

**Perceptions of the accommodation sector regarding the tourism value chain
with specific reference to the Western Province of Rwanda**

By

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DECLARATION

I, **Ernest Safari**, declare that the contents of this thesis represent my own unaided work, and that the dissertation/thesis has not previously been submitted for academic examination towards any qualification. Furthermore, it represents my own opinions and not necessarily those of the Cape Peninsula University of Technology.

Ernest Safari

12 December 2011

ABSTRACT

This study investigates the perceptions of the accommodation sector regarding the tourism value chain in the Western Province of Rwanda. The fact that the study could assist local communities with poverty alleviation in Rwanda has raised the issue of how the perceptions of the accommodation sector could be used to enhance the value chain so that it would benefit all the participants in the industry in that province.

The study is undertaken to improve the understanding of the perceptions held by accommodation service providers regarding the tourism value chain. In order to achieve this, the researcher set out to gain a greater knowledge of tourism development planning, as well as to investigate the possible socio-cultural, economic and political impacts that could follow the effective implementation of the tourism value chain on the accommodation sector. Both the positive and the negative impacts of a tourism value chain on the local communities in Western Province of Rwanda were examined.

In terms of the national tourism policy, tourism has become a priority. It is regarded as an economic activity that can contribute more than any other sector to poverty alleviation. This study therefore examines the current perceptions held by the practitioners of the industry as they develop tourism products and services in the country. In addition, the study examines the key benefits and concerns of the accommodation establishments about the tourism value chain. The benefits would result from effective implementation of the tourism value chain and concerns would result from the barriers that might hinder local communities from benefitting from the industry, although a developmental approach has been designed that is assumed to work for them.

The study touches briefly on pro-poor tourism as a major element in ensuring that local communities become participants in the industry, and as a tool to assist in increasing the positive impact that tourism can have on poor people. For the purpose of this empirical study, the researcher drew up a questionnaire to ascertain from people involved in the accommodation establishments their views and opinions about the industry and environment in which they operate.

Some years ago civil organisations in the Western Province of Rwanda launched a tourism value chain. An approach was made by the Government and private sector to increase the number of poor people benefiting from the income from tourism. In the literature review the researcher has briefly examined the positive impacts that tourism can have on the poor.

The need to conduct the study arose from the fact that the accommodation industry forms a large and growing part of the tourism industry in Rwanda, especially in its Western Province. As a result the research focuses specifically on that one area.

The research methodology includes a literature search followed by data collection for the empirical survey. The data collection procedure is explained in detail in Chapter three. A combination of qualitative and quantitative methods was followed in the empirical survey. Such an approach is known as a "triangulative approach". The empirical surveys together with the ensuing statistical analyses were conducted in collaboration with a registered CPUT statistician.

The responses to the questionnaire were analysed statistically by the researcher in co-operation with the university's statistician, after which the results were described and interpreted by the researcher.

The study found that the majority of accommodation sector respondents believed that the tourism value chain approach was very important for the socio-economic and political transformation of the Western Province and perceived the tourism value chain as being a tool that could contribute to achieving Millennium Development Goals (MDGs). However, the respondents pointed out that the social and cultural impacts of the growth of the tourism industry in the Western Province can be harmful to society in terms of the development of other forms of tourism business such as sex tourism. The researcher asserts that it is the duty of the local government, in partnership with all role players in the industry to take precautionary measures to maximise the positive impacts and minimize the negative impacts. Finally, a set of recommendations have been made and a conclusion has been reached. A comprehensive reference has been included.

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DEDICATION

To Almighty God who has supported me through tough times during the past two years and who has never stopped believing in my ambitions. You are richly praised for your mercy, love and provisions in this work.

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GLOSSARY

Terms, acronyms, abbreviations, definitions and explanations.

Pro poor Tourism: Pro-poor tourism aims to increase the positive impact that tourism can have on the poor and reduce the negative aspects. PPT is not a specific product but an approach to the industry that seeks to increase the positive participation of the financially marginalised at many points in the sector so as to enable them to benefit economically and socially from tourism. (SNV & ODI, 2006)

Poverty: According to Ashley and Elliott (2003), poverty is defined as having an income less than the equivalent of one dollar a day.

Value chain actors: The chain of participants who deal directly with the products, i.e. those who produce, process, trade or own them.

Value chain supporters: The services provided by people who never deal directly with the product, but whose services add value to it.

Value chain influencers: The regulatory framework, policies and infrastructures existing at the local, national and international level).

Tourism Demand: The tourism demand refers to the factors that influence demand. These could be physical or physiological (related to health, relaxation, quality of food and drink, comfort); cultural (desire to learn about or experience foreign countries and customs); social (visits to relatives and friends); occupational (meeting business associates, attending conferences and work-related exhibitions), and pursuing activities associated with status and prestige (Murphy & Anne, 2004:10).

Community Development: The recent literature reviews agree that the tourism can help a community diversify its existing economic base and help revitalize the community (Hall & Richards, 2003:2).

Community based tourism: Community based tourism allow visitors to learn about the culture of different people at the proposed destination, in this case, the Western Province of Rwanda. The money earned from this tourism goes back to the people living in the communities who host the tourists (Project literacy, 2005:62).

Community-Oriented tourism plans: Cooper and Hall (2008:200) believe that tourism planning for a country cannot be successful if its inhabitants are not consulted.

The opinions of the community that was involved needs to be taken into consideration to achieve better tourist satisfaction. Such community involvement in tourism planning development is an important factor in pro poor tourism.

Local Community: According to Eraqi (2007:192), local community refers to a "body of people living in the same locality," as defined by the Concise Oxford Dictionary and is applied to residents of a certain destination who live, work and experience the life style of the environment. In this line, the researcher deals with rural small business planning (Jamal & Getz, 1996).

ABBREVIATIONS

B&B: Beds and Breakfast

CBTE's: Community Based Tourism Enterprises

CEPGL: Communaute Economic des Pays des Grands lacs

COMESA: Common Market for Eastern and Southern Africa

CPUT: Cape Peninsula University of Technology

DCPETA: Citizen Participation Empowerment Transparency and Accountability

EAC: Eastern African Community

EDPRS: Economic Development and Poverty Reduction Strategy

FAO: Food Agriculture Organisation

GTZ: Deutsche Gesellschaft fur international Zusammenar

IFC: International Financial Corporation

ILO: International labour Organisation

LDC: Less Developing Countries

MDGs: Millennium Development Goals

ODI: Overseas Development Institute

ORTPN: Office Rwandais du Tourism et des Parques Nationaux

OTF: On the Frontier

PPT: Pro-Poor Tourism

PSF: Private Sector Federation

RDB: Rwanda Development Board

SADC: Southern African Development Community

SERQUAL: Service Quality

SMES: Small and Medium Enterprises

SMMES: Small and Medium and Multinational Entreprises

SNV: Netherlands Development Organisation

SSFR: Social Security Funds of Rwanda

TVC: tourism value chain

UNDP: United Nations Development Programme

UNEP: United Nations Environment Programme

UNWTO: United Nation World Tourism Organisation

USAID: United States Aid Development

USD: United States Dollars

WDA: Work Development Agency

WTO: World Tourism Organisation

TABLE OF CONTENTS

DECLARATION	i
ABSTRACTii	
ACKNOWLEDGEMENTS.....	iv
DEDICATION	v
GLOSSARY	vi
ABBREVIATIONS.....	viii
TABLE OF CONTENTS	ix
BACKGROUND TO THE STUDY	1
1.1 Introduction	1
1.2 Rationale for the study	1
1.3 Tourism value chain.....	1
1.4 Problem statement.....	2
1.5 Research questions	3
1.6 Objectives of the research.....	3
1.7 Delineation of the study and its significance	4
1.8 Research approach.....	5
1.9 Research methodology and design	6
1.9.1 Research population and sample	6
1.9.2 Data collection and analysis	7
1.9.3 Chapter overview	7
CHAPTER TWO: LITERATURE REVIEW	9
2.1 Introduction	9
2.2 Accommodation sector's perceptions and tourism	10
2.2.1 Accommodation sector's perceptions.....	11
2.3 Tourism planning and local economic development.....	12
2.3.1 Why tourism development?	12
2.3.2. Tourism planning development	13
2.3.3 Characteristics of tourism products	14
2.3.4 Tourism business linkages and leakages	15
2.3.5 Leakages and linkages	16
2.3.6 Addressing economic leakages and anti-competitive practices in the tourism Industry.....	17

2.4	Value chain meaning and approach.....	18
2.4.1	The meaning and importance of the tourism value chain	18
2.4.2	Value Chain Approaches	22
2.4.2.3	Global approach.....	22
2.5	Value system versus value chain.....	23
2.5.1	Elements of tourism system management.....	24
2.5.2	Tourism value chain statistics boundaries in Rwanda.....	24
2.5.3	Value chain analysis and development in Rwanda.....	25
2.5.4	Significance of tourism value chain in local community development.....	26
2.5.5	Decentralisation and tourism value chain	26
2.5.5.1	Elements of decentralisation.....	26
2.6	Tourism supply chain in Rwanda.....	28
2.7	Tourism demand in Rwanda.....	30
2.7.1	Factors that influence demand.....	30
2.7.2	Emerging factors.....	30
2.7.3	How can these factors have an impact?.....	31
2.8	Defining pro-poor tourism	31
2.8.1	Why pro-poor?	32
2.8.2	Meaning of poverty	32
2.8.3	Advantages of tourism in delivering pro-poor growth	34
2.8.4	A pro-poor entry point into value chain analysis.....	34
2.8.5	Pro-poor tourism development in Rwanda and community-based tourism	36
2.8.6	Pro-poor tourism development in Rwanda.....	36
2.8.7	Tourism planning development for pro poor benefits and business linkages	37
2.8.8	Enhancing local impacts of tourism for poor people	37
2.9	Enhancing benefits for local communities and responsible tourism.....	39
2.9.1	Community participation in large tourism development projects	40
2.9.2	Types of community participation	41
2.9.3	Community based tourism development.....	41
2.9.4	Community based tourism	42
2.9.5	Marketing tourism-based businesses.....	42
2.9.6	What is marketing?	42
2.9.7	Tourism and retail business	42
2.9.8	Merits and Demerits of business ownerships for pro-poor tourism.....	43
2.9.9	Responsible tourism in Rwanda	44
2.10	Summary.....	45

CHAPTER THREE RESEARCH METHODOLOGY..... 47

3.1	Introduction	47
3.2	Overview of research methodology	48
3.2.1	Theoretical aspects of research methodology	48
3.2.2	Various approaches to research methodology	50
3.2.3	Empirical survey.....	51
3.2.4	Types of research study	52
3.2.5	Rationale for hybrid strategy (qualitative and quantitative research approaches).....	53
3.2.6	Research settings	56
3.2.7	Overview of the Western Province.....	56
3.3	Research design.....	56
3.4	Study population and sampling	58
3.4.1	Sample size structure	58
3.4.2	Sampling technique	59
3.5	Methods of data collection	60
3.5.1	Research instruments.....	60
3.5.2	Reliability and validity of instruments	60
3.5.3	Ethical considerations	61
3.5.4	Language used in data collection	61
3.5.5	Procedure	61
3.5.6	Data collection techniques	62
3.6	Data analysis	64
3.7	Research limitations	64
3.8	Rationale for the organisation and presentation of the data.....	65
3.8.1	Methods of data collection	65
3.8.2	Rationale for Section A: Business profile	65
3.8.3	Rationale for Section B: Accommodation sector perceptions	66
3.8.4	Rationale of Section C. Key benefits and key concerns	66
3.9	Summary.....	66

CHAPTER FOUR: STATISTICAL ANALYSIS, PRESENTATION AND FINDINGS..... 68

4.1	Introduction	68
4.1	Accommodation profile	68

4.1.1	Accommodation types	68
4.1.2	Accommodation ownership.....	69
4.1.3.	Accommodation grading (level of services).....	70
4.1.4	Accommodation start-up support.....	70
4.2	Accommodation sector perceptions and expectations.....	71
4.2.1	Business interest in local linkages for pro- poor tourism benefits	71
4.2.2	Tourism value chain awareness.....	72
4.2.3	Pro-poor tourism awareness.....	72
4.2.4	Economic development for poverty reduction strategy awareness.....	72
4.2.5	Vision 2020 awareness	73
4.2.6	Millennium Development Goals awareness	73
4.3	Perceived economic, infrastructure and other impacts of TVC implementation.....	74
4.4	Perceived key benefits and concerns about the TVC.....	78
4.4.1	The TVC and Rwanda’s image and commercial value.....	78
4.4.2	The TVC will help to build an environment legacy.....	79
4.4.3	TVC and partnership building.....	79
4.4.4	TVC and wealth creation for local communities	79
4.4.5	The TVC will strengthen partnerships with local suppliers.....	80
4.4.6	Concerns regarding the TVC.....	80
4.5	Accommodation establishment’s policies	81
4.5.1	Policies towards the environment and the projection thereof.....	81
4.5.2	Building an environment legacy	81
4.5.3	Provision of equal opportunities.....	82
4.5.4	Integration and cooperation between supply chain practitioners	82
4.5.5	Policies on environmental practices and improvement	82
4.5.6	Policies concerning biodiversity conservation.....	83
4.5.7	Understanding of the role of tourism.....	83
4.5.8	Sourcing from local farmers.....	84
4.5.9	Access to economies benefits from tourism	84
4.6	Business participation in local community initiatives.....	85
4.6.1	Accessibility to local community areas.....	85
4.6.2	Presentations of local culture	85
4.6.3	Visit to local attractions	86
4.6.4	Introducing tour operators to local attractions	86
4.6.5	Information of accommodation.....	86
4.6.6	The encouragement of guests to explore the local area	87

4.6.7	Education of staff about local culture, history and environment.....	87
4.7	Local facility Infrastructure provisions.....	88
4.7.1	Adequate space provision to trade within the local community.....	88
4.7.2	Space for the local exhibition of arts.....	88
4.7.3	Space for information on local products and services.....	89
4.7.4	Space for performing arts.....	89
4.8	Supplier Information	90
4.8.1	Supplies procured outside of the Western Province of Rwanda	90
4.8.2	Overseas suppliers	91
4.9.1	Products sourced locally	92
4.10	Preferences source of supplies	92
4.10.1	Preference for local purchasing.....	93
4.11	Category of staff in the accommodation sector in Rwanda’s Western Province Rwanda.....	94
4.12	Establishment’s plan to increase the number of local people who benefit from the tourism industry	95
4.13	Reasons for the positive and negative impact on the local economy.....	96

CHAPTER FIVE: CONCLUSION AND RECOMMENDATIONS 98

5.1	Introduction	98
5.2.	Conclusions.....	99
5.3.	Recommendations	104
5.3.1	Summary.....	107
5.5	Benefits expected from the interventions	108
5.6	Limitation of the research.....	110
5.6.1	Research culture	110
5.6.2	Size of Research Sample	110
5.6.3	Research confined to accommodation service providers.....	110
5.6.4	Distance	111
5.6.5	Language Barriers.....	111
5.6.6	Further research.....	111
5.6.7	Research questions and research objectives	111

REFERENCES	118
APPENDICES	127
APPENDIX A: Questionnaire	128
APPENDIX B: Questionnaire en Français	133
APPENDIX C: Accommodation List	140
APPENDIX D: Awarding letter for the research Project.....	141
APPENDIX E: Letter of Recommendation	142
APPENDIX F: Map of Rwanda	143
APPENDIX G: Map of the Western Province of Rwanda	143
APPENDIX H: Consent Letter	144

LIST OF TABLES

Table 1.1: Attributes of the three types of research	5
Table 2.1: Poverty lines	33
Table 4.1: type of accommodation	68
Table 4.2: Accommodation ownership class	69
Table 4.3: Grading of various accommodation types.....	70
Table 4.4: Number of funded accommodation providers	70
Table 4.6: Pro-poor benefits of TVC.....	71
Table 4.7: Awareness of the TVC	72
Table 4.8: Awareness of pro-poor tourism.....	72
Table 4.9: Awareness of an EDRP strategy.....	73
Table 4.10: Awareness of vision 2020	73
Table 4.11: Awareness of MDGs	73
Table 4.12: Perceived economic impacts of TVC.....	74
Table 4.13: The TVC and Rwanda's image and commercial value.....	78
Table 4.14: The TVC and environmental legacy.....	79
Table 4.15: Partnership building	79
Table 4.16: TVC and Wealth creation.....	80
Table 4.17: The TVC will strengthen partnerships with local suppliers	80
Table 4.18: Policies towards minimising environmental damage.....	81
Table 4.19: Environment legacy	81
Table 4. 20: Equal opportunities	82
Table 4.21: Integration and cooperation.....	82

Table 4.22:	Quality of the local environment.....	83
Table 4. 23:	Biodiversity Conservation.....	83
Table 4. 24:	Understanding the role of Tourism.....	83
Table 4. 25:	Support local farmers.....	84
Table 4. 26:	Access the economic benefits of tourism.....	84
Table 4. 27:	Exploring the local area.....	85
Table 4. 28:	Local culture show	85
Table 4. 29:	Offering excursions	86
Table 4. 30:	Working with inbound tour operators	86
Table 4. 31:	Local information in the room guide	86
Table 4. 32:	Provision of information to encourage guests to explore local area	87
Table 4. 33:	Knowledge about the local area	87
Table 4. 34:	Guests participation in local flora and fauna.....	88
Table 4. 35:	Space for local traders to sell produce to tourists	88
Table 4. 36:	Space for local art to be displayed	89
Table 4. 37:	Space for local community groups to display information.....	89
Table 4. 38:	Space for performing arts	90
Table 4. 39:	Suppliers based in the province	90
Table 4. 40:	Suppliers in other region of Rwanda.....	91
Table 4. 41:	Overseas suppliers.....	91
Table 4. 42:	The main products that are currently sourced locally	92
Table 4.43:	Linkages experience.....	92
Table 4.44:	Reasons for not purchasing from local businesses.....	95
Table 4. 45:	Category of staff within the accommodation sector in Western Province of Rwanda.....	96
Table 5.1 :	Concern and Discussions	99
Table 5.2 :	Key area for recommendations.....	104

LIST OF FIGURES

Figure 3.1:	The inductive logic of research in a qualitative study	58
Figure 4.1:	Accommodation type in the Western Province of Rwanda.....	69

CHAPTER ONE

BACKGROUND TO THE STUDY

1.1 Introduction

This chapter discusses the rationale for the research and introduces the concept of the tourism value chain (TVC). It then covers the research problem, the purpose of the research, the objectives thereof and the demarcation of the study. Finally it discusses the research methodology used to obtain the research data, the research design, the way the data was analysed and tabulated and then provides a concise breakdown of the key issues contained in each chapter. The rationale of the study is now discussed.

1.2 Rationale for the study

The researcher is a Rwandan citizen who is interested in increasing tourism to the country. Whereas in the past there was a significant growth in tourism in Rwanda, tourism decreased substantially as a result of the genocide that took place in 1994 with the resultant reduction in tourism revenue. Because Rwanda does not have huge mineral deposits, an industry-driven economy or any meaningful internationally competitive commercial enterprise, tourism plays an important role not only with regards to income generation but also in terms of employment in the country. This study therefore is concerned with establishing how the government of Rwanda can encourage local and international tourism so the all the people of Rwanda can derive benefits there from. A concise discussion about the TVC follows this section.

1.3 Tourism value chain

According to the international organisations that introduced the TVC approach to improve pro-poor benefits for Rwanda, the level of local communities' involvement in the tourism development (in terms of organising themselves into cooperative enterprises in order to venture into becoming stakeholders in tourism businesses), is virtually non-existent or at best mediocre (Chanchani, Roy & Narayan, 2009:2). Trying to apply the TVC approach in developing countries to improve tourism benefits for the poor without improving their perceptions and understanding of how it could benefit their lifestyle and livelihood, often leads to confusion. As a result, it is important to change the negative perceptions of the concept so that people may see the advantage of the TVC. The TVC approach is designed to ensure that the input supplier (the supplier of goods and services) is as important as any linkage (participant) in the value chain, and that it hopefully provides value-add to all the entities who are involved in it (please refer to page 18 to for further details).

According to Mann (2000:5), tourism is considered to be the world's largest industry providing one out every ten jobs. It is increasingly being looked upon as an important economic growth driver in developing, as well as developed countries (Harrison, 1992: 39). The tourism sector has demonstrated that it can be an important vehicle to change the lives of citizens because of its direct effects on the social, cultural, educational and economic sectors of societies and it has a positive impact on their international relations. Tourism has a range of indirect impacts through its linkages with other industries. In the arguments raised by Murphy & Anne (2004:14), these impacts make tourism an effective tool in achieving the Rwandan Millennium Development Goals (MDG's) agenda not only for the present generation, but also for the future generations. The Millennium Development Goals in the Rwandan progress report in 2010 are outlined as follows:

1. Eradicating extreme poverty and hunger;
2. Ensuring environmental sustainability through environment protection;
3. Achieving universal primary education by reducing illiteracy;
4. Reducing child mortality;
5. Promoting Gender equality and empowering women;
6. Improving maternal health;
7. Combating HIV/AIDS, malaria and other diseases; and
8. The development of a Global Partnership for Development.

The focus of this research was to investigate the perceptions of the various participants in the tourism accommodation sector regarding the Western Province of Rwanda as a tourist destination and to establish to what extent the use of the TVC can be employed to implement and improve tourism in the area. According to Lepp (2006:42), one indicator of tourism's success is the population's attitude towards tourism. If there is a positive attitude towards tourism, people will be motivated to encourage and where possible increase tourism; however if the attitude is negative the opposite usually applies. For example, accommodation providers are supposed to be linked to the local communities as far as possible in operating their tourism business, but in reality communities are not aware of what is happening in their environment. As a result the attitude of locals is pessimistic instead of positive and this translates into tourism earnings not benefiting locals and particularly the poor (Mann, 2000:12). The problem statement is now covered.

1.4 Problem statement

According to Aaker, Kumar and Day (2003:45), a research problem is "a gap between what was supposed to happen and what did happen between an objective and an accomplishment". They go on to say that there are three requirements to recognise a problem, namely:

1. It is assumed that something will occur;
2. Feedback must be obtained in terms of what has actually transpired; and
3. Expectations and feedback must be compared.

The problem statement applicable to this study is as follows: Although there is a reasonable amount of tourism (local and internally), local communities in the Western Province of Rwanda do not sufficiently benefit from such tourism and particularly from the TVC. This leads to a discussion about the research question and sub-questions.

1.5 Research questions

Aaker, Kumar and Day (2003:50) assert that a research question asks what specific information is required in order to achieve the research purpose. The key research question pertaining to the study is as follows: Why have local communities not benefited from the implementation of the TVC even though the process was designed to benefit all the linkages in the value chain, and particularly those communities who should benefit from the accommodation business sector in terms of employment, income generation, support and so on?

Sub-questions pertaining thereto are:

1. What benefits can the local community gain from accommodation business providers in the Western Province and how can such benefits be better distributed along the value chain?
2. What benefits do the local communities expect to gain from the implementation of TVC in their respective areas?
3. How can both parties benefit from the accommodation sector and what linkage is there between accommodation providers and other participants in the process so that full integration may be ensured to satisfy the needs of all in the equation?
4. What are the skills and services needed by these providers?
5. Are these skills and services readily available from local citizens in the respective communities?
6. What benefits are expected from accommodation service providers?
7. What is required to formulate an effective marketing strategy that will be accepted by all the parties

It was believed that answers to these questions would assist the researcher to better understand the research topic and in so doing he will be able to make accurate inferences regarding such topic. The research objectives are now discussed.

1.6 Objectives of the research

According to McDaniel and Gates (2004:25), a research objective is a culmination of the problem definition process that is stated in terms of the prices information necessary to address the research problem or opportunity. Well-formulated objectives serve as a roadmap in pursuing the research project.

They also serve as a standard that later will enable the researcher to evaluate the quality and value of the study by asking “were the objectives met?” and “Do the recommendations flow logically from the objectives and the research findings?” Research objectives must be as specific and unambiguous as possible of what information is needed” and should be framed in such a way that obtaining the information will ensure that the research purpose will be satisfied.

The research purpose comprises of, according to Aaker, Kumar and Day (2003:46), “shared comprehensions of problems and opportunities to be studied, alternatives to be evaluated and conclusions and decisions to be made.” The research objectives are as follows:

1. To identify how the benefits from TVC can be more equitably distributed to local communities in the Western Province of Rwanda;
2. To establish the expectations of both accommodation service providers and local communities in the Western Province of Rwanda with regard to tourism in the area;
3. To determine what is required from both parties so that they may take advantage of opportunities in this regard;
4. To determine what is needed to improve integration between all the linkages in the TVC; and
5. To develop a marketing strategy to implement the TVC more effectively in the area so that better buy-in from all participants may be ensured and that benefits may be better enhanced.

In order to achieve the aforementioned objectives, the researcher used them as a foundation for the research questionnaire and trusted that by doing so would arrive at meaningful conclusions by the end of the study. How the study is delineated and the significance of the study is covered next.

1.7 Delineation of the study and its significance

The research is limited to the Western Province of Rwanda and to those accommodation providers, customers and skills and service suppliers in the area. Therefore, the opinions that were garnered from various respondents who took part in the study and the conclusions and recommendations that were drawn there from cannot be deemed to be representative of all the participants in the tourism industry in Rwanda. Furthermore, as the study was confined to the accommodation sector and the various people and entities who were involved therein, what has emerged from the research cannot be seen to be identical to that of other supply chain members in the industry in the Western Province of Rwanda.

The researcher however believes that the findings can assist to generate a more even distribution of the wealth that is currently earned as a result of tourism endeavours in the country. As research on the subject of TVC is limited in an Africa context and particularly in Rwanda, this research could play the following important roles:

1. Identify tourism opportunities in the Western Province of Rwanda;
2. Prepare the required capacity to ensure service excellence in the area;
3. Provide advisory support to agencies that are involved in the local community in the Western Province of Rwanda;
4. Promote the TVC concept and pro-poor tourism in Rwanda so that needs of the communities and the participants operating therein may be better appeased; and
5. Assist in the development of a marketing strategy to reposition Rwanda in general, and the Western Province, in particular, as a tourism destination of value.

1.8 Research approach

According to Aaker, Kumar and Day (2003:75), there are three basic types of research, namely, exploratory research, descriptive research and causal research. The key attributes of the three types of research may be found in Table 1 below.

Table 1. 1: Attributes of the three types of research

Research type	Attributes	Example of research questions
Exploratory	Used to seek insights into the general nature of a problem, the possible decision alternatives and the relevant variables that need to be considered.	What benefits do people seek from TVC? How can the TVC be improved to appease the needs of all in the value chain?
Descriptive	The purpose of descriptive research is to provide an accurate snapshot of some aspect of the environment.	What is the number of accommodation providers in the Western Province of Rwanda? What is the average expenditure of tourists in the area?
Causal	When it is necessary to show how one variable can impact on the value of another causal research is used.	To what extent will the correct implementation of TVC impact on the livelihood of local community service providers and accommodation providers in Rwanda? What is the relationship between the up-skilling of local communities and the service that these communities provide to tourists?

Source: Adapted from Aaker, Kumar and Day (2003:75)

As insights into a number of problems were needed so that accurate assertions could be made about the problems of tourism in the Western Province of Rwanda, exploratory research was undertaken. This research type was used because:

1. There was little prior knowledge of the subject;
2. Mainly qualitative data was required to obtain the views and opinions of respondents; and
3. There were no perceived preconceptions about what would be found during the study.

As mostly views, opinions and attitudes were collected from respondents, a mainly qualitative approach was used. However, a hybrid strategy was implemented, which is discussed in Chapter Three of the study. The research methodology and design that were used to collect, record and analyse the research data is now discussed.

1.9 Research methodology and design

Two forms of data were collected during the research process, namely secondary data, which acted as the backbone of the study and, which were collected by means of textbooks, journals, publications and the Internet on the various subjects. The researcher also regularly revisited the Cape Peninsula University of Technology (CPUT library and the Graduate Research Centre to garner additional information. Primary data were collected by means of questionnaires, which were given to various respondents who made up the research sample.

1.9.1 Research population and sample

According to Collis and Hussey (2003:155), a research population is a body of people who are under consideration (being investigated) for research purposes. As this research was concerned with uncovering the views, opinions and attitudes of accommodation providers in the Western Province of Rwanda, the owners and managers of such establishments, which numbered 101, represented the population of the study. As the researcher wanted to ensure maximum representation he forwarded 101 questionnaires to the various respondents of which 100 fully completed questionnaires were returned, a success ratio of 99%. Selecting a sample is a fundamental activity of research and an effective sample is one in which the results obtained are assumed to be representative of the population as a whole. According to Collis and Hussey (2003:156), a good sample is normally chosen randomly, is large enough to satisfy the needs of the investigation that is being undertaken, and is unbiased.

According to Webb (2002), the following represent the stages in the sampling process:

1. Define the population;
2. Define the frame for the population (in this case the sample frame was the telephone directory of the Western Province in Rwanda);
3. Select the sample unit (in this instance owners and managers of accommodation units in the area);
4. Choose the sampling method (briefly discussed below);
5. Discuss the size of the sample (see below); and
6. Select the sample.

Essentially, there are two forms of sampling plans, namely probability sampling and non-probability sampling. According to Lacobucci and Churchill (2010:255), probability sampling ensures that each population element has an “equal chance of being selected in the sample”, whereas in non-probability sampling there is no way of estimating the probability

other than by population elements that will be included in the sample and therefore, there is no way of ensuring that the sample is representative of the population.

As there was only a small number of organisations that provide accommodation in the Western Province of Rwanda, and as these organisations were known to the researcher, it was decided to use convenience sampling (a non-probability sampling method) to determine who would be involved as participants in the study. This decision will be further elaborated upon in Chapter three of this study.

As convenience sampling is not very reliable and accurate, it was decided to approach all members of the population to complete the questionnaire that was designed in order to solicit the required research data. The size of the sample and the sampling method is defended in Chapter Three. However suffices to say at this stage, the researcher, when selecting the sample, did his best to ensure relative precision.

1.9.2 Data collection and analysis

In order to garner the requisite data, the researcher designed a questionnaire, which was then completed by owners; managers/staff of accommodation establishments once it was tested for ease-of-use and comprehensiveness (see copy at the end of the study under Appendices). Three weeks later and after the questionnaires were completed, the researcher collected the questionnaires and then collated, analysed, interpreted and tabulated the data for ease of use. The analysis, interpretation of the data and respective tables pertaining thereto can be found in Chapter four of the study. It should be noted that simple tabulation was used, which, according to Lacobucci and Churchill (2010:352), involves counting a single variable unlike cross-tabulation where two or more variables are treated simultaneously. During data collection, the researcher formulated questions in order to stimulate respondents to answer in the form of figures, while the Software package for social sciences (spss) programme was used for analysis. A likert Scale was used to measure perceptions.

1.9.3 Chapter overview

This chapter articulated the framework for the project. Reference is made to the background of the project, the rationale of the study and the research problem statement with its related questions. Furthermore, the research approach, the research objectives, delineation of the study and the significance of the study were defined. The methodology for data collection was described and the research design was explained.

Chapter Two provides an overview of the accommodation sector in the Western Province of Rwanda, tourism development, pro-poor tourism and responsible tourism in Rwanda, as well as factors that affect or enhance sustainable tourism in Rwanda.

Other concepts related to the topic such as community-based tourism, the significance of TVC in local community development, tourism entrepreneurship in local communities, tourism planning for pro-poor benefits and business linkages are elaborated on as well as the elements of tourism system management by which tourism value chain is promoted and experienced.

Chapter Three further elaborates on the research objectives and then describes the various methodological elements of the research. The main elements that are described include theoretical aspects of research methodology, the various approaches to the study, the questionnaire that was used to collect the required research data, the research design, the way the research data was collected and analysed and finally the limitations of the study.

Chapter four includes the analysis of the data that were collected during the study. The data are summarised mainly in tabulated format.

Chapter Five includes the conclusions that were drawn from the data that were collected from the study and the recommendations that the researcher made with regards to resolving the problems that were unearthed by the study.

This leads to Chapter Two which discusses the secondary data that were collected during the research study.

CHAPTER TWO: LITERATURE REVIEW

2.1 Introduction

In the paper published by Taylor and Procter (2008:3), the literature review represents an explanation of what has been published on a topic by accredited scholars and researchers. In order to investigate the subject being researched, the researcher consulted textbooks, Internet sources, articles in newspapers and magazines, journal articles, national policies, and annual reports.

This study focuses on how the benefits from the TVC can be better distributed among local communities in the Western Province of Rwanda as well as what linkages there are between accommodation providers and other participants in TVC in this regard. In order to comprehend the distribution of benefits from TVC, it is relevant to understand who the linkages are in the TVC and particularly how local communities and local accommodation providers can derive benefit there-from. Here the researcher was primarily concerned with how such communities can benefit financially through the upliftment of skills and the provision of employment. In essence what is required is the full integration of all the linkages in the TVC.

This chapter also elaborates on the importance of developing a strategy to implement the TVC more effectively in the area (Western Province of Rwanda) so that better buy-in from all participants may be ensured. The implementation and control of the most appropriate strategy should help to generate better benefits for local communities and other participants in the TVC. In addition to the above, issues such as skills (or the shortage thereof) and the availability of need-satisfying services (or the lack of it) in local communities are also explored in this chapter.

This chapter is also concerned with a literature search on the accommodation sector and the TVC, and provides an overview of the accommodation sector in the Western Province of Rwanda. It also covers tourism development in the Western Province of Rwanda, pro-poor tourism, responsible tourism, factors affecting sustainable tourism, factors enhancing pro-poor benefits and other concepts related to the topic such as community-based tourism; the significance of the TVC in local community development; tourism entrepreneurship in local community development; tourism planning and development for pro-poor benefits and business linkages; elements of tourism system management by which the tourism value chain is promoted and experienced and last, but not least, perceptions of local communities regarding the TVC are also explored. This leads to the subject of the perceptions of the accommodation sector towards tourism.

2.2 Accommodation sector's perceptions and tourism

The accommodation sector as a generic term refers to the various forms of accommodation where visitors or guests pay to stay in private establishments in the Western Province of Rwanda.

It embraces a range of accommodation types including farm accommodation, host families, small hotels and bed-and-breakfast-type (B&B) accommodation. Accommodation such as guesthouses, boarding houses or lodging houses whose terms are sometimes used synonymously with hotels and B&Bs are also included as home-stay establishments (Jordan and University of Gloucestershire, 2003).

In his study, Sharpley (2000:1) found that accommodation is a fundamental element of the tourism product. Not only is it the largest and most ubiquitous subsector within the tourism economy that typically accounts for around one-third of the total trip expenditure, it is also an essential ingredient of the tourism experience. According to Sharpley (2000:2), the choice of accommodation reflects, by and large, the needs and expectations of the tourist and, as a result, both the quantitative and qualitative characteristics of the supply of accommodation services directly influence the type of tourism/tourists attracted to the destination areas.

It has been argued that the growth and development of the accommodation sector in particular, is directly related to the overall development and success of tourism destinations in general (Sharpley, 2000:3). For example, the total supply of available bed space in relation to the number of arrivals at the destination is a powerful influence on occupancy levels, on profitability, on employment in the sector, investment and the long-term ability of accommodation providers to retain control over pricing.

Sharpley (2000:2) explains that the physical location, density and quality of accommodation, and the extent to which it is balanced with the broader development of infrastructure and tourism-related facilities, is an important element in the overall tone or attraction of tourism destinations. This, in turn, directly influences the ability of destinations to survive in an increasingly competitive international tourism market.

As a result, the success of tourism destinations is largely dependent on the appropriate development of the accommodation sector. This shows the importance of improving the accommodation sector's perceptions in the planning and development of the tourism sector to end up with it having pro-poor benefits.

Though few studies have been conducted on the perceptions of the accommodation sector regarding pro-poor benefits, it is logical to assume that plans and controls should be in place to ensure that the supply of accommodation reflects and contributes to widen the tourism development plans and objectives in order to benefit the local community.

WTO & UNEP (2008:23) have asserted that the accommodation sector is a highly visible and integral part of the travel and tourism industry with a clear opportunity to set a precedent, raise standards, and gain recognition for doing so among consumers.

2.2.1 Accommodation sector's perceptions

According to Perner (2011), Perception is the process through which a person forms an opinion about the various stimuli he receives from his sensory organs. In marketing, perception is concerned with understanding how the consumer views a product or service. The five senses of a person help him in this process. The marketer uses various props to stimulate the consumer, that is, through the use of colors, sound, touch, taste, or smell, to observe the product. The way that an individual perceives something depends both on previous experiences or knowledge about that information and on the interpretations applied to it by that person's society or culture. Psychologically this results in stereotyping and prejudices but it helps the mind to cope with the multiplicity of information that is bombarding it daily. New information is therefore filtered through the applied knowledge acquired before. A preconception of something can influence how a human perceives the world. This study examines how the accommodation sector perceives issues such as the TVC by examining their underlying perceptions of those issues. In particular, the researcher examined the perceptions held by the accommodation owners and managers in the sector being studied. Are the local communities in Rwanda aware of the concept of the TVC as a means to reduce poverty? Do they perceive what could be the impact and benefits of the accommodation they are supplying and the underlying influence this could have on the local community surroundings? Another perception is the way of understanding, conceiving or interpreting the concept by scholars or potential stakeholders of the industry. For instance, the local communities might be reluctant to be involved in the tourism industry owing to a fear that it could lead to sex tourism which could result in a high rate of HIV/AIDS infection. From a positive perspective, they might be more willing to be actively involved in tourism activities, if they perceived that the sector might create job opportunities for residents, improve their lifestyles and attract new infrastructure (Herr, 2007:10).

However, as the meaning of "perception" is broad, the researcher has used both qualitative and quantitative methods in this study to remove possible ambiguity of understanding of the term.

2.3 Tourism planning and local economic development

Without effective tourism planning, successful local economic development cannot be realised. It is for this reason why it is important to formulate effective strategies to encourage tourists to visit Rwanda so that all may enjoy the benefits of tourism. Why then is tourism development so important?

2.3.1 Why tourism development?

According to Sharpley (2000:3), "tourism is developed for a variety of reasons". Primarily, however, it is considered to be an effective vehicle for economic and social development in destination areas. It is seen as an effective source of foreign exchange earnings and a significant generator of employment. It is also considered to have relatively low 'start-up' costs and, unlike many other forms of international business, it is relatively free of trade restrictions. More cynically, perhaps, for some countries tourism represents the only realistic development option (Diaz, 2001:18).

In this study, "development" means improvement in a country's economic and social conditions. More specifically, it refers to improvements in ways of managing an area's natural and human resources in order to create wealth and improve people's lives. Development can be considered in terms of either economic or human development, and ways of measuring development are called development indicators. Tourism development is the long-term process of preparing for the arrival of tourists and their respective stays in the area offering tourism features and benefits. It entails planning, building, and managing the attractions, transportations, services, and facilities that serve the tourist (Khan, 2005:9). Tourism comprises the activities of persons travelling to and staying in places outside their usual environment for not more than one consecutive year for leisure, business or other purposes. The usual environment of a person consists of a certain area around his/her place of residence plus all other places that s/he frequently visits (WTO, 2002:101).

Sharpley (2000:4) explains that, if unplanned, uncontrolled or uncoordinated, tourism frequently generates a variety of negative economic, social and environmental consequences in destination areas, but the very nature of the tourism industry, or production system, demands effective planning and co-ordination. Generally, most developing countries including Rwanda have a long way to go in understanding that as an economic activity, tourism is diverse, fragmented and multi-sectoral, comprising innumerable private and primarily small enterprises involved both directly and/or indirectly in the supply of tourism products and services.

It has been argued that appropriate planning structures can facilitate community participation in the tourism development process and provide a mechanism to capture planning gain through infrastructural, employment and economic linkages (WTO, 2002(a):43). Moreover, in addressing the potential for tourism to contribute to poverty alleviation, several challenges constraining progress should to be addressed such as market access by the poor, commercial sustainability, policy framework and implementation challenges in the local context (WTO, 2002(a):72).

2.3.2. Tourism planning development

According to the Common Market for Eastern and Southern Africa (COMESA 2008-2010), its strategy for tourism aims to develop a collective and coordinated approach for the promotion and marketing of tourism in the Common Market. The joint actions of state members of the COMESA prove the commitment that they have to remove restrictions on the movement of tourists within the Common Market to promote regional tourist circuits and to co-ordinate policies that govern the tourism industry. It is argued that the COMESA secretariat and member states work together to create the necessary regulatory and institutional framework for regional promotion, development, co-ordination and supervision of the operations of the tourism industry. According to Janneh (2011) there is also work being done to establish a common code of ethics for private and public tour and travel operators, to standardise hotel classification and to harmonize the professional standards of agents in the tourism and travel industry within the Common Market. Though the aims of COMESA have been well explained in its strategy for tourism, the regional tourism policy should be adapted based on local community needs in order to alleviate poverty at local levels. COMESA actions on tourism has recognised the composite nature of tourism, suggesting that the sector establishes formal links with sectors such as transport and communications, whose inputs the tourism industry requires for a complete tourism product. According to Cooper and Hall (2008:200), there is no successful tourism planning of the country for its nation if that nation (individuals and businesses) is not consulted. Their opinions should be taken into consideration for establishing a better tourist satisfaction plan. Involving the community in tourism planning development is an important factor in pro-poor tourism.

In essence tourism is a service. According to Project Literacy (2002:9), a product is a thing that is sold such as a packet of crisps, a bottle of wine, a house, a car, clothes or curios, whereas a service is something that is done for someone, such as ironing clothing, cleaning a room, giving people a guided tour and drive people around. Local communities sell their labour and skills to accommodation providers; hence people in such communities are vendors of various services.

2.3.3 Characteristics of tourism products

According to Yilmaz and Bititc (2006), the tourism product carries both characteristics of a service and a product, which are unique to the tourism industry and which makes the tourism product different from physical goods. These characteristics are effective for the performance of tourism establishments and should be taken into consideration when designing performance measurement and management systems. Hence, some of them are worth emphasising. One of the distinctive features of the tourism product is that it cannot be seen and touched physically prior to purchase, therefore it is intangible. Its intangibility makes it harder to buy, but easier to distribute (Evans, *et al.* 2003:50). Conversely, it also makes tourism dependent on representations and descriptions in printed or audio-visual form and, therefore, information is a vital tool that holds together producers within the tourism industry (Ujma, 2001). The role of travel information for consumers is significant because visitors expose themselves to risk when buying vacations that they hope will satisfy various needs and wants that are important to them (Mill and Morrison, 2002:167).

Another feature of the tourism product is its perishability. The tourism product, for example, an airplane seat or hotel bed, cannot be stored for future sale. This is one of the main differences between tourism and manufacturing products. This characteristic of the tourism product affects the marketing efforts and operations of tourism businesses. The marketing challenge is to operate at full capacity for as much of the time as possible, while the company should carefully design marketing strategies to stimulate demand (Yilmaz and Bititc, 2006:378)

As a service product, tourism cannot be divided into production and consumption phases. The production and consumption of service are inseparable. Customers have direct experience of the production of the service and they are an integral part of the service process (Yilmaz and Bititc, 2006:379). For example, a flight, a person and the airplane must make the journey at the same time (Yilmaz and Bititc, 2006:384). The process should be right the first time as any mistake can damage future business.

The characteristics mentioned above make the tourism industry highly interdependent, since dependence between various players is high. As mentioned earlier, the tourism industry comprises of travel organisers (tour operators and travel agents), suppliers (transportation and accommodation) and consumers. Some writers also include national and regional destination organisation bodies on their list of participants. The point here is that these players are all linked and depend on one another. The accommodation sector, for example, relies on the transport sector to transport guests to and from their accommodation facilities.

Similarly, the transport and accommodation sectors rely on travel organisers to provide them with customers (Yilmaz and Bititc, 2006:376). If one fails to deliver a service, it has a rolling effect on the other sectors. This interdependence amongst sectors is an important consideration in the overall service quality that consumers perceive. Management of quality has thus emerged as an important concern in tourism distribution channel management.

A growing interest in quality issues also reflects a need across all sectors to respond to a more volatile and discerning customer base (Yilmaz and Bititc, 2006:378). This high level of interdependence in the tourism industry suggests that various organisations should work together as a value chain to add value and deliver products and services to customers. The approach itself should be effectively implemented so that local people may benefit, while local residents' perceptions about tourism should be considered (WTO, 2002:97).

2.3.4 Tourism business linkages and leakages

According to Meyer (2006:10), in a paper on "Pro-Poor tourism partnership", the term linkages, for most studies, is synonymous with the investigation of the proportion of imported food to domestic food, which is utilised by the tourism sector. In a United Nations paper on trade and development (UN, 2007:2), there is a huge need to increase the level of linkages between the tourism sector and other economic activities in order to increase pro-poor benefits from the industry. According to Meyer (2006:10), the more the industry is growing; the more linkages are needed for pro-poor benefits.

In their presentation, Ashley and Haysom (2006) as cited by Goodwin (2006:5) highlighted seven ways through which the poor can benefit from tourism: There as follows:

1. Employment of the poor in tourism enterprises;
2. Supply of goods and services to tourism enterprises by the poor or by enterprises that employ the poor;
3. Direct sales of goods and services to visitors by the poor (informal economy);
4. Establishment and running of tourism enterprises by the poor – for example, micro, small and medium sized enterprises (SMEs), or community-based enterprises (formal economy);
5. Tax or levy on tourism income or profits with proceeds benefiting the poor;
6. Voluntary giving/support by tourism enterprises and tourists; and
7. Investment in infrastructure stimulated by tourism, which also benefits the poor in the locality, directly or through support to other sectors.

Investment may constrain supply capacity development in the tourism sector and related sectors; the anti-competitive practices of large multinational firms may discourage SMME formation and investment and negative social and environmental impacts may become significant over time.

One of the problems that is addressed in the researcher's discussion, therefore, is how to improve the quality of linkages between tourism services trade on the one hand, and development on the other, in order to maximise the beneficial development impacts of tourism. Although it is clear that strong positive linkages can be ensured by 'getting the policies right', it is not clear what the right policies are in many situations owing to the country-specific nature of tourism-related policies. The WTO (2002_a:38) highlights that the best ways to enhance economic benefit is to integrate tourism into local, regional and national economies by establishing strong linkages between tourism and other economic sectors including agriculture, fisheries, manufacturing, construction and craft production. In the same report, the author asserts that if tourism makes use of products and services that are produced within the economy, then tourism will strengthen those sectors and provide additional jobs and income. At the same time, using of products and services that are produced in the national economy will reduce the import content and foreign exchange leakage factor of tourism.

According to the WTO (2002_a:37), the contribution of tourism business such as accommodation providers to the local economy is undervalued. It impacts positively on the economy in five ways, any or all of which can form part of a poverty reduction strategy:

1. Wages from formal employment;
2. Earnings from selling goods, services or casual labour;
3. Dividends and profits arising from locally owned enterprises;
4. Collective income, which may include profits from a community-run enterprise, land rental, dividends from a joint venture or levies these incomes can provide significant development capital and finance for corn-grinding mills, a clinic, teachers' housing and school books; and
5. Infrastructure gains, for example, roads, piped water, electricity and communications.

It may be noted from the afore-mentioned points that tourism can have a positive impact on communities as well as a country such as Rwanda.

2.3.5 Leakages and linkages

The term 'leakages' is used to refer to the amount of money spent on importing goods and services to meet the needs of tourists and locals. Leakages occur when the local economy is unable to provide a reliable, continuous, competitively-priced supply of required products or services and of a consistent quality to meet the market demand (WTO, 2002_a:37). Conversely, one of the best ways to enhance economic benefits for the local community and to increase the contribution to poverty reduction, is to increase the extent of linkages between the formal tourism sector (hotels, guest houses, restaurants, tour operators and transport providers) and the local economy (WTO, 2002_b:38).

The bottom line of increasing the level of linkages to the local economy is that the extent of leakages will be reduced (WTO, 2002_b:38).

It can thus be said that if the tourism sector purchases from domestic industries, it strengthens them and provides additional revenue and jobs and at the same time reducing the import content and foreign exchange leakage from the tourism industry. Indeed one of the main motivations for strengthening tourism linkages in national economies is that strong linkages catalyse a multiplier effect that extends national employment gains beyond the tourism sector, and can help to deliver pro-poor results. Although in the past it was often assumed that increased activity in the tourism sector would generate improved employment and welfare gains for the poor through a 'trickle down effect', it is now clear that strengthened linkages are required to help such benefits materialize (UN, 2007_a:6). The Responsible Tourism Manual for South Africa has illustrated for instance the role of using linkages and partnerships to maximise pro-poor benefits. It explains that linkages between different tourism enterprises and services in a locality can help to create a strong destination, and provide a network of various attractions. For a tourism enterprise, creating local linkages is about changing ways in which an enterprise spends its money and not about spending more of it. Geographical neighbours make good business partners once they are equipped to provide consistent products and services. The local 'geographic family' linkage ensures a strong ethic of feedback and responsibility. Transparency, trust and good communication can forge long-term relationships among consumers, products and suppliers. Significantly, access to markets is one of the major constraints experienced by structurally disadvantaged communities and entrepreneurs who seek to build tourism and related businesses. To overcome this constraint in the Western Province of Rwanda, SMMEs should form strong linkages with formal sector enterprises and associations (Responsible Tourism Manual for South Africa, July 2002).

2.3.6 Addressing economic leakages and anti-competitive practices in the tourism

Industry

Although some degree of leakage is intrinsically associated with international trade transactions, and may be a necessary cost of conducting tourism, developing countries can strengthen the tourism sector's backward and forward linkages within the national economy to reduce leakage levels significantly and to ensure that a greater proportion of tourism expenditure remains in their domestic economy. However, even when strong linkages are established, leakage may still be significant because a large share of international tourism expenditures never reach the national economy, but is retained by foreign airlines, tour operators, travel agencies and hotel chains.

Developing countries should design strategies to boost the bargaining power of smaller or domestically-owned hotels in terms of their negotiations with tour operators and travel agencies (UN, 2007_b:8). The WTO (2002_c:4) asserted that the use of products and services, which are produced in the national economy, will reduce the import content and foreign exchange leakage factor of tourism. It is the researcher's belief that it should be realised that linkages between tourism and other economic sectors should be maximised whilst allowing a certain degree of importations in eastern African countries such as Rwanda to enhance important economic benefits of tourism.

2.4 Value chain meaning and approach

An understanding of the value chain and the various approaches to it is essential to be able to appreciate the full utility of tourism as an industry. This subject is now discussed.

2.4.1 The meaning and importance of the tourism value chain

A value chain is a sequence of a target-oriented combination of production factors that creates a marketable product or service from its conception to the final consumption thereof (Herr: 2007:7). According to the International Labour Organisation (ILO) Guide (2006), as cited by Tanburn (2007), the value chain is understood as both an analytical as well as an operational model. The model suggests that a product is rarely directly consumed at the place of its production. It is transformed, combined with other products, transported, packaged and displayed until it reaches the final consumer. In this process the raw materials, intermediate products and final products are owned by various actors who are linked by trade and services, and each add value to the product.

According to Kaplinsky and Morris (2001:4), the value chain describes the full range of activities which is required to bring a product or service from conception through different phases of production (involving a combination of physical transformation and the input of the services of various producers) and delivery to final consumers, while final disposal after use is added to make it a closed chain. Environmental effects are also included in this chain. The WTO (2002_a:101) claims that the tourism value chain is a continuum of related economic activities which are associated with visitors and which can be carried out at least in part within a region.

According to Kaplinsky (1999:121) and Kaplinsky and Morris (2001:4), the idea of the value chain is quite intuitive. Furthermore, a value chain exists when all stakeholders in a chain operate in a way which maximises the generation of value along the chain. This definition can be interpreted in a narrow or broad sense.

In the narrow sense, a value chain includes the range of activities that are performed within a firm to produce a certain output. This might include the conception and design stage, the process of acquisition of input, production, marketing and distribution activities, and the performance of after-sale services. All these activities constitute the 'chain', which link producers to consumers, while each activity adds 'value' to the final product. For agriculture business enterprises, an appropriate system of storing fresh raw materials (such as fruits) positively impact on the quality of the final product and, consequently, increases its value. A broad approach to the value chain considers the complex range of activities, which are implemented by various actors (primary producers, processors, traders, service providers, and so on) from raw material stage to the retail of the final product. The broad value chain begins from the production of the raw materials and will move along linkages with other enterprises that are engaged in trading, assembling, processing and so on (Kaplinsky and Morris, 2001:7).

It is essential to understand that conducting a value chain analysis requires a thorough knowledge as to what is going on amongst actors in a chain; what keeps these actors together; what information is shared and how the relationship among actors evolves (Kaplinsky and Morris, 2001:11). In addition, the idea of a value chain is associated with the concept of governance, which is of key importance for researchers who are interested in social or environmental facets of a value chain analysis.

The establishment or the evolution of value chains may create pressure on natural resources (such as water and land), which may produce degradation of the soil, loss of biodiversity or pollution. Additionally, the development of a value chain might affect social ties and traditional norms because power relationships within households or communities are modified or because the vulnerable or poorest population groups are negatively affected by the operation of the participants in a value chain (Kaplinsky & Morris, 2001:12).

This is because agricultural value chains depend on the utilisation of environmental resources. Also, the agricultural sector is often characterised by the prevalence of traditional social norms. Finally, owing to the high incidence of the poor in the agricultural sector, the value chain framework' concerns are relevant for agricultural value chains because there can be used to draw conclusions regarding participation of the poor and the potential impact of value chain development on poverty reduction in Rwanda.

According to Herr (2007:5), value chains are a way of representing a series of transactions from the provision of inputs for a primary product to primary production, transformation, marketing to final consumption and subsequent recycling.

In addition to being a way of representing a sequence of productive processes, value chains can also be a tool to describe inter-relationships between a range of functional activities, service providers, customers, supporting institutions and supply chains. For instance, SNV (The Netherlands Development Organisation) uses value chain development in Rwanda as a way to analyse how to improve participation and inclusion of marginalised people within the economy. The tourism value chain identifies a sequence of multiple and complex products and services across sectors that are delivered to tourists. This helps SNV to pinpoint market-based solutions to improve opportunities and earnings for the poor. For example, local fruit and vegetable farmers can be linked to an international hotel chain and handicraft producers to improve their design and market share. According to Ashley (2006:13), value chains are a way of representing the series of transactions involved in providing goods or services, starting with the provision of input for production, and going through production, transformation, marketing to final consumption and subsequent recycling. The author further explains that, in terms of tourism and poverty, one should not only focus on specific products that are currently produced by the poor (such as cultural tours) but rather on taking into account of the overall sector (like the linkages between players, the different places wherein the poor fit, to which markets they are catering, what revenue flows down to them and on what their earnings depend).

Understanding this helps to identify how best to enhance the performance of the 'value chain' (or tourism sector) so that it works better for the poor. The outcome of this may be that poor participants are more productive and earn more, and/or that more people are able to enter the chain and earn income from tourism. The means of doing this may be varied:

1. It can mean working directly with poor producers to help them upgrade their products and match the demand better;
2. Working with hotels, tour operators, ground handlers, on-demand, procurement systems and pricing, so that they can work more effectively with poor entrepreneurs;
3. Working with local or national government on regulations and business conditions to remove blockages to micro entrepreneurs;
4. Engaging with tourists and those doing tourism marketing so as to influence tourism behaviour and spending patterns; and
5. It usually involves working with many different stakeholders in the tourism value chain in order to obtain communication and commercial linkages that work more efficiently.

The shift to a value chain approach among many international practitioners comes partly from the need to scale up the impact on poverty, beyond a few high-input local projects, and from recognition that a major focus should be on helping the poor to access international markets. SNV has adopted a value chain approach to a number of productive sectors, including tourism (Ashley, 2007:13).

In the researcher's opinion, the adoption of the approach as a mapping tool (a way to picture the sector) is not enough. Though it means redefining the aim of intervention in order to make the value chain work better for the poor, consideration of the perceptions of the local community should not be ignored because there is a catalytic factor for the effective planning and development of the sector for pro-poor benefit. It is therefore, logical that the argument of Ashley, (2007:13) has two immediate implications. The first is that a good *understanding* of the current value chain is needed, both to act as a diagnosis (to determine what to do) and as a baseline (for measuring future impact). The second is that all *options* are open. There is no prior assumption that a certain kind of tourism intervention is best for the poor. Interventions may be at any point in the chain, in any sub-chain and with any stakeholders, including the accommodation sector's perceptions if they increase access and returns for the poor ((Ashley, 2007:13).

Based on the modern interpretation of value chain approach, the researcher believes that the value chain is a process through which the product/service is produced, processed, advertised, and sold to a tourist who is the final consumer. So why is value chain analysis important in a Rwandan context? There are three main reasons according to Kaplinsky and Morris (2000:9) why value chain analysis is important in this era of rapid globalisation, namely:

1. With the growing division of labour and global dispersion of the production of components, systemic competitiveness has become increasingly important;
2. Efficiency in production is only a necessary condition for successfully penetrating global markets; and
3. Entry into global markets, which allow for sustained income growth, that is, making the best of globalisation, requires an understanding of dynamic factors within the whole value chain.

It is believed that Rwanda may become a middle income country if it adopts the developmental approaches among them the value chain development approach is one which its best practices can be viewed in all aspects of socio-economic and political transformation.

2.4.2 Value Chain Approaches

2.4.2.1 Filière approach

There is no single approach, which describes the TVC for pro-poor benefits. However, the researcher has borrowed a review of reflections from different authors regarding this study. The value chain can be used in any economic activity. Filière has used the approach of the value chain in a context to indicate how local production systems are linked to processing industry, trade, export and final consumption (SNV & ODI, 2006:12). The approach was used to analyse the agricultural system of developing countries under the French colonial system which includes Rwanda.

2.4.2.2 Porter's approach

The second research stream refers to the work of Porter (1985) as cited by (Kaplinsky & Morris, 2001:8) on competitive advantages, Porter utilised a framework of value chains to assess how a firm should position itself in the market in relationship with suppliers, buyers and competitors. In Porter's framework, the concept of a value chain does not coincide with the idea of physical transformation. Porter introduced the idea that a firm's competitiveness does not exclusively relate to the production process. Enterprise competitiveness can be analysed by considering the value chain, which includes product design, input procurement, logistics, outbound logistics, marketing, sales, after-sales and support services such as strategic planning, human resource management and research activities.

In Porter's framework, the concept of the value chain, therefore, has a strict business application. In particular, the researcher prefers to relate the concept with tourism business in developing countries with specific reference to Rwanda. However, in most of the concepts reviewed, the authors did not mention the perceptions the local communities had of the tourism value chain as shown in the accommodation sector.

2.4.2.3 Global approach

More recently, the concept of a value chain has been applied to the analysis of globalisation (Gereffi & Korzeniewicz, 1999) as cited by Boomsma (2006:10). This literature utilised the framework of value chains to examine ways in which firms and countries are globally integrated and to assess the determinants of global income distribution. SNV and ODI (2006:10) observe that during the course of globalisation, there has been a perception (in most cases well justified) that the gap in income within and between countries has increased. They argue that value chain analysis can help to explain this process, particularly in a dynamic perspective.

Firstly, by mapping the range of activities along a chain, a value chain analysis assists in deconstructing the total value chain earnings into rewards that are achieved by different parties in the chain. Value chain analysis is the only way to obtain such information if one wishes to understand the distribution of earnings. Other ways of viewing global distributional patterns provide only partial insights into these phenomena. For example, trade statistics merely provide data on aggregate, gross returns rather than on net earnings, while branch-specific analyses (agriculture, industry and services) merely capture part of the story. Secondly, a value chain analysis can shed light on how firms, regions and countries are linked to the global economy. This mode of insertion determines to a large extent distributional outcomes of global production systems and the capacity with which individual producers should upgrade their operations in order to launch themselves onto a path of sustainable income growth.

In the value chain framework, international trade relations are considered as part of networks of producers, exporters, importers, and retailers, whereby knowledge and relationships are developed to gain access to markets and suppliers. In this context, the success of developing countries and market actors in developing a country such as Rwanda should lie in the ability to access these networks.

2.5 Value system versus value chain

According to Schwanzer (2007:5), the value system differs from the value chain in the sense that value systems are value networks, which are connected between value chains in organisations, and which build relations between them. By linking value chains from suppliers to organisations and finally to customers, value is created as products or services pass through all the activities of the chain, at each activity the product gains some value. Therefore the chain of activities give the products more added value than the sum of added values of all activities.

The meaning of the value chain in the tourism sector is again supported by the WTO who defines the TVC as a continuum of related economic activities with visitors to be carried out at least in part within a region (WTO, 2002_c:103). According to Herr (2007:5), the term value chain refers to the fact that value is added to preliminary products through the combination with other resources (for example, tools, manpower, knowledge and skills, other raw materials or preliminary products). As the product passes through several stages of the value chain, the value of the product increases.

Controversially, from socio-cultural dimension, tourism appears as a powerful agent of diffusion, acculturation and assimilation. It influences, directly or indirectly, each and every aspects of the host society. The value system of the tourist receiving community can not remain in isolation. This study covers the socio-cultural, economical and political impacts' perceptions in developing country whereby the tourism practitioners can't separate the development of tourism business over the selected components of the value system of host societies (Sharma, 2010).

2.5.1 Elements of tourism system management

The general system theory was defined by a biologist, Ludwig von Bertalanffy, as "a set of elements standing in interrelation among themselves and with the environments". The tourism system consists of several interrelated parts that work together to achieve common purposes. The reason for using a systems approach for the study of tourism is to emphasize the interdependency in tourism. The tourism system can be compared to a spider's web, touching of one part results in vibrations being felt throughout the system. For a student beginning to study tourism, it is important to get 'the bigger picture' right away. The tourism system model framework provides a more comprehensive view of tourism as it captures 'the big picture'. In consideration of the paper discussed by Goodrich (1987:25-51), the following reasons were used to explain why a systems approach for the study of tourism should be used:

1. To emphasise the interdependency of various tourism sectors;
2. To reflect the open system nature of tourism;
3. To highlight the complexity and variety of all aspects of tourism;
4. To display the great level of competitiveness found in tourism today better;
5. To acknowledge a level of friction and disharmony in tourism today; and
6. To emphasize the need for responsiveness.

The researcher has viewed the tourism system as an approach, which deals with the interdependent relationship between the economic sectors and tourism, but the TVC emphasises the flow of income from the sector's activities from producers to the final consumer for pro-poor benefits. In addition to the above argument, the tourism value chain appeals to be more practical to explain the gap, which exists between SME's and the rest of the tourism industry.

2.5.2 Tourism value chain statistics boundaries in Rwanda

First of all, TVC statistics refer to the tourism supply chain and tourism demand statistics from time to time in a certain place after a certain financial analysis of tourism in-flows and out-flows.

For the concept to be effective in Rwanda, all who are involved in the sector should be aware of regular and updated statistics from a producer's and consumer's point of view. Thus, the following are the boundaries:

1. Lack of the culture of keeping records in informal businesses;
2. Lack of basic knowledge of bookkeeping;
3. Lack of local capacity building in tourism sector, especially in Western Province of Rwanda;
4. Inaccurate statistics from SMEs;
5. Value chain analysis based on estimation may hinder to the wrong projection of the future of a destination; and
6. Poor understanding of SMEs on the expected benefits from keeping regular and accurate records for value chain analysis purpose.

2.5.3 Value chain analysis and development in Rwanda

In the researcher's view, value chain analysis and development in Rwanda should begin by looking specifically at increasing the benefits of tourism for the poor. Value chain analysis and development aims to provide an understanding of how the tourism value chain operates and what share of tourism revenues reaches the different groups of people at the tourist destination, in particular the poor. Value chain analysis and development also provides a means of identifying and implementing interventions to increase the participation and income for the poor from tourism. In the research done by SNV (2009) it was found that the tourism value chain typically consists of four chain segments with good opportunities for participation by the poor:

1. Accommodation;
2. Food and beverages;
3. Excursions and activities; and
4. Shopping.

SNV states that in order to create options for the poor it is necessary to have not one single priority action, but several, which create options for the poor. It was found that the government should:

1. Help poor farmers to sell to hotels;
2. Help poor households access tourism employment;
3. Promote innovative business models among hotels;
4. Pilot destination-level initiative for building linkages;
5. Diversify the Rwandan product; and
6. Develop pro-poor business tourism.

This study focuses on the perceptions of people involved in the accommodation sector regarding the tourism value chain in Rwanda and specifically in its Western Province.

In order to investigate the owners and managers' perceptions in the accommodation sector, there is a need to discuss the data underlying the topic that has been explored and documented by other scholars. The link, which has been established between the tourism value chain and the local community in the decentralisation system, is also relevant for this chapter.

2.5.4 Significance of tourism value chain in local community development

According to Ashley and Haysom (2009), there are a number of significant value chain development concepts in local communities. To name some examples, the following apply:

1. The numerical statistics of jobs created will not be a big deal in each level of the government;
2. Enhancing the level of linkages between the sector and other businesses;
3. Key areas for interventions will be easy to identify;
4. Drawing the periodic benchmark for the industry will not cost as much if there is no data to base it on;
5. Enhancing the flow of tourism income contribution to the poor; and
6. Local governments should evaluate their performance activities regarding the industry.

2.5.5 Decentralisation and tourism value chain

According to Fayol (2009), decentralisation is defined as the process of transferring and assigning decision-making. The following represents the various elements of decentralisation.

2.5.5.1 Elements of decentralisation

The following are the characteristics of decentralisation:

1. It is an authority to lower levels of an organisation's hierarchy. In a decentralised organisation, decision-making is moved to lower levels or tiers of that organisation such as divisions, branches, departments or subsidiaries; and
2. Knowledge, information and ideas that flow from the bottom to the top of the organisation; and the span of control of top managers is relatively small, and there are relatively few tiers in the organisation because there is more autonomy in the lower ranks.

The researcher relates the decentralisation system to the TVC because of its strengths and characteristics for the benefit for the local communities' involvement to the industry. In terms of philosophy, there is an emphasis on bottom-up, political, cultural and learning dynamics. For decision-making, it is democratic, participative, and detailed. Organisational change emerges from interactions and organisational dynamics. The execution is evolutionary, emergent, and flexible allowing it to adapt to minor issues and changes. Finally, it offers participation and accountability, and a low risk of behaviour foreign to the community.

In the sense of decentralisation, Rwandan policy creates a positive framework for the development of tourism. In 2007 Rwanda adopted the DCPETA programme, which is an ambitious mandate of decentralisation in order to meet two main objectives simultaneously, namely to provide equitable, efficient and effective pro-poor service delivery and to promote local development in an environment of good governance. Empowering people and promoting improved pro-poor service delivery is achieved through five primary methods, which are outlined below:

1. Participation in decision making on governance and development;
2. Strengthening transparency and accountability at all levels;
3. Enhancing sensitivity and responsiveness of public administration to the local environment through devolved administration;
4. Developing sustainable capacity for planning and management at local levels; and
5. Enhancing efficient and effective planning, monitoring and evaluating and service delivery.

Rwanda's decentralisation policy brings services closer to people, notably at sectoral level and increases the population's ability to undertake economic activities. This should help tourism development, especially in areas of community tourism and conservation. The decentralisation policy gives a special role to districts in the economic development of their geographical areas. This new role has obvious implications for the tourism industry, particularly as it relates to conservation, development of tourism areas, investments, land issues and human resources (Rwanda National Tourism Policy, 2008). The National Tourism Policy should consider the local community's perceptions in order to enhance their involvement in the sector. Tourism development in several tourist destinations in developing countries does not operate via communities, but is handled by local leaders in combination with international tour operators. For example, in sub-Saharan countries, local communities' involvement in tourism development for pro-poor benefits became a vocabulary, but in practice they are left behind.

Prentice (1993) as cited by Tosun (2000:617) states that community involvement in tourism development has become an ideology of tourism planning. Therefore, Khan (2005:9) advances that the tourism planning process should involve creating a future that is acceptable to the host community, as well as to others who would be part of the host community as tourists for a short period of time. However, people who benefit or suffer the major impacts of tourism are those who live in the tourist destination community. These people should be given the opportunity to contribute towards planning decisions regarding tourism development through the value chain concept.

According to the WTO (2002:d:26), decentralisation is a modern democratic system that enhances peoples' participation in decision making, where there is a need to assist the provinces, districts, sectors, cells and villages to define local tourism management for their benefit. In the view of the same author, decentralisation of tourism in Rwanda should go hand in hand with community based-tourism. Tourism decentralisation takes into account the diversity of stakeholders and geographical contexts. It seeks to improve efficiency and fairness in the use of authorities and residents in order to boost local tourism and, therefore, national tourism with a view of the future.

2.6 Tourism supply chain in Rwanda

The tourism supply chain refers to service and product providers within the sector. They can be input suppliers, producers, manufacturers, retailers and wholesalers (Leeds Metropolitan University and Environment Business and Development Group, 31st January 2004). Spenceley, Ashley and Mitchell (2009:6) argue that the objective of interventions on the tourism supply chain is to enhance the positive impacts of tourism on poor people by:

1. Removing barriers that prevent them entering the industry;
2. Enhancing the terms on which they work; and
3. Improving the knock-on effects that tourism operations have on surrounding communities.

The researcher supports the evidence highlighted by SNV in its paper of January 2010, which focuses on tourism that works for the poor. The following are suggestions outlined to enhance the sector that works for the poor through the supply chain:

1. Identifying tourism supply chains and establishing business linkages between the poor and the tourism market and enterprises, for instance, by supporting producers of vegetables or poultry products;
2. Improving market intelligence on tourism supply chains so that the poor can understand the requirements, tastes and preferences of the tourism market (products, services, packages) better and how to improve access to these markets;
3. Identifying and linking sources of financing to support tourism investments in selected destinations in order to develop skills and strengthen supply chains to improve the quality standards of tourist products and services in destinations so that it would be possible to attract more guests who will stay longer and spend more money;
4. Facilitating meaningful dialogue between tourism investors, service providers and producers and government to enable effective public policy management, in the line through which local communities should be consulted as well; and
5. Promoting multi-stakeholder platforms, bringing together relevant stakeholders, and developing public-private-partnerships for a holistic approach towards tourism destination management.

In the strategic assessment of tourism in Rwanda, Graham (2008) the SNV argues that the country should not focus only on two main tourist products, namely mountain gorilla viewing and business tourism (NGO sector), when addressing the issue of value chain. In the views of the researcher, it is important to diversify the tourism product and to allow local communities to participate in tourism activities for maximum pro-poor impact, since they are the main assets that should be used for development and planning within the country.

According to a survey, which was conducted by Ashley and Haysom (2009, online) regarding the development impacts of tourism supply chains, there is a need to focus on the change in the perceptions of the local communities regarding the tourism supply chain because of the domestic tourism market demarcation. For instance, it will not be fair if more than 80% of food and beverages, and fruits and vegetables that are supplied to the accommodation sector, are produced locally, if the poor only benefit a little. Other issues to question include the proportionality between the number of jobs created and the sector's growth in Rwanda.

In countries such as South Africa, it is easy to measure the impact of the tourism industry on Black Economic Empowerment (BEE) and *visa versa*, because one can statistically determine the number of Black people who are employed in the industry, and one can even determine what rate of tourism income is distributed to the poor based on tourism receipts and the number of jobs. According to Ashley and Haysom (2009:2), the linkages programme plays a great role in facilitating the tourism supply chain that helps local communities to fight poverty.

In the researcher's opinion, there are several local initiatives, which are linked to the tourism industry from all angles of innovation within the country. What matters is the way that the government, private bodies and NGOs support these initiatives. Thus, implementing the supply chain approach with linkages programmes can work better in order to alleviate poverty within local communities. For example at Spier Wine Farm in South Africa, local supply linkages have brought a range of business benefits to all in the chain.

These include flexible development; quick innovation of effective costs; staff motivation; high and strong networking of local suppliers; knowledge of quality standards of products and services that are locally produced, recognition of the strength existing between buyer-supply relations and the trust and reliability that is built within the time. For instance, if 10 kilograms of carrots are required for dinner, they should be delivered that day or not at all.

These also include a high percentage of local employment opportunities and recognition from the government and other stakeholders (Ashley & Haysom, 2009:3). However, a lack of tourism supply chain linkages between CBTOs and local communities can be a barrier to poverty alleviation (ODI, 2007).

2.7 Tourism demand in Rwanda

By tourism demand, the researcher refers to the consumer in a world of change. Countries and continents are changing in terms of needs and wants from domestic, regional and international travellers. According to a survey conducted by Lohmann (2007:1) on new demand factors in tourism, he highlighted two perspectives explaining tourism demand in any destination.

2.7.1 Factors that influence demand

Factors that influence demand comprise motivations and the ability to travel, directly or indirectly. They cover a wide range from the general economic situation and politics to technological innovations, to name some examples. By the time the country strategises into building local community capacities, there should be an emphasis on an analysis of factors, which influence tourism demand in Rwanda. Hence there is a need to consider the economy because of the risk of losing jobs. Political developments should be considered because of new organisations in which the country is an active member such as East African Community (EAC), *Communaute Des Pays Grands Lacs* (CPGL) and the Commonwealth. There are also concerns about taxation and the environment as well as the possibility of crises and threats arising such as terrorism, epidemic diseases, earthquakes and volcano eruptions. With regard to demographic change, the country should target the right age structure, and educational level of local communities available to be local consumers of domestic tourism products. In technology, the country should provide services in the form of modern transport, communication and information in order to exceed tourists' expectations.

2.7.2 Emerging factors

There are changes in consumer behaviour in tourism such as destination preferences, quality expectations, booking behaviour, and so on. But what the tourist does cannot only be explained by external factors alone. The experienced and educated traveller will change his behaviour even in a constant framework. Thus, there is an endogenous dynamic amongst tourist behaviour.

Emerging (from external and endogenous factors) patterns will characterise tourism consumers and their behaviour within the following years (Lohmann, 2007:3).

2.7.3 How can these factors have an impact?

Everywhere in the world, holiday demand is driven by needs, motives, and expectations, while its realisation depends on individual economic situations and the freedom to travel. Presently, tourists are returning to Rwanda after decades of genocide.

Some international agencies, which support the tourism sector, are technically and helping financially to revitalise the tourism industry to meet growing demands. As people cannot limit their attention to a single external factor and its impacts, they considers several of the emerging factors, new trends in tourism emerging from the entire set of influences and endogenous dynamics of tourism.

These emerging trends will not change tourism overnight. Trend research has shown that future developments will most probably come as a step-by-step development, and not as a revolution. It requires progressive transformation of local communities such as a change of mindsets and perceptions that are required for industry to develop. Besides the efforts of government to promote the tourism industry, new international organisations will influence the country to sensitise its local population to change mindsets in order to meet international standards of the industry. Thus, a change of perceptions regarding the tourism value chain would place Rwandan local communities in the competition arena of East African Community.

2.8 Defining pro-poor tourism

Pro-poor tourism involves increasing the positive impacts of tourism on poor people. Pro-poor tourism is not a specific product, but an approach to the industry. It is an approach that seeks to increase the participation of poor people at many points within sectors and, which aims to increase their economic and social benefits from tourism while reducing negative impacts on the poor (www.Pro-poor tourism.org.uk).

In a working paper by Ashley, Roe and Goodwin (2001:2), pro-poor tourism (PPT) is defined as tourism that generates net benefits for the poor. Benefits may be economic, but they may also be social, environmental or cultural. The researcher supports the concept of pro-poor tourism as a strategy to increase local communities' participation in the sector.

Although the authors did not reveal the *relative* distribution of the benefits of tourism to the community, the researcher believes that results will show that the more local people are involved; the more visitors will increase, and the community's poverty will become something of the past.

2.8.1 Why pro-poor?

The aim to reduce poverty through tourism development might seem unnecessary in Rwanda, a country with one of the most successful records in poverty reduction, internationally. For the two decades since adopting the Vision 2020 reforms in 2000, real economic growth has averaged 7% a year with a per capita growth rate of 5%. The consequence of this has been that in the ten years since the trauma of 1994, the national poverty rate has reduced to 20.3%.

Source: http://www.rwandagateway.org/IMG/pdf/EDPRS_2008-2012.pdf [accessed 8 April 2011]. Perhaps even more impressive than the economic record has been the steady increase in human development in Vietnam. The consequence of this is that Vietnam has a level of human development that exceeds that observed in several of its middle-income neighbours.

In addition to objective economic success and human development performance, poverty features in few discussions in Rwanda with public officials, street vendors, hotel owners or taxi drivers. This subjective observation could reflect several factors.

After the trauma of the Rwandan genocide and the subsequent economic collapse in 1994, it could simply be a human need to see poverty as a feature of the past and focus rather on a brighter future. Poverty is not mentioned because people do not want to be poor. Despite Rwanda's dynamic growth performance, it has a poor working class of people. This implies a poverty threshold, which most closely approximates with the international \$2 per day rate. From a survey already conducted in Rwanda, the average of a non-managerial wage is about \$220 per month across several categories of employment (from hotel and restaurant workers to taxi drivers and pavement café workers). For single person households, this income is sufficient to lift the household out of even the most generous definition of poverty. However, for households that comprise of two or more people, a wage of less than \$250 per month is insufficient to lift the household from poverty (SNV, 2008).

2.8.2 Meaning of poverty

Different authors have written about poverty, and the question is, why are some countries rich while others are poor? What are the critical factors that determine how well people live their lives? For those who are interested in development issues and ways to alleviate poverty, it is important to continually explore and work towards developing a deeper understanding of these issues.

According to Kasahun (2006), the standard method used to identify poverty is based on income or consumption levels. A person or household is considered as poor if their consumption or income level falls below a certain level, necessary to meet their basic needs. Thinking about poverty simply in terms of levels of income and/or consumption, however, provides only a limited understanding of a complex issue. In order to address poverty and human suffering effectively, one should also examine the root causes and various manifestations of poverty, among them, the difficulty or lack of opportunity to participate in economic sectors such as tourism, which may lead to poverty. According to the United Nations Development Programme (UNDP) Human Development Report (2006), poverty is defined according to international standards in the following four dimensions:

1. Gross Domestic Product (GDP) per capita: income level and purchase power (PPP-US\$, 1 US\$ a day). Rwanda ranked at 149 among 172 countries;
2. Human Development Index (HDI): life expectancy at birth, literacy rate at the age of 15 and older, and living standards. Rwanda is ranked at 158 among 177 countries;
3. Human Poverty Index (HPI): adds to the GDP and HDI dimensions of health, access to improved water sources and the proportion of children under the age of 5 who are underweight. Rwanda is ranked at 37 among 67 countries; and
4. Gender-related Development Index: measures achievements in the same dimensions by using the same indicators as the HDI, but captures inequalities in achievement between women and men. Rwanda is ranked at 28 among 136 countries.

Additional supporting data may be found in Table 2.1 below:

Table 2.1: Poverty lines

Poverty line	Consumption/income per person per day	
	Rwf (Rwandan Francs)	USD
Rwandan Government extreme poverty line	150	0.3
Rwandan Government upper poverty line	250	0.45
International USD 1 a day basic poverty line	550	1
International USD 2 a day upper poverty line	1100	2

Source: Ashley, SNV Rwanda, December 2007

According to Ashley (SNV Rwanda, December 2007), the GDP per capita was estimated at \$350 in 2007 with a GDP real growth rate of 6%. By country comparison, Rwanda ranks 204 out of 225 worldwide. This shows the country's small improvement in poverty reduction compared to other countries.

However, negative impacts associated with tourism such as reduced access to resources and negative social and cultural impacts sometimes threaten to overshadow the benefits that a vibrant tourism industry can generate. Source: <http://www.indexmundi.com> 2009-03-25[15 October 2010].

2.8.3 Advantages of tourism in delivering pro-poor growth

According to Roe *et al.* (2004:12), it is generally labour-intensive although less than agriculture and, therefore, can impact on a large number of lives throughout the labour market;

1. Tourism has considerable potential linkage, especially with regard to agriculture and shopping, which can minimise the 'leakage' effect. Due to the high income elasticity of demand for international tourism, it can offer a relatively rapidly growing market;
2. Tourism provides opportunities for off-farm diversification, particularly in areas that do not attract other types of development options;
3. Tourism can provide poor countries with significant export opportunities where few other options are viable;
4. It may create initial demand for goods or services that can itself develop into a growth sector;
5. Tourism products can generate demand for assets such as natural resources and culture, to which the poor often have access;
6. Tourism delivers consumers to the product rather than the other way around; and
7. Infrastructure associated with tourism development can provide essential services for local communities.

Despite the existence of a substantial body of literature, which considers the relationship between tourism and poverty reduction, researchers have by and large been unable to determine how much the poor benefit economically from tourism. Emerging evidence indicates that developing countries are able to translate tourist activity into benefits for local communities with different degrees of success.

2.8.4 A pro-poor entry point into value chain analysis

According to SNV and Fresh Studio Partners' Boomsma (2006:15), value chain analysis is reasonably flexible and the value chain can be analysed from the point of view of any one of a large number of participants within the chain. On the basis of value chain analysis, researchers can find ways to formulate projects and programmes to provide support for a value chain or set of value chains in order to achieve a desired development outcome. Examples of desired development outcomes could include increasing the level of exports, generating maximum employment, benefiting a particular group in society, utilising locally produced raw materials or concentrating on the development of benefits in underdeveloped or disadvantaged regions in a country or a group of people.

The entry point and the concentration of value chain analysis are directly related to the desired development outcome from supporting the value chain.

The entry point and orientation of value chain analysis in this study is making value chains work better for the poor. Hence tools that are used in the analysis are oriented towards analysing the value chain from the point of view of the poor. The ultimate objective of improving value chains for the poor is two-fold. Firstly, to increase the total amount and value of products that the poor sell in the value chain. This results in higher absolute incomes for the poor, as well as for other actors in the value chain. The second objective is to sustain the share of the poor in the sector, or to increase margins per product so that the poor do not only gain more absolute income, but also relative income compared to other actors in the value chain. In this case the piece of the pie held by the poor grows and the poor become less poor compared to the rest of the actors in the chain.

The value chain approach is mainly a descriptive tool, which considers the interactions between different actors. As a descriptive tool it has various advantages, since it forces the analyst to consider both micro and macro aspects that are involved in production and exchange activities. Commodity-based analysis can provide better insights into the organisational structures and strategies of different actors and an understanding of economic processes, which are often studied only at a global level (often ignoring local differentiation of processes) or at national/local levels (often downplaying the larger forces that shape socio-economic change and policy making).

Kaplinsky and Morris (2001), as cited by SNV and ODI (2006:11) stress that there is no 'correct' way to conduct a value chain analysis; rather, the approach that is taken fundamentally rests on the research question that is being answered. Nonetheless, four aspects of value-chain analysis as applied to agriculture are particularly noteworthy.

1. Firstly, at its most basic level, a value-chain analysis systematically maps the actors participating in the production, distribution, marketing, and sales of a particular product (or products). This mapping assesses the characteristics of actors, profit and cost structures, and flows of goods throughout the chain, employment characteristics, and the destination and volumes of domestic and foreign sales (SNV and Fresh Studio Partners' Boomsma (2006:11). Such details can be gathered from a combination of primary survey work, focus groups, informal interviews, and secondary data;
2. Secondly, value-chain analysis can play a key role in identifying the distribution of benefits of actors in the chain. Hence, through analysis of margins and profits within the chain, one can determine who benefits from participation in the chain and, which actors benefit from increased support or organisation. This is particularly important in the context of developing countries (and agriculture in particular), given concerns that the poor, in particular, are vulnerable to the process of globalization (Kaplinsky & Morris, 2001).

One can supplement this analysis by determining the nature of participation within the chain to understand the characteristics of its participants;

3. Thirdly, value-chain analysis can be used to examine the role of upgrading within the chain. Upgrading can involve improvements in quality and product design that enable producers to gain higher-value, or through diversification in the product lines served. An analysis of the upgrading process includes an assessment of the profitability of actors within the chain, as well as information on constraints that are currently present. Governance issues play a key role in defining how such upgrading occurs. In addition, the structure of regulations, entry barriers, trade restrictions, and standards can further shape and influence the environment in which upgrading takes place; and
4. Finally, value-chain analysis can highlight the role of governance in the value-chain. Governance in a value-chain refers to the structure of relationships and coordination mechanisms that exist between actors in the value-chain. Governance is important from a policy perspective by identifying institutional arrangements that may need to be targeted to improve capabilities in the value-chain, remedy distributional distortions, and increase value-added in the sector. In this study the purpose of tourism value chain mapping was to identify who to be included in the study.

2.8.5 Pro-poor tourism development in Rwanda and community-based tourism

In their paper, Roe *et al.* (2004:23) define 'poor' countries as those countries which contain the greatest numbers of the 1.2 billion people who live on less than \$1/day; those with the highest proportion of their population living on less than \$1/day; and those defined by the United Nations as 'Least Developed Countries' (LDCs).

In the Rwandan Republic Report, the EDPRS (2007: 27) argues that people who are defined as poor on the upper poverty line consume less than USD 0.42(RWF 250 equivalent) per adult per day; those who live in extreme poverty under the lower poverty line consume less than USD 0.25(RWF 150). This applies to a majority of local communities that live in rural areas in Rwanda.

In the context of the influence of tourism on poverty relief, Blake *et al.* (2007:3) agree that the influence can be examined by using a conceptual framework, which involves prices, earnings and government revenues, but the researcher found the above argument debatable because they have forgotten local community perceptions. Residents view tourism more favourably when they perceive themselves as being able to influence decisions and outcomes, which are related to development (Farahani and Musa, 2008).

2.8.6 Pro-poor tourism development in Rwanda

In a speech on 11 December 2008 by Jean de Matha Ouédraogo the SNV Rwanda Country Director he asserted that the promotion of pro-poor tourism can help to reduce poverty in the country. He added that if such initiatives were encouraged, the poor would increase their income through direct and indirect linkages to the sector.

He asserted that "apart from employment, pro-poor tourism makes the poor become tourism actors by supplying food and services to the sector".

In the researcher's opinion, tourism and hospitality businesses have benefited from the sector for a long time, while local communities have become poorer in spite of the sector's increasing growth.

2.8.7 Tourism planning development for pro poor benefits and business linkages

In his speech in 2007, Lakshmi Puri, Director Division of International Trade in Goods and Services and Commodities, stated that developing countries confront a wide range of challenges and constraints.

Source:http://archive.unctad.org/sections/ditc_dir/docs/statement_0117_22-03-07_en.pdf[28 October 2010]. Some are related to external factors over which sectoral actors have no control. For instance, tourism volumes are sensitive to prevailing global and regional economic conditions, (namely periods of growth and recession) and to adverse events such as natural disasters, political unrest and terrorism. All of these factors can significantly influence tourists' travel decisions. Outside of these external factors, however, much can be done at a national and international level to improve tourism development prospects of developing countries.

Among the most important challenges and constraints that national policies and actions can help address relate to: attracting adequate levels of investment to build supply capacities; building effective linkages between tourism and various other sectors in the national tourism value-chain to ensure economy-wide gains and pro-poor results; addressing economic leakage and anti-competitive practices in the tourism industry; and reducing negative environmental impacts of tourism to sustain its long term viability.

At the same time, international cooperation and initiatives are also important. They can play a key role in improving investment prospects, market access and international rules on competition for developing country tourism; facilitating the temporary movement of workers in the sector to improve the quality and availability of tourism services; and boosting South-South tourism trade (UN, 2007_a:4).

2.8.8 Enhancing local impacts of tourism for poor people

It is imperative that all the people of Rwanda derive some financial benefit from tourism. The following however represents some of the challenges in this regard.

2.8.8.1 Challenges

The following represent the challenges that face tourism:

1. **Market access.** According to the WTO (2002_b:72), gaining access to tourists is not easy. Partnerships with established tourism businesses, government support, marketing links, intensive communication, profit motives and realism are required;
2. **Commercial sustainability.** Unattractive products do not sell and will threaten the commercial viability of an enterprise. Involving the private sector in product development should help to ensure that initiatives are commercially realistic (WTO, 2002_b:73);
3. **Marketing.** Marketing is critical to compete in the crowded tourist product market. Government or private support may be necessary to develop effective links and marketing strategies (WTO, 2002_b:73);
4. **Cost benefit.** Pro poor tourism can be expensive, especially when transaction costs are included. Costs may exceed the capacity of a company, or even government tourism department, therefore, external donor funding is often important (WTO, 2002_b:73);
5. **Policy framework.** Secure land tenure is important for attracting pro-poor tourism investment. Land rights should be clarified before tourism development goes ahead (WTO, 2002_b:73). The WTO (2002_b:73) argues that Government attitudes can be a driving force or a stumbling block. Commitment is critical but enough, on its own; and
6. **Implementation issues.** This refers to skills and capacity needs in order to fill the gap (WTO, 2002_b:73). The author asserts that capacity-building will be an essential part of any initiative and some form of external facilitation may be required.

The statement of the WTO (2002_b:73) is echoed by a majority of industrial stakeholders in the light of pro-poor tourism, and suggests that pro-poor tourism is most effective when different stakeholders work together. Effective partnership is critical to development; the investment of time and energy in creating them is also necessary for success. However, the WTO argues that mismatched expectations and benefits can kill initiatives.

It is important to deliver short-term benefits while long-term schemes are developing (WTO, 2002_b:73). ODI and SNV (2007:14) found that the impacts of tourism for poor people can be broadly categorised as occurring through three pathways, which are outlined below:

1. Direct effects on the poor: earnings from providing tourism goods and services such as hotel work, cultural tours, sale of curios, or receipt of tourist donations;
2. Secondary effects: these are mainly 'indirect' earnings where people who do not work in the tourism sector (for instance, farmers) supply goods and services that meet demand in the tourism sector. In addition, there are 'induced effects' where those earning salaries from tourism spend their income in ways that benefit the poor as a second round effect; and
3. Dynamic effects on the local or national economy, which affect the poor (and usually the non-poor too). These positive and negative longer term impacts are varied, and include spending of tax collected from the tourism sector on public goods that benefit the poor; stimulation of export industries from knowledge of international tastes resulting from inbound tourism, decline in agricultural exports owing to appreciation of the exchange rate; development of a more entrepreneurial local economy;

degradation or conservation of natural resources; changes in the labour market or land prices owing to tourism.

ODI and SNV (2007:12) argue that in the Rwandan context it is indisputable that all of the above impacts are essential parts of the picture because of the following reasons:

1. There are a number of different ways in which the poor can participate directly in the sector, including the small but emerging sector of cultural tourism or rural tourism, as well as employees in mainstream enterprises;
2. The supply chain is an essential area to consider, given that a majority of Rwanda's poor are farmers, and food purchase is a major item of hotel and restaurant expenditure; and
3. Dynamic impacts may be particularly important in Rwanda compared to other destinations precisely because it is a relatively underdeveloped but fast growing economy in which there is considerable fluidity and structural change occurring. Thus there is perhaps more potential for tourism to affect overall skills levels, knock-on impacts on local enterprises, business attitudes towards investment, international perceptions of Rwanda, and decisions on natural resource use.

2.9 Enhancing benefits for local communities and responsible tourism

According to the WTO (2002_a:40), developing community-based tourism and other programmes that render benefits of tourism for local communities in the tourism area is important for several reasons, which are outlined below:

1. It generates benefits of jobs and income directly for local communities and raises living standards and quality of life for community residents, while at the same time benefiting, overall, national and regional economies. Through good planning these community benefits should accrue to all groups, including women and young people;
2. It can also generate benefits of improved local access and infrastructure and community social facilities and services, as well as enhance entrepreneurial and skills levels of local residents;
3. It gains the support of local communities for tourism because they participate in this sector and benefit from it;
4. It provides incentives and revenues to achieve conservation of local natural, historical and cultural features because these are attractions for tourists. Local communities will support conservation programmes when they see how important they are as tourism resources, if the communities benefit from tourism;
5. It can renew a sense of community pride and lead to maintenance of local cultural identity and attractions, along with improved community appearance because residents observe tourists appreciating their culture and environment; and
6. It satisfies certain tourism markets that wish to experience local cultural traditions and interact with local residents and the environment. These are rapidly growing types of tourist markets.

It is advisable for Rwanda to increase the emphasis on local community involvement in tourism and a suitable successful approach should be developed through experience, which is gained in various areas.

2.9.1 Community participation in large tourism development projects

According to the WTO (2002_a), community participation in tourism need not only be applied to small-scale projects such as village tourism and ecotourism, but can also be programmed for larger-scale tourism projects such as beach and mountain resorts. Often there are communities that are located near large development projects that can potentially benefit greatly from the project, if given opportunities to do so. Without planning and programming, the communities will likely receive some benefits, especially in the form of some employment. However, if a policy is adopted for community participation and this participation is carefully programmed, then much greater community benefits will accrue.

As far as community participation within tourism development is concerned, programming of such participation in a large resort requires the following actions, which are outlined below:

1. Involve local communities in the planning and development of the project from its inception by holding meetings with community leaders and residents. Policies and strategies can evolve from these meetings, which relate to best ways in local communities can benefit from the project. Also, in the physical planning of the project, local communities may have concerns that should be recognised such as preservation of sacred sites and access to beaches or forests;
2. Formulate and adopt a strategy and action programme for community participation in the operation of the project;
3. Adopt an employment policy that gives priority for employment in the resort for community residents, and provide the required training for these residents to be qualified to undertake employment. The employment programmes should encourage women's participation in tourism;
4. Provide some community improvements where needed as part of the resort's development such as improvements to access roads, schools, medical clinics, water supply, electric power, waste management and other community facilities and services. Typically, resort developers would pay for making these improvements, but the cost of use and maintenance would be mostly the continuing responsibility of communities;
5. Provide assistance in form of credit and technical advice to community residents to develop tourism-related business such as restaurants and shops in the community for use by tourists who stay in the resort, but want some contact with local communities. Tourism SME programmes could be applied here;
6. If communities have some traditions of arts and crafts, develop these for tourism use including craft items, dance and music performances. Certain community ceremonies and festivals might be of interest to tourists; and
7. Investigate possibilities for communities to provide goods and services which are used in the resort such as food items comprising meat, poultry, fish, fruits and vegetables, as well as tour operation, guide and transportation services. Rwandan local communities should consider the diversification of their local economic sources of income, and not rely totally on agriculture.

2.9.2 Types of community participation

According to the WTO (2002_a: 11-12), “community participation in tourism can take various forms depending on local types of tourism resources and social circumstances, and often these forms will overlap”. The most prevalent types of community participation are:

1. Village tourism, where tourists visit villages for day tours or staying overnight in local accommodation, eating local cuisine and experiencing village life and cultural traditions;
2. Ecotourism, where local communities exist in the ecotourism area, while these communities provide businesses and employees that are related to ecotourism activities. Often ecotourism and village tourism are combined with tourists who experience both the natural environment and local cultural patterns of the villages;
3. Arts and crafts tourism, where tourists visit villages and town districts that specialise in the production of particular crafts such as wood carving and textile making, or organize dance, music and drama performances. These visits can be stopovers on day tours or longer-term stays with tourists who live in the village and learn about local arts and crafts;
4. Rural tourism, where tourists stay in farmhouses or small-scale accommodation and experience farming activities, tour nearby areas, and often engage in local recreation activities such as hiking and fishing ; and
5. Agro tourism, which is a type of rural tourism, where tourists visit for day tours or stay overnight on farms, livestock ranches or plantations specifically to observe and engage in agricultural activities.

These forms of tourism are all expanding as tourist markets become specialised and more tourists wish to have contact with local cultural and natural environments. Other important types of community participation in tourism, which generate local benefits and encourage community support for tourism, include:

1. Participation of local communities in development, management and operation of nearby major attraction features such as national parks and archaeological/historical sites in a manner that both generates economic benefits for communities and encourages their support for conservation of natural or cultural features ; and
2. Participation of local communities in large nearby tourism development projects such as coastal, mountain or health resorts in ways that generate substantial benefits for the local communities. In this sense the researcher concurs when suggesting that governments should adopt policies and programmes that enhance participation of local communities in tourism.

2.9.3 Community based tourism development

According to Brown (1997:2), recent literature reviews agree that tourism can help a community to diversify its existing economic base and help revitalize the community.

In accordance with the argument of Hjalager (1996), the researcher was motivated to conduct this study because of the contemporary competition within the tourism sector, as a whole. Furthermore the researcher was motivated because of the need for the development of local communities in rural areas and to develop innovations that will create an improved tourist inflow into Rwanda.

2.9.4 Community based tourism

Community based tourism allows visitors to learn about the culture of different people in a destination such as the Western Province of Rwanda. Money that is made from this tourism goes back to people who live in communities that host the tourists (Project literacy, 2005:62).

It has explained that visitors in the community destination would want to stay longer and spend more during their holidays if their interests on natural, archaeological or cultural heritage, adventure and physical challenge are met (WTO, 2002_a:41).

The WTO, (2002_a:45) has argued that seasonality in tourist arrivals is a major cause of seasonal and occasional employment. In order to extend the tourism season, proposed strategies include festivals, development of special interest products which attract seminars and conventions, and pricing policies.

Hence, it is logical that the increase of length-of-stay of visitors will create extra employment and create greater opportunities for the poor to sell goods and services to tourists or to the tourism industry, then there will be a poverty reduction impact.

2.9.5 Marketing tourism-based businesses

According to Clement *et al.* (1997:9), "...it is very important to develop a tourism marketing-based business strategy for effective implementation of TVC in the area so that better buy-in from all participants may be ensured and that benefits may be better enhanced".

2.9.6 What is marketing?

According to Project Literacy (2005:67), "marketing is making sure that the buyer and seller meet each other and then that they agree to swop money for goods. It is also about the right price and the way the product is advertised". In Rwanda it is important to note that apart from the national parks, there is a need to diversify Rwandan tourism products from tangibility to intangibility. In other words emphasis should be placed on service delivery instead of only concentrating on tourism facilities.

This is the reason why, in the researcher's opinion, the Business Development Service should sensitise local communities to become entrepreneurs that are focused on satisfying needs, especially in retail businesses.

2.9.7 Tourism and retail business

According to Clement *et al.* (1997:97), it is a fact that tourists want to enjoy shopping while on vacation. What local communities should know are the initial decisions that they need to face when interested in retailing to tourists. These are:

1. What type of business organisation should they choose (Sole proprietor, franchise,

- consignment)?
2. Will it be a seasonal or year-round store?
 3. Where will the business be located?
 4. What will they sell?

2.9.8 Merits and Demerits of business ownerships for pro-poor tourism

Worldwide, one individual choice can determine his social-economical situation of tomorrow. This applies in fighting poverty. In this line, Rwanda has opened the doors for local and international investors to do business in the country. This is due to the evidence of the high dependence on foreign aids and burden of the government to give jobs to the citizens. It is therefore believed that competition has long been recognised as a prerequisite to sustain economic growth. Businesses which operate in a competitiveness environment usually attain an optimum level of efficiency which benefits consumers with lower prices and greater products choices. Therefore, the competition policy will assist competitiveness in Rwanda by identifying those aspects that harm consumer welfare, add unnecessary costs, entail anti-competitive practices, or distort the economy. In addition, an appropriate national competition and consumer protection law and enforcement body will position the country for continued consumer (Rwanda competition and Consumer protection policy, 2008:26). Rylance, *et al.* (2009:14) explained that over the last 20 years, there has been an increase in Less Developed Countries (LDCs) dependence on imported food products (FAO 2005). This is worrying because agriculture is the principal sector for employment in many LDCs but accounts for less than 10 per cent of total exports (FAO 2005:7). Still, tourism is the fourth largest export sector in the world and an important source of income for many developing countries (WTO 2008). Therefore, it is important to adapt the agricultural sectors of developing countries so that the tourism enterprises are able and willing to source production locally and the poor communities can benefit from the tourism industry. Linking the potential supply from the local farmers to the tourism industry's demand of food consumption is considered as a direct pro-poor tourism strategy. However, encouraging the ownership of small and big business in Rwanda especially in the agricultural sector, husbandry (farming), retailing and wholeselling in Rwanda, and particular in Western Province of Rwanda will present a number of merits such as:

- Tourism products and services diversification in the market demand;
- Economic growth because of existing of the big number of tax payers;
- Construction of high standards infrastructures (schools, hospitals, Accommodation establishments, malls and supermarkets, energy and sanitation facilities, factories...);
- Decrease of unemployment rate;
- Shifting the citizens' mind from dependence to independence paradigm.

In terms of demerits, shifting people's minds is not easy task. The below are possible demerits from embarking on new culture of business ownership.

- Less capital to start own business may prevent from growing
- Less chance of specialisation
- Lack of business skills development and business management
- Limited access to capital
- Unlimited personal liability of owner
- Lack of continuity

Despite the demerits of having ownership of business, Windhaus and Ramsey (2009:39) argued that it is an enjoyable experience for an entrepreneur to start his own-business. In the case of Western province of Rwanda, local communities may use the opportunity they have to develop themselves by forming businesses, such as:

- Sole proprietorship;
- The partnership;
- The close corporation
- The company and
- Cooperatives

2.9.9 Responsible tourism in Rwanda

According to Bowden (2003:61), "responsible tourism is any form of tourism that takes responsibility for its impact". Sustainable tourism and ecotourism are often regarded as examples of responsible tourism.

According to the South African Responsible Tourism Manual (2002), responsible tourism is about providing better holiday experiences for guests and good business opportunities for tourism enterprises. Responsible tourism is also about enabling local communities to enjoy a better quality of life through increased socio-economic benefits and improved natural resource management.

According to the South African responsible tourism manual, the following should be practices to comply with responsible tourism:

1. Save money by reducing operating costs;
2. Increase their attractiveness to customers;
3. Improve business relationships; and
4. Monitor, assess and demonstrate progress.

The Western Province of Rwanda should adopt the above-mentioned practices of responsible tourism. The following stakeholders in Rwanda and especially in the Western Province of Rwanda are involved with tourism (Source: Responsible Tourism Manual for South Africa, July 2002):

1. Tourism enterprises;
2. Marketing associations;
3. Trade associations;
4. Professional associations;
5. Local and Provincial tourism authorities;
6. Parastatals; and
7. Tourism support activity.

2.10 Summary

While development strategies currently in place address poverty reduction in Rwanda, there are certain economic activities in which dramatic efforts are required to include local communities, notably around the tourism sector. The problem of lack of involvement of local communities in the tourism activities is yet not taken into account. A means of addressing local communities' involvement in tourism activities to meet the country's vision and MDGs is to identify which TVC has a higher pro-poor impact and investigate perceptions of the focused value chain which, in this study is the accommodation sector, and then by improving them by demonstrating practical benefits through the tourism value chain.

The chapter explains what can occur if the local community was involved in tourism planning and development and sets out positive effects that the tourism industry could have in Rwanda, especially the Western Province of Rwanda. The chapter examined the importance of using the TVC approach for pro-poor benefits, and what could be done to enhance the pro-poor benefits in Rwanda, especially the Western Province of Rwanda.

The chapter examines the tourism business and its impacts in local economic development. It has provided also the possible benefits that could be derived by a local community from the accommodation sector. Although the TVC approach is still new in Rwanda, it is recommended that all supporters, influencers and actors of the TVC view tourism as the actual economic activity that contributes to poverty reduction.

It does this by creating employment and diversified livelihood opportunities, by providing additional income and, by increasing the range of economic opportunities available to individuals and households, contributing to a reduction in the vulnerability of the poor. Tourism also contributes to poverty alleviation through direct taxation and the generation of taxable economic growth, hence taxes can be used to alleviate poverty by providing education, health and infrastructure development.

This chapter has also expressed the means by which tourism benefits distribution can be extended to include the local poor. The researcher has not yet found a suitable model in the literature he consulted that could be used to involve the local communities in a strategy for tourism planning.

It is therefore the intention of this study to contribute to the body of knowledge by developing a model that involves local residents at the tourist destination from a single resident stakeholder to SMEs.

Having examined the literature pertinent to the subject, the following chapter examines the research methodology used to obtain the information required for this study. This includes the empirical survey and a statistical analysis. The methods and measures utilised to obtain the information necessary are also examined. The empirical survey, more commonly known as data collection, is an essential step to ensure that the researcher supports what information has been gathered in the literature review.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

In this chapter the various methodological elements of the research are introduced and described. The main elements include the various approaches to research methodology, the various types of research studies, the rationale for using a hybrid study, the research setting and the research design. Thereafter the research population is discussed along with the sampling technique utilised to draw a representative sample for the population. This leads to a discussion on data collection methods and the instrument used to gather such research data, the reliability and validity of the instruments, ethical considerations, the procedures used to collect the data and how such data were analysed. The chapter concludes with a summary after the limitations of the study was covered.

As an introduction to the study the research objectives are also summarised so that it could aid in the design and composition of the research questionnaire. The research objectives are now revisited.

3.2 Research objectives

The key research objectives of this study are as follows:

1. The first objective of the study was to investigate how the local communities could benefit from the TVC in the Western Province of Rwanda. This relates specifically to direct and indirect benefits that are distributed to local communities, notably poor people, as a fair result for their efforts in providing their supplies to the accommodation providers;
2. The second objective was based on the expectations that would be implemented in order to enhance the better distribution of benefits from the tourism value chain to poor people who stay in the vicinity of the various tourism destinations. Had such differences been identified, they would have been evaluated with reference to:
 - The level of partnership that existed between local suppliers and accommodation providers in the Western Province of Rwanda; and
 - The impacts of pro-poor tourism on the accommodation providers.
3. The third objective was to establish the requirements that are necessary to enhance the benefits that can be derived from tourism once the TVC had been effectively implemented in the Western Province of Rwanda;
4. The fourth objective was to determine is required to improve integration between all the linkages in the TVC, especially with regard to the perceptions of the accommodation providers about the benefits of the TVC and local community participation in the tourism industry necessary to grow the local economy in the Western Province of Rwanda; and

5. The fifth objective for the research was to develop a marketing strategy to implement the TVC more effectively in the area so that better buy-in from all participants may be ensured and that benefits may be better enhanced and shared.

This research as stated previously in Chapter One was undertaken to investigate the perceptions that Rwandan local tourism business owners and managers (specifically accommodation providers) have regarding the TVC and to suggest possible solutions to increase their level of involvement in tourism development. The TVC is not only important for owners of SMEs, but also for local communities known as suppliers along the value chain (Zhang, Song & Huang: 2007). These suppliers range from product to service providers in local communities. This research was, therefore, deemed relevant as it attempts to suggest a means of improving local tourism businesses' perceptions towards the TVC in Rwanda. This would benefit the country, in general, and local communities in particular, through proactive tourism activities.

Research has a direct effect on day-to-day social, as well as economic activities. Major decisions, which effect peoples' lives, are based on research resulting from projects conducted in both the private and public sectors (Bayat, 2007:229). However, the validity of research findings depends on the soundness of the research methodology that has been adopted (Kumar, 2005:4).

3.2 Overview of research methodology

The theoretical aspects of research methodology are now discussed along with the reasons why researcher embarks on various research projects.

3.2.1 Theoretical aspects of research methodology

According to Zikmund (1991:6), business-related research is the systematic and objective process of gathering, recording and analysing data for aid in making business decisions.

Sekaran (1992:4) explains that research is a systematic and organised effort to investigate a specific problem that requires a solution. In the case of this particular study, the researcher has reinforced the above definition by suggesting that the process of research enquiry should be conducted diligently, critically, objectively and logically with the desired end to discover new facts that will guide this study towards the research problem at hand. This is in sync with the views of Sekaran (1992:4).

Research is about enquiry, discovery and revealing something that was previously unknown or the testing of existing knowledge. Research adds to the body of knowledge, and is therefore a creative process, since the researcher is engaged in producing something original. According to many authors, producing good research requires more than just being comfortable with the use of methods of data collection and analysis; it requires a good research design. In other, words an appropriate design will assist a researcher to better orchestrate the requisite activities needed to obtain research data.

This study was conducted for a number of reasons including to increase the researcher's knowledge of the TVC concept. An increase in knowledge may be the solicitation of something entirely new and original or more commonly it may consist of checking, testing, expanding and refining ideas, which are in essence still provisional in nature. Although the TVC is not new to the researcher, the application thereof in a tourism market is novel, as he has had no experience in this regard. Linked to this is the concept that research should continually question the nature of knowledge itself, what it is and how it is known.

Research is defined as one of several ways of collecting and understanding information and finding answers to questions (Kumar, 2005:14). The difference between research and other ways of obtaining answers to questions is that, in a process that is classified as research, one works within a framework of a set of philosophies, use methods that have been tested for validity and reliability, and an attempt to be unbiased and objective (Kumar, 2005:14).

According to Leedy (1980:1), research is "... the manner in which we attempt to solve problems in a systematic effort to push back the frontiers of human ignorance or to confirm the validity of the solution to problems others have presumed solved. Research is circular in the sense that the researcher seeks facts, which seem pertinent to the solution of the researchable problem and, which is potentially fact-laden".

The collected data is then organised, analysed, and interpreted in order to facilitate the solution of the researchable problem that gave rise to the research effort originally, and the research cycle is thus completed. However, it may be more realistic to see this cyclical concept as a helical (spiral) concept as research frequently gives rise to further unexplored problems, which then requires a repeat of the research cycle for the solution".

According to Altinay and Paraskevas (2008:1), research is defined as "a form of systematic enquiry that contributes to knowledge". Research is essential to understand the various phenomena that individuals and organisations encounter in their everyday activities. Consequently, research can be conducted by a wide range of individuals, teams, organisations and institutions.

People conduct research when they want to buy a new car or house, companies conduct research to test a product in the market, pharmaceutical laboratories undertake research to develop a new vaccine, and political parties use research to assess their influence in society.

This research study has the following principle purposes:

1. To identify new and better ways for local tourism businesses and individuals to participate actively in the local tourism market;
2. To establish the views, opinions and perceptions of local businesspeople and entrepreneurs of the tourism industry as it now stands and how it can be changed for the benefit of all in the TVC; and
3. To provide insights to local residents, businesspeople and those who are new to the industry to diversify their respective ways of making money by working in synergy with one another.

According to Kothari (2005:7), research methodology involves new ways to solve the research problem systematically and it is a path to find answers for research questions (Kumar, 2005:16). It is, therefore, essential to know how research is conducted. The importance of knowing the methodology of research or how research is conducted stems from the following considerations (Kothari, 2005:10):

1. *“...For one who is preparing himself for a career in research, the importance of understanding research methodology and research techniques is obvious, since the same constitutes the tools of his or her trade. The knowledge of methodology provides good training, especially for the new research worker and enables him or her to conduct better research. It helps him/her to develop disciplined thinking or a “bend of mind” to observe the field objectively. Hence, those aspiring for a career in research should develop the skill of using research techniques and should thoroughly understand the logic behind them.*
2. *Knowledge of how to conduct research will inculcate an ability to evaluate and use research results with reasonable confidence. In other words, the knowledge of research methodology is helpful in various fields such as government or business administration, community development and social work where persons are increasingly called upon to evaluate and use research results for actions; and*
3. *When one knows how research is done, then one may have the satisfaction of acquiring a new intellectual tool, which can become a way of looking at the world and of judging everyday experience. Accordingly, it enables the use of making intelligent decisions concerning problems facing one in practical life at different points in time. Thus, knowledge of research methodology provides tools to view life objectively”.*

3.2.2 Various approaches to research methodology

In this section various research approaches are discussed. These approaches may be employed separately or utilised in a combination. The approach used for the purpose of this study is then covered.

3.2.2.1 Quantitative approach, qualitative approach and triangulation

According to Denzin and Lincoln (cited by Welman, Kruger & Mitchell, 2005:8), the difference between qualitative and quantitative research approaches is found in the difference in emphasis of these two approaches. Denzin and Lincoln point out that the aims of qualitative approach are to “establish the socially constructed nature of reality, to stress the relationship between the researcher and the object of study and to emphasise the value-laden nature of inquiry”. Baines and Chansarkar (cited by Pei, 2006:55) claim that the advantage of qualitative research is that it uncovers the underlying motivations for peoples’ behaviours, attitudes, opinions and perceptions. A disadvantage of qualitative research is that the results cannot be generalised to the wider population of interest, but should be used as a guide.

Quantitative approach, according to Denzin and Lincoln (cited by Welman, Kruger & Mitchell, 2005:8), emphasises the measurement and analysis of causal relationships between variables within a value-free context. According to Baines and Chansarkar (cited by Pei, 2006:55), the advantage of quantitative research is centred around the fact that such research is based on large samples of respondents. A disadvantage of quantitative research is that it is difficult to obtain detailed, in-depth information to answer the research questions properly. According to Olsen (2002:3), triangulation approach in research is defined as the mixing of data or methods so that diverse viewpoints or standpoints can cast light on a topic. She further states that the mixing of data types, known as data-triangulation, is often thought to assist in validating the claims that might arise from an initial pilot study.

3.2.2.2 Approach followed for this research

The methodology for this study is both quantitative and qualitative. Responses to open ended questions are codified (quantified) according to, for example, frequency of occurrence. Responses to pre-coded questions are codified in order to identify re-occurring answers. The next section describes the methodology for the empirical survey.

3.2.3 Empirical survey

A survey strategy was selected for the purpose of this study for collecting the empirical data needed. Furthermore, the researcher sampled selected accommodation providers in the Western Province of Rwanda. The respondents were approached to participate voluntarily in a questionnaire survey (see Appendix at the end of the thesis). The questionnaire consisted of a combination of quantitative and qualitative elements. Through this method the researcher obtained primary data based on perceptions of accommodation providers regarding the TVC in the Western Province of Rwanda.

3.2.4 Types of research study

According to Blanche, Durrheim and Painter (2006:44), the purpose of a research project is reflected in the types of conclusions that researcher aims to draw or the goals of the research. What do researchers wish to obtain through their study? The above authors explain that there are three different ways in which types of research have been distinguished:

1. Exploratory, descriptive, and explanatory research;
2. Applied and basic research; and
3. Quantitative and qualitative research.
4. Pure and applied research

Though the study under investigation is mixed, the researcher concurs with the argument of Blanche, Durrheim and Painter (2006:45) that qualitative research is always exploratory, leaving the work of accurate description and explanation to more rigorous quantitative research. The researcher believes that it is relative to know that the distinction of these types of study focuses on the goals of the research.

3.2.4.1 Exploratory research

Therefore, exploratory studies are used to make preliminary investigations into relatively unknown areas of research, which is the case of accommodation providers' perceptions in the Western Province of Rwanda (Blanche, Durrheim & Painter, 2006:44).

3.2.4.2 Descriptive research

On the other hand descriptive studies aim to describe phenomena accurately, either through narrative-types descriptions (for example, interviews with homeless people about their experiences of threat and fear). The researcher does not use this type of research because he is focussing more on unknown perceptions of accommodation providers from owners to managers' viewpoints. The researcher does not use exploratory research, which generates speculative insights, new questions, and hypotheses, because it aims to provide causal explanations of phenomena. Example: The Center for Disease Control report, "Tobacco Use among High School Students.

3.2.4.3 Explanatory research

Here the researcher begins with ideas about the possible causes of a social phenomenon, i.e., the researcher develops hypotheses before collecting any data. The researcher then plans a study that can provide systematic evidence supporting (or not supporting) these initial ideas about cause. The data collected also provide systematic description.

Examples: Harrell's study of pedestrian behavior and North's study of music and on-hold waiting. Source: <http://www.rci.rutgers.edu/~judithjf/kinds%20of%20research.htm> [2 May 2012]. He does, however, support the argument of Blanche et al. (2006:45) of using applied research because this aims to contribute towards practical issues of problem solving, decision making, policy analysis, and community development of the Western Province of Rwanda.

3.2.4.4 Pure and applied research

According to Finn, White and Wilton (2000:3), several research methods make the distinction between two different types of research: pure and applied research. Pure research is concerned with the development, examination, verification and refinement of research methods, procedures, techniques and tools that form the body of research methodology. This type of research is not appropriate for this study, because the major concern for the researcher is a problem, which requires a solution. The researcher is however concerned with the second type of research, namely applied science, which is conducted, to analyse and find a solution to a problem that has direct relevance to a community such as local community-based tourism. For example, a form of applied research is research undertaken for consultancy purposes, in which the researcher acts as an advisor or consultant for an organisation or tourism stakeholders.

3.2.5 Rationale for hybrid strategy (qualitative and quantitative research approaches)

According to the Concise Oxford Dictionary (1995:665), a hybrid strategy is a strategy, which is used to combine two research approaches, namely a qualitative and quantitative. Creswell (1998:15) defines qualitative research as: "...a process of understanding based on distinct methodological traditions of inquiry that explore a social or human problem. The researcher builds a complex, holistic picture, analyses words, reports detailed views of informants, and conducts the study in a natural setting".

This definition and description describe research as a process with parameters of enquiry. More essentially, research should be clearly defined in terms of a natural setting, which means that it has to be within a defined territory or a defined target group under study. In this case, the natural setting for this study regarding the perceptions of accommodation providers and, particularly, the Western Province of Rwanda has been chosen for this research.

The qualitative research approach is useful to test or verify theories or explanations, which typically employ statistical procedures or produces numerical scores (Creswell *et al.*, 2003:18).

The approach of qualitative research can capture more accurately the complex and more fluid processes of social reality and social constructs (Neuman, 2004:41). In social ecological sciences, scientists view social reality as fluid and constantly changing because humankind is constantly constructing and reinforcing reality (Babbie, 2007:33).

Thus, humans are more adept at using inductive reasoning by offering a highly detailed picture and descriptions of specific social settings, processes and type of relationships than they are at using statistical approaches (Neuman, 2004:42). To sum up, a qualitative research approach views social ecological issues holistically, which gives a broad, panoramic view (macro-analysis) of perceptions of accommodation providers regarding the TVC with specific reference to the Western Province of Rwanda? Despite the vast differences between qualitative and quantitative research approaches, the two approaches can be combined when collecting data and, most importantly, when analysing research information.

To this end, while this research dwells more on the qualitative research approach, the study employs the quantitative approach using quantifiable information or qualitative data which were coded quantitatively to validate hypothetical issues in responding to research questions (Reichardt & Cook, 1979) as cited by Creswell (2009:30). The information, which was gathered qualitatively (for example an examination of perceptions of accommodation providers in the Western Province of Rwanda) can be classified as qualitative. However, the measurement can be transformed into numerical terms by computerising the percentages of guest houses establishment employees who have different perceptions compared to employees of hotels in the same province. This information can then be tabulated in statistical terms, thus conforming to quantitative research analysis.

Ideally, the use of both qualitative and quantitative methods complement research approaches and analysis and in so doing validate variables in the study. In this regard, it is argued that this study adopted a combination of research approaches in the collection and analysis of data, both qualitatively and quantitatively in a single study in which the data collected concurrently or sequentially are given a priority and integrated at some stages in the process of research (Creswell *et al.*, 2003: 212). As highlighted above, it is relevant to reiterate that although the study uses mainly the qualitative approach, the quantitative research method will also be applied as expounded by Hussey (1997: 51-59).

The terms 'qualitative' and 'quantitative' are often used to identify different paradigms/approaches to answer research questions. Whereas the quantitative approach is typically used to respond to questions about the relationships among measurable variables with the purpose of explaining, predicting and controlling phenomena, the qualitative approach is typically used to answer questions about the nature of phenomenon with the purpose of describing and understanding the phenomena from the experiences of the communities that the researcher interprets. Thus, it is appropriate for this study.

The literature demonstrates a long standing debate on whether one should rely on only quantitative or qualitative methods, or both. Lincoln and Guba (1985) as cited by Bazeley (2002:3) argue that the two approaches are incompatible and are in direct conflict whereas Reichardt and Cook (1997) postulated that each model is best suited to certain research questions and that, in many cases, a combination of the two approaches is best. In support of this, Hussey (1997:55) argues that it is possible for a qualitative paradigm to produce quantitative data and vice versa. As Patton (1990) and Bryman (2001) observe, the nature and content of the research influence the choice of the methodology that is adopted.

As far as this study is concerned, the distinction between quantitative and qualitative paradigms is narrow, since these methods complement each other in many instances and can help researchers to triangulate information. As argued by Goertz and LeCompt (1984) and Berg (1989) as cited by Savenye and Robinson (1995:6), "a combination of the two approaches may offer researchers considerable benefits since the weakness of one method can be counter balanced by the strengths of the other". Thus, this research follows that route, and infuses both the qualitative and quantitative paradigms since they both are descriptive and explanatory in examining the perceptions of accommodation providers regarding the TVC in the Western Province of Rwanda. Furthermore, it has been argued in research literature that by using mixed methods (qualitative and quantitative) it allows researchers to gain a richer and contextual understanding of the phenomenon being studied (Gray, 2009:204), which in this case are the perceptions of accommodation providers regarding the TVC in the Western Province of Rwanda. Generally, the qualitative approach will be used largely, but not precluding, the quantitative method because it is appropriate for analysing concrete cases in local particulars (Flick, 2006:13), and for dealing with peoples' expressions and actions that are embedded within their local contexts (Gray, 2009:204).

Using both methods helps to produce results with limited uncertainty although the qualitative approach will be more prominent than the quantitative paradigm.

In order to give this study direction for the researcher to follow in a systematic manner, the researcher considered different strategies, but the main one used by the researcher is grounded theory (chosen by the researcher) because it is a qualitative type of research that generates theory from observation. It goes beyond mere suggestion, and reveals purpose (Altnay & Paraskevas, 2008:77).

3.2.6 Research settings

Under the new reform, the Rwandan provinces have been condensed from twelve to four, namely the Eastern, Northern, Western and Southern Provinces. This research project focuses on one province, the Western Province, which is the second in tourist popularity after Kigali. A map of Rwanda (Appendix F) to illustrate the location of the province where the study is focussed. The accommodation establishments included in this study are hotels, motels, resorts, and guesthouses.

3.2.7 Overview of the Western Province

The Western Province consists of seven districts, namely Rubavu, Rusizi, Karongi, Nyamasheke, Nyabihu, Ngororero and Rutsiro. As most accommodation establishments are in the Rubavu, Rusizi, Karongi and Nyamasheke districts, this is the districts where the survey was conducted (appendix C).

There are three resort towns Rubavu, Karongi and Rusizi that are located along the littoral of Lake Kivu at the western edge of the country. Rubavu is the most developed of the three and is situated less than an hour's drive from the Volcanoes National Park on a sandy beach lined with swaying palms where modern and colonial-era hotels are that exude an atmosphere of tropical languor. Tourists enjoy leisurely strolls along the main beach; dine on local cuisine of freshly caught fish while overlooking the water, evening bonfires at the Paradis Malahide Hotel; and volleyball games and water sports. For those in need of relaxation, a private massage can be obtained on the beach of Lake Kivu Serena. One can board the Munezero, a luxury tourist boat in Gisenyi for a guided tour along Lake Kivu's shores.

3.3 Research design

According to Finn, Elliott-White and Walton (2000:89), an essential prerequisite of survey design is to know what kind of information is required. Like any research design, a survey is designed to answer particular questions or to illuminate particular subject areas. Survey designs pre-suppose that the research questions have been pre-determined. This does not necessarily imply that they have been expressed as precise hypotheses, but rather that the boundaries of the field of investigation have been established.

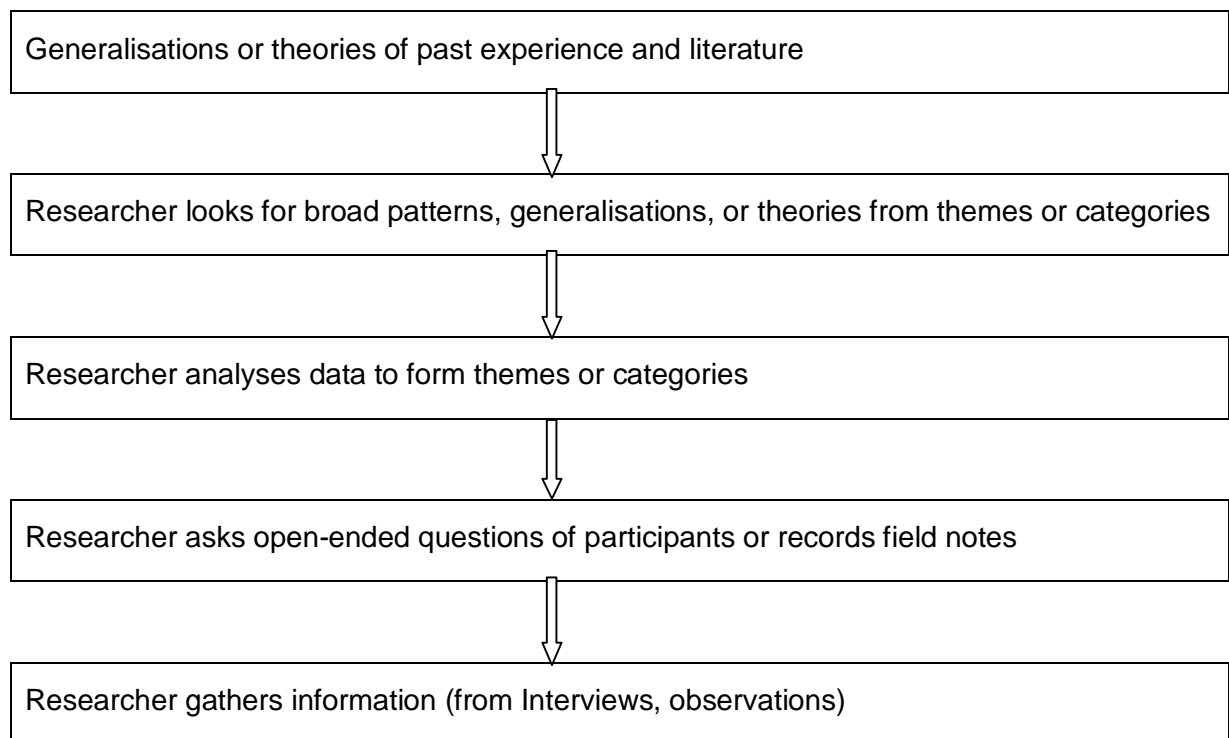
It is imperative that the research topic is thoroughly conceptualised and that the existing literature has been consulted.

In this study, the researcher consulted the databases of various institutions, government reports and publications, conference papers and books related to accommodation providers' perceptions regarding the TVC in the Western Province of Rwanda. The result of the search made it clear that most participants understood how essential the tourism value chain was and why the accommodation sector needs to participate actively in order to enable their local communities to benefit from the industry.

A qualitative survey with self-administered structured questionnaires was conducted over a period of two months. This activity was managed by the researcher. These questionnaires were to obtain data related to the perceptions held by accommodation providers regarding the subject of the TVC. This type of research attempts to answer questions regarding the current status of the subject or topic of the study, and involves studying preferences and practices of some groups of people (Gay & Airasan, 1999:48). In addition, Hofstee (2006:122) posits that a survey can be an excellent way of discovering peoples' opinions, desires and attitudes. The responsibility of the researcher at the time of data collection is, however, to avoid biased information in order to acquire the expected integrity of results. In order to reduce any misconceptions about the validity of the research study the researcher obtained a letter of introduction from a higher education learning institution and a national identity card (Appendices E and H) which were displayed when approaching respondents so that (the respondents) would be at ease.

Qualitative data was gathered through unstructured and open-ended interviews with local authorities. In addition, an unstructured interview was also held with the official in charge of community development in the Western Province who provided additional information that was linked with the study. Qualitative data was sought to verify and enrich the quantitative data, which was obtained from the survey. The approach that was used to obtain the requisite data is illustrated in Figure 3.1.

Figure 3.1: The inductive logic of research in a qualitative study



Source: Creswell, (2003:132)

3.4 Study population and sampling

The size of the research population and the sampling technique that was used to reduce the population into a homogenous subset is now discussed.

3.4.1 Sample size structure

The study population comprised of all accommodation establishments which were only in four districts of the Western Province of Rwanda. The target sample members of the establishments included eight hotels, twelve guest houses, four motels and six resort hotels. Thus the population of businesses that fell into the accommodation establishment genre consisted of a total of 30 establishments. However as establishments are made from brick and mortar and therefore cannot participate in any form of survey, people that worked for these establishments were identified as research participants (sample units). The total number of junior to senior managers who worked in these establishments amounted to 101.

As it was necessary to ensure that the sample that was drawn from the population would be representative of the total population of junior to senior managers and business owners, it was decided to engage with all the employees in this management category. In doing so it was managed to have 100 questionnaires fully completed. Based upon a 95% confidence level, a 5% confidence interval and a 50% response distribution, the size of the sample should have been 81 respondents.

The fact that 100 respondents took part in the research exercise (99% success rate) ensured that the data that were solicited from the sample is accepted as representative of the views, opinions and perceptions of the total population.

According to Sudman and Blair (1998:369-370), a confidence level is the amount of uncertainty you can tolerate. For example if there are 20 yes-no questions in a survey. With a confidence level of 95%, it would be expected that for one of the questions (1 in 20), the percentage of people who answer yes would be more than the margin of error away from the true answer. The true answer is the percentage one would get if one exhaustively interviewed everyone. Higher confidence level requires a larger sample size. The margin of error (confidence interval) is the amount of error that can be tolerated. If 90% of respondents answer yes, while 10% answer *no*, it may be able to tolerate a larger amount of error than if the respondents are split 50-50 or 45-55. Lower margins of error require a larger sample size, as does a 50% response distribution. Thus, a sample size of 100 (out of a population of 101) realized a margin of error of 0.98%. According to Cochran, as cited by Bartlett, Kotrlík and Higgins (2001:45), this margin of error is less than 5% and is therefore acceptable. The same authors continued by asserting that a margin of error of 0.10 (10%) or lower may be used if the researcher is more interested in identifying marginal relationships, differences or other statistical phenomena as a precursor to further studies. An alpha level of 0.01 (1%) may be used in those cases where decisions based on the research are critical and errors may cause substantial financial or personal harm, e.g., major programmatic changes. The fact that the margin of error in this instance was less than 1% (0.98%) means that the data obtained from the study should therefore be strongly representative of the total population. It must be pointed out, however, that it was not necessary to obtain exact data from the various respondents but rather an accurate indication of the mutual views and opinions of the people who are involved in the accommodation industry in the area regarding the TVC. The 0.98% margin of error reinforced the view that what was obtained during the research project was an accurate reflection of the industry in the Western Province of Rwanda.

3.4.2 Sampling technique

According to Altinay and Paraskevas (2008:87), "...sampling is the process by which researchers select a representative subset or part of the total population that can be studied for their topic so that they will be able to draw conclusions regarding the entire population". The obvious advantage of sampling is that the smaller number of elements (for example, people, and organisations) to be studied makes the research more manageable and time-efficient, less costly and potentially more accurate (since it is easier to maintain control over a smaller number of elements).

As the researcher knew of the hotels and other establishments and their respective locations, a non-probability sampling technique known as convenience sampling, was used to obtain the required research data. Convenience sample according to Quinlan (2011:479), is a research technique where a researcher engages conveniently located participants. In order to ensure as much representativeness as possible it was decided to involve all junior to senior managers who worked at the 30 establishments. As these employees were working at the various accommodation providers at the time the research was undertaken, the mode of sampling coincided with that of the accommodation establishments (convenience sampling). The sampling frame was thus the list of employees who worked at the various accommodation establishments and list of establishments.

3.5 Methods of data collection

In order to obtain the requisite data needed for the research, the researcher used the following research instruments used are follows.

3.5.1 Research instruments

A research instrument is anything that one uses to obtain data that should be analysed (Hofstee, 2006:115). Data were collected by using structured and semi-structured interviews with mainly closed-ended questions. The questionnaire was developed by the researcher by using available literature regarding local accommodation establishments' businesses perceptions of the tourism value chain. The questionnaire comprised of four sections (See Appendix A).

The first section contained data that pertain to the local accommodation establishments' business profile, such as the type of business, when the business started, and so on. The second section dealt with questions relating to perceptions of local tourism businesses towards the tourism value chain, and their activities; in this section, respondents were provided with graded questions. The third section dealt with questions related to key benefits from effective implementation of the tourism value chain. Finally the fourth section dealt with questions related to key concerns. The researcher, as indicated previously, also conducted face-to-face interviews with people outside of the industry such as opinion leaders and sources of interest.

3.5.2 Reliability and validity of instruments

The quality of data should reflect the reliability of the measurement that is used. Daniel, Stephen and Frederick (1998:104) argue that if one cannot trust the measures, one cannot trust an analysis that uses those measures.

According to Welman and Kruger (2001:139), reliability refers to the extent to which the obtained scores may be generalised to different measuring occasions. Validity determines the extent to which an instrument measures what it is supposed to measure (Sirard and Russel, 2000:440).

The social science notion of validity relates more rigorously to procedures to obtain information so that appropriate inferences and interpretation may be made (Daniel, Stephen and Frederick, 1998:135). Therefore, in order to ensure validity and reliability of the instruments that were used in this study, the questionnaire was adapted and modified. The modification was based on another questionnaire, which was developed and validated in the literature relevant to this study (Shrestha and Alavalapati, 2006:73-74). The modification of the adapted questionnaire was done in consultation with current studies. In addition, verification of the translated questionnaire was done to ensure validity of the instrument.

3.5.3 Ethical considerations

In the context of research, according to Saunders, *et al.* (2007:43): “ethics refers to the appropriateness of behaviour in relation to the rights of those who become the subject of the work, or are affected by it”. The following ethics were observed in the research study:

1. **Informed consent:** Participants were given a choice to participate or not to participate and, furthermore, were informed in advance about the nature of the study;
2. **Right to privacy:** The nature and quality of participants’ performance must be kept strictly confidential;
3. **Honesty with professional colleagues:** Findings must be reported in a complete and honest fashion without misrepresenting what has been done or intentionally misleading others as to its nature. Data may not be fabricated to support a particular conclusion; and
4. **Confidentiality/anonymity:** It is good research practice to offer confidentiality or anonymity, as this will lead to participants giving more open and honest responses.

3.5.4 Language used in data collection

Since a majority of the participants are not first-language English speakers, the researcher translated the questionnaires from English into French (Appendix B). This was done in order to give respondents an opportunity to answer in a language which is familiar to them to them.

3.5.5 Procedure

The procedure of data collection began with lodging an application with the Rwanda Development Board (RDB), which is in charge of community development in the Province. It was done in order to seek permission to conduct the research. Once permission was granted (Appendix H), the researcher began to collect data from participants.

A brief description of the researcher and the project was provided to respondents to ensure that they understood the purpose of the study in order to seek their cooperation. The research questionnaire was given to the respondents to complete and the researcher assisted the respondents by explaining the various questions when the need arose to do so. However, in certain instances, respondents completed the questionnaire themselves in the presence of the researcher, and returned them immediately.

3.5.6 Data collection techniques

Interviews were used for collecting data and an interview is a data collection technique that involves oral questioning of respondents, either individually or as a group (International Development Research Centre, 1995). In this instance, a combination of structured and mainly semi-structured interviews was used. This involved providing a predetermined set of questions that were posed to respondents. The use of semi-structured interviews is appropriate when the researcher knows enough about the study topic in advance to frame a required discussion (Morse and Richards, 2002:94). With a pre-planned schedule of questions the interview process should obtain the desired information. The interview was directed towards junior, middle and senior managers of accommodation providers and owners of SMEs.

The intention was to obtain a clear perspective of the structure in these business entities and to establish how they perceived the TVC. Besides closed questions, open-ended questions were also used for data collection purposes. Open-ended questions are those that ask for unprompted opinions. There were predetermined sets of responses, and participants were free to answer as they chose. Open-ended questions are useful for eliciting subjective data or when the range of responses is not tightly defined. The open-ended questionnaires were directed at junior to senior managers in the hope of receiving maximum responses from them. A reason why open-ended questions were used was to allow respondents to explain themselves and provide as much information as they could about the question.

This allowed for free opinion generation regarding the various questions. In contrast, closed questions offer respondents a range of answers or options from which to choose. This type of questionnaire is often used because they are easy to answer, thus ensuring high completion rates as they provide the respondent with a definite structure and are easy to analyse statistically (Godfrey and Clarke, 2000:197). In order to meet the research objectives of this study, the questionnaire based-interviews and literature search were the methods used to collect data.

3.5.6.1 Questionnaire-based interview

As stated previously in this chapter, structured interviews were used to provide a true exchange with value chain participants as the interviews provided them with an opportunity to express their own perceptions, interpretations, and experiences. The dialogue was used to obtain necessary and relevant information from the managers that work in the accommodation sector (hotels, lodges, motels, guest houses and home stays).

This method (interviews) provided an opportunity to witness value chain actors at work, to see their work place and share with them the challenges they faced on a daily basis in the value chain environment.

3.5.6.2 Secondary data

In this section the objectives for the literature search are revisited in order to point out their significance as the foundation for the empirical survey that was explained previously in the chapter. This search incorporates relevant books, journal articles, and academic papers, official reports, government policies, such as legislation and subordinate legislation, official publications and other policy documents, newspaper articles and published research.

Examples of these documents are the National Tourism Policy Draft 2008; The Country's Vision 2020; Economic Development for Poverty Reduction Strategy 2004; Publications by the United Nation World Tourism Organisation 2002; Overseas Development Institute (ODI), International Financial Corporation (IFC) and the Netherlands Development Organisation (SNV); On The Frontier (OTF); and the United States Agency for International Development (USAID).

The literature search is divided into sub-sections which are in the following order and which may be found in Chapter Two of this study:

1. Accommodation sector's perceptions and tourism: planning issues;
2. Tourism planning and local economic development;
3. The value chain meaning and approach;
4. Value system versus value chain;
5. Tourism supply chain and tourism demand in Rwanda;
6. Pro-poor tourism; and
7. Enhancing benefits to local communities and Responsible Tourism.

3.5.6.3 Pilot study

It has been cited by Ngenzi (2009:101) that a pilot study is the process whereby the research design for a perspective survey is tested. In addition to that, he asserts that the purpose of pilot testing is to uncover aspects of the instrument that require refinement.

In support of the argument, Babbie (2001:250) indicates that no matter how carefully a data collection instrument is designed, there is always the certainty of possible error, and the surest protection against such error is through pre-testing the instrument. A pilot study was conducted by using 10 Rwandan students at CPUT, which asked them to suggest possible improvements to the questionnaire.

This was an advantage in terms of identifying necessary modifications and how well the questions were understood by the participants before the main survey was conducted. As a result of these suggestions, a number of changes were made to increase simplicity, clarity and phrasing.

3.6 Data analysis

The data from completed questionnaires were computerised and analysed with the aid of the Statistical Package for the Social Sciences (SPSS) version 19.0. Descriptive statistics such as frequency distributions were generated to summarise the property of the dataset. Descriptive statistics are used to describe rather than judge or interpret (Landman, 1988:59). According to Salkind (2000:149), by using descriptive statistics one can describe characteristics of distribution of the collected scores such as the average score on one variable or the degree that one score varies from another. Salkind (2000:150) emphasises that the first step in the analysis of data is to describe them. Describing them usually means computing a set of descriptive analysis statistics, which allows the researcher to acquire an accurate first impression of what the data looks like (Salkind, 2000:150). In conjunction with the frequency distributions presented, charts and tables were utilised to determine if there is a correlation between variables.

All interview results from key informants were treated individually and were coded for computerised analysis. However, these results were used to verify the truthfulness of data obtained from local accommodation establishments in the Western Province of Rwanda.

3.7 Research limitations

The range of elements pertaining to a limitation of research includes the research population, the sample or target population and the response population. For the purpose of conducting an empirical survey the total research population was limited to the accommodation sector in the Western Province of Rwanda. These include managers and owners of hotels, lodges, motels, guest houses and home stays in the Western Province of Rwanda. Accommodation providers were selected from the Rubavu District, Rusizi District, Nyamasheke District, and Karongi District.

From the total accommodation establishments in the province only 30 accommodation providers were selected, namely eight hotels, four motels, 12 guest houses and six resorts hotels. From all of these institutions 100 out of 101 respondents participated in the study with owners and managers acting as respondents for each company. As only 83 participants were needed to ensure representativeness, the 100 research respondents ensured that the views, opinions and perceptions would be representative of the population of people who managed and owned the establishments under review.

3.8 Rationale for the organisation and presentation of the data

In this section the methodology for the organisation and presentation of the data is described. The data collected was analysed by using Soft Ware Packages for Social Sciences (SPSS), version 19. Descriptive statistics were deduced from the data, which are presented by way of graphics such as bar charts and pie charts. Frequencies were also used whereby important tables were deduced from the data.

Findings were interpreted in chronological order according to the research questions. Each section of the findings is accompanied by an introduction and description.

3.8.1 Methods of data collection

As stated previously data collection consisted of self-administered questionnaires with closed ended questions and a number of open-ended questions. As previously mentioned, the survey was comprised of a questionnaire developed for managers, semi-managers and owners of accommodation establishments in the Western Province of Rwanda (Appendices A and B).

3.8.2 Rationale for Section A: Business profile

The purpose of this section was to collect data on the geographical distribution of the selected accommodation providers throughout the Western Province of Rwanda. Information was sought regarding their business description, such as location, ownership, type of accommodation under investigation, accommodation level of services, respondent position and business length of operation. The data collected also reflects statistics pertaining to geographical location of the participating accommodation establishments' category, ownership type, accommodation level of services, and representation of the different managerial levels among respondents within the time of operation in the Western Province of Rwanda. The researcher also wanted to know about the existing funding system as this knowledge could aid local entrepreneurs starting small businesses in the province.

3.8.3 Rationale for Section B: Accommodation sector perceptions

The purpose of this section was to establish whether respondents are familiar with the concepts of 'linkages, pro-poor, Millennium development Goals, vision 2020, Economic Development for poverty reduction strategy and Tourism value chain'. It serves as a filter question for more information. This section ties in with point 2.2 of the questionnaire in the sense that the researcher wanted to know the perceptions and expectations of the respondents regarding the effective implementation of the tourism value chain in the region. The findings are presented in the next chapter.

3.8.4 Rationale of Section C. Key benefits and key concerns

The purpose of this section was to collect data pertaining to the possible benefits that local communities and the accommodation establishments expect to gain from the implementation of TVC in the region. In this section the participants indicated their concerns about the TVC, which has used to formulate the recommendations in Chapter Five. This section was also important for collecting data regarding participants' understanding of the extent to which linkages and partnerships exist between accommodation providers and other participants in the process to enable full co-operation for the common goal of alleviating poverty in the Western Province of Rwanda.

Thus, the information related to business policies, business initiatives, establishment's purchasing practices and companies' plans is regarded as being crucial for the establishment of recommendations to enhancing the benefits to be derived to the local community from the tourism sector.

This chapter concludes with a discussion on each section of the research questionnaire, which includes an explanation of the rationale for each section.

3.9 Summary

This chapter revealed the methodology that was used to obtain the research data that were needed to make accurate assertions about the views, opinions and perceptions of managers and owners who work in the tourism accommodation sector in the Western Province of Rwanda about the subject of the TVC. The approach involved a combination of documentary and empirical research.

Documentary research was conducted by reviewing the literature on previous studies, books and reports concerning the perceptions of local tourism businesses regarding the tourism value chain. Conversely, the empirical survey was executed by means of self-administered questionnaire to collect qualitative data from local tourism businesses.

Quantitative data was the interviews gathered to support the qualitative data obtained from the survey. This chapter also provided a theoretical discussion of research methodology, and described the research settings, study population and sampling techniques. In addition, the chapter described the means by which data were collected during the research project.

Furthermore, it highlighted limitations that were encountered throughout the research process. The following chapter present and discuss the findings of this study this is followed by the recommendations and conclusions that are drawn from the data analysis.

The next chapter describes the methods of data collection and organisation and presents the research data.

CHAPTER FOUR: STATISTICAL ANALYSIS, PRESENTATION AND FINDINGS

4.1 Introduction

The data that were collected during the survey and analysed by means of the SPSS system is discussed in this chapter. It may be noted below that for ease of use the data have been tabulated and have been presented in the form of tables, graphs and charts. This allows the reader to assess the data in linear format which saves the reader time and makes the information contained in the various tables, graphs and charts easier to follow. The following section deals with the profile of the accommodation establishments and includes the accommodation type, the type of ownership, accommodation grading and accommodation support.

4.1 Accommodation profile

The following represents the profiles of the various accommodations types:

4.1.1 Accommodation types

The types of accommodation were broken down to determine the percentages applicable to each accommodation type in relation to the total that were involved in the survey. The questionnaire, as previously stated in Chapter 1, were completed by business owners in the accommodation industry as well as junior to senior managers who managed various accommodation establishments. The applicable data is indicated in Table 4.1.

Table 4.1: Type of accommodation

Type of accommodation	Valid Percent	Cumulative Percent
Hotel	26.7	26.7
Guest House	60.4	87.1
Motel	7.9	95.0
Resort Hotel	5.0	100.0
Total	100.0	100.0

Table 4.1 indicates that 100 completed questionnaires were received from the various respondents who totalled 101. The response rate was therefore 99%. A table 4.1 shows that the largest number of accommodation sector' respondent (60.4%) is from guest house owners and managers who worked in such establishments. Hotel owners and managers totalled 26.7% and motel and resort hotels represented 12.9% of the respondents.

4.1.2 Accommodation ownership

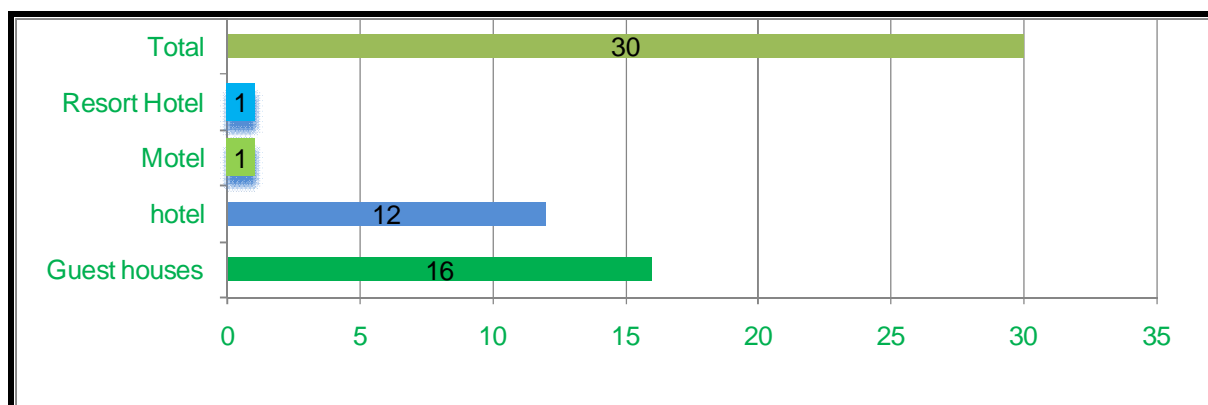
The mode of ownership of the various accommodation establishments were established, and the type of ownership ranged from sole ownership (sole proprietor) to international ownership. The relevant data is indicated in Table 4.2.

Table 4.2: Accommodation ownership class

Type of Ownership	Percent	Valid Percent	Cumulative Percent
Sole ownership	84.2	84.2	84.2
Local hotel group	6.9	6.9	91.1
Family business	2.0	2.0	93.1
International-ownership	6.9	6.9	100.0
Chain/ group			
Total	100.0	100.0	100.0

Table 4.2 above indicates that slightly over 84% of the establishments in the area are owned by sole proprietors. According to the list of accommodation providers (Appendix C) that was provided by the Work Development Task Force of Rwanda (2011), it is indicated that most of the accommodation establishments (64.4%) in the Western Province of Rwanda are privately owned guest houses which either were or still are private houses, as illustrated in figure 4.1. In most of these cases, the respondents did not indicate if the manager was also the owner.

Figure 4.1: Accommodation type in the Western Province of Rwanda



Source: Primary data (2011)

4.1.3. Accommodation grading (level of services)

This section concerns itself with the issue of establishment grading, and what grading have been bestowed upon the various establishments such as hotels and motels. The level of grading per accommodation is indicated in Table 4.3.

Table 4.3: Grading of various accommodation types

Grading types	Valid Percent	Cumulative Percent
Two-star	4.0	4.0
Three-star	14.0	18.0
Four-star	2.0	20.0
Five-star	9.0	29.0
N/A	71.0	100.0
Total	100.0	100.0

As can be seen above, the majority of the respondents (71%) worked for or own establishments that are not graded by the authorities involved with the grading of accommodation establishments. The balance indicated that they work or own establishments that are rated between two and five stars (29%). Given the fact that the bulk of the accommodation establishments are guest houses, it can be deduced that the majority of the establishments are probably houses that are owned by private individuals.

4.1.4 Accommodation start-up support

Many accommodation establishments are funded by a variety of institutions and individuals and without such start-up funding many accommodation establishments would not be able to commence trade. Table 4.4 below reflects the number of organisations that have been funded by other entities.

Table 4.4: Number of funded accommodation establishments

Funded	Percent	Valid Percent	Cumulative Percent
Yes	69.3	69.3	69.3
No	30.7	30.7	100.0
Total	100.0	100.0	100.0

Table 4.4 indicate that approximately 70% of the accommodation establishments have been funded by various entities. The entities that have funded these establishments are indicated in Table 4.5.

Table 4.5: Mode of funding

Mode of Fund	Percent	Valid Percent	Cumulative Percent
Government	3.00	3.00	3
Family Savings	2.00	2.00	5
Banker	64.00	64.00	69
No	31	31	
Total	100.0	100.0	100.0

It may be noted in Table 4.5 that accommodation establishments that benefited from start-up support received their funds mainly from banking institutions (64%) and slightly fewer than 31% did not answer the question and were therefore deduced to be self-funded. The question that immediately arises here is do privately owned establishments use funding? This is a relevant question as without funding very few entrepreneurs will be able to afford to set up accommodation establishments. This could be one of the key reasons why private people are not benefiting from the TVC.

The next section discusses the issue of accommodation sector perceptions and expectations.

4.2 Accommodation sector perceptions and expectations

In this section various questions were posed and responded by the various respondents concerning the issue of perceptions and expectations regarding pro-poor tourism benefits. The questions and answers are discussed bellow.

4.2.1 Business interest in local linkages for pro- poor tourism benefits

Table 4.6 indicates the responses obtained from the various research participants regarding their views of whether their businesses should be interested in creating TVC linkages that benefit the poor.

Table 4.6: Pro-poor benefits of TVC

Valid responses	Percent	Valid Percent	Cumulative Percent
Yes	96.0	96.0	96.0
No	1.0	1.0	1.0
Didn't answer	3.0	3.0	100.0
Total	100.0	100.0	100.0

It may be noted from the above table that the vast majority of the respondents (96%) felt that TVC linkages should benefits the poor. The question, however, is why is this not happening? The researcher has first-hand experience in this regard and is aware that the benefits of tourism do not filter down to the poor but instead profits the rich almost exclusively.

According to ODI and SNV (2007), the sector should focus on building linkages that should provide opportunities for the poor both in terms of employment and wealth creation.

4.2.2 Tourism value chain awareness

This section deals with the issue of awareness of the TVC concept. In other words the respondents were asked whether they understood the meaning and benefits of the TVC and how it is designed to benefit all linkages in the value chain. The responses to the question are indicated in Table 4.7.

Table 4.7: Awareness of the TVC

Valid responses	Percent	Valid Percent	Cumulative Percent
Tourism value chain	91.1	91.1	91.1
Didn't answer	8.9	8.9	
Total	100.0	100.0	100.0

Table 4.7 above reveals that slightly over 91% are aware of the concept of the TVC yet once again the question arises as to why the poor are not benefiting from it?

4.2.3 Pro-poor tourism awareness

This section investigates whether the various respondents are aware of the concept of pro-poor tourism. Their response may be seen in Table 4.8 below:

Table 4.8: Awareness of pro-poor tourism

Valid responses	Percent	Valid Percent	Cumulative Percent
Pro-poor Tourism	60.4	60.4	60.4
Didn't answer	39.6	39.6	100.0
Total	100.0	100.0	100.0

Table 4.8 above indicates that slightly over 60% of the respondents are aware of pro-poor tourism in the Western Province of Rwanda. It may be noted however that this translates into a valid percent of 100% if one excludes the questionnaire that was not returned to the researcher. The reason why almost 40% of the respondents did not answer should however be considered and be further investigated. In other words, if 40% are not aware of the existence of pro-poor tourism then the authorities should educate accordingly.

4.2.4 Economic development for poverty reduction strategy awareness

Tourism can play an important role in reducing poverty in a country and particularly a region such as the Western Province of Rwanda.

Table 4.9 below indicates how many respondents are aware that an Economic Development and Poverty Reduction Strategy (EDPRS) exists in the Western Province of Rwanda.

Table 4.9: Awareness of an EDRP strategy

Valid responses	Percent	Valid Percent	Cumulative Percent
Economic Development for Poverty Reduction Strategy	24.8	24.8	24.8
Didn't answer	75.2	75.2	100.0
Total	100.0	100.0	100.0

Table 4.9 above indicate that 24.8% were aware of EDPRS in the region, while the balance of 75.2% did not answer the question. If one takes the responses of Table 4.8 above into account it seems that there is scant awareness of the EDPRS and pro-poor tourism.

4.2.5 Vision 2020 awareness

An important innovation to increase tourism has been the programme of Vision 2020. Table 4.10 below contain the responses from the various respondents regarding their awareness of Vision 2020.

Table 4.10: Awareness of Vision 2020

Valid responses	Percent	Valid Percent	Cumulative Percent
Vision 2020	82.2	82.2	82.2
Didn't answer	17.8	17.8	100.0
Total	100.0	100.0	100.0

It may be noted in Table 4.10 above that 82,2% of the respondents were aware of Vision 2020. This translates into a high percentage of research participants and it can only be wondered why Vision 2020 has not benefited the people for whom it was intended.

Further awareness must however be planned so that everyone in the area becomes familiar with this vision.

4.2.6 Millennium Development Goals awareness

The millennium development goals were set to benefit all people in Rwanda including those who live in the Western Province. Table 4.11 contains the responses in this regard.

Table 4.11: Awareness of MDGs

Valid responses	Percent	Valid Percent	Cumulative Percent
Millennium Development Goals	77.2	77.2	77.2
Didn't answer	22.8	22.8	100.0
Total	100.0	100.0	100.0

As can be observed in Table 4.11 above, over 77% of the research participants were aware of the MDGs. These goals were set to benefit all Rwandans and once again the authorities should create more awareness.

4.3 Perceived economic, infrastructure and other impacts of TVC implementation

To answer the questions pertaining to the potential impacts of TVC on the economic, infrastructural, social and political situations in Rwanda and particularly the Western Province, a set of 22 statements were provided and respondents are requested to indicate their responses on Likert scale (ranging from one (very important) to five (very unimportant) point scales.

A summary of the participants' key viewpoints is indicated in Table 4.12 below. Note that the scaling ranged from 5 (very unimportant) to 1 (very important) are summarised in table format as reflected below for ease of reading and as the data provides the foundation of the most important aspect of the study; how the TVC will be able to benefit the poor (provide pro-poor benefits) in the Western Province of Rwanda. In other words, each set of questions, which are linked to the research objectives, will have its own table. Note that for simplicity sake the figures that are reflected below have been rounded off. Tables applicable to this subject matter may be included as appendix.

Table 4.12: Perceived economic impacts of TVC

Statement	Very important to important	Neutral to very unimportant
1. The level of poverty will decline owing to local involvement in the TVC	69 + 21 = 90%	4 + 6 = 10%
2. Through linkages tourism will provide major opportunities for smaller business and entrepreneurs, which will lead to the creation of jobs for local community residents.	77 + 15 = 92%	8 + 0 = 8%
3. The TVC will support the "Economic Development for poverty Reduction Strategy (EDPRS)", and will enhance pro-poor tourism benefits	25 + 61 = 86%	12 + 2 = 14%
4. Pro-poor benefits of the TVC will exceed Pro-poor costs.	20 + 60 = 80%	16 + 4 = 20%
5. The TVC will create a major international marketing opportunity for Rwanda, particularly the Western Province destination.	83 + 10 = 93%	4 + 3 = 7%
6. The TVC will have a positive impact on the pro-poor tourism benefits.	82 + 12 = 92%	7 + 1 = 8%
7. The TVC will improve product and	77 + 18 = 95%	1 + 4 = 5%

service quality by local suppliers		
8. Every small and medium sized enterprise in the Western Province should be linked to the tourism sector	66 + 15 = 81%	18 + 1 = 19%
9. The number of tax payers should increase	82 + 11 = 93%	4 + 3 = 7%
10. The local community mindset will change to something positive because of involvement in the TVC.	58 + 35 = 93%	6 + 1 = 7%
11. The TVC will result in improved infrastructure (for example, roads and conference facilities, hospitals, schools) that will also benefit the community at large.	77 + 19 = 96%	3 + 1 = 4%
12. There will be many upgraded facilities attracting tourists (hotels, bed and breakfasts).	82 + 13 = 95%	4 + 1 = 5%
13. There will be upgraded youth development centres	75 + 17 = 92%	4 + 4 = 8%
14. The TVC should be part of the tourism strategic policy of the country.	82 + 10 = 92%	7 + 1 = 8%
15. The TVC will be one of the tools responding to the achievement of the Millennium Development Goals which are to be promoted.	80 + 16 = 96%	3 + 1 = 4%
16. The TVC will stimulate training and skills development in the local tourism industry.	83 + 14 = 97%	2 + 1 = 3%
17. The number of female entrepreneurs should increase in the foods industry.	73 + 20 = 93%	3 + 4 = 7%
18. Effective implementation of TVC may cause inappropriate forms of tourism such as sex tourism in the Western Province of Rwanda.	17 + 65 = 82%	15 + 3 = 18%
19. The profile of local communities will improve as a result of the TVC.	71 + 21 = 92%	5 + 3 = 8%
20. Effective implementation of the TVC will be a major boost for national pride and nation-building.	78%	17 + 5 = 22%
21. There will be strong community involvement in the build-up during the TVC implementation.	72 + 20 = 92%	5 + 3 = 8%
22. The number of members affiliated to Rwanda's social and security funds will increase.	82 + 15 = 97%	2 + 1 = 3%

A summary of the content of Table 4.12 is as follows:

1. That the vast majority of the respondents (90%) felt that the TVC would assist in reducing poverty in the area and thereby improve the livelihood and the lifestyle of the local people on the area;
2. That 92% of the respondents felt that linkages that would be provided by the TVC would provide major opportunities for small businesses and entrepreneurs which would result in employment for locals;
3. That 86% of the respondents believed that the TVC would support the EDPR strategy and will enhance pro-poor tourism benefits;
4. This statement was intended to help in determining whether the respondents considered the TVC as an approach likely to increase the pro-poor benefits over pro-poor costs. Approximately 80% of the research participants believed that from a cost and benefit point of view the pro-poor benefits would outweigh the pro-poor costs;
5. International marketing is one of the core challenges that the country is faced with to negate the negative image of Rwanda's genocide which resulted in the death of almost 1 million Rwandans.
6. If international tourists could, through an effective marketing strategy, be attracted to the Western Province because of its geographical position, its attractions, its mountain gorillas and its heritage sites (dark tourism), then more money would be spent in the area thereby improving the lifestyles of the locals including the poor and marginalised citizens. The fact that 93% of the respondents perceived that the TVC would create marketing opportunities in the area has reinforced the need for a strategy to be implemented and controlled in the area;
7. This statement was concerned with uncovering whether the TVC will have a positive impact on the pro-poor tourism benefits. Ninety-two of the respondents indicated that they believed that it would do so which augers well for the poor in the area if the TVC is effectively implemented and controlled;
8. This statement aimed to find out if the respondents believed that the TVC would improve products and service quality by local suppliers. The responses indicated that 95% of the respondents felt that the TVC would impact positively on the quality of product and service delivery;
9. Ashley (2007:10) points out that there is a vital need for programme destination-level linkages which should be piloted in one or two areas to build linkages between established tourism and the local/informal economy. This will help every small and medium sized enterprise in the Western Province to be linked to the tourism sector in the hope that this would develop enthusiasm between local communities and SMEs through effective partnerships to create long-term change in the Western Province of Rwanda. The responses from the various research participants indicate that 81% felt that there should be a linkage between the local business fraternity and the tourism sector;
10. Ashley (2007) argues that the higher the level of linkages within the tourism sector and local economy, the more local entrepreneurs earn, the greater the number of taxpayers. This has a dynamic affects on the local or national economy, which affect the poor (and usually the rich as well). Approximately 93% of the respondents believed that the TVC will assist to increase the number f taxpayers thereby benefiting not only the local economy but the national economy as well;
11. Researchers have acknowledged that most of the less developed countries have common characteristics and the most challenging is the quality of mind sets. Ashley (2007:7) argues that if the mentality in Rwanda changed, it could lead to higher pro-poor tourism benefits.

- Table 4.11 shows that 93% of the respondents asserted that the TVC would impact positively on the mindsets of the local residence thereby making them more motivated to be involved in the tourism industry;
12. The vast majority of the respondents (96%) concurred that the TVC will result in improved infrastructure (for example, roads and conference facilities, hospitals, schools) that will also benefit the community at large. Ashley (2007:17) asserts that the dynamic impact of tourism was variable, but, in the case of the Western Province of Rwanda, it is particularly worth considering whether tourism can stimulate enterprise development in rural areas by providing infrastructural development such as new roads, water, power, conference centres and schools at the destination;
 13. Approximately 95% of the respondents believed that the TVC would assist to motivate entrepreneurs to upgrade their facilities to attract tourists and that as a result of the TVC more facilities will be generated (hotels and B&Bs etc.);
The EDPRS (2008-2012:105) includes good plans to enhance the effective participation of the youth in the local economy. Youth Friendly Centres (YFCs) at local government level will be a focal point for the provision of information, advice, counselling and guidance to support the youth to enable them to access a wide range of services and opportunities that are available in the country. The results of these findings indicated that 92 % (75% plus 17%) approved the statement; 4% remained undecided; while 4% believed that it unimportant;
 14. This researcher believes that the TVC is an approach that can improve the lives of poor people and that an effective national government strategy is essential to maximise the benefit from pro-poor tourism (WTO, 2002: 95). It is therefore important to incorporate the TVC approach in the national tourism strategy policy as this could help to revise regulations restricting access for the poor to engagement in tourism. It would be necessary to identify such constraints and investigate how to overcome those barriers without jeopardizing health, safety or quality. The results indicate that 92% of the research participants who were surveyed declared that the tourism value chain should be part of the tourism strategic policy of the country;
 15. According to the Rwandan EDPR strategy (2008-2012:28), the government agenda is to achieve the millennium development goals by 2015 and WTO believes that that tourism industry can assist in achieving such development objectives (WTO, 2002:98). The survey statement was posed to determine whether respondents believed in the effective implementation of TVC as an important strategy to assist in the millennium goals of eradicating poverty and hunger, achieving universal primary education, promoting gender equality, empowering women; reducing child mortality; Improving maternal health; combating HIV/AIDS, malaria and other diseases; ensuring environmental sustainability and building a global partnership for development. The results indicate that 96% agreed with the statement whilst 3% were undecided and only 1% disagreed. Therefore there was an overwhelming consensus that the TVC can assist the realisation of the millennium goals;
 16. This question was asked to determine whether the participants believed in the multiplier effect of the decentralisation strategy as a catalyst for the TVC, which could result in the local community acquiring the necessary knowledge and skills needed to provide good quality services in tourism industry. The outcome indicated that 97% concurred with the statement, while 3% rejected it;
 17. The question was asked to evaluate whether or not the respondents anticipated an increase of female entrepreneurs in the foods industry as a result of effective implementation of TVC. The results indicated that 93% agreed with this statement. If this is representative of the industry as a whole then action should be taken to develop women in leadership roles and to improve their entrepreneurial skills;
 18. Sex tourism has more than one meaning and definition. Dixon asserts in his CPUT thesis on the subject (2009) that sex tourism is the practice of commercial sexual

exploitation. The results indicate that 82% believed that sex tourism could result by the effective implementation of the TVC in the Western Province of Rwanda. As this ratio is alarming one needs to ensure that the requisite infrastructure will be put into place to prevent the practice from occurring;

19. The question was asked whether the participants in the study believed that the standards of living of the local community would improve if the TVC was implemented effectively to enable the Rwandese to live competitively with the rest of world. The results indicate that 92% concurred with the statement. In other words as a result of the TVC the profile of the communities will improve;
20. The Rwandan EDPRS (2008-2012:77) aims at increasing the marketing of tourism and forming regional and international links so that national pride and nation-building may be boosted. This question was asked to determine whether the respondents from the accommodation sector believed in that showcase in the provincial level. The outcomes reported that 95% concurred with this statement whilst the balance remained undecided;
21. In the past (both before and after the genocide), there was little local community involvement in tourism activities in a manner that would enable them to benefit directly there from. This question was asked to determine whether the respondents believed their contribution could enhance a strong community involvement in the build-up of the implementation of the strategy for pro-poor benefits. (Rwandan EDPRS, 2008-2012:72). The results indicate that 92% agreed with the statement; and
22. This question examined whether the accommodation participants in this research believed in the direct impact that the effective implementation of TVC could have on their employees' social fund's security. The results indicate that 97% believed that there would be a positive impact social fund security.

The main benefits of the TVC are now expressed.

4.4 Perceived key benefits and concerns about the TVC

Part of the research questionnaire was concerned with uncovering the perceived concerns about the TVC and whether the respondents thought that benefits could be derived there from. It should be noted that closed questions were used to determine these perceptions and the results are presented below.

4.4.1 The TVC and Rwanda's image and commercial value

The question whether the TVC will improve Rwanda's image and commercial value drew the following responses (see Table 4.13 below).

Table 4.13: The TVC and Rwanda's image and commercial value

Valid responses	Percent	Valid Percent	Cumulative Percent
Yes	95.0	95.0	95.0
No	5.0	5.0	100.0
Total	100.0	100.0	100.0

It may be noted in Table 4.13 indicate that by far the majority of the respondents felt that the TVC would enhance Rwanda’s image internationally and its commercial value. It is therefore imperative that the TVC should be more effectively implemented so that benefits may be enjoyed by all in the value chain.

4.4.2 The TVC will help to build an environment legacy

Tourism should benefit all players in a country and not only the advantaged. However what is equally important is the long-term sustainability of these benefits. The responses to the question whether the TVC will leave an environment legacy may be found in Table 4.14 below:

Table 4.14: The TVC and environmental legacy

Valid responses	Percent	Valid Percent	Cumulative Percent
Yes	95.0	95.0	95.0
No	5.0	5.0	100.0
Total	100.0	100.0	100.0

It may be noted in Table 4.14 above that the majority of respondents felt that the TVC would assist Rwanda to sustain an environment legacy. In other words the majority of respondents (95%) felt that the TVC would contribute towards Rwanda becoming environmental centric and thereby leaving a better environment for future generations.

4.4.3 TVC and partnership building

The implementation of the TVC should increase the value and role of tourism in an economy. The question whether local people understood the role and value of the TVC in relation to partnership building and so on received the following responses (see Table 4.15 below).

Table 4.15: Partnership building

Valid responses	Percent	Valid Percent	Cumulative Percent
Yes	94.1	94.0	94.0
No	5.0	5.0	99.0
Didn't respond	1.0	1.0	100.0
Total	100.0	100.0	100.0

Here the majority of respondents felt that the TVC would assist to boost the economy and also help to forge relationships and partnerships the various participants in the equation (building of a sustainable, long-term tourism industry).

4.4.4 TVC and wealth creation for local communities

Any intervention to improve tourism should hopefully reap benefits such as employment and income for all in a country or region.

The question whether the TVC will generate income from other sources (non-agricultural benefits) received the following answers (see Table 4.16).

Table 4.16: TVC and Wealth creation

Valid responses	Percent	Valid Percent	Cumulative Percent
Yes	90.0	90.0	91.0
No	9.0	9.0	99.0
Didn't answer	1.0	1.0	
Total	100.0	100.0	100.0

This question was designed to establish whether TVC implementation would result in the creation of opportunities for wealth generation and other avenues of income sources for the local community other than income from agricultural activity. In Table 4.16 above, the vast majority agreed that the TVC will assist in wealth creation and introduce additional sources of income for the region.

4.4.5 The TVC will strengthen partnerships with local suppliers

In this section, the question is asked whether the TVC will strengthen supplier relationships. The responses to this question are answered in Table 4.17 below.

Table 4.17: The TVC will strengthen partnerships with local suppliers

Valid responses	Percent	Valid Percent	Cumulative Percent
Yes	95.0	95.0	95.0
No	4.0	4.0	99.0
Didn't respond	1.0	1.0	
Total	100.0	100.0	100.0

Table 4.17 above indicates that the majority of the respondents agreed that the TVC would cement a better relationship with suppliers.

4.4.6 Concerns regarding the TVC

An open question was posed to establish whether the respondents had any concerns regarding the implementation of the TVC in Rwanda and particularly in the Western province of the country.

The concerns that were raised were as follows:

1. Business location (The area in which the business was located);
2. Marketing (Place of effective marketing);
3. Lack of the proper understanding of the TVC;
4. Poor customer service delivery;

5. Limited participation of local people in tourism sector;
6. Lack of coordination, and lack of laws reinforcing the industry of tourism and hospitality;
7. Limited infrastructure;
8. Tourists attractions not well maintained;
9. Lack of the effective protection of natural reserves and resources; and
10. Local resident poverty.

4.5 Accommodation establishment's policies

This section explored whether the various accommodation providers had any formal policies and if so what were the attributes of such policies. The responses from the various research participants may be found in the tables below.

4.5.1 Policies towards the environment and the projection thereof

Without effective environment policies being in place, the environment will not be protected. The following table (Table 4.18) indicates to what extent the respondents felt that it was important to protect the environment by means of well-articulated policies and procedures.

Table 4.18: Policies towards minimising environmental damage

Valid responses	Percent	Valid Percent	Cumulative Percent
Yes	23.8	23.8	23.8
No	76.2	76.2	100.0
Total	100.0	100.0	100.0

It may be noted from Table 4.18 above that less than 25% of the respondents (and therefore their organisations) have policies in place to protect the environment. This contrasts somewhat with their notion that the TVC will help to protect the environment. Sadly, the TVC will not protect the environment, people will! In order to do so these organisations must have well-articulated policies in place to protect the fragile environment otherwise Rwanda will be devastated by environmental damage.

4.5.2 Building an environment legacy

Here the researcher is concerned with identifying whether policies were in place to build an environment legacy; the responses may be found in the Table 4.19 below.

Table 4.19: Environment legacy

Valid responses	Percent	Valid Percent	Cumulative Percent
Yes	16.8	16.8	16.8
No	83.2	83.2	100.0
Total	100.0	100.0	100.0

The table above (Table 4.19) indicated that the majority of the establishments (83.2%) had no policy to build an environment legacy. Without a policy to protect the environment over the long term, future generations may find themselves void of a sustainable environment.

4.5.3 Provision of equal opportunities

It is important for organisations to have policies in place in order to promote equal opportunities for all. Table 4.20 below indicates the level of this commitment.

Table 4. 20: Equal opportunities

Valid responses	Percent	Valid Percent	Cumulative Percent
Yes	21.8	21.8	21.8
No	78.2	78.2	100.0
Total	100.0	100.0	100.0

The statement was posed to ascertain whether the establishments had policies aiming at providing equal opportunities for employees. Results indicated that (as may be seen in Table 4.20 above) there is an absence in the majority of the establishments (78.2%) of such a policy. In other words over 78% of the establishments did not have policies in place to promote equal opportunities.

4.5.4 Integration and cooperation between supply chain practitioners

This question was posed to determine whether accommodation providers have policies in place to source from local suppliers. The responses were as follows (see Table 4.21 below).

Table 4.21: Integration and cooperation

Valid responses	Percent	Valid Percent	Cumulative Percent
Yes	19.8	19.8	19.8
No	80.2	80.2	100.0
Total	100.0	100.0	100.0

The above table indicates that the majority of the establishments (80.2%) did not have a policy in place to support local suppliers whilst only 19.8% did.

Accommodation providers seem to support suppliers outside of the Western Province of Rwanda, which does not promote pro-poor benefits and the concept of the TVC.

4.55 Policies on environmental practices and improvement

This question was designed to know whether accommodation providers have policies in place to protect and enhance the local environment. The responses may be found in Table 4.22 below.

Table 4.22: Quality of the local environment

Valid responses	Percent	Valid Percent	Cumulative Percent
Yes	75.2	75.2	75.2
No	24.8	24.8	100.0
Total	100.0	100.0	100.0

It may be noted from Table 4.22 above that the majority of establishments (75.2%) did have policies in place aiming at improving the quality of their local environment while (24.85%) of the respondents indicated that they did not have such policies. Although the majority of the respondents did have policies in place, almost (25%) did not. It would be preferable if the later figure (24.8%) decreased substantially.

4.5.6 Policies concerning biodiversity conservation.

Protecting an area's biodiversity is important if one desires to attract tourist over the long term. The responses to this area of concern may be found in Table 4.23 below.

Table 4. 23: Biodiversity conservation

Valid responses	Percent	Valid Percent	Cumulative Percent
Yes	13.9	13.9	13.9
No	86.1	86.1	100.0
Total	100.0	100.0	100.0

The question was posed to obtain information about whether the establishments had policies aimed at conserving the biodiversity in the Western Province of Rwanda. The results revealed that the majority of the respondents (86.1%) did not have such a policy while 13.9% of the respondents reported that the establishment did have a policy aimed at conserving biodiversity. Without new articulated policies designed to protect the biodiversity of an area, nothing will be done about it. This will ultimately lead to the destruction of the ecology and biodiversity in the Western Province of Rwanda.

4.5.7 Understanding of the role of tourism

Here the researcher wished to establish whether accommodation providers have policies in place to educate local people about the role of tourism and the importance thereof in terms of the economy. Table 4.24 indicates the responses to this statement.

Table 4. 24: Understanding the role of tourism

Valid responses	Percent	Valid Percent	Cumulative Percent
Yes	28.7	28.7	28.7
No	71.3	71.3	100.0
Total	100.0	100.0	100.0

This question was composed to obtain information about whether establishments had policies in place to improve local people’s understanding of the role that tourism plays in the economy. The results revealed that a majority of the respondents (71.3 %) did not have such a policy while 28.7% of the respondents reported that their establishments did have policies aimed at improving the understanding among local people of the role that tourism plays in the local economy. Without education, locals will not understand the benefits of tourism in the economy and therefore they will not support any action to improve tourism.

4.5.8 Sourcing from local farmers

For the TVC to work it requires every link in the value chain to benefit from tourism activity. Hence the importance of local businesses to have policies in place to support local farmers, Table 4.25 indicates the extent that accommodation providers have policies in place to support local farmers.

Table 4. 25: Supporting local farmers

Valid responses	Percent	Valid Percent	Cumulative Percent
Yes	32.7	32.7	32.7
No	67.3	67.3	100.0
Total	100.0	100.0	100.0

The results indicate that the majority of the respondents (67.3 %) did not have policies while 32.7% of the respondents reported that their establishments had policies in place of support local farmers. Once again it seems that there are limited policies in place to support farmers, which is contrary to the spirit of TVC.

4.5.9 Access to economies benefits from tourism

In order for local people to benefit from any form of tourism, they must have access to tourists. In other words, entrepreneurs such as store holders, artists, purveyors of crafts, cultural troupes and so on should be provided with necessary space and facilities to conduct business with tourists. Table 4.26 indicates the level of commitment in this regard.

Table 4. 26: Access the economic benefits of tourism

Valid responses	Percent	Valid Percent	Cumulative Percent
Yes	34.7	34.7	34.7
No	65.3	65.3	100.0
Total	100.0	100.0	100.0

As can be seen in Table 4.26 above that the majority of the participants in the survey (65.3%) were not aware of any policies in place to provide local people with access to tourists so that they can derive economic benefit there it, while 34.7% acknowledged the existence of the policy. This once again defeats the objectives of the TVC.

4.6 Business participation in local community initiatives

In this section the subject of business participation in local community initiatives is discussed.

4.6.1 Accessibility to local community areas

The table below reflects the opinions of the various responses regarding the subject of business participating in local initiatives. The responses are as follows.

Table 4. 27: Exploring the local area

Valid responses	Percent	Valid Percent	Cumulative Percent
yes	90.1	90.1	90.1
No	9.9	9.9	100.0
Total	100.0	100.0	100.0

The above subject was included to establish whether local business enabled the local community to be in contact with their visitors by encouraging tourists to explore the local area. The outcome showed that the majority of the participants in the survey (90.1%) indicated that they encouraged visitors to explore the local community and local tourists attractions.

4.6.2 Presentations of local culture

This question was posed to determine whether local establishments invited local community groups to present their culture and traditions to tourist who visited the area. The responses may be seen in Table 4.28 below.

Table 4. 28: Local culture show

Valid responses	Percent	Valid Percent	Cumulative Percent
Yes	30.7	30.7	30.7
NO	69.3	69.3	100.0
Total	100.0	100.0	100.0

The outcome showed that a majority of the participants in the survey (69.3%) did not encourage local residents to present the culture and traditions to visitors to the area while 30.7% did so. This is one of the key reasons why local performers have not benefited from cross selling in the area.

4.6.3 Visit to local attractions

This question was asked to identify whether local accommodation providers offered their tourists/customers excursions to explore the local area and to utilise local restaurants and events in particular. The responses may be seen in Table 4.29 below.

Table 4. 29: Offering excursions

Valid responses	Percent	Valid Percent	Cumulative Percent
Yes	16.8	16.8	16.8
No	83.2	83.2	100.0
Total	100.0	100.0	100.0

Table 4.29 above indicated that over 83% of such business did not so while 16.8% did. This is one of the main reasons why the benefits of TVC are not shared by all in the value chain.

4.6.4 Introducing tour operators to local attractions

This question was posed to see whether accommodation providers worked with local tour operators to show visitors local attractions and so forth. Table 4.30 provides more data in this regard.

Table 4. 30: Working with inbound tour operators

Valid responses	Percent	Valid Percent	Cumulative Percent
Yes	74.3	74.3	74.3
No	25.7	25.7	100.0
Total	100.0	100.0	100.0

The table above indicates that close to 75% of organisations worked with local tour operators while 25.7% did not so. One may assume that the accommodation establishment provide their own services in this regard.

4.6.5 Information of accommodation.

This question was set to determine whether accommodation providers distributed information around local tourist attractions in their respective information outlets and room guides. Table 4.31 provides the responses to this question.

Table 4. 31: Local information in the room guide

Valid responses	Percent	Valid Percent	Cumulative Percent
Yes	22.8	22.8	22.8
No	77.2	77.2	100.0
Total	100.0	100.0	100.0

The outcomes showed that a majority of the participants in the survey (77.2%) did not distribute data regarding their facilities whilst 22.8% did so.

Once again this could contribute towards the diluted benefits of tourism in the value chain.

4.6.6 The encouragement of guests to explore the local area

This question was posed to establish whether accommodation providers encourage visitors to tour the local area. The responses may be found in Table 4.32 below.

Table 4. 32: Provision of information to encourage guests to explore local area

Valid responses	Percent	Valid Percent	Cumulative Percent
Yes	27.7	27.7	27.7
No	72.3	72.3	100.0
Total	100.0	100.0	100.0

The results indicated that a majority of the participants in the survey (72.3%) did not provide information to motivate guests to explore the area and visit other tourist attractions and vendors whilst only 27.7% did.

Once again this indicates that little cross selling takes place in the area and that the benefits of the TVC are not taken full advantage of.

4.6.7 Education of staff about local culture, history and environment.

This question was asked to find out whether accommodation providers provided training to their staff in order to equip them with the skills to provide a more comprehensive service to tourists. Table 4.33 provides the responses to this question.

Table 4. 33: Knowledge about the local area

Valid responses	Percent	Valid Percent	Cumulative Percent
Yes	21.8	21.8	21.8
No	78.2	78.2	100.0
Total	100.0	100.0	100.0

The results indicate that a majority of the participants in the survey (78.2%) did not provide such training while (21.8%) did so.

This could be one of the reasons why tourism is not flourishing in the area and why tourists are not fully aware of the attractions in the area.

4.6.8 Participate in local flora and fauna.

The question was set to determine whether the establishments offered guests the opportunity to participate in local flora and fauna tours. The results may be found in Table 4. 34 below.

Table 4. 34: Guests participation in local flora and fauna

Valid responses	Percent	Valid Percent	Cumulative Percent
Yes	19.8	19.8	19.8
No	80.2	80.2	100.0
Total	100.0	100.0	100.0

It may be noted in Table 4.34 above that over 80% of the respondents did not offer their guests such service, whilst 20% did. Once again, this may support the argument that tourism is not growing in the Western Province of Rwanda and why the full economic benefit of tourism is not been reaped in the area.

4.7 Local facility Infrastructure provisions

In this section the researcher explores the provision of local infrastructure to service the needs of the tourists when they arrive in the area.

4.7.1 Adequate space provision to trade within the local community

This section uncovers whether the accommodation sector has provided local people with the required infrastructures to exhibit their products and services. Table 4.35 below indicates the responses from the participants in the research study.

Table 4. 35: Space for local traders to sell produce to tourists

Valid responses	Percent	Valid Percent	Cumulative Percent
No cost to the user	7.9	7.9	7.9
Cost to the user	22.8	22.8	30.7
Did not respond	69.3	69.3	100.0
Total	100.0	100.0	100

The results indicate that 22.8 % of the accommodation providers provide space for local traders to sell products to tourists at a certain cost to the user, while 7.9 % reported that they facilitated space at no cost to the user. One may assume the reason why 69.3 % didn't answer to this question, is because the accommodation sector did not have space for local traders or they did not want to reveal the required information for whatever reason.

4.7.2 Space for the local exhibition of arts

This question was posed to determine whether the accommodation sector provides local people with the required infrastructures to exhibit their handcrafts. The Table 4.36 below indicates the responses from the participants in the research study.

Table 4. 36: Space for local art to be displayed

Valid responses	Percent	Valid Percent	Cumulative Percent
No cost to the user	17.8	17.8	17.8
Cost to the user	10.9	10.9	28.7
Did not respond	71.3	71.3	100.0
Total	100.0	100.0	100.0

The results indicate that 17.8% of the accommodation providers facilitate space for local art to be exhibited and sold at no cost to the artist, while 10.9 % of the respondents reported the provision of space at a cost to the artist. The fact that the participation was voluntary, could explain the reason why 71.3% did not want to respond to this question.

However, there might be other factors that need to be explored as there could be meaningful reasons why there was a reluctance to answer this question or to provide space should the latter be applicable.

4.7.3 Space for information on local products and services

This question was posed to see whether the accommodation sector provides local people with infrastructure to display the information of their products. Table 4.37 below indicates the responses from the participants in the research study.

Table 4. 37: Space for local community groups to display information

Valid responses	Percent	Valid Percent	Cumulative Percent
No cost to the user	10.9	10.9	10.7
Cost to the user	15.8	15.8	26.7
Didn't respond	73.3	73.3	100.0
Total	100.0	100.0	100.0

The results indicate that 10.9% of the total respondents testified that the accommodation establishments provide space for local community groups to display information/local produce at no cost to the user while 15.8 % of the respondents reported the use of the space at a cost to the user. As a high percentage of respondents (73.3%) did not answer this question it is once again difficult to draw accurate conclusions in this regard.

4.7.4 Space for performing arts

The question was asked in order to identify whether the establishments enabled talented local people to show their arts in their premises. Table 4. 38 below indicate their responses.

Table 4. 38: Space for performing arts

Valid responses	Percent	Valid Percent	Cumulative Percent
No cost to the user	5.9	5.9	5.9
Cost to the user	21.8	21.8	27.7
Didn't respond	72.3	72.3	100.0
Total	100.0	100.0	100.0

The results indicate that respondents 5.9% testified that the accommodation provide space for performing arts at no cost to the user whilst 21.8% of the respondents reported the provision of space at a cost to the user. Here again the high non-response rate of 72.3% makes it difficult to make accurate assertions in this regard.

Suffices to say however, local businesses should support local artists as they could increase sales thereby improving the economic conditions within the area.

4.8 Supplier Information

The question was asked in order to determine the derivation of products and services that are sold in the area. Table 4.39 below provides more data in this regard.

Table 4. 39: Suppliers based in the province

Valid responses	Percent	Valid Percent	Cumulative Percent
0-20%	5.0	5.0	5.0
21-40%	5.0	5.0	10.0
41-60%	9.9	9.9	19.9
61-80%	69.3	69.3	89.2
81-100%	7.9	7.9	97.0
Didn't respond	3.0	3.0	100.0
Total	100.0	100.0	100.0

It may be noted from Table 4.39 above that slightly over 69% of the respondents feel that between 61% and 80% of the products and services that are sold in the area are indigenous to the area.

4.8.1 Supplies procured outside of the Western Province of Rwanda

Here the researcher wished to establish the level of support by local accommodation providers of out-of-town suppliers.

Table 4. 40: Suppliers in other region of Rwanda

Valid responses	Percent	Valid Percent	Cumulative Percent
0-20%	6.9	6.9	6.9
21-40%	23.8	23.8	30.7
41-60%	55.4	55.4	85.7
61-80%	9.9	9.9	96.0
81-100%	1.0	1.0	97.0
Didn't respond	3.0	3.0	100.0
Total	100.0	100.0	100.0

It may be noted in Table 4.40 above that the results indicate that 55.4% of respondents reported that 41%-60% of the supplies came from other regions in Rwanda.

The table also reflects that there is good support of local suppliers as only 3% did not respond and the balance did but asserting that they supported locals in various other percentages. If this is an accurate reflection of what is transpiring in the Western Province of Rwanda, then things auger well for the area as the local suppliers are being supported by accommodation businesses.

4.8.2 Overseas suppliers

This question was asked to determine how much of the products and services that are offered in the Western Province of Rwanda by accommodation providers are procured outside of the the country. The answer may be found in Table 4.41 below:

Table 4. 41: Overseas suppliers

Valid responses	Percent	Valid Percent	Cumulative Percent
0	1.0	1.0	1.0
0-20%	81.2	81.2	82.2
21-40%	6.9	6.9	89.1
61-80%	6.9	6.9	96.0
Didn't respond	4.0	4.0	100.0
Total	100.0	100.0	100.0

Results as indicated in Table 4.41 above indicate that 81.2% of respondents reported that between 0%-20% percent of their supplies were imported from overseas. As the TVC is concerned with translating benefits for all players in the equation and especially local service and product suppliers, it is trusted that as cross-selling becomes more popular, less products will be sourced overseas and more offerings procured on a local basis. It should be noted that there are products and services that are unavailable in the area so it makes sense for these organisations to source such offerings outside of the country.

4.9 The main products purchased

In this section the researcher wished to uncover what products were sourced locally and overseas.

4.9.1 Products sourced locally

This question was asked to determine the produce rate and category within the Western Province of Rwanda. The results may be found in the Table 4.42 below.

Table 4.42: The main products that are currently sourced locally

Products	Percentage
Agricultural (Foods and Beverages)	85%
Animal Husbandry (Meats, Eggs, Chickens, Milk)	6%
Sea foods (fish)	9%
Total Respondents	100%

The results show that 85% of the agricultural products (foods and beverages) are produced locally, that 6% is the animal husbandry (meats, eggs, chickens and milk) and likewise 9% of sea food is also produced in the Western Province of Rwanda).

4.9.2 Main products that are currently sourced outside of Western Province

This question was asked to determine the produce and category sourced out of the Western Province of Rwanda. The following produces are from outside of the Western Province of Rwanda: The balance of the aforementioned (see Table 4.42 above);

1. Alcohol beverages;
2. Equipment;
3. Professional services e.g. legal, business consulting and financial services
4. Vehicles; and
5. Appliances.

4.10 Preferences source of supplies

This question was asked to find out whether the establishments saw a benefit from strong linkages in the Western Provinces of Rwanda. The Table 4.43 below provides more information.

Table 4.43: Linkages experience

Valid responses	Percent	Valid Percent	Cumulative Percent
Yes	91.0	91.0	91.0
No	5.0	5.0	96.0
Didn't respond	4.0	4.0	100.0
Total	100.0	100.0	100.0

It may be noted above that 91% of the respondents felt that it would be beneficial to form local linkages in the Western Province of Rwanda and in so doing procure goods and services in the area from local service providers. Should this be a reflection of how business people feel about supporting local businesses then the benefits of the TVC will be realised for all in the area.

Sadly as can be seen above this is not currently happening as a large quantity of products and services are being bought from suppliers outside of the Western Province.

4.10.1 Preference for local purchasing

According to the World Tourism Organisation (2002_a:38), one of the best ways to enhance the economic benefits to the local community and to increase the contribution to poverty reduction, is to increase the extent of linkages between the formal tourism sector and the local economy. For the sake of the focus in this research, the linkages in question are between the accommodation sector and local community in the Western Province of Rwanda. As stated previously in this section the results have indicated that the majority of the accommodation respondents (91%) would prefer to purchase a higher percentage of products and services from local provincial traders while 5% would not. The small percentage of respondents who did not answer the question does not skew the fact that by far the majority of the respondents would preferably support local businesses save that such businesses can satisfy their respective needs. The products that these businesses (accommodation providers would like to purchase locally are all beverages, agricultural and husbandry offerings, equipment, furniture, electronic goods, TVs, refrigerators, motor vehicles, and professional services (e.g. tour operating services).

When asked who the main suppliers are of local products, the following were listed:

1. Local people and marketers;
2. The Kigali supermarket;
3. Sina Gerard (local entrepreneur from Northern province of Rwanda) ;
4. Blarilwa (local brewery) and
5. Retailers and wholesalers from the Democratic Republic of Congo (DRC).

When asked what were the key reasons for not supporting local traders, the following reasons were listed (see Table 4.44 below).

Table 4.44: Reasons for not purchasing from local businesses

Reason	Percentage	Comments
Price	78,2%	Contrary to most circumstances, pricing seems not to be an important issue relatively speaking as over 78% of the respondents felt that availability, product quality etcetera were of greater importance.
Limited availability	92,1%	Over 90% of the respondents felt that the availability of products is important and one of the key issues why they would not buy from local sources is the lack of variety and assortment of various offerings.
Quality of product/service	86,1%	Here the respondents echoed the belief that in order to win support, local traders should ensure the correct quality of offerings (products and services) otherwise they would not support them and procure outside of the area.
Lack of product knowledge	90,1%	Oftentimes local traders do not have sufficient product knowledge to demonstrate and sell products that are complex and require accurate product data. Without the provision of such information by local traders, buyers rather seek knowledgeable salespeople who know their products and can provide accurate information about them.
Health and safety issues	87,1%	The issue of health and safety is important for accommodation providers as they dispense/serve food to their respective guests. Should something go awry (food poisoning for example) they could be faced with litigation. Health and safety therefore plays a very important part of vendor selection and it would be committing financial suicide if accommodation providers would buy goods from local traders that could impact on the health of guests.

4.11 Category of staff in the accommodation sector in Rwanda's Western Province

When asked what categories of staff work in the accommodation sector, the responses in this regard are listed in Table 4.45.

Table 4.45: Category of staff within the accommodation sector in Western Province of Rwanda

Staff category	Percentage	Comments
Full-time staff	80%-100%	More than 80% of the respondents reported that 80% to 100% were full-time staff members whilst between 14.9% - 45.5% reported that 10% to 20% were part-time staff. The question that arises here is where do these full time workers come from? If the bulks are local citizens, then the TVC is working by providing local Rwandans with gainful employment, which helps to stimulate the local economy

		and simultaneously reduces unemployment. If however most of the employees come from outside of Rwanda and particularly the Western Province, then little benefit will be derived there from.
Part-time staff	10%-20%	More than 15% of the respondents reported that 10% to 20% were part time employees.
Foreign Experts	0%-3%	A small number of the respondents reported that the number of foreign staff was between 0% to 3%, which means that in some cases there were no foreign staffs employed. The researcher assumes that foreign workers are in senior management positions or positions that require a certain level of specialised skills.
Staff under contract	48.5%	This question was asked in order to know the basis under which the identified human resources are working within the accommodation sector in the Western Province of Rwanda. Out of 100 respondents, 48.5% of the respondents reported that 20% of the establishment's staff were under contract of whom 80% were full time and 20% part-time employees. This situation could have a negative impact later on, as these employees will not be members of a pensions fund, which could lead to an impoverished existence when they are too old to work.

Based on the data reflected above, one may ask if the Western Province of Rwanda is competitive in terms of quality services delivery in the tourism and hospitality industry as the industry tends to employ subcontracted workers who may have little long-term incentive to excel in their work because of the lack of meaningful employee benefits. If not, a strategy should be formulated and implemented to provide long-term employment for locals, employee benefits to provide them with benefits post retirement and an incentive to excel in their respective jobs. By doing so, productivity may increase with the resultant improvement in service levels for tourists.

4.12 Establishment's plan to increase the number of local people who benefit from the tourism industry

This question was asked to ascertain if plans existed to increase the opportunities for the local community to benefit from the tourism sector.

The following plans and objectives were reported (in no specific order):

1. Increase the quality and quantity of infrastructures;
2. Increase the number of jobs through diversifying activities;
3. Educate local people to obtain skills in the hotel industry, training, workshops;
4. Marketing the tourism, the participants therein and the province by providing good quality services to the customers;
5. Attracting investors;
6. Creating the tourist attractions;
7. Improve partnership and linkages with local suppliers;

8. Increase customer care service quality, and the number of guests; and
9. Making the price affordable for local people;

4.13 Reasons for the positive and negative impact on the local economy

This question was asked to determine how respondents perceived the positive and negative impact of tourism in the Western Province of Rwanda. The following were revealed (no specific order):

1. There is a need for destination development because of new infrastructures;
2. There is a need for diversifying economic activities in order to generate income;
3. There is a need to solicit more donations from tourists to the local community;
4. There is a need for socio-economic development through job opportunities, taxes, levies, more investments and foreign currencies;
5. There is a need to increase income generating activities and new infrastructures;
6. There is a need to improve the quality of services;
7. There is a need to influence the facilitation of new partnerships with local suppliers;
8. There is a need to generate social-economic changes to earn additional income; and
9. There is a need to create employment opportunities and to increase the number of jobs.

Although one would prefer to expound upon the positive impact of tourism in an area one must be ever mindful that tourism can introduce negative impacts to a community. The negatives are as follows:

1. Human trafficking;
2. Drug trafficking;
3. Inter-cultural marriages;
4. Child sexual exploitation; and
5. Homosexuality, which is frowned upon in Rwanda.

During the research project, the researcher attempted not to influence the research participants in any way as he wished the respondents to voice their own opinions. This led to some respondents freely providing information whilst others tended to be less verbose. Some of the respondents were also open to change whilst others seemed to be resistant towards new ideas. However this is a strategic process through which all institutions from public, private and civil societies should come together to voice their concerns about the need for change and transformation in order to ensure a better life for future generations. One example of this is the tolerance and reconciliation education that the Rwandan Government is instituting to change the attitudes that led to the genocide.

5. Conclusion

In this chapter the researcher covered the collection, collation, analysis and interpretation of the data that were collected during the primary data search. In the following chapter, the researcher discusses the conclusions he has derived from the study and proposes certain recommendations that may be pursued and implemented in order to close the gaps which the researcher uncovered during the research.

CHAPTER FIVE: CONCLUSION AND RECOMMENDATIONS

5.1 Introduction

The Western Province of Rwanda is at a turning point in its economic development. Both the local and the Central Government are fully committed to reducing poverty and improving the standard of living by encouraging a private sector-led process of economic transformation in order to reduce the country's dependence on agriculture. Non-agricultural job creation is imperative to provide welfare and economic safety to the population and to ensure long-term social and political stability. The challenge is the speed with which this transformation should be undertaken.

Moreover, the Western Province of Rwanda faces special obstacles given its geographical position. The nature of the challenge is underlined by the local Government's goal to transform the country into a knowledge-based economy by 2020. High levels of investment by the private and the public sectors will be required. Domestic private investment will be the main driving force for development. Foreign aid is in a position to support some of the necessary public investment in infrastructure and human capital (such as education, health). The supporting agencies such as the SNV, OTF, and GTZ could provide important contributions in different aspects of provincial needs in areas of linkages and human capacity building.

These international agencies will be especially important in acting as a catalyst in the substantial upgrading of business-related skills (technical know-how) that will be required to improve the communities' lives through the TVC. This would also complement the Government's major drive to upgrade the tourism industry as one of the economic priorities in Vision 2020.

This need has found a concerted and well-targeted effort by the Government to address fundamental weaknesses in the investment climate that it inherited. Peace, stability and personal safety have been restored. Macro-economic conditions are sound and stable. Consistent improvements have been made in the investment framework. Regulatory institutions should be strengthened at provincial level. Corruption is low and is not tolerated by the leadership. Therefore, infrastructure and facilities should be addressed in order to upgrade the industry. In this chapter, the researcher discusses the conclusions that are derived from the findings, which were presented in Chapter four.

It will be noted in this chapter that the researcher first discusses the conclusions that were drawn from the previous chapter.

He then proposes the recommendations that he feels will assist the Western Province of Rwanda to improve the opportunities for tourism, so that all the stakeholders in the area will enjoy benefits from the TVC. The researcher concludes the chapter by highlighting some of the limitations of the research, which includes self-critique of the research project.

5.2. Conclusions

Although a number of problems were uncovered in the Western Province of Rwanda with regard to the tourism industry in the area, the following represent the main challenges that need to be addressed in order for meaningful benefits to reach all links in TVC. These concerns may be found in Table 5.1 however the five most important problems in the opinion of the researcher will be further elaborated upon in Table 5.2.

Table 5.1 Concern and Discussions

Problem Area	Discussion and suggestions
1. Business location.	<p>Discussion: This refers to the proximity of local businesses to the tourist accommodation facility. Whilst conducting the research, the researcher found that the accommodation facilities were far from local businesses such as food and beverage providers, handy craft producers, local entertainers, restaurants, pubs, sight-seeing destinations and so forth. As a result, tourists were not referred to these service providers by the accommodation owners and management staff, which translated into such businesses not being visited by the various tourists.</p> <p>Suggestions: Managers and owners of accommodation facilities should be encouraged to cross sell the features and benefits of local businesses and traders so that all in the area may enjoy economic benefits. Facilities nearer to the accommodation providers could also be provided by local government so that tourist may become more aware of the products and services that are provided by the local traders and entertainers etc.</p>
2. Lack of an effective integrated marketing strategy linked to the TVC.	<p>Discussion: As a result of the lack of an effective integrated marketing strategy that is linked to the TVC, only the few derive benefit there from and even those who</p>

	<p>benefit could enjoy better results if a strategy could be put into place.</p> <p>Suggestions: A macro business strategy should be formulated and put into place. Thereafter every business owner in the area should be assisted to design a micro strategy for each business, which should be in sync with the macro strategy. <i>Further data will be provided in Table 5.2.</i></p>
<p>3. Lack of proper understanding of the TVC concept.</p>	<p>Discussion: The concept of the tourism value chain is complex as it involves the comprehension of Porter's value chain and how such chain applies in a tourism perspective. To understand the TVC one needs to be <i>au fait</i> with the subjects of primary activities (marketing, inbound and outbound logistics and operations etcetera) and secondary activities (support activities such as financial management, HR and so on) and how they related in terms of the potential profitability of an organisation.</p> <p>Suggestions: In order to garner such knowledge one would have to be educated in this regard and the researcher believes that there was scant attention placed on educating local businesses with regards to the concept of the TVC. <i>This is further elaborated upon in Table 5.2.</i></p>
<p>4. Poor customer services delivery.</p>	<p>Discussion: For any organisation to succeed in a competitive environment it must provide service superior to its competitors. Services marketing is a relatively new subject and like the TVC is rather complicated in nature.</p> <p>Suggestions: The best tool for assessing service quality is the SERVQUAL Model as it not only uncovers gaps in service quality but also provides logical solutions as to how these gaps may be filled (resolved). <i>This is further elaborated upon under recommendations, which follows after this section.</i></p>
<p>5. Limited participation of local people in the tourism sector.</p>	<p>Discussion: The researcher concentrated on interviewing business owners, managers and employees who are involved in the accommodation sector in the Western Province of Rwanda. In many ways this provided a one-sided picture of the situation.</p> <p>Suggestions: A further research study should be embarked upon (at doctorate level) to determine the views, opinions and</p>

	feelings of the local business people and residents in the area regarding tourism in the area and how such tourism can be better orchestrated for the benefit of all in the area;
6. Lack of coordination of tourism and hospitality industry.	<p>Discussion: Without coordination of the tourism industry in the Western Province of Rwanda, the industry will never attain its full potential as a money earner and income provider.</p> <p>Suggestions: It is therefore essential, as stated above, that an integrated marketing strategy be formulated and employed in the Western Province of Rwanda. This will assist to join all the players in the area to work in a coordinated manner so that all the participants will benefit from such synergy. <i>This is further elaborated upon in Table 5.2 under recommendations, which follows after this section.</i></p>
7. Lack of legislation and ‘gentlemen’s agreement’ in place to reinforce the industry of tourism and hospitality	<p>Discussion: As the industry is unregulated and as no real legislation is in place to protect the industry, there is a free-for-all attitude towards tourism in the area. In many ways unfair competition prevails where the large organisations take advantage of small businesses to the latter’s detriment.</p> <p>Suggestions: Although one does not want to over-regulate the industry, by having some form of agreement in place, the small player could be protected and afforded the opportunity to compete on a more equitable basis against their bigger counterparts. Secondly, legislation could also protect the interests of the accommodation providers, which could in turn assist to obtain better cross selling amongst all the participants in the industry.</p>
8. Limited infrastructures.	<p>Discussion: In order to attract a larger number of tourists to the area, more facilities should be provided. This will act as a ‘magnate’ to influence and attract more tourists to the area.</p> <p>Suggestions: The following represent the type of infrastructure that is needed in the area: better roads, hospitals, transport, additional business centres, educational institutions, more up-market hotels, graded hotels, motels, and B&Bs to house the influx of new visitors to the area. This is further elaborated in Table 5.2 below.</p>
9. Poorly maintained tourists attractions.	Discussion: To appease the needs of

	<p>international tourists one needs to offer facilities of an international standard. Currently most of the tourist attractions do not qualify to be of 'international' standard.</p> <p>Suggestions: Attention should be placed upon uplifting the tourist attractions so that the needs of the international and local traveller may be satisfied. These attractions include the genocide memorials, traditional museums and other related tourism venues and event centres including the sites that house the famous mountain gorillas. The government (local and national) should be involved with this project and could even subsidise such renovations by means of additional tax breaks.</p>
<p>10. Lack of environmental protection.</p>	<p>Discussion: Like in most countries on the African continent, Rwanda also has its problems when it comes to environmental protection. This includes deforestation, poaching and pollution.</p> <p>Suggestions: The country as a whole should strategise to protect the environment so that future generations may benefit from Rwanda's natural beauty and resources. Although the country has the Rwandan Environment Management Authority, the institution does not have the resources to combat all the problems that exist in the country. A concerted effort should be made at primary school level to educate young children about the economic benefits of environmental protection. By doing so the benefits of sustainable and responsible tourism for future generations will be assured.</p>
<p>11. Local resident poverty.</p>	<p>Discussion: According to Spenceley and Nielsen (2010) in 2009, the tourism industry directly employed 33,800 people in Rwanda, whereas indirect employment accounted for another 40,500 jobs. This resulted in total travel and tourism-related employment of 74,300 people. Sadly, many people in Rwanda are unemployed so any increase in tourism will have a positive effect on employment in the area. Even the employed suffer from financial difficulties because of the number of people per household.</p> <p>Suggestions: The government of Rwanda should implement a plan to increase employment by encouraging</p>

	<p>entrepreneurship and if need be give tax breaks to offshore people and organizations who are prepared to set up shop in Rwanda. By encouraging the effective implementation and control of the TVC, financial benefits will reach the poor, which in turn will assist to reduce poverty in the area.</p>
<p>12. Short tourist length of stay.</p>	<p>Discussion: It is a well-known fact that the longer tourists stay in an area; the more they spend on accommodation, food, luxuries and tourism experiences. As the tourist receipts depend on the length of a stay in particular destination, the industry and government should endeavour to create the required infrastructure and facilities to motivate tourists to stay longer in the Western Province of Rwanda.</p> <p>Suggestions: The best possible way to do so could be to sell packages to promote longer stays e.g. stay for three nights and receive a voucher to stay for an additional two days. The most important issue however is to find an innovative mechanism that will increase the duration of time that is expended by tourists in the area. For instance, sport water activities in the lake Kivu, social-cultural tourism experiences, visits to the genocide sites and so on could be used to extend the length of stay in the Western Province of Rwanda.</p>
<p>13. Lack of diversified tourism product development in Western Province of Rwanda.</p>	<p>Discussion: As the researcher mentioned above, several possibilities may be attempted for extending the length of stay of the tourist. This should assist to increase total receipts.</p> <p>Suggestions: What is also needed however is cross selling the existing products and services that is getting all the players involved in the industry to sell other events, facilities and experiences in the area. These could include promoting leisure tourism, social-cultural tourism and agri-tourism etcetera.</p>

As can be noted above, there are thirteen issues that need to be addressed by different participants in the TVC (including local and national government) in order for tourism to succeed in Rwanda in general and the Western Province in particular.

Although it makes good sense to resolve all of the thirteen problems at one time (simultaneously), it would not be practical to do so because of financial, infrastructural, political and other reasons and constraints. To avoid the trap of doing nothing, the researcher has therefore prioritised the key problems that he feels are needed to be addressed by the relevant parties in the short term. These recommendations may be found in Table 5.2 under recommendations, which follow this section.

5.3. Recommendations

According to Bateson and Hoffman (2008:330), customers seek reliability of service, assurance, responsiveness, empathy and tangibles and if these requirements are not met when experiencing a service, their respective needs will not be fully satisfied.

In other words, if a service does not provide adequate appeasement a service gap will emerge, which could result in a customer not using the services of a particular vendor. According to Bateson and Hoffman (2008:327), a service gap is "...the distance between a customer's expectation of a service and perception of the service actually delivered".

In terms of the SERQUAL Model as designed by Parasuruman, Zeithml and Berry (1985:41-50) there are four gaps in service quality, namely:

1. Knowledge gap which refers to the difference between what customers expect of a service and what management perceives the customers to expect;
2. Standards gap which refers to the difference between what management perceives customers to expect and the quality specifications set for the service;
3. Delivery gap which is the difference between the quality standards set for the service delivery and the actual quality of the service delivery; and
4. Communications gap which refers to the difference between the actual quality of service delivered and the quality of the service promised by external communications.

It is with the above four gaps in mind that the researcher makes recommendations. According to Ntonzima (2004:150) as cited by Rashe (2006:126), the term 'recommendation' means "...advice as a course of action, or make acceptable or desirable". The recommendations pertaining to closing the gaps in service quality are as follows (see Table 5.2 below).

Table 5.2 Key areas and recommendations pertaining thereto

Five key problem areas	Recommendations
1. Lack of an integrated tourism strategy in the Western Province of Rwanda.	As stated in Table 5.1 above a tourism development strategy should be designed, implemented and controlled at provincial level in the form of a tourism master plan.

	<p>Research needs to be conducted in order to establish what tourists want in the area in terms of a tourism experience. This will assist entrepreneurs and Government to align services, products and promotional activity according to customer needs and to facilitate the required capacity to meet and if possible exceed customer expectations (related to the above-mentioned four service gaps). Once the required research is completed, a strategy can be formulated, implemented and controlled to appease the needs of all stakeholders that are involved in the equation. This would also require the regular scanning of the micro, market, industry and macro environments and to take corrective action should these environments change for the either opportunities and threats in such environments.</p>
<p>2. Limited tourism infrastructures.</p>	<p>The researcher has pointed out in Table 5.1 above that there is a need in Rwanda, and in particular in the Western Province of Rwanda, for human resource development. It is essential to invest in human resource infrastructure, systems and processes, including the establishment and development of dedicated education institutions, with provincial as well as national vocational qualifications, training facilities and electronic delivery mechanisms (Ross, 1999:3).</p> <p>Based on the researcher's observation, there is only one up-market hotel which is classified as a Five Star hotel out of the thirty which were surveyed in the Province, with others fell into other categories which ranged from small to low quality establishments. The researcher supports the assertion by Ngenzi (2009:72) that certain hotels operate through speculation while others offer services which are below the minimum requirements. The number of facilities may have to be increased in line with the proposed increase in tourist turnover.</p> <p>Some of the culinary requirements of tourists are not met in the Western Province of Rwanda. As Rwanda belongs to the EAC, the researcher, therefore, recommends developing or adopting one</p>

	grading system so that offerings may be standardised in relation to what is expected by the tourists that visit Rwanda.
3. Lack of local participation in tourism industry (hence the TVC only benefits players at the top of the value chain).	<p>Because of the unsatisfactory unemployment levels in Rwanda, many people live below the poverty (bread) line. This is due to a large extent to the very few who benefit directly and indirectly from the TVC. National and local government must be the catalyst in increasing employment and business opportunities for entrepreneurs to start their own businesses. Fighting poverty must be seen as a priority in the country and one way to do so is the development of a sustainable tourism industry throughout the country. For example in Germany, Poland and Israel, 'dark tourism' brings in millions of US Dollars to the local economies of the three countries concerned. Millions of tourists visit the Holocaust sites in the above countries and the same can be done in Rwanda where 1,000,000 Rwandans were slaughtered during 1994 during a period of twelve weeks. A strategy that could be used to fight poverty is the use of cooperatives. The researcher suggests this as a viable option because most of the cooperatives in the province have been started by poor local people (predominately by women and vulnerable youth). The cooperatives however need the infrastructure to display the various products that are produced by the locals.</p>
4. Lack of understanding of TVC.	<p>As discussed in Table 5.1 above, the TVC is a new approach in developing countries and although many Rwandans are excited about the potential benefits there from, few actually fully comprehend the mechanics and benefits thereof.</p> <p>The researcher suggests the following ways that might make the approach more productive for pro-poor impacts:</p> <ol style="list-style-type: none"> 1. Forming a steering committee, which represents each line of actors in the value chain selected; 2. Equipping them with training about the approach; and 3. Offering them study tours in countries where they can see what

	kind of impact it has produced for local communities.
5. Lack of adequate service delivery and skills (both local business and business people).	The survey focused on thirty accommodation service providers who deal with visitors from different backgrounds worldwide through meeting their needs and wants. The major challenges that they have encountered include lack of formulation of business and a strategic marketing plan whereby clear vision, mission and objectives are defined. Thus, they do not know how to go about reducing poverty. So the researcher suggests the Human capacity building as the best practice to this challenge in Western Province of Rwanda. The Local and International NGO's such as SNV have to be mobilised by local Government to multiply efforts to this challenge because it showcases the negative image of the entire country if one customer is not satisfied from the service he received. It is also in the local people's interest to be flexible to a needed change because the specialised local capacity builders have the mandate to improve local lives by supporting their ideas, and developing and strengthening their capacities to effectively reduce poverty with good governance.

5.3.1 Summary

Although thirteen areas have been uncovered that require intervention in order to close the gaps of service quality, the researcher has only concentrated on the five most important issues, in terms of his understanding of the situation, that require urgent attention. These include:

1. The formulation of an integrated strategic business plan, which will include a strategic marketing plan for the region. This will require the participation and joint action of both national and regional/local government. The strategy should include the following:
 - An environmental analysis (micro, market, macro and industry).
 - The formulation of a tourism vision for the area, a mission and core values (should be customer-centric).
 - The setting of objectives (which should be specific, measurable, achievable, realistic, have a timeframe, be consistent, congruent, flexible and acceptable to all the players in the area).
 - Select an appropriate generic and grand strategy or strategies to achieve the objectives. Here the researcher proposes a differentiated generic strategy (to differentiate the area from others in Rwanda and elsewhere) and product development and market development grand strategies (former to create

- offerings that provide maximum utility and the latter to promote the Western Province of Rwanda to all of the countries in the world).
- The implementation of the aforementioned strategies.
 - The control of the strategies to ensure that standards are met (objectives are achieved).
2. The upliftment (improvement) of the infrastructure, facilities and capacity in the area to accommodate the needs of domestic and especially international tourists;
 3. The development of a long-term tourism vision for the province so that interventions may be put into place to secure benefits for generations to come (sustainable tourism);
 4. The provision of education, training and development programmes for local people so that they may develop the required skills and expertise to take advantage of tourism opportunities in the province;
 5. The encouraging of cross selling and the creation of synergy between the various operators in the area. No one can live and succeed in isolation and by cross-selling the products and services of others, all the entities will gain benefit there from; and
 6. The formulation of the required tactics to increase the stay of people in the area when they visit the province. This will increase the average spend per visitor, allow them to visit other vendors, see more of the country and experience the wonders of the country and its people.

Nevertheless, the researcher remains convinced that since TVC and PPT are still new concepts in Rwanda and particularly in the Western Province of Rwanda, the requisite mechanisms should be put into place to empower local people to participate actively in planning as well as the effective implementing and delivery of the TVC and PPT at all levels; from national to local level (ODI & SNV, 2006). In achieving this, the local people will become responsible for the success of tourism in Western Province of Rwanda.

5.5 Benefits expected from the interventions

Although it is difficult to predict future scenarios in relation to the uncertainty about drivers, trends and understanding of the future implications for the value chain and the inclusion of small-scale producers/service providers, the successful implementation of the strategy could set the Province on a path to increase the number of visitors in the area. For instance, the survey done by SNV in 2009 indicate that one of seven districts within the Western Province of Rwanda (Rubavu) could be on a path to attracting annual inflows of about 123,120 people (6% growth per year between 2008-2013) at the domestic and Internationals arrivals at the local national airport, with receipts of US\$ 172m by 2013 and about \$300m by 2020. These inflows might seem ambitious, but it all depends on the determination of local government, the private sector and a facilitator so to make it happen within the region (International Hospitality and Tourism Research Centre (IHTRC) for SNV, 2009).

It must be understood that the benefits expected from accommodation service providers are both direct and indirect and represent the value added to those sectors that interact directly with tourists such as hotels and tour operators as well as an indirect impact that represents the benefit to suppliers in the direct sectors, such as the farmers that supply the hotels. There are also the induced impact measures resulting from the tourism-generated wages spent in the economy (for example, the portion of wages of hotel employees spent on goods and services produced locally) (Kasahun, 2006:10). According to Kasahun (2006:7), tourism development in Rwanda may not generally have a substantial impact on reducing the level of poverty. The argument can also be applicable to the Western Province of Rwanda, since the survey done by the author was generalised for the entire country.

Since the respondents in this research have a positive understanding about the approach as it could enhance the benefits to the local communities from the industry, especially the accommodation sector, it is essential to recommend specific strategies to a developing country similar to Rwanda and those interventions required to ensure that the poor also benefit from the overall growth of the sector.

The findings in this research illustrated that the following benefits could be expected from the accommodation sector in the Western Province:

1. New infrastructures;
2. Diversifying economic activities generating income;
3. Donations to the local community from tourists;
4. Socio-economic development through job opportunities, taxes, levies, more investments and foreign currencies;
5. Improvement of quality services;
6. New partnerships with local suppliers;
7. Improvement of Local communities profiles; and
8. Employment.

The results from the survey made it clear that respondents understand that the Western Province of Rwanda needs total socio-economic transformation through engaging the local residents in such industries that offer huge opportunities to poor people to release themselves from poverty. Most respondents understood how essential the tourism value chain was and why the accommodation sector needed to participate more in order to enable their local communities to benefit from the industry. Something can be done about the TVC approach.

However, in order to make these benefits a reality, it is essential that the actors, supporters and influencers of the tourism value chain in the Western Province form a steering committee as a structural platform through which the benefits and challenges of the TVC can be monitored, evaluated and reported from provincial to national level.

5.6 Limitation of the research

As per most research conducted in various environments, this study had a number of limitations which the researcher would feel amiss if it was not discussed. The following are the limitations of this study.

5.6.1 Research culture

The culture of research is not well established in Rwanda in general, and particularly in the Western Province of Rwanda. Where it was known, it was regarded as a simple exercise of little value that would not make any real difference in people's lives. Low understanding made it difficult for some of accommodation provider respondents to deliver any kind of meaningful and relative information. This is the reason why the researcher feels some of the questions were not answered.

5.6.2 Size of Research Sample

The researcher interviewed managers and senior employers at the various accommodation establishments and did not speak to all of the employees. As the latter represents key members of the TVC, their perceptions remain unknown since the researcher was limited to the managers, senior employers and accommodation owners.

The views, opinions and feelings of the employees would have provided a more comprehensive understanding of the situation in the tourism industry in the province.

5.6.3 Research confined to accommodation service providers

The research was limited to accommodation service providers and as a result the researcher did not communicate with members of the local population such as local traders, local suppliers, households and other participants in the tourism value chain. These once again have led to the absence of input from the people who make up the bottom of the value chain and who are currently deriving little benefit from the TVC.

5.6.4 Distance

Because of the expansive nature of the province, travelling to and from the various respondents presented a challenge to the researcher. This was further impacted on by the fact that appointments that were made often were cancelled at the last moment. This resulted in the duplication of travel and costs, which also increased the time spent to garner the required research data.

5.6.5 Language Barriers

Although the questionnaire was translated from English to French, some of the research participants found the terms and words contained therein difficult to understand. This might be one of the reasons why they did not respond to some of the questions.

5.6.6 Further research

Further research should be undertaken with regard to the following issues:

- The integrated tourism marketing strategy of effective implementation of the Tourism Value Chain to better enhance all participants to benefit from the industry;
- A provincial tourism master plan that can guide the government, private sector, industry learners and practitioners to know their role in the local economy and national economy, in general;
- Government's role in preventing the sex tourism industry;
- The impact and cost that HIV/AIDS can have on the tourism and hospitality industry. It is important that sex tourists understand the personal risk that they take by travelling for sexual purposes. They should be made more aware of the fact that they can both contract and spread sexually transmitted diseases.
- The tourism and hospitality industry can incur financial burdens when staff members becomes ill with HIV/AIDS; and
- Investigation of the contributions of of the WTO in tourism income distribution to the poor people in Rwanda.

5.6.7 Research questions and research objectives

5.6.7.1 Research questions

It is essential for the researcher to ascertain the extent to which the research questions were answered and the research objectives were achieved.

1. What benefits can the local community gain from tourism accommodation providers in the Western Province?

The researcher undertook the study in order to identify the benefits the local community could gain from accommodation business providers in the Western Province.

In the opinion of the researcher local communities can benefit from the various tourism accommodation providers in the following way:

1. Employment at such establishments;
2. Training and the development of skills to work at such establishments;
3. Income so that the local employees can sustain themselves and their family members; and
4. An improvement of the lifestyle of residents because of the influence of the tourists

However, this research indicates that there is need to focus on the tourism value chain approach in order to enhance and maximise the social benefits for the local communities, as well as to minimise the negative environmental and social impacts and Increase profitability.

2. What benefits do the local communities expect to gain from the implementation of TVC in their respective areas?

The research study revealed to the researcher the following expectations as desired by local communities:

1. Additional employment in the western Province of Rwanda;
2. An enhanced lifestyle;
3. The purchasing of locally-produced products and services by the accommodation establishments and tourists;
4. Improved infrastructure (e.g. schools, improved roads, hospitals and so on);
5. Better benefits for all throughout the TVC (for the rich as well as the poor); and
6. Better understanding the tourism industry by the local residents and how the TVC can improve their lifestyles;
7. Improvement of the quality and quantity of locally produced products and services;
8. The provision of opportunities for smaller business and entrepreneurs, which will lead to the creation of jobs for local community residents;
9. Strengthening of partnerships with local business operators; and
10. Improving the country's image and thereby its commercial value.

3. What linkage is there between accommodation providers and the other participants in the process so that full integration may be ensured?

The study felt that there were insufficient linkages between the accommodation establishments and the small businesses and local residents in the area. Although the survey indicated that 77% of the respondents felt that it was very important to provide major opportunities for smaller businesses and entrepreneurs through linkages tourism which would lead to the creation of jobs for local community residents, unfortunately, more than 60% of the respondents reported that most of their suppliers came from outside the province while only about 10% of the suppliers were local. These figures show that there is need for further integration in this regard.

4. To what extent do accommodation providers wish to benefit local communities?

The researcher asked this question in order to determine the level of the relationship between the accommodation sector in the Western Province of Rwanda and the local communities.

Although 95% of the respondents indicated that they would prefer to buy locally, gave their opinions about purchasing all products locally, the following represent the reasons why they did not:

1. Lack of the quality of the product and services in the area;
2. The lack of variety and assortment particularly equipment, alcoholic beverages, professional services and so on;
3. The lack of product knowledge; and
4. Tourist preference for imported goods.

5. What are the skills and services needed by these providers?

The study revealed that in order to attract high-end tourists who are looking for cultural and educationally enriching experiences (Kassahun, 2006:14), the following skills are required:

1. Front desk skills (must be bilingual in English or French); Swahili should be an added value;
2. Information technology, particularly internet use;
3. Food and beverage management;
4. Sales and marketing;
5. General hotel management;
6. Catering;
7. Safety and hygiene;
8. Soft skills;
9. Accounting and administrative skills; and
10. Communication skills (business and otherwise).

6. Are these skills and services readily available from local citizens in the respective communities?

In research done by Ngenzi (2009:122), Rwandan education still has a way to go in terms of skills and quality services that are required to meet accommodation providers' primary goals and objectives. In the entire country the results showed that 69 (39.2%) of the workers had obtained a secondary certificate followed by 43 (24.4%) with national diplomas; 42 (23.9%) were bachelor degree holders; 4 (2.3%) of them had a master's degree level. At the time of the study, Rwanda's education system was not yet offering diplomas, bachelor degrees and masters in tourism or hospitality fields. Therefore the workers surveyed had those qualifications in other fields or had obtained them in tourism or hospitality management outside the country. In the researcher's observation, the situation is better in Kigali, the capital of Rwanda, and presented an example to other province of Rwanda like the Western

Province of Rwanda. To support the above argument, it has been expressed by Ngenzi (2009:134) that in the Rwandan tourism industry 7.4% (5.7% plus 1.7%) were expatriates in 2008 and most of them occupied senior management positions in large hotels.

This confirms what was noted in the literature review by Kurian (1982) who reported that most supervisory personnel in the country were either Europeans or Asians. Ngenzi's study demonstrates that 23 years after the Kurian's study, personnel from other African countries are still occupying supervisory positions, a majority being Kenyans and South Africans while a few Europeans and Asians remained as well in the senior personnel especially in multinational companies. In order to position the country in the market of competition, Rwanda should develop a strategic plan for human resources development and should stop relying on foreign experts to develop its tourism industry as it exacerbates the foreign exchange situation, thus creating economic leakages.

Although the skills and services in question are not readily available from the local citizens, in this research, the findings showed that 82.7% of the respondents believed that the situation will be improved because of the tourism value chain would stimulate training and skills development in the local tourism industry.

7. If these skills and services are not available, to what extent will the accommodation service providers assist local communities to develop these skills and services?

The fact that the research findings indicated that more than 60% of the respondents expressed their concerns about the policies of the accommodation services providers regarding their human capacity development (staff), it is naive to expect that the accommodation sector plan for local communities will be achieved without appropriate and accurate intervention from public, private and civil societies. The following are the related key points of the accommodation sector's plan for the Western Province to assist local communities to develop their skills and services:

- Educate local people to obtain skills in the hotel industry, training, and workshops;
- Improve partnership and linkages with local suppliers; and
- Increase customer care service quality, and increase the number of guests.

8. What benefits are expected from accommodation service providers?

It must be understood that the benefits expected from accommodation service providers are both direct and indirect and represent the value added to those sectors that interact directly with tourists such as hotels and tour operators as well as an indirect impact that represents the benefit to suppliers in the direct sectors, such as the farmers that supply the hotels.

There is also the induced impact measures resulting from the tourism-generated wages spent in the economy (for example, the portion of wages of hotel employees spent on goods and services produced locally) (Kasahun, 2006:10).

According to Kassahun (2006:7), tourism development in Rwanda may not have generally a substantial impact on reducing the level of poverty. The argument can also be applicable to the Western Province of Rwanda, since the survey done by the author was generalised for the entire country. Since the respondents in this research have a positive understanding about the approach as it could enhance the benefits to the local communities from the industry, especially the accommodation sector, it is essential to recommend specific strategies to a developing country like Rwanda and those interventions required to ensure that the poor also benefit from the overall growth of the sector.

The findings in this research illustrated that the following benefits could be expected from the accommodation sector in the Western Province:

1. New and improved infrastructures;
2. Improved marketing by the Rwandan government to encourage tourism in the area;
3. Increased tourism levels;
4. Greater spend by each tourist;
5. Longer stays by tourists;
6. Diversifying economic activities generating income;
7. Improvement of quality of product and services by local business people;
8. New partnerships with local suppliers;
9. Increased tourism practitioners such as tour guides and consultants; and
10. Improved integration in the value chain.

5.6.7.2 Research objectives

1. To identify how the benefits from TVC can be more equitably distributed to local communities in the Western Province of Rwanda

A key objective of the study was to identify how benefits from the TVC can be better distributed in the chain so that poverty may be reduced and employment increased in the area. The study revealed that in order for such benefits to flow throughout the chain, the following must be orchestrated:

1. The design, implementation and control of an appropriate strategic marketing plan that includes all the players in the TVC;
2. Better integration of the various activities and role players in the area;
3. A change in mindset so that accommodation establishment owners will support local businesses and communities;
4. Government intervention in the form of tax relief for small tourism businesses; and
5. Possibly a “buy Western Province” campaign to encourage cross selling.

2. To establish the expectations of both accommodation service providers and the local communities in the Western Province of Rwanda with regard to tourism in the area

Through the primary data collected from the accommodation sector and the interviews with owners and managers of the above accommodation service providers regarding the expectations from tourism in the area, as well as consultation with other research studies about the topic, this objective has been achieved. The twenty two statements presented in this chapter represent the expectations of both accommodation services providers and local communities because the targeted population live within the local communities whose expectations are not different from their members who work in the accommodation sector. However, the researcher believed that other groups involved in tourism in other areas of Rwanda would probably have expressed the same opinions if the same expectations had they been surveyed. As the study was necessarily limited in scope, the researcher hopes to be able in the future to extend it on a bigger scale as had been his original intention.

3. To determine what is required from both parties so that they may take advantage of opportunities in this regard

The researcher feels that this was answered under research questions above. Suffices to say all the parties involved in the TVC must work cohesively in order to garner benefits from the opportunities that are availed in the external environment.

4. To determine what is needed to improve integration between all the linkages in the TVC

In the research findings 77% of respondents believed that through linkages tourism could provide major opportunities for smaller business and entrepreneurs to the benefit of local communities. A total of 66% of respondents thought that strong linkages between the tourism sector and every small and medium sized enterprise in the Western Province were very important for pro-poor benefits.

The fact that organisations and locals are not working in a cohesive manner means that although most of the businesses in the area believe that integration will serve them well, little integration is actually taking place. The study therefore highlighted the need for further integration, which could be achieved by means of the following:

1. The formulation of a business strategy which should include the participation of all the businesses and locals in the area;
2. A rewarded system that encourages participation and integration (fee/commission-splitting agreement);
3. Intervention from local government to encourage participation;
4. Improved infrastructure; and

5. Training and development of local traders and service providers to increase product and service quality

5. To develop a marketing strategy to implement the TVC more effectively in the area so that better buy-in from all participants may be ensured and benefits enhanced

Since this research study was an exploratory study with its major focus on identifying the perceptions held by the accommodation sector regarding TVC, it was established that their area of greatest concern in implementing TVC was the marketing strategy. The research findings showed that 83.2% of the respondents felt that the tourism value chain would create a major international marketing opportunity for Rwanda, particularly in the Western Province. It is therefore understandable that it is important to develop a marketing strategy in order to implement it effectively for the benefit of all the possible participants in the industry, with particular regard to decreasing the level of poverty in the province.

Acknowledging that it is complicated to develop a marketing strategy to implement any policy or developmental approach, partners in the private sector will be required to optimise available resources and expertise. Getting to the end of the study, the key findings have been outlined; recommendations, limitations, research questions and objectives of this study are adhered to in this chapter. A call for further research is alarmed in order to have a broader picture of the tourism businesses' perceptions regarding tourism Value Chain in the entire country for pro-poor benefits.

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APPENDICES

APPENDIX A: Questionnaire

Perceptions of Accommodation sector regarding Tourism value chain with specific reference to the Western Province of Rwanda

SECTION A: BUSINESS PROFILE.

Where is your business located?.....

1.2. Please tick the appropriate block below which best describes your business

Hotel	Bed and Breakfast	Apartment	Guest House	Motel	Resort hotel
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1.3. Please indicate the ownership format of the business. (Please tick the appropriate block)

Sole ownership	Local hotel group	Family business
Government ownership	International hotel chain/group	

1.4. How long has business been in operation?

0- 1 years	2-5 years	6-10
11-20 years	21-30 years	>31 years

1.5. What is your position in the aforementioned business?
.....

1.6. Please tick the block which best describes the level of accommodation that your business offers

One-star	Two-star	Three-star	Four-star	Five-star	Not Applicable (N/A)
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1.7. Did you receive any support to start your business?

Yes (1) No (2)

If no, go to Section B.

1.7.1. If yes, from whom did you receive support to start your business (tick that, which apply)

Government	
Non-Government Organisations (NGOs)	
Private sector federation (PSF)	
Community Development Fund (CDF)	
Bankers	
Family savings	

1.7.2. What type of support did you receive?
.....

SECTION B: ACCOMMODATION SECTOR PERCEPTIONS AND EXPECTATIONS.

Will your business be interested in local linkages for pro-poor tourism benefits in this region?

Yes (1) No (2)

2.1. Which of the following are you familiar with?

Tourism value chain	Pro-poor tourism	Economic Development for poverty reduction(EDPRS)
Millennium Development Goals		Vision 2020 Any other and specify

2.2. Kindly indicate your position regarding the following statements in terms of tourism value chain implementation in the Western Province of Rwanda

Codes: 1=Very Important; 2= Important; 3=Neutral; 4=non important; 5=Very unimportant

Perceived economic impacts of tourism value chain implementation	1	2	3	4	5
1. The level of poverty will decline owing to local involvement in the tourism value chain.	1	2	3	4	5
2. Through linkages, tourism will provide major opportunities for smaller business and entrepreneurs, which will lead to the creation of jobs for local community residents	1	2	3	4	5
3. The Tourism value chain will support “Economic Development for Poverty Reduction Strategy (EDPRS)”, and will enhance pro-poor tourism benefits.	1	2	3	4	5
4. Pro-poor benefits of the Tourism value chain will exceed Pro- poor costs.	1	2	3	4	5
5. The Tourism value chain will create a major international marketing opportunity for Rwanda, particularly the Western Province destination.	1	2	3	4	5
6. The Tourism value chain will have a positive impact on the pro poor tourism benefits.	1	2	3	4	5
7. The Tourism value chain will improve product and service quality by local suppliers.	1	2	3	4	5
8. Every small and medium sized enterprise in the Western Province should be linked to the tourism sector.	1	2	3	4	5
9. The number of tax payers should increase.	1	2	3	4	5
10. The Local community mindset will change to something positive because of involvement in the tourism value chain.	1	2	3	4	5
Infrastructural development impacts	1	2	3	4	5
11. The Tourism value chain will result in improved infrastructure (for example, roads and conference facilities, hospitals, schools) that will also benefit the community at large.	1	2	3	4	5
12. There will be many upgraded facilities that attract tourists (hotels, Bed and Breakfasts).	1	2	3	4	5
13. There will be upgraded youth development centres.	1	2	3	4	5
Perceived Political Impacts	1	2	3	4	5
14. The Tourism value chain should be part of the tourism strategic policy of the country.	1	2	3	4	5
15. The Tourism value chain will be one of the tools responding to the achievement of the Millennium Development Goals which are to be promoted.	1	2	3	4	5

Perceived Social Impacts	1	2	3	4	5
16. The Tourism value chain will stimulate training and skills development in the local tourism industry.	1	2	3	4	5
17. The number of female entrepreneurs should increase in the foods industry.	1	2	3	4	5
18. Effective implementation of tourism value chain may cause inappropriate forms of tourism such as sex tourism in the Western Province of Rwanda.	1	2	3	4	5
19. The profile of local communities will improve as a result of the tourism value chain.	1	2	3	4	5
20. Effective implementation of the tourism value chain will be a major boost for national pride and nation-building.	1	2	3	4	5
21. There will be strong community involvement in the build-up during tourism value chain implementation.	1	2	3	4	5
22. The number of members affiliated to the social and security funds of Rwanda will increase.	1	2	3	4	5

SECTION C. KEY BENEFITS AND KEY CONCERNS

3.1. Please tick the appropriate block that you believe will result from tourism value chain implementation

	Yes	No
It will improve the country's image and thereby its commercial value.		
It will help to build an environment legacy.		
It will improve understanding among local people of the role that tourism plays in the economy (for example, by building partnerships with local schools).		
It will create opportunities for other forms of income sources for the local community other than income from agricultural activity.		
It will strengthen partnerships with local suppliers.		

3.2. What are you most concerned about regarding the Tourism value chain?

.....

3.3. Does your business have a policy statement that describes any of the following? (Tick all that apply)

It is aimed towards the environment (for example, to identify and minimize its negative environmental impacts).	
Build environment legacy.	
The way in which it aims to treat people that it employs for example, to uphold equal opportunities.	
The way in which it aims to integrate into and cooperate on any significant local issues, which impact the business for example, to purchase products locally whenever possible.	

3.4. Does your business participate in any specific initiatives? (Tick all that apply)

	Yes	No
Improve the quality of the local environment for example, by participating in local clean up campaigns.		
Conserve biodiversity (for example, fishing by using sustainable techniques).		
Improve understanding among local people of the role that tourism plays in the		

economy (for example, by building partnerships with local schools).		
Buy imported products and services through a local distributor (for example a supermarket).		
Support local farmers (for example, by sourcing fresh produce locally).		
Help local people access economic benefits of tourism (for example, by making space within the establishment for local small businesses, purchasing and displaying local art and craft work).		

3.5. Does your business encourage guests to explore the local area?

Yes	No
-----	----

If yes, how does it encourage this? (Tick all that apply)

We invite local community groups in to make presentations about the local culture.	
We offer excursions for guests to locally-owned attractions, restaurants or events.	
We work with inbound tour operators to provide excursions to locally-owned attractions, restaurants or events.	
We include information about the locals in the room guide.	
We provide information to encourage guests to explore the local area in the lobby and other public areas of the hotel.	
We ensure that all our staff know about local areas and are able to help guests explore the culture, history and environment.	
We offer guests an opportunity to participate in local flora and fauna tours.	

3.6. Does your establishment provide any of the following? (Tick all that apply)

	No cost to the user	Cost to the user
Space for local traders to sell produce to tourists.		
Space for local art to be displayed/sold.		
Space for local community groups to display information/local produce.		
Space for performing arts.		

Information about the establishment's purchasing practices

3.7. Does the Business have the policy to buy products/services?

	Yes	No
From this province		
From other provinces in Rwanda		
Import products and services directly		
Buy imported products and services through a local distributor (for example, a supermarket).		

3.8. Can you estimate the percentage that is sourced from?

Suppliers based in this province	0-20%	21-40%	41-60%	61-80%	81-100%
Suppliers in other regions of Rwanda	0-20%	21-40%	41-60%	61-80%	81-100%
Overseas suppliers	0-20%	21-40%	41-60%	61-80%	81-100%

3.9. Can you indicate the main products that are currently sourced locally?

3.10. Can you indicate the main products that are currently sourced outside of the Western Province?

Purchasing information in general

4. Would you like to purchase a higher percentage of products and services from local provincial traders?

Yes	No
-----	----

4.1. Are there any particular products or services that you would like to source from suppliers in the Western Province?

4.2. From whom do you buy your products or services outside of the Western Province?

4.3. What prevents you from buying these products or services from traders based on this province? (Rank the three main reasons where 1= most important and 3 least important reason).

	1	2	3
Price			
Limited availability			
Quality			
Lack of knowledge			
Health and safety concerns			
Company policy			

Information about the company's employment practices

5. What percentage of staff category applies to your company?

Part-time.....%	Full-time%	Foreign experts.....%	Contract basis.....%
-----------------	------------------	-----------------------	----------------------

5.1. How many of the contract staff are foreign experts?.....

5.2. What do you plan to do to increase the number of local people benefiting from the tourism industry?.....

6. Do you think that tourism has/could have a positive/negative impact on the local economy? Please give reasons.....

Thank you for your cooperation

APPENDIX B: Questionnaire en Français

Perceptions du Secteur de l'hébergement sur la chaîne de valeur du tourisme avec une référence spécifique à la province de l'ouest du Rwanda

SECTION A: PROFIL DE L'ENTREPRISE

1.1. Où est située votre entreprise ?

1.2. S'il vous plaît cocher la case appropriée ci-dessous qui décrit le mieux votre entreprise

Hotel	Beds and Breakfast	Apartments	Guest Houses	Motel	Resort Hotel
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1.3. S'il vous plaît indiquer le format propriétaire de l'entreprise. (S'il vous plaît cocher le cas Approprié)

Propriété Personnelle	Groupe d'hôtels local	Une entreprise familiale
Propriété du gouvernement	Chaîne d'hôtel internationale / groupe	

1.4. Depuis combien de temps êtes-vous dans les opérations commerciales?

0- 1 an	2-5 Ans	6-10 Ans
11-20 Ans	21-30 Ans	>31 Ans

1.5. Quelle est votre position dans les affaires susmentionnées

1.6. S'il vous plaît cocher la catégorie qui décrit le mieux le niveau de l'hébergement que votre entreprise offre

Une-étoile	Deux-etoiles	Trois-etoiles	Quatre-etoiles	Cinquefoils	N/A
------------	--------------	---------------	----------------	-------------	-----

1.7. Avez-vous reçu un soutien pour démarrer votre entreprise?

OUI (1)	Non(2)
---------	--------

Si non, passez à la section B.

1.7.1. Si oui, de qui avez-vous reçu un soutien pour démarrer votre entreprise (cocher toutes les cases)

Government	
Non-Government Organisations (NGOs)	
Federation du secteur Prive (FSP)	
Fond de Development communautaire(FDC)	
Banques	
Depots familiaux	

1.7.2. Quel type de soutien avez-vous reçu?

.....
2. Votre entreprise sera intéressée par les liens locaux aux retombées du tourisme en faveur des pauvres dans cette région?

Oui (1)	Non(2)
---------	--------

1. Lequel des énoncés suivants vous sont familières?

Chaîne de valeur du tourisme	Le tourisme en faveur des pauvres	Développement économique pour la réduction de la pauvreté (EDPRS)	
Objectifs du Millénaire pour le développement	pour le	Vision 2020	Tout autre et préciser

SECTION B: PERCEPTIONS DU SECTEUR DE L'HÉBERGEMENT ET ATTENTES.

2.2. Veuillez indiquer votre position en ce qui concerne les énoncés suivants en termes de mise en œuvre de la chaîne de valeurs du tourisme dans la province occidentale du Rwanda
Codes: 1 = très important, 2 = important, 3 = Neutre, 4 = non important et 5 = très peu d'importance

Les effets perçus économique de la mise en œuvre de la chaîne de valeurs du tourisme	1	2	3	4	5
1. Le niveau de pauvreté va diminuer en raison de la participation locale dans la chaîne de valeur du tourisme.	1	2	3	4	5
2. Avec le tourisme liens offrira de grandes opportunités pour les petites entreprises et aux entrepreneurs, ce qui conduira à la création d'emplois pour les résidents des collectivités locales.	1	2	3	4	5
3. La chaîne de valeur du tourisme va favoriser "le développement économique pour la réduction de la pauvreté (EDPRS)", et d'accroître les bénéfices du tourisme en faveur des pauvres.	1	2	3	4	5
4. Prestations en faveur des pauvres de la chaîne de valeurs du tourisme seront supérieures aux coûts en faveur des pauvres.	1	2	3	4	5
5. La chaîne de valeur du tourisme va créer une opportunité de marketing d'envergure internationale pour le Rwanda, notamment de la destination province de l'Ouest.	1	2	3	4	5
6. La chaîne de valeur du tourisme aura un impact positif sur les bénéfices du tourisme pro pauvres.	1	2	3	4	5
7. Le Tourisme chaîne de valeur permettra d'améliorer la qualité des produits et services par les fournisseurs locaux.	1	2	3	4	5
8. Chaque entreprise petite et moyenne entreprises dans la province de l'Ouest devrait être lié au secteur du tourisme.	1	2	3	4	5
9. Le nombre de contribuables devrait augmenter.	1	2	3	4	5
10. L'état d'esprit communauté locale se transforme en quelque chose de positif en raison de la participation dans la chaîne de valeur du tourisme.	1	2	3	4	5
Impacts sur le développement des Infrastructures	1	2	3	4	5
11. La chaîne de valeur du tourisme se traduira par l'amélioration des infrastructures (par exemple, les routes et les installations de conférence, hôpitaux, écoles) qui profitera également à la communauté au sens large.	1	2	3	4	5
12. Il y aura de nombreuses facilités améliorées d'attirer les touristes (hôtels, et table d'hôtes).	1	2	3	4	5
13. Il y aura des centres bien développés pour le développement de la jeunesse.	1	2	3	4	5
Perception des effets politiques	1	2	3	4	5
14. La chaîne de valeur du tourisme devrait faire partie de la politique stratégique du tourisme National.	1	2	3	4	5
15. La chaîne de valeur du tourisme sera l'un des outils répondant à la réalisation des Objectifs du Millénaire pour le développement qui sont à promouvoir.	1	2	3	4	5

Perception des effets sociaux	1	2	3	4	5
16. La chaîne de valeur du tourisme va stimuler la formation et le perfectionnement des compétences dans l'industrie touristique locale.	1	2	3	4	5
17. Le nombre de femmes entrepreneurs devrait augmenter dans l'industrie alimentaire.	1	2	3	4	5
18. Mise en œuvre effective de la chaîne de valeur du tourisme peut entraîner des formes inappropriées de tourisme comme le tourisme sexuel dans la province de l'Ouest du Rwanda.	1	2	3	4	5
19. Le profil des collectivités locales permettra d'améliorer à la suite de la mise en œuvre de la chaîne de valeur du tourisme.	1	2	3	4	5
20. Effective de la chaîne de valeur du tourisme sera un atout majeur pour la fierté nationale et d'édification nationale.	1	2	3	4	5
21. Il y aura une forte participation communautaire dans l'accumulation au cours de la mise en œuvre de la chaîne de valeurs du tourisme.	1	2	3	4	5
22. Le nombre de membres affiliés aux fonds sociaux et la sécurité du Rwanda va augmenter.	1	2	3	4	5

SECTION C. PRINCIPAUX AVANTAGES ET PRINCIPALES PREOCCUPATIONS

3.1. S'il vous plaît cocher la case appropriée que vous croyez résultera de la mise en œuvre de la chaîne de valeurs du tourisme

	Yes	No
Il permettra d'améliorer l'image du pays et, partant, sa valeur commerciale.		
Il aidera à construire un héritage de l'environnement.		
Il permettra d'améliorer la compréhension entre les populations locales du tourisme rôle joué dans l'économie (par exemple, en établissant des partenariats avec les écoles locales).		
Il créera des opportunités pour d'autres formes de sources de revenus pour la communauté locale autres que les revenus de l'activité agricole.		
Il renforcera les partenariats avec les fournisseurs locaux.		

3.2. Qu'est-ce qui vous préoccupe le plus en ce qui concerne la chaîne de valeur du tourisme?.....

3.3. Votre entreprise a-t-elle une ligne directrice politique qui décrit une des caractéristiques suivantes (cochez toutes les cases):

Ses objectifs pour l'environnement (par exemple pour identifier et minimiser ses impacts négatifs sur l'environnement).	
Bâtir l'héritage de l'environnement.	
La manière dont elle vise à traiter les personnes qu'elle emploie (par exemple de faire respecter l'égalité des chances).	

La façon dont il vise à s'intégrer et à coopérer sur les questions locales importantes qui ont un impact de l'entreprise (par exemple, d'acheter des produits localement lorsque c'est possible).	
---	--

3.4. Votre entreprise de participer à des initiatives spécifiques (cocher toutes les cases si cela est de ton choix)

	Yes	No
Améliorer la qualité de l'environnement local (par exemple, en participant à des campagnes locales de nettoyage).		
Préserver la biodiversité (par exemple, en utilisant des techniques de pêche durable).		
Améliorer la compréhension entre les populations locales du rôle que le tourisme joue dans l'économie (par exemple, en établissant des partenariats avec les écoles locales).		
Acheter des produits importés et de services par un distributeur local (par exemple un supermarché).		
Aider les agriculteurs locaux (par exemple, en s'approvisionnant en produits frais sur place).		
Aider les populations locales d'accéder aux avantages économiques du tourisme (par exemple, en faisant de l'espace au sein de l'établissement pour les petites entreprises locales, l'achat et l'affichage de l'art local et l'artisanat).		

3.5. Votre entreprise encourage les clients à explorer la région?

Oui	Non
-----	-----

Si oui, comment faut-il encourager cela? (cocher toutes les cases)

Nous invitons les groupes communautaires locaux pour faire des présentations sur la culture locale.	
Nous proposons des excursions pour les clients au niveau local appartenant à des attractions, des restaurants ou des événements.	
Nous travaillons avec les tour-opérateurs entrants d'offrir des excursions à propriété locale des attractions, des restaurants ou des événements.	
Nous incluons des informations sur les locaux dans le guide de chambre.	
Nous fournissons des informations pour encourager les visiteurs à explorer la région dans le hall et autres espaces publics de l'hôtel.	
Nous assurons tous nos collaborateurs connaissent la région et sont en mesure de permettre aux clients de découvrir la culture, l'histoire et l'environnement.	
Nous offrons aux hôtes la possibilité de participer à des visites de la flore et la faune locales.	

3.6. Votre établissement fourni les éléments suivants (cocher toutes les cases si cela est ton choix)

	Aucun coût pour l'utilisateur	coût pour l'utilisateur
Espace pour les commerçants de vendre leurs produits aux touristes.		
L'espace pour l'art local à afficher / vendre.		
Espace pour les groupes communautaires locaux pour afficher des informations / des produits locaux.		
Espace des arts du spectacle.		

Informations sur les pratiques d'achat de l'établissement

3.7. L'entreprise a-t-elle la politique d'acheter des produits / services ?

	Yes	No
A partir de cette province.		
D'une autre province du Rwanda.		
Produits d'importation et des services directement.		
Acheter des produits importés et de services par un distributeur local (par exemple un supermarché).		

3.8. Pouvez-vous estimer le pourcentage qui provient?

	0-20%	21-40%	41-60%	61-80%	81-100%
Fournisseurs locaux					
Fournisseurs des autres régions du pays					
Fournisseurs étrangers					

3.9. Pouvez-vous indiquer les principaux produits qui sont actuellement produits localement?.....

3.10. Can you indicate the main products that are currently sourced outside of The Western Province.....

Informations relatives aux achats en général

4. Souhaitez-vous acheter un pourcentage plus élevé de produits et services de commerçants locaux provinciaux?

Oui Non

4.1. Y a-t-il des produits ou services que vous souhaitez à la source auprès de fournisseurs dans la province de l'Ouest?.....

4.2. De qui achetez-vous vos produits ou services à l'extérieur de la province de l'Ouest?.....

4.3. Qui vous empêche d'acheter ces produits ou de services auprès des opérateurs sur la base de cette province (le classement des trois principales raisons: 1 = le plus important et 3 au moins des raisons importantes)?

	1	2	3
Prix			
La disponibilité limitée			
Qualité			
Manque de connaissances			

Santé et de sécurité			
Politique de l'entreprise			

Informations sur les pratiques d'emploi de l'entreprise

5. Quel est le pourcentage de ces catégories de personnel dans votre entreprise?

Temporaire.....%	Permanent..... %	Experts étrangers.....%	Contractuaire... %
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5.1. Combien d'agents contractuels sont des experts étrangers ?.....

5.2. Que comptez-vous faire pour augmenter le nombre de personnes locales bénéficiant de l'industrie du tourisme?

6. Pensez-vous que le tourisme a ou pourrait avoir un impact positif ou négatif sur l'économie locale? S'il vous plaît donner les raisons.

.....

Je vous remercie de votre collaboration

APPENDIX C: Accommodation List

THE WESTERN PROVINCE OF RWANDA

S/N	NAME OF HOTEL, LODGE/ ADDRESS	CATEGORY	LOCATION	ROOMS	BEDS
1	Hotel ten to ten	Middle range	Rusizi	51	51
2	Hotel du lac	Lower range	Rusizi	18	19
3	Peace guest house	Lower range	Rusizi	52	52
4	Centre pastoral incuti	Lower range	Rusizi	23	42
5	Hotel des chutes	Lower range	Rusizi	17	19
6	Home st François (soeurs penitentes)	lower range	Rusizi	35	54
7	Guest house la petite colline	Lower range	Rusizi	18	36
8	Gisakura guest house	Lower range	Rusizi	6	10
9	Auberge Gloria	Lower range	Rusizi	23	35
10	Rusizi river lodge	Lower range	Rusizi	18	18
11	Paroisse nyamasheke (logements)	Very low range	Nyamasheke	16	66
12	Centre bethanie	Lower range	Karongi	55	81
13	Moriah hill resort	Lower range	Karongi	18	32
14	Hotel eden golf rock	Lower range	Karongi	32	48
15	Home saint jean	Lower range	Karongi	28	76
16	Centre d'accueil st marie	Lower range	Karongi	12	12
17	Centre m.g.c	Unclassifiable	Rutsiro	3	6
18	Paroisse congo-nil	Unclassifiable	Rutsiro	4	6
19	Lake kivu serena hotel	Upper range	Rubavu	64	64
20	Stipp hotels	Middle range	Rubavu	35	48
21	Belvedere hotel	Middle range	Rubavu	26	31
22	Peace land hotel	Middle range	Rubavu	26	31
23	Lake view apartment and hotel	Middle range	Rubavu	16	24
24	Musanto house hotel	lower range	Rubavu	19	19
25	Hotel ubumwe	middle range	Rubavu	20	20
26	Sun rise hotel		Rubavu	12	14
27	Auberge de gisenyi	Lower range	Rubavu	10	12
28	City lodge	lower range	Rubavu	18	18
29	Gisenyi city view	lower range	Rubavu	6	6
30	Gorilla hotel	Upper range	Rubavu	35	35
Total Rooms and Beds				716	985

Source: Work Development Task Force Agency (2011)

APPENDIX D: Awarding letter for the research Project



Research Directorate
Direct telephone: +27 21 460 3128
Fax: +27 21 460 3887
Email: Mpako-NtusiT@cput.ac.za

22 February 2011

Mr JHS Snyman Ohlhoff
Department: Tourism & Event Management
Faculty: Business

Dear Mr Snyman Ohlhoff

Reference: University Research Fund Application for 2011

I am pleased to confirm that your student nomination for research funding for Mr E Safari has been approved as follows:

Project Title: Perceptions of local communities regarding tourism value chain in Eastern African countries with specific reference to Rwanda

Approved:

Award Type	Amount Awarded
University Research Fund	R20 000
Total	R20 000

The grant will be credited to your research cost centre. If you do not have a research cost centre yet, one will be created for you. For details on how to access the funds, please contact **Ms Amelia Rorwana** at rorwanaa@cput.ac.za or ext 4283. The grant is intended to cover the research-related expenses in respect of the above project and approved budget.

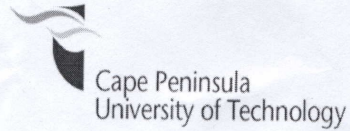
Kindly note that the URF award is made on condition that you undertake to produce DHET accredited outputs from the research. Future research awards will depend on satisfactory progress and research outputs produced from this project. Please ensure that your affiliation with CPUT appears in all printed publication/s emanating from this research project in order to assist in claiming the research output component of the publication subsidy. Towards the end of August 2011, you will be requested to provide a progress report on this research project. Please advise us timeously (but not later than September 2011) should you wish to carry any unspent funds forward to the following year.

Please accept our congratulations on the outcome of your application and best wishes for the success of your research endeavours.

Sincerely,

Tembeka Mpako-Ntusi
Director: Research

APPENDIX E: Letter of Recommendation



20 October 2010

Dear Sir/Madam

Re: Letter of Recommendation

This letter serves to confirm that Mr Ernest (student Number 204223083) is a registered Magister Technologiae: Tourism and Hospitality Management student who is completing the aforementioned post graduate degree by means of a full research thesis.

As Mr. Ernest needs to complete his primary research project (the collection of research-specific data from targeted respondents), kindly assist him in this regard. Please note that his questionnaire has been approved by his co-supervisor (Mr. Snyman Ohlhoff), the university's ethics committee and I, the undersigned, who is acting as his supervisor.

Mr. Ernest has made a great deal of progress with his research and is having his first three chapters edited. Given that his questionnaire has been approved and has met the ethical requirements, he is allowed by the Institution to start his data collection until March 2011.

Please contact the writer should you need any additional information.

Yours truly,

A handwritten signature in black ink, appearing to read "M. Wakeham", written over a horizontal line.

Dr. Myles Wakeham

Senior Lecturer: Marketing Department

Faculty of Business



APPENDIX H: Consent Letter



Kigali, 10-May-2010
Ref: RDB/04/601/..05/10

CONSENT LETTER

I have read the information presented in the information letter about a study to be conducted by **Mr. SAFARI Ernest of the Department of Tourism and Event Management at the Cape Peninsula University of Technology.**

I am aware that I have intention of this research for academic purpose.

I am also aware that the researcher will send questionnaires to tourism business operators in the northern province of Rwanda in order to gain their views but quotations will be anonymous.

I was informed that respondents may withdraw at any time without penalty by advising the researcher.

I am aware that this letter is to serve for the compliance with ethics clearance at the Cape Peninsula University of Technology in regards with the researcher's thesis on **"Perceptions of Local Communities regarding tourism value Chain in Eastern countries with specific reference to Rwanda"**

I was informed that if I have any comments or concerns relating to this research, I may contact the following:

NAME	POSITION	TELEPHONE	EMAIL
- Dr MYLES Wakeham	Supervisor	(021) 460 9002	WakehamM@cput.ac.za
- Mr. Mr S. Ohlhoff	Co-supervisor	(021) 460 9002	Ohlhoffs@cput.ac.za
- Prof. Davies	Head of Research ethics committee	+27 (0)21 680 1575	daviess@cput.ac.za
- Mr.Safari Ernest	Researcher	+27 (0) 782390682	Safariernest2004@yahoo.com

I am also informed that the Rwanda Development Board/Tourism and Conservation will get full access to the final report, so that we can also improve the services we provide but also merely for information purposes which would help us in decision making.

With full knowledge of all foregoing, I agree and consent the researcher to carry out this research and the Rwanda Development Board/Tourism and conservation welcomes that research and promises full cooperation.

P.O. RUSAKINGWA

RWIGAMBA Rica

Head of Tourism and Conservation

Rwanda Development Board (RDB)

Corner Blvd. de L'Umuganda (Airport Rd) & Nyarutarama Road, P. O. Box 6239, Gishushu, Kigali, Rwanda.
Fax No: +250 252 585 17, Web: www.rdb.rw