & Travel Association 3. Rwanda Association of Travel Agencies 4. Rwanda Hospitality and Tourism Educators Association 5. Rwanda Safari Guides Association
	5. Is there any difference between RCoT and RDB?	The RCoT is the apex body for all private sector tourism establishments in Rwanda. Tour Guides Hospitality Tour and Travel Agencies Tourism and Hospitality Educators while Rwanda Development Board (RDB) is a government institution whose mandate is to accelerate Rwanda's economic development by enabling private sector growth. It is under the supervision of the Office of the President and is governed by a Board of Directors made up of global entrepreneurs and experts. RDB was established in 2008 out of a merger of 8 Government institutions, primarily to create a One Stop Shop for business and investments. RDB has been built with global expertise and modeled on international best practice.

	6. How do I contact RDB to make a reservation?	Email: reservation@rwandatourism.com or Phone: +250 252 57 65 14 or their hotline number 1415
	1. What has been the role of RCoT in helping out member Associations during COVID 19 period?	The RCoT carried out various advocacies for member Associations either to the Government (establishment of economic recovery fund, negotiation with banks for loan rescheduling...) or other international supporters in order to revive the industry (various projects).
	7. Are there any financial advisors during this pandemic?	Approach their banks for analysis and advices
	8. Is there any support related to HR management during this pandemic?	COVID 19 period should not be taken as a useless period, a lot can be done with regards to staff in the T & H sector. Most importantly, employers should not just lay them down without considering other options like training, rotations...
	9. What are the requirements for a hotel to appear on the list of designated hotels ?	Refer them to RDB hotline 1415
	10. Can you share information related to hotel grading and classification?	Accommodation entities and restaurants are graded according to the EAC grading standards. For more details, you can refer the caller to RDB.

INVESTORS	1. What are the regulations governing investment in the T&H in Rwanda?	The attendant should refer the caller to RDB hotline 1415 and website
	2. What is a Tourism entity?	A tourism business enterprise which consists of a restaurant, bar, night club, accommodation establishment, tour operator, tour guide, tourism information office or centre, cultural tourism recognized by the Institute of National Museums of Rwanda and any other entity as may be determined by Ministerial Order.
	3. Is there an application fee for the tourism license?	Yes, tourism entities must pay an application fee of RWF 80,000. An application is considered incomplete until the applicant has paid the application fee.
	4. What are the required documents does an applicant need to submit when applying for a tourism operating license?	The caller can be referred to the website where the requirements are uploaded.
	5. For how long will a tourism operating license be valid?	License does not expire, but entity must pass annual inspections to maintain its license. RDB may suspend/cancel a license if an entity is found to be operating below minimum standards or in violation of the Tourism Law.
	6. What is the application procedure?	A person seeking a license to operate will submit an online application to RDB and pay an application fee of 80,000 Rwf RDB will review the application, and the application is complete, an inspection will be scheduled An authorized RDB inspector will conduct inspection at the tourism entity's premises, and if the entity passes inspection, it is granted its license If there are issues identified during inspection, the tourism entity is asked to fix those issues before it can be granted a license. In this case, the tourism entity will be subject to re-inspection.
	7. Who can apply for a tourism operating license	a. Accommodation establishments b. Restaurants, bars and nightclubs c. Tour operators, tour guide and travel agents d. Tourism information centers e. Museum and Cultural tourism
TOURISTS	1. How can someone access accommodation sites across the country?	The attendant may refer the caller to Rwanda Hospitality Association (RHA).

	2. What are the main tourism products of interest in Rwanda and their average costs?	A brief description about Rwanda as a tourism destination (location, climate, size, some of the amenities [hotels, mountain gorillas, Flora and Fauna, culture tourism...])
	3. When is it best to visit and where to stay?	Rwanda as a destination, can be visited all year around, its parks are accessible throughout the year and all other destinations are readily available throughout the year. However, let's note that there are two rainy seasons which start from March to end May and the other one from September to December others months are sunny.
	4. What are the shopping and opening hours	Business people in city areas usually work till late (around midnight) but due to curfew hours currently, everyone is advised to be home by 22:00 (GMT +2), hence the shopping hours have reduced accordingly.
	5. News about public transport around cities and in rural areas.	Within the cities, public transport stops at 20:00 due to curfew hours, in rural areas it should be earlier than the previous. However, there are taxi cabs (Private taxis) which operate 24 hours.
	6. News about immigration and customs	Refer them to the Directorate-General of Immigration and Emigration.
	7. I have a long itinerary that will involve visiting three national parks and other places. Some visits to the parks will fall on days after I received my test results. Will I have to test again before visiting a national park?	All international tourists visiting national parks are required to schedule their visit within 72 hours of receiving a negative test result. If your visit/s falls more than 72 hours after the initial test on arrival, you will be required to take another COVID-19 test before visiting the parks.
	8. In the event my COVID-19 results are delayed, what happens? Who pays the additional waiting nights/days and if I had a tourism booking, do I get a refund?	Each hotel will have a site manager who will advise on the results within the allotted time. The Rwanda Development Board reservations team (reservations@rdb.rw) can facilitate the rescheduling of booked permits in case of any issue related to the COVID-19 pandemic in line with the revised booking policy.
	9. Can I continue to stay in the same hotel after receiving my test results?	The Government of Rwanda has negotiated special rates at the designated hotels for the waiting period. Should a guest wish to remain in the hotel after receiving a negative test result, they are welcome to extend their stay at the hotel's regular rates; however, they will be assigned a new room.

	10. How can I access the economic recovery fund?	As of June 8, 2020 eligible businesses will be able to apply for funding under the Economic Recovery Fund (ERF), a two-year facility established by the Government to cushion businesses affected by the COVID-19 Pandemic. More information can be found here: https://bit.ly/2RNWxG3
	11. I am an employer in the tourism sector who usually provides accommodation allowance to my staff. One of them is sick and is required to self-isolate. Am I responsible for the cost of providing their housing while they are under quarantine?	Housing for workers is typically provided as part of the remuneration package outlined in collective agreements or employment contracts rather than in legislation or regulation. Employers should review their obligations under their collective agreements, employment contracts or company policies. If employers are unsure, they should seek legal advice based on their unique situation. We all know that this is an incredibly difficult time for business and their employees, and we're encouraging everyone to work together to find workable solutions to the exceptional problems we are all facing.
	12. Questions relative to COVID challenges encountered by firms in the sector of T&H : tax payments, layoffs and litigations thereof, cost control,...	Advisory services related mainly to legal advice
	13. Is there any tax exoneration on tourism entities during COVID 19 pandemic?	Refer Them to RRA customer care line 3004
COVID-19	1. If I tested negative for COVID-19 on arrival in Rwanda and will spend less than 120 hours in the country, do I need to take another test to depart from Rwanda?	For those spending less than 120 hours in Rwanda, one will not be required to take another test to depart from Rwanda.
	2. While I am waiting for my COVID19 test results at a designated hotel, can I be visited by friends?	No. Guests waiting for their results at designated hotels are required to remain in isolation. They are welcome to use electronic devices while at the hotel but must respect the privacy of other guests at all times.

	3. In the event my COVID-19 results are delayed, what happens? Who pays the additional waiting nights/days and if I had a tourism booking, do I get a refund?	Each hotel will have a site manager who will advise on the results within the allotted time. The Rwanda Development Board reservations team (reservations@rdb.rw) can facilitate the rescheduling of booked permits in case of any issue related to the COVID-19 pandemic in line with the revised booking policy.
	4. Can I continue to stay in the same hotel after receiving my test results?	The Government of Rwanda has negotiated special rates at the designated hotels for the waiting period. Should a guest wish to remain in the hotel after receiving a negative test result, they are welcome to extend their stay at the hotel's regular rates; however, they will be assigned a new room.
	5. What has been the role of RCoT in helping out member Associations during COVID 19 period?	The RCoT carried out various advocacies for member Associations either to the Government (establishment of economic recovery fund, negotiation with banks for loan rescheduling...) or other international supporters in order to revive the industry (various projects).
	6. Is there any support related to HR management during this pandemic	COVID 19 period should not be taken as a useless period, a lot can be done with regards to staff in the T & H sector. Most importantly, employers should not just lay them down without considering other options like training, rotations...
	7. Is it mandatory to take a COVID-19 test before departure from Rwanda?	All travelers departing from Rwanda must test negative for COVID-19. The only accepted test is a SARS-CoV 2 Real Time Polymerase Chain Reaction (RT-PCR) performed within 120 hours before departure. Other tests, such as Rapid Diagnostics Test (RDTs), are not accepted. We encourage travelers to book and pay for their tests at least 2 days prior to departure through the online platform available on www.rbc.gov.rw . Guests will be facilitated to take this final test in popular tourist locations including Musanze, Nyagatare, Nyamasheke, Rwamagana and Rubavu. Visitors can also be tested in Kigali at Amahoro Stadium "Petit Stade" in Remera and the Rwanda Biomedical Centre Gikondo Branch at the Office of Vaccination Programme on KK 6 Ave. The cost of the test is USD 50. More details and payment methods can be found here.
	8. Is there any tax exoneration on tourism entities during COVID 19 pandemic?	Refer Them to RRA customer care line 3004

	9. As a business owner in the hospitality and tourism sector, what am I requested to open again as businesses are now allowed to open?	First read the instructions published by RDB regarding all types of business falling under the T & H sector. May 2020
	10.41. How can I access the economic recovery fund?	As of June 8, 2020 eligible businesses will be able to apply for funding under the Economic Recovery Fund (ERF), a two-year facility established by the Government to cushion businesses affected by the COVID-19 Pandemic. More information can be found here: https://bit.ly/2RNWxG

Annex 7: Hotline Customer Relationship Management

Acquiring new customers can cost as much as five times more than satisfying and retaining current customers. Customer relationship management (CRM), is one of many different approaches that allow a company to manage and analyze its own interactions with its past, current, and potential customers. It uses data analysis about customers' history with a company to improve business relationships with customers, specifically focusing on customer retention and ultimately driving sales growth. One important aspect of the CRM approach is the systems of CRM compile data from a range of different communication channels, including a company's website, telephone, email, live chat, marketing materials, and more recently, social media. Through the CRM approach and the systems used to facilitate it, businesses learn more about their target audiences and how to best cater to their needs. Combination of practices, strategies, and technologies that companies use to manage and analyze customer interactions and data throughout the customer lifecycle, to improve customer service relationships and assist in customer retention and driving sales.

WHAT TO DO TO MAINTAIN OUR CUSTOMER

- Put yourself in their shoes: Customers are just people like any other and for a customer service rep to be effective; they should have a certain amount of empathy. This means that you should train staff firstly how to listen effectively

and how to pick up signals from the customer to inform the response. This isn't as difficult as it sounds. As human beings, we're all accustomed to picking up signals from others daily. Granted, it's a little more difficult when using platforms such as live chat, email, and social media, but it's still doable. Anger and frustration are of course the easiest to pick up. You should train staff to listen carefully to what the customer has to say, without interrupting, to gain a full understanding of their issue.

- Build Relationships: A good customer service rep doesn't approach a conversation with a customer who has a problem but as an opportunity. With this in mind, encourage staff to think about customers as they would be somebody they know. As a training exercise, ask them to imagine that one of these people has just contacted the customer service desk and that they will have to deal with them. Likely, the rep will immediately be more relaxed and friendly and this will be apparent in their tone and body language. This can then be used to cement the understanding that customers should be communicated in the same manner. From the very first time a customer gets in touch, the aim of the rep should be to wow them.
- Be Generous: Good customer service springs from a place where the business is secure and its employees can afford to be generous in terms of the time they give, the approachability of their staff, and that there's plenty to share. Businesses that are struggling tend to offer a poor level of customer service because

they don't feel that they have enough to give without it affecting profits – this is a dangerous mindset and one that means that the business will almost certainly fail. Think about the times when you've contacted a business and they've refused to budge an inch when it comes to giving you some redress when things have gone wrong. Perhaps the business has insisted that you pay for returns, or maybe they've only given you a part-refund on a product that arrived and proved to be unsuitable. Would you ever do business with them again? No. So don't be one of those companies – train your staff to know exactly what they can give when a complaint/return/refund request comes their way. If the staff have the authority to give refunds, etc., then not only will they feel much more positive about their job (and this will come across in the communication) but it will also serve to ensure that your customers go away happy and ready to recommend your products to a friend.

- ▪ Reward your customers. Send them a gift, provide them with a lead; help them generate business, and help them to celebrate some of their events
- ▪ Make it as easy as possible for your customers to do business with you. Do things

for their convenience, not yours? The easier you can make it for them, the more business you will have. Determine all the ways you can eliminate the “hassle factor.”

- ▪ Treat your employees well. If they are treated poorly, there is a good chance they'll treat your customers badly.
- ▪ Give back to your best customers. If you run a special price or product offered for the first time, make sure to offer a promotion to your current customers.

What is CRM?

It is a model for managing a company's interactions (connection) with current and future customers. It involves using technology to organize, automate, and synchronize (harmonize) sales, marketing, customer service, and technical support

CRM is the abbreviation for customer relationship management. It entails all aspects of interaction that a company has with its customer, whether it is sales or service-related. While the phrase customer relationship management is most commonly used to describe a business-customer relationship, CRM systems are used in the same way to manage business contacts, clients, contract wins, and sales leads.

DOs and DON'Ts

DOs	DON'Ts
<ul style="list-style-type: none"> • Show empathy /concern • Use their name if you can • Listen • Take note • Let them make their suggestion • Ask question to clarify details • Confirm with them that you have got it right • Tell them what you propose to do • Ensure they are happy • Take it as an opportunity to strengthen the relationship and encourage more business • Accept your responsibility until you are sure, it's your fault 	<ul style="list-style-type: none"> • Don't say it's not my fault • Don't keep customer waiting • Say “you are the fifth today to complain about that” • Don't interrupt • Don't jump to conclusion • Don't laugh when the customer is explaining • Don't blame others • Don't argue • Don't be patronized (very intelligent, experienced) • Don't show your impatience to the customer

CRM strategies

An ideal CRM strategy focuses on decreasing the cost of customer acquisition and increasing customer lifetime value. Having an ideal customer relationship strategy provides amazing benefits that help your business increase profitability. With an effective CRM strategy, you get: Better efficiency in marketing, below are some step of CRM strategies

1. Define your CRM strategy vision and goals: The first thing to do before creating a CRM strategy is to revisit your overall business strategy and high-level business goals. Create a vision of what you want to achieve from the CRM strategy. That way it has a clear purpose from the very beginning. Think about how you want to contribute to the success of your business.
2. Define your target customer with buyer personas: Create a buyer persona that represents your ideal customer. Make it as detailed as possible. Include information such as demographic and behavioral characteristics, as well as interests, challenges, and aspirations.

Here are some research methods you can use:

- Interview your sales and customer service teams
- Study different customer profiles and even interview customers directly
- Send customer surveys

To maintain strong customer relationships and attract quality leads, you need to understand exactly who is purchasing from you and why. Having a clearly defined buyer profile is

essential to becoming a customer-centric business. It's key to ensuring your teams are focused on the true needs and expectations of your customers.

3. Establish the processes for a 360° customer experience: Your CRM strategy planning so far should have highlighted the areas that need improvement.

Now you're going to look at the structure of your internal processes. Do you have the resources in place to provide a 360-degree customer experi-

ence? Do an audit of roles and responsibilities to check all the necessary bases are being covered?

Here are examples of areas to optimize processes:

- Presales: How are you doing when it comes to analyzing customer needs, gathering information, and putting together business cases?
 - Sales processes: What sales tasks can be automated to increase efficiency?
 - Customer relationship management: Are your offers tailored to your customers' needs? Are your communications personalized and relevant? After-sales: Have you got the necessary support systems in place to resolve customer problems quickly? What feedback do you receive on the quality of your customer service? In short, ask yourself 'How can I do it better?' and then make the necessary changes within your organization.
4. Study the market and know your positioning: It's always a good idea to look to the competitive landscape for inspiration when developing CRM strategies. Ask yourself:
 - Where does your company fit into the market?
 - What is your unique selling proposition (i.e. what makes you different from others in your space?)
 - How do your competitors differentiate themselves?
 - What opportunities exist?
 - Can you learn anything about how your competitors handle customer relationships?
 - What are the trends in your industry right now?
 5. Knowing your product or service: Take the time to revise and develop your product/service narrative and elaborate on your value proposition. What are the messages you want to transmit? What benefits do you want to highlight? Why should a customer choose you over your competitors? This is also a good opportunity

to define your brand tone of voice and put in place best practice guidelines for communicating with customers.

HOW TO HANDLE COMPLAINTS

- Once categorized, complaints can be handled electronically in a uniform way by a good CRM system.
- They are viewed positively by organizations

and MUST be responded to positively.

- Usually, the response includes
- An apology (for the inconvenience caused)
- An assurance that the complaint has been taken seriously and quality is being improved
- A marketing gesture e.g. a discount voucher.

HANDLING COMPLAINTS THROUGH THE PHONE

- Listen to the customer.
- Never argue with the customer.
- Speak professionally, not personally.
- Show empathy.
- Repeat the problem.
- Explain possible action(s) you can take.
- Enlist the caller in the decision of the action to be taken.
- Always thank the caller.
- If necessary, tell the caller when you will get back to him/her. Follow up.

Why CRM?

- It costs 6 times more to sell to a new customer than to sell to an existing one
- A typically dissatisfied customer will tell 8 to 10 people about his/her experience (mainly related to poor customer service)
- The odds of selling to a new customer is 15% versus 50% to an existing customer
- 70% of the customers complaining will do business again with the company if the complaints are quickly addressed
- 90% of existing companies do not have integrated CRM tools and platforms
- “Winning back a lost customer can cost up to 50-100 times as much as keeping a current one satisfied.” By Rob Yanker, Partner, McKinsey & Company

Retain More Customers

Retention and churn rates are extremely important determiners for a company's success; customer churn (prices don't match with the services is a major obstacle to business growth? CRM tools like sentiment analysis, automated ticketing, and customer support and customer service automation can dramatically improve your retention by letting human agents defuse problems. Analytics tools that look at customer life cycles can show

you when churn happens and why, so you can identify and address pain points. Here are some guidelines to help you accomplish that:

- Build a customer database.: Collect information about your customers: what products and services they're interested in, what their buying and spending habits are, what contact they've had with you, whether they've had any problems or complaints, whether they've referred any new customers to you, and any other information relevant to your business. The more you know about your customers, the more effective your communication with them will be, and the easier it is for you to identify different customer segments and to see who your most important customers are.
- Keep in touch: Stay present in the minds of your customers by giving them information that they'd find interesting and relevant. Email newsletters are a good way of providing regular updates, like details on special offers or promotions. Consider sending targeted newsletters to different customer segments and to your key customers, which can help to build relationships. Customers appreciate when you make an effort to know what they're interested in and keep your messages relevant.
- Offer customers multiple communication channels. Think beyond just answering your phone and responding to emails, and consider expanding into platforms like social media and blogging. A good way to choose new communication channels is to run a poll (on your

website, newsletter, or brand page) to ask your customers which platforms they prefer so that you can ensure you're focusing your efforts in the right places.

- Target your most valuable customers. The 80-20 rule states that 80% of your business comes from 20% of your customers. It makes sense to specifically target promotions and special offers to customers who are likely to generate the best returns. The more of your marketing budget you put towards promotions with higher ROI, the larger the return will be. That doesn't mean you should ignore the other 80% of your customers though! Provide great value and service to all customers, while concentrating marketing dollars where

they'll do the best.

- Recognize customer loyalty. Thank customers for choosing you over your competitors and for referring their friends and colleagues to you. There are many ways you can do this, ranging from a personal thank-you phone call or message (more affordable for smaller businesses), right through to finder's fee or a full-blown loyalty program with rewards and cash prizes. You are four times more likely to close business with an existing customer than you are with a new prospect (Customer Winback by Griffin and Lowenstein)—so reward the customers that stick with you.
- Treat customer complaints as a gift. ...Most customers who are unhappy don't complain: they simply walk away. When someone takes the time and effort to complain, they're giving you the chance to fix things. Tell them that you take these issues seriously, get them to explain the problem, and ask them how you can fix things and resolve issues as quickly as possible. If you're able to do this well, you can often turn the customer around so that they become a strong advocate for your business. In summary, you should treat your customers in the way they want to be treated.
- Provide excellent customer service. Develop a company culture where everyone sees customer service as a priority. Listen to what your customers have to say and then respond. Make customers feel that they're receiving individual attention and not that you're just following a script. Ensure that your Customer Support team is properly trained to assist customers and have the resources and freedom to address their issues promptly. First

impressions are extremely important. Customers often make their decision whether to buy from your company within the first few seconds—make sure every experience they have with your business is a good one.

- Use the words they love to hear: Not all words are created equal. Certain persuasive words encourage customers to buy more than others, in particular: free, new, and instantly. When customers hear these words (and the promises they imply are backed up), they'll enjoy their purchases more than they would have otherwise.

- Reciprocity: Is the social construct that makes the world go 'round... or in your case, keeps your customers coming back. The premise is simple: Go above and beyond for customers and get rewarded with repeat business. The execution, however, can be trickier, so below is a compilation of interesting research on how to improve reciprocity with your customers
- Choose the right platform.: The best way to improve your online customer service efforts is to utilize the channel your customers most prefer. Although recent research has shown that a majority of people still prefer and use email more than other services (including social networking), you need to pick the channel that makes the most sense for your business. Hosting companies know that online chats are critical when their customers' sites go down, but other businesses may have customers who are just fine using email as their primary method of contact.
- Get ideal customers to be VIPs.: Additional research by Nunes on loyalty programs has shown that people just love being VIPs or gold members of programs. There is one caveat, though: This only works when people know there is a class below them on the totem pole. Speaking to human nature, Nunes saw a notable increase in gold members' participation as soon as he implemented a lesser silver class.
- Label your customers: A research study on voting patterns conducted by Stanford University conclusively showed that people are more likely to participate in something if they are labeled with a positive trait. Our friends at Buffer refer to their premium customers as "awesome" members, and even label their up-graded payment plan as the "Awesome

Plan"—a much easier phrase to embrace than "paid member."

- Make yourself pleasant to do business with: It sounds obvious, but in today's global economy it can be easy to forget that fundamentally people do business with people. And people will only want to do business with you if they like you (or at least if they don't dislike you!). If people find you difficult or abrasive they will go elsewhere. Simple. When you're wondering how to retain customers, the best way is to be open, honest, and transparent in every-

thing you do. It's a powerful method, and it's not difficult to do.

Why not put in place a customer service strategy to make sure everyone who comes into contact with your customers treats them in the same polite and respectful way.

- Do what you say you're going to do: Taking the trustworthiness thing one step further. If you agree, a deadline, or deliverable with a customer, makes damn sure you meet it. There are times when things go wrong – that are life. But at the first sniff of not being able to meet their expectations, let your customer know the situation and make a plan so they know you are doing everything in your power to get things back on track. You might even find that your relationship with your client becomes stronger as a result, as they'll trust you to be honest with them in the future.
- Resolve problems quickly and efficiently: You've heard that familiar saying "the customer is always right," right? And while, in reality, we don't always believe this, sometimes it pays to smile, nod politely, bite your tongue and offer that gesture of goodwill anyway. Because often the ramifications of not doing so are a lot more time-consuming and expensive than they are worth. Maintain customer relationships by thinking about the bigger picture when you're dealing with one-off situations.
- Send thank-you notes. ...

Make it all about THEM, not YOU: People don't care about you, they care about themselves, and so talking about yourselves all the time can be a huge turnoff, so make sure you keep the focus on your customers. Let them know how you can meet their specific needs and make sure you go out of your way to do so. Or even better, ask them what they'd like from you.

Sales analytics software like sales-i allows you to learn more about your customers and store that information in an easily accessible and reportable way. This will allow you to send out specially targeted offers and to recall previous conversations whenever your customer calls. So, you can maintain good relationships with customers and keep them feeling special by making everything about them.

HOW TO ACQUIRE NEW CUSTOMERS?

- Content marketing
Content is the foundation of advertising, because once you've published content (blog posts, ebooks, guides, videos, etc.) email, social media, etc. can promote it. It also generates about 3x as many leads as other marketing methods, and costs 62% less. Consistently publishing new content and refreshing the old, keeps your brand relevant, and shows prospects that you're actively engaged with your industry. This is crucial in a world full of false advertising and plummeting customer trust.

- Highly targeted advertising

If you're not generating the number of new customers you want – or enough qualified customers – define and redefine your target audience down to the finest details:

- How old are they?
- Where do they live
- What do they do for a living?
- What is their family makeup like?
- What do they like and dislike?
- What problems do they have and how can your product or service help?

- Developing business partnerships

Not everyone in your industry is a competitor. Chances are, there are several complementary businesses in your niche as well, with similar customer bases.

- Create a lead generating site

Your website might look professional and offer a ton of useful information for visitors, but does it generate new leads and acquire new customers? It's essential that, in addition to your website, you also have dedicated post-click landing pages to capture contact information and fill the top of your sales funnel. Often, your post-click landing page is the first and last thing people see connected to your business. Since you have less than five seconds to grasp their attention, make it stand out by following post-click landing page best practices.

- Be present on social media

If you're not present on social media, you're missing out on a huge market that your competitors are likely already taking advantage of.

- The average internet user had 3 social media accounts in 2012, and now the average is

closer to 7 accounts

97% of adults (ages 16-64) log into at least one social network per month

- Social media and messaging accounts for about 1 in every 3 minutes spent on the internet
- Over 3 million businesses advertise on Facebook

Having a social media presence doesn't have to be expensive either. Creating a business account on Facebook, Twitter, Instagram, and LinkedIn is free. Simply join discussions and groups that pertain to your industry. Provide helpful answers to questions, and insight on various posts to make yourself known.

- Offer deals and promotions

People love discounts because they save money and feel like they're getting access to something exclusive and limited. Some ideas for offering deals and promotions include

- Using your social media accounts to run coupon ads
- Creating an email drip campaign that rewards subscribers for access to their inboxes with an exclusive offer
- Throwing in low-stock items or items that are no longer made as freebies on orders over a certain quantity

- Host an event

Hosting an event is a great way to do this as it allows potential customers to meet your brand on a more personal level. Depending on your product or service, you can either host an in-person event where customers can meet you or host an online webinar where it still feels personalized

BUILDING A CRM STRUCTURE IN AN ORGANISATION

Here is some step to follow:

Step 1: Identify all existing CRM process within the organization

Step 2: Formulate an e-CRM vision and strategy.

Step 3: Secure top management support.

Step 4: choose appropriate technology partners.

Step 5: Evaluate current information security and create new metrics

CONCLUSION

CRM is a key solution to realize the information infrastructures which increase the responsive-

ness power during compositional pressures thus survives the organization. Nowadays there is much competition for maintaining the customers. In a completely economic viewpoint, commercial institutions have understood that holding a customer is less expensive than finding a new customer. And to get this goal, using CRM structures will help very much to the organization. Appropriate performing the CRM leads to decrement the costs and is effective in the recovery of works performing quality economically and scientifically.

Annex 8: Reporting Format

1. Report Types

Report templates are divided into two categories of Agent and Call Center

Report templates allow you to generate reports containing statistical information about one or more agents.

In addition, reports can be real-time or historical and they can be interval-based or not interval-based.

- a. A real-time report includes statistics for a period that has a start date and time, but no end date and time.
 - a. A historical report includes statistics for a specified time period in the past.
- A real-time reporting template can be used to generate both real-time and historical reports.
 - A historical report template can only be used to generate historical reports.
 - An interval-based report template is a template that is used to generate reports that include interval statistics.

Agent Report Templates

Call Center Enhanced Reporting can provide the following Agent Report templates:

- ■ Call Report
- ■ Call Duration Report
- ■ Call Detail Report

1. Call Report

The Agent Call Report template is a real-time report template that can be used by administrators, agents, and supervisors to request real-time or historical reports. This is an interval-based report template. The report provides information about the number of calls handled by agents, reported by call type.

1. Duration Report

The Agent Duration Report template is a real-time report template that can be used by administrators, agents, and supervisors to request real-time or historical reports. This is a non-interval-based template. The report provides information related to calls made or received by agents, whether or not they were answered. The call details reported are summarized in the following table.

A summary of call details

LABEL	DESCRIPTION
Call Start Time	This is the time that the call with the agent started. This corresponds to the time the call was answered by the agent or remote party.
Call End Time	This is the time that the call with the agent ended. This corresponds to the time that the call was released by the agent or remote party, or the time that the call was transferred by the agent.
Call Type	This is the call type, and can be any of the following values: <ul style="list-style-type: none">• Inbound• Outbound• Internal
Callers/Called Number	This is the number calling the agent or the number the agent called.
Wait Time in Queue	This is the wait time in the queue for a call.
Talk Time	This is the talk time of the call. This does not include the time that the agent put the caller on hold.
Hold Time	This is the hold time for the call. Specifically, this is the amount of time that the agent put the caller on hold.
Transfer Number	This indicates whether the agent initiated a transfer by including the transfer destination.
Transfer Location	This indicates the transfer destination type. This can be any of the following values: <ul style="list-style-type: none">• Call Center• Call Center – Long Hold• Outside Enterprise• Within Enterprise

tors, agents, and supervisors to request real-time or historical reports. This is an interval-based report template. The report provides information related to the duration of calls handled by agents.

1. Call Detail Report

The Agent Call Detail Report template is a historical report template that can be used by administrators, agents, and supervisors to request historical reports. This is a non-interval-based template. The report provides information related to calls made or received by agents, whether or not they were answered. The call details reported are summarized in the following table.

1. Call Center Report Templates

Enhanced Reporting provides the following canned Call Center Report templates:

- Call Center Incoming Calls Report
- Call Center Report
- Call Center Presented Calls Report
- Abandoned Call Report
- Call Center Summary Report

Call Center Incoming Calls Report

The Call Center Incoming Calls Report template is a real-time report template that can be used by administrators and supervisors to request real-time or historical reports. This is an interval-based report template. The report provides

information related to how incoming calls are handled by call centers, whether they are queued or handled by policy prior to being queued. The report name is “Call Center Incoming Calls Report” and is displayed in the introduction section of the generated report, as described in section. The report includes the following elements:

- Inbound Calls to Call Center
- Inbound Calls Table

The report does not require any performance parameters.

1. Inbound Calls to Call Center

The Inbound Calls to Call Center pie chart shows the count and percentage for each action that

can occur for an incoming call to a call center or DNIS for the reporting period. The actions reported are summarized in the following table.

Summary of actions reported

LABEL	DESCRIPTION
Calls Queued	This is the number of calls that were placed in the queue.
Calls Overflowed – Size	This is the number of calls that were handled according to the Overflow policy based on size.
Force Forwarding Applied	This is the number of calls that were handled according to the Forced Forwarding policy.
Night Service Applied	This is the number of calls that were handled according to the Night Service policy.
Holiday Service Applied	This is the number of calls that were handled according to the Holiday Service policy.

2. Inbound Calls Table

The Inbound Calls table displays a column for each counter included. The Inbound Calls table includes a row per interval for each call center. The counters included are described in the following table.

COUNTER	DESCRIPTION
Calls Received	This is the number of calls received by the call center. This is the sum of “Calls Queued”, “Calls Overflowed – Size”, “Forced Forwarding Applied”, “Night Service Applied”, and “Holiday Service Applied”.
Received via Overflow	This is the number of calls received by the call center via overflow. Specifically, this is the number of calls that have triggered the Overflow policy in a call center within the company and where the Overflow policy was configured to redirect the call to this call center.
Calls Queued	This is the number of calls received by the call center and placed in the queue.
Calls Overflowed	

- Size	This is the number of calls received by the call center that triggered the Overflow-Size policy and were not placed into the queue.
Forced Forwarding Applied	This is the number of calls received by the call center that triggered the Forced Forwarding policy and were not placed into the queue.
Night Service Applied	This is the number of calls received by the call center that triggered the Night Service policy and were not placed into the queue.
Holiday Service Applied	This is the number of calls received by the call center that triggered the Holiday Service policy and were not placed into the queue.

3. Call Center Report

The Call Center Report template is a real-time report template that can be used by administrators and supervisors to request real-time or historical reports. This is an interval-based report template. The report provides information related to how calls are handled by call centers once they have been queued. The report name is "Call Center Report" and is displayed in the introduction

section of the generated report, as described in section.

4. Call Center Activity by Answered Calls

The Call Center Activity by Answered Calls

pie chart shows the percentage and count for each action that can occur once a call has been queued to a call center or DNIS (Dialed Number Identification Service) for the reporting period.

LABEL	DESCRIPTION
Calls Escaped	This is the number of calls that were removed from the queue as a result of the caller dialing the escape key.
Calls Abandoned	This is the number of calls that were removed from the queue as a result of the caller hanging up.
Calls Transferred	This is the number of calls that were transferred out of the queue by supervisor action.
Calls Answered	This is the number of calls that were answered by an agent.
Calls Overflowed - Time	This is the number of calls that were removed from the queue as a result of triggering the Overflow-Time policy.
Calls Bounced - Transferred	This is the number of calls that were transferred out of the queue as a result of triggering the Bounced policy.
Calls Stranded	This is the number of calls that were removed from the queue as a result of triggering the Stranded policy.

5. Call Center Activity

The Call Center Activity bar chart shows the counts for each action that can occur once a call has been queued in a call center or DNIS

for the reporting period. The actions reported are summarized in the following table.

A summary of call center actions

LABEL	DESCRIPTION
Calls Queued	This is the number of incoming calls that were queued.
Calls Escaped	This is the number of calls removed from the queue as a result of the caller dialing the escape key.
Calls Abandoned	This is the number of calls removed from the queue as a result of the caller hanging up.
Calls Presented	This is the number of calls offered to an agent, which either bounced or answered. Note that while a call is queued, it may be offered several times to an agent. This counter is incremented each time. <i>NOTE: If the Simultaneous Distribution policy is used, a call may be offered to several agents simultaneously. Such a case is counted as a single call offer, and consequently, a single bounce if none of the alerted agents answered the call.</i>
Calls Answered	This is the number of calls that were answered by an agent.
Calls Answered in	
%1% secs	This is the number of calls that were answered by an agent within
%1% seconds.	
Calls Overflowed – Time	This is the number of calls that were removed from the queue as a result of triggering the Overflow – Time policy.
Calls Bounced	This is the number of calls that bounced and remained in the queue, which were presented to agents. <i>NOTE: If the context is the Simultaneous Distribution policy, a call may be offered to multiple agents simultaneously. Such cases are counted as a single call offer, and consequently, a single bounce if none of the alerted agents answered the call.</i>
Calls Bounced – Transferred	This is the number of calls that were transferred out of the queue as a result of triggering the Bounced policy. Notice that these bounced calls are not accounted under the “Calls Bounced” column.
Calls Transferred	This is the number of calls that were transferred out of the queue by supervisor action.
Calls Stranded	This is the number of calls that were removed from the queue as a result of triggering the Stranded policy.

5. Glossary and Definitions

This section explains different terms used in reports or when requesting a report.

- Performance Parameters

The following table lists the performance parameters you may be required to provide when scheduling or running a report. Note that the parameter names may differ depending on the interface you use to request the report.

PARAMETER	DESCRIPTION
Call Completion	This setting is used to count the number of ACD calls an agent has completed within a service level during the specified interval. The Call Completion service level can be set to “1” through “7200” seconds.
Short Duration	This setting is used to count the number of ACD short duration calls completed by an agent during an interval. You can set the maximum length of a short duration call to “1” through “7200” seconds.
Service Level Objective	This provides an indicator for the service-level objective, expressed as a percentage value.
Abandoned Call	This parameter is used to count the number of calls abandoned within a specified time. Up to four thresholds can be specified, resulting in up to four different counts. Each threshold can be set to “1” through “7200” seconds.

- Call Types

This section defines different types of calls measured in call center statistics.

NAME	DESCRIPTION
Route Point Call	This is a call received by an agent from a route point.
Outbound Route Point Call	This is a call initiated by an agent using the identity of a route point.
Inbound Call	This is a route point call outside the company received by the agent.
Outbound Call	This is a route point call outside the company made by the agent.
Internal Call	This is a route point call within the company made or received by the agent.
Held Call	This is a call that was placed on hold by an agent. Each time an agent places a call on hold, it is counted as a held call.
Transferred Call	This is a call that was transferred to a new destination.
Answered Call	This is a call that was answered by an agent.
Abandoned Call	This is a call that entered the queue, but the caller hung up before the call was answered or transferred.
Escaped Call	This is a call that entered the queue but was removed from the queue because the caller dialed the escape key.
Received Call	This is a call that was received in the queue. The call can be queued, presented to an agent, or diverted using the Night Service, Holiday Service, Forced Forwarding, or Overflow Size policy.
Overflowed Call	This is a call that was received, but immediately transferred to another destination due to exceeding the configured maximum queue size or the configured maximum wait time.
Queued Call	This is a call that is not immediately diverted using the Night Service, Holiday Service, Forced Forwarding, or Overflow Size policy, and goes to the queue to be distributed to an agent or to wait for an available agent.
Presented Call	This is a call that is routed from a call center to an agent (rings the agent or attempts to ring the agent).
Bounced Call	This is a call that was offered to an agent but remained in the queue because it was not answered by the agent in the specified time.

Stranded Call	This is a call that is in the queue after all agents assigned to the queue have moved to the Sign-Out ACD state.
Short Duration Call	A call is a short duration call if the call time (that is, talk time + hold time) is less than the value of the <i>Short Duration</i> performance parameter specified in the report request.
Long Hold Bounced Call	This is a call (received by an agent) that was transferred back to the queue after being held too long.
Escalated Call	This is a call that an agent escalated to a supervisor using a non-emergency escalation procedure.
Emergency Call	This is a call that an agent escalated to a supervisor using an emergency escalation procedure.

HOTLINE REPORTING FORM

DATE				
NAME (optional)		TIME		
LOCATION				
GENDER				
CONTACT				
ISSUE CALLED FOR				
ISSUE ANSWERED	YES	NO	COMMENTS	
WAS THE ISSUE ESCALATED?	YES		TO WHO	

Annex 9: Concept on exploring financial opportunities for hospitality and tourism business to mitigate the effects of COVID-19

I. INTRODUCTION

Before the global pandemic of COVID-19, tourism and hospitality sector was among Rwanda's fastest growing economic sectors. The pandemic was first manifested in Rwanda from the beginning of March 2020. This pushed the GoR to take serious preventive measures, including in and out travel restrictions, suspended events and flights, lockdown, and social distancing. The COVID-19 pandemic has disrupted businesses and led to job losses, resulting in increased poverty.

The high level of uncertainty expressed the need to find out how to build back better, build a more resilient economy, institutions, systems and communities, and limit the impact of future crises. Further, the meeting

with association members raised a unanimous need for access to finance as stepping stone to business recovery and resilience. In this regard, the GoR and other partners availed some financing opportunities in response to COVID-19.

During the session, the panelists shared insights on how tourism and hospitality businesses were financially affected by COVID 19. They also discussed various funding opportunities and tax exemptions available to businesses both from the Government and the private sector to mitigate the effects of the pandemic.

II. OBJECTIVES OF THE WEBINAR

The objective of the current webinar is to help audiences to get information on how to access COVID-19 recovery funding available from government or development partners and other international organizations;

III. SPECIFIC OBJECTIVES

- To educate delegates about how to sustain travel and tourism business amid COVID-19.
- To shed light on potential opportunities by re-engineering business models.

IV. TENTATIVE TOPICS TO BE COVERED

Presenters developed their ideas around the following topics:

- A brief introduction on how the Tourism and Hospitality industry was financially affected by COVID 19;
- Available funding options at the national and international level to mitigate the risks of COVID 19;
- Tax incentives that are available for T&H sector;
- Financing trends in the sector of tourism and hospitality.

V. PANELISTS

1. Belize KALIZA, RDB
2. Benjamin MUTIMURA, Chief Commercial Officer, BK
3. Olivier GAKUBA, Director Business Development, I&M

Moderator:

Dr. Jean Bosco SHEMA, Stylos Lead Consultant

VI. EXPECTED OUTCOME:

1. Participants to gain knowledge about how to sustain the tourism business in the economically challenging times.
2. Delegates to get new ideas to diversify and rebuild their tourism businesses.
3. Delegates to understand the opportunities that the Government and other development partners have provided for tourism businesses.

VII. SCHEDULE

Date: Wednesday 13th January 2021

Time: from 15h CAT to 16h.

VIII. INVITEES

All 5 associations' leaders and members, RDB and PSF.

IX. LOGISTICS

- IT related requirements and software to set up and create links for the webinars were carried out by STYLOS CONSULTS Ltd IT team;
- STYLOS CONSULTS Ltd incurred the cost of designing webinars' poster that were disseminated ahead of the webinar;
- RCoT invited the speakers and participants.

Annex 10: Concept not on Business Unusual - Insights on Digital Marketing for Tourism and Hospitality Enterprises

The practice of using digital marketing is improving with the advancement of technology. Technology and the Internet have created a revolution in hotels and tourism marketing. The Internet not only inspires and provides consumers with information on potential travel destinations, but also enables them to take immediate action by booking online and enables tourism entities to follow up on their clients and attract possible new ones as well as networking for new business opportunities. Therefore, the Rwanda Chamber of Tourism and its member's need to follow the lead to improve their online visibility to better offer their products and services and ensure the brand of Rwanda as a destination is well known to the world.

To be able to make tourism and hospitality industry sustainable and profitable, there is a need for long term process involving optimal use of environment's all available resources and efforts to maintain and recruit happy customers. Maintaining happy customers is also part of ensuring sustainable business. Furthermore, there is a need to embrace trending technologies and innovation as well as to shift from old ways of sharing and accessing news and services to the modern ways which help the industry to avail diverse products to maintain customers.

Specifically, during this session speaker shared insights on how tourism and hospitality businesses can make use of digital marketing to establish conducive environment for customers to gain their loyalty and publicity and hence ensure successful businesses, especially during the COVID-19 pandemic.

II. Objective of the webinar

The objective of this webinar was to help business owners to rethink their post COVID-19 market-

ing and publicity strategies to increase customer base.

III. Specific objectives

- To educate business owners about the impact of digital marketing strategies on their businesses with overall aim of sustaining them during COVID-19.

- To inform business owners about digital marketing platforms through which their products/services can be distributed.

IV. Topics covered

Presenters developed their ideas around the following topics

No	TOPICS	PRESENTER /Panellists
1.	Impact of digital marketing on destinations' promotion	Mr David Toovey
2.	Improve customer experience through digital marketing	Mrs. Linda Mutesi
3.	Share experience with peers in digitalization process with the aim to inspire	Mrs. Bonita

Moderators: Bonita MUTONI, RTTA Chairman

V. Expected outcomes

- Participants gain knowledge about the importance of digital marketing and trending platforms;
- Participants be able to make their businesses known and increase profitability through the use of online platforms;
- Participants to learn from their peers' experiences.

VI. Schedule

Date: Wednesday 3rd February 2021

Time: From 14h30 to 16h30 CAT.

VII. Invitees

Leaders and members drawn from the five (5) Associations'

VIII. Logistics

- IT related requirements to set up and create links for the webinars carried out by STYLOS CONSULTS Ltd IT team;
- STYLOS CONSULTS Ltd incurred the cost of designing webinars' poster disseminated ahead of the webinar;
- RCoT invited the speakers and participants.

Annex 11: Concept Note on effects of COVID-19 on tourism and hospitality education: Preparing for a Resilient Future

I. INTRODUCTION

Before the global pandemic of COVID-19, tourism and hospitality were among the fastest-growing economic sectors in Rwanda. The pandemic was manifested in Rwanda from the beginning of March 2020. This pushed the GoR into adapting serious preventive measures including enhanced travel restrictions, suspended schools, Universities, MICE Events, and international flights, lockdown, and social distancing measures were put in place. The COVID-19 pandemic has disrupted businesses and job losses, resulting in increased poverty.

The role of education to bolster the development of tourism and hospitality has become unassailable. The tourism and hospitality sectors are grounded on the provision of quality of services and customer satisfaction and consequently, the role of education is critical in this regard. Skilled labor is, therefore, a stepping stone to prosperous and sustainable tourism. Tour operators are the lifeblood of a destination that facilitates the tourism economy. As a delivery mechanism for visitors, this sector has been equally hard hit by the COVID-19 crisis, but is a unique sector and requires unique support and assistance from Destination Management Organizations. Similar to the Hospitality sector, the Education sector also needs to embrace e-learning as a tool for development.

II. OBJECTIVES OF THE WEBINAR

The objective of the webinar was to help audiences and especially the stakeholders in the Hospitality and Tourism, education, and research, that is tertiary colleges and universities. Other stakeholders to understand the effects of COVID-19, how the use of IT in tourism education has helped or could help to mitigate the effects of COVID-19 as well as trends in methodological approaches that are capable to strengthen students' participation in their eLearning process. Such student engagement was an important asset to the training of qualified and skilled staff to subsequently result in employment.

III. TOPICS COVERED

Presenters developed their ideas around the following topics:

1. Online teaching as a response to threats posed by COVID-19 (eLearning platforms used)
2. Methodological approaches for student participation, more research should be carried out with the support of academia to see the indirect effects of the covid-19 in the educational sector.
3. Virtual reality and augmented reality
4. New digital learning opportunities for father Qualification on staffing in tourism and hospitality sector (what role can Rwanda hospitality institutions play)

IV. PANELISTS

1. Dr. Callixte KABERA, Chair of Tourism and Hospitality Educators Association
2. Elodie RUSERA, Chief skills Officer, RDB
3. Elizabeth CEO and Founder of Davis College Institute.
4. Dr. Carmen Nibigira -GIZ Hanga hazaza project .

Moderator:

5. Dr. Jean Bosco SHEMA, STYLOS CONSULTS Ltd Lead Consultant

V. SCHEDULE

Date: Friday 27th April 2021

Time: From 15h CAT to 16h.

VI. INVITEES

RCoT Staff, All 6 associations' leaders and members, Universities, TVET Schools, IPRC, Teachers and Students in the Tourism and Hospitality Sector

VII. LOGISTICS

- IT-related requirements set up and created links for the webinars; carried out by STYLOS CONSULTS Ltd IT team;
- STYLOS CONSULTS Ltd incurred the cost of designing webinars' posters and disseminated ahead of the webinar;
- RCoT invited the speakers and participants.

Annex 12: Concept Note Consumer behavior in Tourism and Hospitality: Trends on post COVID-19.

I. INTRODUCTION

Consumer behavior (CB) involves certain decisions, activities, ideas or experiences that satisfy consumer needs and wants. Tourism and hospitality have become key global economic activities as expectations with regard to our use of leisure time have evolved, attributing greater meaning to our free time. Changeable trends in tourist and hospitality demand, based on the appearance of different motives and reasons through new requests for new activities, puts pressure on the suppliers of tourism. The effects of technology development and the COVID-19 have significantly influenced the consumer behavior as far as tourism and hospitality is concerned, the potential impact of the COVID-19 pandemic of 2020 on global consumer traits, buying patterns, global interconnectedness and psychographic behavior, and other marketing activities development and the effects of COVID-19.

OBJECTIVE OF THE WEBINAR

The webinar was intended to uncover the ever-changing consumer behavior in general with a special lens on the effects of technology and COVID-19. Through the webinar, firms in the tourism and hospitality sector should be capable to adapt to the consumption behavior by developing products that respond to the consumers' needs. Other stakeholders and policy makers

should be capable to provide adequate guidance and develop policies that are relevant to this cause.

Beside change in spending pattern, substantial fall in sales of different sectors in hospitality has been noted during the COVID-19 on market dynamics. Some indicate meaningful differences in spending specifically. Lower-income and younger consumers show a higher propensity to plan to reduce their spending, while older and higher-income groups exhibit more resilience and are more likely to expect to maintain or increase their spending.

II. TOPICS COVERED.

1. Consumer behavior trends and the effect of COVID-19
2. The impact of Covid-19 on tourist consumption behavior
3. Consumer Behavior Approaches in Times of Crisis
 - Staycations
 - Digitalized guest experiences
 - Contactless Technology
4. Other trends in the consumer behavior in tourism and hospitality
 - COVID-19 impacts on the Rwanda tourism supply chain.
 - Solo Travelers
 - Generations X and Y

III. PANELISTS

1. Belize Chef Tourism Officer, RDB
 2. Nils Heckscher -PKF Hotel Experts
 3. Simon McArthur Tourism & hospitality expert
 4. TesProos President at SITE Africa
- Moderator: Bonita MUTONI, RATA Chairman

IV. SCHEDULE

Date: Friday 7th May, 2021
Time: From 2h CAT to 16h.

V. INVITEES

RRCoT Staff, All 6 associations' leaders and members, RDB, PSF, GIZ, RCWE, etc.

VI. LOGISTICS

1. IT related requirements to set up and create links for the webinars carried out by STYLOS CONSULTS Ltd IT team.
2. STYLOS CONSULTS Ltd incurred the cost of designing webinars' posters disseminated ahead of the webinar.
3. RCoT invited the speakers and all participants.

Annex 13: List of firms given online Advisory Services Companies and topics for advisory services

	1. Finance Management				
	Company name	Full Name	Email Address	Business Sector	Phone Number
1	SNOW HOTEL	MUSHINZIMANA CHERIF	snowhotel@yahoo.com	Hotel	788473946
2	INZU Lodge	Marie-Noelle Devito	info@inzulodge.com	Hotel	789824215
3	Rwiza Village	Deogratias Musabyimana	mdeus2003@yahoo.fr	Hotel	788307356
4	Beyond the Gorillas Experience Ltd	Theodore Nzabonimpa	beyondgorillasexperience@gmail.com	Hotel	788495604
5	AMARIS LTD	Ngamije Kibagenga Lambert	KG 621 num 4	Hotel	788304627
6	NUKO LTD (La Locanda)	Alberto Benvenuti	albertobenvenuti78@gmail.com	Hotel	788448943
7	ISANGE HILLSTAR	NDAYAMBAJE Galois Vedaste	ngavedaste@gmail.com or isangeac-com18@gmail.com	Hotel	788848712
8	HAVANA B&G	HAVANA BAR AND GUESTHOUSE	jpndacyayisenga@gmail.com	Restaurant	788500810
9	Cointreau Bar and Resto	Gashabi Jeff	jgashabi@gmail.com	Restaurant	781501356
10	Chez Benny restaurant	Beneyezu Marie Vianney	chezbenneyrestaurant2014@gmail.com	Restaurant	788684762
11	Fuchsia club ltd	Brigitte Kanyange	Kabri105@gmail.com	Restaurant	788535672
12	Mega safaris LTD Rwanda	Jean claude Habarurema	megasafarisrwanda@gmail.com	Tour Operator	785325036
13	Fine Safaris-Afrika	Patrick KWIZERA	info@finesafaris-afrika.com, finesafari-safrika@gmail.com	Tour Operator	
14	Let's Go Tours Rwanda Ltd	Vincent Ngarambe	safaris@letsgotoursrwanda.com	Tour Operator	
15	ELOHIM TRAVEL & TOURS LTD	FREDERIC RWAMFIZI	rwamfizi@live.com	Travel Agency	

2. Cost Control and Revenue Management

	Company name	Full Name	Email Address	Business Sector	Phone Number
1	Rwiza Village	Deogratias Musa-byimana	mdeus2003@yahoo.fr	Hotel	788307356
2	Garden Place Hotel	Rev NAHIMANA Dieudonne	Musanze	Hotel	781626504
3	Fuchsia club ltd	Brigitte Kanyange	Kabri105@gmail.com	Restaurant	788535672
4	Karisimbi New Services	Dr. Ntakiyimana Jean Felix Aimable	jntakiyimana@yahoo.fr	Hotel	788747961

3. Taxes Incentives Advisory

	Company name	Full Name	Email Address	Business sector	
1	African Creative Foods Company (Now Now Rolex)	Andrew Kent	alkent07@gmail.com	Restaurant	785111796
2	Ecoair Lt	Claude Sekabaraga	ecoair@ecoairhotel.com	Hotel Apartment	788304133
3	Let's Go Tours Rwanda Ltd	Vincent Ngarambe	safaris@letsgotoursrwanda.com	Tour Operator	
4	Heritage Safaris ltd	Uwera Sifa	Uwera Sifa	Tour Operator	
5	Cointreau Bar and Resto	Gashabi Jeff	jgashabi@gmail.com	Restaurant	781501356
6	Garden Place Hotel	Rev NAHIMANA Dieudonne	Musanze	Hotel	781626504
7	Mega safaris LTD Rwanda	Jean claude Habaru-remama	megasafarisrwanda@gmail.com	Tour Operator	785325036
8	HAVANA B&G	HAVANA BAR AND GUESTHOUSE	jpndacyayisenga@gmail.com	Restaurant	788500810
9	NUKO LTD (La Locanda)	Alberto Benvenuti	albertobenvenuti78@gmail.com	Hotel	788448943

4. Access to Bank Loans and funds

	Company name	Full Name	Email Address	Business Sector	Phone Number
1	Heritage Safaris ltd	Uwera Sifa	heritagesafarisonline@gmail.com	Tour Operator	
2	Ikaze Rwanda Tour and Travel Services Ltd	Yves Nkundabagenzi	info@ikazerwandatours.com	Tour Operator	
3	Beyond the Gorillas Experience Ltd	Theodore Nzabonimpa	beyondgorillasexperience@gmail.com	Tour Operator	788495604
4	Go Gisenyi Tours Ltd	Munyabega François	gogisenyitours@gmail.com	Tour Operator	
5	AMARIS LTD	Ngamiye Kibagenga Lambert	KG 621 num 4	Hotel	788304627
6	Cozy safari	COZY SAFARI	info@cozysafari.com	Hotel	
7	NUKO LTD (La Locanda)	Alberto Benvenuti	albertobenvenuti78@gmail.com	Hotel	788448943
8	Mega safaris LTD Rwanda	Jean claude Habarurema	megasafarisrwanda@gmail.com	Tour Operator	785325036
9	NEW GARDEN GUEST HOUSE	Munyandekwe Jean Bosco	munyandekwejeanbosco@gmail.com	Hotel	781626504
10	African Creative Foods Company (Now Now Rolex)	Andrew Kent	alkent07@gmail.com	Restaurant	785111796
11	ISANGE HILLSTAR	NDAYAMBAJE Galois Vedaste	ngavedaste@gmail.com or isangeaccom18@gmail.com	Hotel	
12	African Mountain Explorer	Joseph Rutayisire	africanmountainexplorer@gmail.com	Tour Operator	785111796
13	Fine Safaris-Afrika	Patrick KWIZERA	info@finesafaris-afrika.com, finesafarisafrika@gmail.com	Tour Operator	
14	Let's Go Tours Rwanda Ltd	Vincent Ngarambe	safaris@letsgotoursrwanda.com	Tour Operator	

5.Digital Marketing Advisory

	Company name	Full Name	Email Address	Business sector?	
1	Let's Go Tours Rwanda Ltd	Vincent Ngarambe	safaris@letsgotoursrwanda.com	Tour Operator	

2	Fine Safaris-Afrika	Patrick KWIZERA	info@finesafaris-afrika.com, finesa-farisafrika@gmail.com	Tour Operator	
3	Birding and Educational Tours	Claudien Nsabagasani	rwandabirding@gmail.com	Tour Operator	
4	ELOHIM TRAVEL & TOURS LTD	FREDERIC RWAMFIZI	rwamfizi@live.com	Travel Agency	
5	Fuchsia club ltd	Brigitte Kanyange	Kabri105@gmail.com	Restaurant	788535672
6	Japanda ltd	Daniel Niyogushimwa	japanda.limited@gmail.com	Restaurant	
7	Chez Benny restaurant	Beneyezu Marie Vianney	chezbennyrestaurant2014@gmail.com	Restaurant	788684762
8	Inzu Lodge	Marie-Noelle Devito	info@inzulodge.com	Hotel	789824215
9	Garden Place Hotel	Rev NAHIMANA Dieudonne	Musanze	Hotel	781626504
10	NEW GARDEN GUEST HOUSE	Munyandekwe Jean Bosco	munyandekwejeanbosco@gmail.com	Hotel	781626504
11	Cozy safari	COZY SAFARI	info@cozysafari.com	Hotel	
12	AMARIS LTD	Ngamije Kibagenga Lambert	KG 621 num 4	Hotel	788304627
13	Ezra Boutique Villa	Gerald Mpyisi	Gerald.mpyisi@gmail.com	Hotel	788312521
14	Ikaze Rwanda Tour and Travel Services Ltd	Yves Nkundabagenzi	info@ikazerwandatours.com	Tour Operator	
15	INZU Lodge	Marie-Noelle Devito	info@inzulodge.com	Hotel	789824215
16	SNOW HOTEL	MUSHINZIMANA CHERIF	snowhotel@yahoo.com	Hotel	788473946/ 0789055903
17	The Garden Place Hotel	Rev NAHIMANA Dieu-donne	Musanze	Hotel	781626504
18	Ecoair Lt	Claude Sekabaraga	ecoair@ecoairhotel.com	Hotel Apartment	788304133

6. Staff Retainment and skills development Advisory

	Company name	Full Name	Email Address	Business sector	
1	Kingfisher Journeys	Steve Venton	steve@kingfisherjourneys.com	Tour Operator	783811918
2	Beyond the Gorillas Experience Ltd	Theodore Nzabonimpa	beyondgorillasexperience@gmail.com	Tour Operator	

3	AMARIS LTD	Ngamiye Kibagenga Lambert	KG 621 num 4	Hotel	788304627
4	Cozy safari	COZY SAFARI	info@cozysafari.com	Hotel	785721900
5	Fuchsia club ltd	Brigitte Kanyange	Kabri105@gmail.com	Restaurant	788535672
6	ISANGE HILLSTAR	NDAYAMBAJE Galois Vedaste	ngavedaste@gmail.com or isangeac-com18@gmail.com	Hotel	
7	Karisimbi New Services	Dr. Ntakiyimana Jean Felix Aimable	jntakiyimana@yahoo.fr	Hotel	788747961
8	ALEX COME AGAIN BAR LTD	GASANA ALEX	alexgasana14@gmail.com	Hotel	788309806

7. Business Continuity Plan

1	SNOW HOTEL	MUSHINZIMANA CHERIF	snowhotel@yahoo.com	Hotel	788473946/ 0789055903
2	Ezra Boutique Villa	Gerald Mpyisi	Gerald.mpyisi@gmail.com	Hotel	788312521
3	NEW GARDEN GUEST HOUSE	Munyandekwe Jean Bosco	munyandekwejeanbosco@gmail.com	Hotel	
4	Inzu Lodge	Marie-Noelle Devito	info@inzulodge.com	Hotel	789824215
5	HAVANA B&G	HAVANA BAR AND GUESTHOUSE	jpndacyayisenga@gmail.com	Restaurant	788500810
6	The SkyLux Ltd	Gilbert Dushimiyimana	gdushime2@gmail.com	Restaurant	
7	Fuchsia club ltd	Brigitte Kanyange		Restaurant	788535672
8	Heritage Safaris ltd	Uwera Sifa	heritagesafarisonline@gmail.com	Tour Operator	
9	Ikaze Rwanda Tour and Travel Services Ltd	Yves Nkundabagenzi	info@ikazerwanda-tours.com	Tour Operator	
10	Mega safaris LTD Rwanda	Jean claude Habaru-remama	megasafarisrwanda@gmail.com	Tour Operator	785325036

8. Standard Operating Procedures

	Company name	Full Name	Email Address	Business Sector	Phone Number
1	Kingfisher Journeys	Steve Venton	steve@kingfisherjourneys.com	Tour Operator	783811918
2	Mega safaris LTD Rwanda	Jean claude Habarurema	mezasafarisrwnda@gmail.com	Tour Operator	785325036
3	Chez Benny restaurant	Beneyezu Marie Vianney	chezbenneyrestaurant2014@gmail.com	Restaurant	0788684762 / 0784077604
4	Fuchsia club ltd	Brigitte Kanyange	Kabri105@gmail.com	Restaurant	788535672
5	African Creative Foods Company (Now Now Rolex)	Andrew Kent	alkent07@gmail.com	Restaurant	785111796
6	Ecoair Lt	Claude Sekabaraga	ecoair@ecoairhotel.com	Hotel Apartment	788304133

9. Networking and Partnership Advisory

	Company name	Full Name	Email Address	Business Sector	Phone Number
1	Kingfisher Journeys	Steve Venton	steve@kingfisherjourneys.com	Tour Operator	783811918
2	Mega safaris LTD Rwanda	Jean claude Habarurema	mezasafarisrwnda@gmail.com	Tour Operator	785325036
3	Inzu Lodge	Marie-Noelle Devito	info@inzulodge.com	Hotel	789824215
4	Fuchsia club ltd	Brigitte Kanyange	Kabri105@gmail.com	Restaurant	788535672
5	Ecoair Lt	Claude Sekabaraga	ecoair@ecoairhotel.com	Hotel Apartment	788304133
6	ELOHIM TRAVEL & TOURS LTD	FREDERIC RWAMFIZI	rwamfizi@live.com	Travel Agency	
7	Karisimbi New Services	Dr. Ntakyimana Jean Felix Aimable	jntakyimana@yahoo.fr	Hotel	788747961
8	Ezra Boutique Villa	Gerald Mpyisi	Gerald.mpyisi@gmail.com	Hotel	788312521
9	Ikaze Rwanda Tour and Travel Services Ltd	Yves Nkundabagenzi	info@ikazerwandatours.com	Tour Operator	

10. Support in firms Licensing Process

	Company name	Full Name	Email Address	Business Sector	Phone Number
1	Kingfisher Journeys	Steve Venton	steve@kingfisherjourneys.com	Tour Operator	783811918
2	Rwiza Village	Deogratias Musabyimana	mdeus2003@yahoo.fr	Hotel	788307356
3	Mega safaris LTD Rwanda	Jean claude Habarurema	megasafarisrwanda@gmail.com	Tour Operator	785325036
4	Fuchsia club ltd	Brigitte Kanyange	Kabri105@gmail.com	Restaurant	788535672

Annex 14: List of firms given physical Advisory Services

1. LIST FOR MUSANZE Hotels and Restaurants

No	Company	Contact number	District	Email
1	OPEN GATES GUEST HOUSES LTD	786219086	MUHANGA	alexiem402@gmail.com
2	MIGANO HOTEL LTD	785519481	MUSANZE	info@miganohotel.com
3	SNOW HOTEL	788473946/ 0789055903	MUSANZE	snowhotel@yahoo.com, mushinzich@gmail.com
4	CHEZ MANU GUEST HOUSE LTD	788537770	MUSANZE	chezmanuguest@gmail.com
5	MUSANZE CAVE HOTEL LTD	784519999	MUSANZE	muhawe07@gmail.com
6	TILOREZA RW LTD	788302529	MUSANZE	festusb98@gmail.com
7	BONSEJOUR LODGE	788450928	MUSANZE	vivianekayitesi52@gmail.com
8	HAVANA BSG LTD	788500810	MUSANZE	jpndacyayisenga@gmail.com
9	LA PAILLOTTE LTD	785523561	MUSANZE	lapaillottegorillaplace@hotmail.com
10	LA VOISINA HOTEL	788358010, 783270665	MUSANZE	lavoisinahotel2@gmail.com
11	LE PETIT BLUXELLE LTD	782 677856	MUSANZE	georges.appelmans@gmail.com
12	BAR RESTAURANT SKY LINE LTD	783270664	MUSANZE	tuyisengerichard@gmail.com
13	BETTER SERVICE FOR PEOPLE CO LTD	788457736	MUSANZE	facebook1ltd@gmail.com

14	NRA COMPANY LTD	788489844	MUSANZE	ntaramadha@gmail.com
15	THE GARDEN PLACE HOTEL LTD	781626504	MUSANZE	info@thegardenplacehotel.com
16	CENTRE D'ACCUEIL UMUNEZERO	788639563	MUSANZE	mbof2000@yahoo.fr, umunezerofarmers@gmail.com
17	CAFÉ DU NORD	786077029	MUSANZE	mbalihassan@gmail.com
18	FELA GUEST	783115273	MUSANZE	rugfelix@yahoo.fr
19	FILON D'OR GUEST HOUSE LTD	788598859	MUSANZE	flondor@gmail.com
20	HOME D'ACCUEIL SAINT VINCENT LTD	788772432	MUSANZE	homesainvincent@yahoo.fr
21	NICEL COMPANY LTD	0788630189	MUSANZE	Nicel2013@yahoo.com

Tours Companies

No	Company	Contact number	District	Email
1	AMAHORO TOURS	788655223	MUSANZE	amahorotours@gmail.com
2	BEYOND GORILLA'S EXPERIENCE LTD	788495604	MUSANZE	beyondgorillasexperience@gmail.com

2. LIST FOR RUBAVU

Hotels and Restaurants

No	Company	Contact number	District	Email
1	THE PALM BEACH RESORT LTD	785695577	RUBAVU	palmbeachrubavu@gmail.com
2	HAVANA GUEST HOUSE	788415006	RUBAVU	gotrani250@gmail.com, havanaguesthouseandapartment@gmail.com
3	INZU LODGE LTD	789824215	RUBAVU	info@inzulodge.com
4	NIRVAN HEIGHTS RESORT	788306585	RUBAVU	mukad25@yahoo.fr
5	SHADOW HOUSE LTD	788557695	RUBAVU	jeanisty@gmail.com
6	GUEST HOUSE LA CHARITE	788812349	RUBAVU	salulu85900@gmail.com
7	LA CORNICHE	788322234	RUBAVU	
8	LIGHT HOUSE	788813881	RUBAVU	irabizioli10@gmail.com
9	LODGE ALPHA 20 TO 50 LTD	784239824	RUBAVU	lodgealpha20to50ltd@gmail.com
10	CHEZ FRANCO	782411051	RUBAVU	muhiretheo@gmail.com
11	COINTREAU BAR & RESTO LTD	781501356	RUBAVU	jgashabi@gmail.com

12	NUKO LTD	788448943	RUBAVU	albertobenvenuti78@gmail.com
13	CHEZ FRANCO	782411051	RUBAVU	muhiretheo@gmail.com
14	BETANY INVESTMENT GROUP	0788306517	RUBAVU	

Tours Companies

No	Company	Contact number	District	Email
1	MERCATOR ASSISTANCE SARL	788306830	RUBAVU	info@mercatorassistance.rw
2	GO GISENYI TOURS	788704084	RUBAVU	gogisenytours@gmail.com

3. LIST FOR KARONGI

Hotels and Restaurants

No	Company	Contact number	District	Email
1	NOHERI GUEST HOUSE	788436415	MUSANZE	mugisha2172@gmail.com
2	HOME SAINT JEAN LTD	784725107	KARONGI	homesaintjean@ymail.com
3	RWIZA VILLAGE	788307356	KARONGI	info@rwizavillage.org
4	GUEST HOUSE ITUZE	788834503	KARONGI	jillyclaud@yahoo.com
5	KARONGI LAKE VIEW RETREAT	788300483	KARONGI	michel.masozera@gmail.com
6	ROCKS VIEW CO LTD	788475667	KARONGI	omunyampirwa@yahoo.com
	BETANY INVESTMENT	0788306517	KARONGI	

CBT

NO	Company	Contact	KARONGI	E-mail
1.	RCoTRALAKI	0788478425	RCoTRALI KI	

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