

**PERCEIVED BARRIERS TO TOURISM  
DEVELOPMENT IN RWANDA AS A  
TOURIST DESTINATION**

**YVES KOME NCENZI**

CAPE PENINSULA  
UNIVERSITY OF TECHNOLOGY  
Library and Information Services

Dewey No. 338.4791 N6E

T

CAPE PENINSULA  
UNIVERSITY OF TECHNOLOGY



8011487

PERCEIVED BARRIERS TO TOURISM DEVELOPMENT IN  
RWANDA AS A TOURIST DESTINATION

by

YVES KONE NGENZI

Submitted in fulfillment of the requirements for the degree Master of  
Technology: Tourism and Hospitality Management in the Faculty of  
Business at the Cape Peninsula University of Technology.

CPT ARC 338.4791 NGE

(Eug)

Supervisor: Michael NGETICH

Cape Town

February 2008

2008/02/08

2008/02/08



Cape Peninsula  
University of Technology

DECLARATION

I, Yves KOME NGENZI, declare that the contents of this thesis represent my  
**PERCEIVED BARRIERS TO TOURISM DEVELOPMENT IN  
RWANDA AS A TOURIST DESTINATION**

academic examination and represents my own conclusions and not necessarily those of the Cape Peninsula University of Technology.

by

  
YVES KOME NGENZI

3rd March 2009

**Thesis submitted in fulfilment of the requirements for the degree Master of  
Technology: Tourism and Hospitality Management in the Faculty of  
Business at the Cape Peninsula University of Technology**

**Supervisor: Michael NG'ETICH**

**Cape Town**

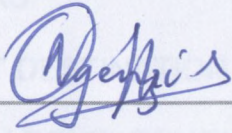
**February 2009**

KEY WORDS

## DECLARATION

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

Signed



Date

9<sup>th</sup> March 2009

## **KEY WORDS**

AFRICA

RWANDA

TOURISM

TOURISTS

BARRIERS

TOURIST DESTINATION

TOURISM DEVELOPMENT

DEVELOPING COUNTRY

SUSTAINABLE DEVELOPMENT

## ABSTRACT

Tourism is regarded as the fastest growing industry in the world. Africa was identified at the World Investment Conference in Geneva (WAIPA, 2005) as one of the continents with a significant potential for developing tourism. Located in sub-Saharan Africa, Rwanda is a low income, landlocked and densely populated country in Africa. Tourism provides the best alternative for economic development to Rwanda which does not have mineral resources unlike most African countries. The development of tourism can contribute a lot to this country through reduction of the level of poverty, creation of job opportunities as well as contributing to the national income. However, the tourism industry in Rwanda is still in its early stages due to the 1994 war. Most of the parks re-opened in 1998/1999, and still concentrate on low volume of tourists. Until now Rwanda is not recognised among the known tourist destinations in Africa; it is believed to be a less developed place for tourists. This study presents barriers to tourism development in Rwanda as perceived by domestic and international tourists as well as workers in the tourism sector of Rwanda. The study was conducted in the four provinces of Rwanda and the capital city, Kigali. A quantitative design using two cross-sectional questionnaires was utilised to establish the opinions of the participants. A sample of 426 participants, including 68 international tourists, 182 domestic tourists as well as 176 workers in the tourism sector was selected to participate in the study.

Data analysis by means of descriptive statistics was used to obtain the frequencies, expressed as percentages. The results from the study revealed that to become an internationally recognised tourist destination, Rwanda needs to improve the infrastructure related to tourism and hospitality together with entertainment and leisure services required by tourists. In addition, it appears that there is still limited funding and investments in the tourism sector. A more positive image, qualified personnel along with an effective destination marketing

both at local and international level are required. Further, it was found that mostly the cost of accommodation and the gorilla visit permit were costly for tourists among others.

However, data disclosed that Rwanda is a safe country with an unspoiled environment and is generally a low-cost destination. The people of Rwanda are friendly and hold an attractive rich culture.

This exploratory study could assist in planning and deciding suitable strategies to tourism managers in Rwanda. It can lead as well to a competitive tourism industry. Therefore, it is important for the Rwandan government; policy makers and the stakeholders to address vigorously the issues slowing down the tourism industry in Rwanda. It is expected that when these barriers have been tackled, it will contribute toward sustainable tourism development in Rwanda.

## ACKNOWLEDGMENTS

In the first place, I thank God who enabled me to accomplish this work. The present thesis is a product of a number of people and institutions to which the sincere thanks are addressed.

The financial assistance of the Government of Rwanda (RST), and the Centre for Postgraduate University of Technology (COPUT) towards the subject is gratefully acknowledged. The views expressed in this thesis are the author's and are not necessarily those of the RST or COPUT.

This thesis is dedicated  
to my father Kajangwe Vedaste and my mother Nzamwita Athalie and  
to the memories of all the victims of the Rwandan holocaust.

## ACKNOWLEDGEMENTS

In the first place, I thank God who is above all, for everything He does for me.

The present thesis is an outcome of contributions from a number of people and institutions to which our sincere thanks are addressed.

The financial assistance of the Department of Labour (DST) and the Cape Peninsula University of Technology (CPUT) towards this research is acknowledged. Opinions expressed in this thesis and the conclusions arrived at are, however, those of the author, and are not necessarily to be attributed to the DST or the CPUT.

My special thanks to the management of the Cape Peninsula University of Technology which has permitted me to reach my goal through its postgraduate studies.

I'm sincerely grateful to Mr. Michael Ng'etich who in spite of his various responsibilities agreed to direct this research. His wise guidance, understanding and encouragement helped throughout the writing of this thesis. Many thanks to Mr. Eric Collier and Dr. Patric Ndakidemi for their time and remarks on the research proposal. I thank also Mr. Michael Erfort for the editing of this thesis.

In addition, I would like to extend my gratitude to the Academic Technology Services of the University of California, Los Angeles for their online guidance on statistical analysis through their statistical consulting group.

Particular thanks go to my friends and relatives, Eddy Imangu, Claude Bayingana and his family, Gaetan Ngabonziza, Valence Gitera, Chris Mpenza Muhire, Nadine Muziga Uwingabe, Rose Murungi, Sipokazi Bukani, Pascaline Umuhire,

Emmanuel Nsabimana, James Ngamije and the whole Rwandan community living in Cape Town.

Most of all, I would like to thank all the respondents for their participation in this research and the examiners of this thesis for their efficient comments.

May everyone not mentioned above who contributed towards the realisation of this work receive my sincere appreciations.

Conference presentations

NGENZI, Y.A. & NGETICH, M.K. (2017) Progress of ICT in the development of Rwanda as a smart country. Paper presented at Conference on Tourism and Technology for Smart Growth, Africa Africa 11-12 November 2017

NGENZI, Y.A. & NGETICH, M.K. (2017) The impact of ICT on the development of Rwanda as a smart country. Paper presented at Conference on Tourism and Technology for Smart Growth, Africa Africa 11-12 November 2017

Poster presentation

NGENZI, Y.A. & NGETICH, M.K. (2017) The impact of ICT on the development of Rwanda as a smart country. Paper presented at Technology for Smart Growth, Africa Africa 11-12 November 2017

## RESEARCH OUTPUTS

### Article submitted for publication to international journal

NGENZI, Y.K. & NG'ETICH, M.K. 2008. Perceived Barriers to tourism development in Rwanda as a tourist destination. *Journal of Business and Management Dynamics*.

### Conference presentations

NGENZI, Y.K. & NG'ETICH, M.K. 2007. Perceived barriers to tourism development in Rwanda as a tourist destination. 1<sup>st</sup> AHSA international Conference on Tourism and Hospitality Research in Africa [Cape Town, South Africa, 11-14 November 2007].

NGENZI, Y.K. & NG'ETICH, M.K. 2007. Perceived barriers to tourism development in Rwanda as a tourist destination. POGSA Postgraduate Students Conference. [Bellville, South Africa, 30 October 2007]. "*Best presenter award*"

### Poster presentation

NGENZI, Y.K. & NG'ETICH, M.K. 2008. Perceived barriers to tourism development in Rwanda as a tourist destination. Cape Peninsula University of Technology research day. [Bellville, South Africa, 24 November 2008]

## TABLE OF CONTENTS

DECLARATION	ii
KEY WORDS	iii
ABSTRACT	iv
DEDICATION	vi
ACKNOWLEDGEMENTS	vii
RESEARCH OUTPUTS	ix
TABLE OF CONTENTS	x
LIST OF FIGURES	xvi
LIST OF TABLES	xvi
APPENDICES	xix
GLOSSARY	xx

### CHAPTER ONE

#### INTRODUCTION

1.1	BACKGROUND TO THE STUDY	1
1.2	MOTIVATION FOR THE INVESTIGATION	2
1.3	STATEMENT OF THE PROBLEM	3
1.4	RESEARCH QUESTION	4
1.5	CLARIFICATIONS OF BASIC TERMS AND CONCEPTS	5
1.6	DEMARCATON OF THE STUDY	6
1.7	SIGNIFICANCE AND CONTRIBUTION OF THE STUDY	6
1.8	THESIS OVERVIEW	7

### CHAPTER TWO

#### THEORETICAL PERSPECTIVES ON TOURISM DEVELOPMENT

2.1	INTRODUCTION	9
2.2	DESCRIPTION OF A TOURIST DESTINATION	9
2.3	TOURISM AND DEVELOPMENT	11

2.3.1	Working definitions	11
2.3.2	Tourism development process and strategies	11
2.3.3	Case studies of tourism development in developing countries	19
2.3.4	Sustainable tourism development	20
2.4	ECONOMIC IMPACT OF TOURISM	24
2.5	BARRIERS TO TOURISM DESTINATIONS DEVELOPMENT	25
2.6	SUMMARY	29

### **CHAPTER THREE**

#### **TOURISM IN RWANDA**

3.1	INTRODUCTION	31
3.2	TOURISM IN AFRICA	31
3.3	BACKGROUND INFORMATION ON RWANDA	32
	3.3.1 History	32
	3.3.2 Geography	33
	3.3.3 Climate	35
	3.3.4 Economy	35
3.4	TOURISM DEVELOPMENT IN RWANDA	37
	3.4.1 National Tourism Policy	39
	3.4.2 Organisational structure of Tourism in Rwanda	42
	3.4.3 Rwanda Office of Tourism and National Parks (ORTPN)	43
	3.4.4 Rwanda Environment Management Authority (REMA)	44
	3.4.5 Rwanda Private Sector Federation (RPSF)	45
	3.4.6 Infrastructure development	46
	3.4.6.1 Attractions	46
	3.4.6.2 Accommodation	49
	3.4.6.3 Travel Agencies and Tour operators	50
	3.4.6.4 Transportation	50
	3.4.6.5 Entertainment and Leisure	51
	3.4.7 Marketing and product development	52
	3.4.8 Investment Policy	53
	3.4.9 Human resource	56

3.5	CHALLENGES IN PROTECTED AREAS	56
3.5.1	Akagera National Park (ANP)	58
3.5.2	Volcanoes National Park (VNP)	58
3.5.3	Nyungwe Forest National Park (NFNP)	59
3.5.4	Gishwati and Mukura Forest	60
3.6	TOURISM AND POVERTY ALLEVIATION IN RWANDA	60
3.7	REVIEW OF BARRIERS TO TOURISM DEVELOPMENT IN RWANDA	62
3.8	TRENDS AND PERSPECTIVES TO TOURISM DEVELOPMENT	65
3.8.1	Rwanda's Past & Projected Arrivals and Income from tourism	67
3.9	SUMMARY	71

## **CHAPTER FOUR**

### **METHODOLOGY OF THE STUDY**

4.1	INTRODUCTION	72
4.2	RESEARCH SETTINGS	72
4.2.1	Eastern province	73
4.2.2	Northern province	73
4.2.3	Western province	73
4.2.4	Southern province	73
4.2.5	City of Kigali	73
4.3.	STUDY DESIGN	74
4.4	STUDY POPULATION AND SAMPLING	74
4.4.1	Population	74
4.4.2	Sampling technique	74
4.4.3	Sample size	75
4.5	METHODS OF DATA COLLECTION	76
4.5.1	Instruments	76
4.5.1.1	Questionnaire for tourists (Domestic and international)	76
4.5.1.2	Questionnaire for people employed in the tourism sector	76
4.5.2	Reliability and validity of the instruments	77
4.5.3	Translation	77
4.6	PROCEDURE	78

4.7	PILOT STUDY	78
4.8	DATA ANALYSIS	79
4.9	SUMMARY	80

## CHAPTER FIVE

### DATA ANALYSIS AND PRESENTATION

5.1	INTRODUCTION	81
5.2	TOURISTS PROFILES	81
	5.2.1 Gender of tourists respondents	82
	5.2.2 Age of tourists respondents	82
	5.2.3 Origin of tourists respondents	83
	5.2.4 Occupation of tourists respondents	83
5.3	WORKERS IN THE TOURISM INDUSTRY PROFILES	84
	5.3.1 Gender of workers in the tourism industry	84
	5.3.2 Age of workers in the tourism industry	85
	5.3.3 Origin of workers in the tourism industry	85
	5.3.4 Occupation of workers in the tourism industry	86
	5.3.5 Position of workers in the tourism industry	86
5.4	TOURISTS (DOMESTIC AND INTERNATIONAL) VIEWPOINTS	87
	5.4.1 Range of tourist attractions	87
	5.4.2 Cost of the destination	88
	5.4.3 Degree of hospitality of the population	89
	5.4.4 Rwanda as a tourist destination	90
	5.4.5 International image of Rwanda	91
	5.4.6 The Rwandan culture	92
	5.4.7 The natural environment	93
	5.4.8 Cost of products and services	94
5.5	INTERNATIONAL TOURISTS VIEWPOINTS	94
	5.5.1 Country's accessibility	95
	5.5.2 Length of stay	95
	5.5.3 Purpose of visit	96
	5.5.4 First information about Rwanda	97

5.6	WORKERS IN THE TOURISM INDUSTRY VIEWPOINTS	98
5.6.1	Working places	98
5.6.2	Sector of employment	99
5.6.3	Level of education	99
5.6.4	Work experience	100
5.6.5	Motivation to work	100
5.6.6	Feedback from tourists	101
5.6.7	Funds allocated to tourism development	102
5.6.8	Level of profitability	102
5.6.9	Value of services	103
5.7	COMMON QUESTION TO BOTH TOURISTS AND WORKERS	104
5.8	FACTORS AFFECTING TOURISM GROWTH IN RWANDA	105
5.9	SUMMARY	107

## **CHAPTER SIX**

### **DISCUSSION**

6.1	INTRODUCTION	109
6.2	RESPONSE RATE OF PARTICIPANTS IN THE STUDY	109
6.3	CHARACTERISTICS OF PARTICIPANTS	110
6.3.1	Tourists	110
6.3.2	Workers in the tourism industry	111
6.4	Findings and discussion of main results	112
6.4.1	Tourist viewpoints on tourism in Rwanda	112
6.4.1.1	International tourists perspectives	113
6.4.2	Workers pespectives on tourism in Rwanda	115
6.5	BARRIERS TO THE DEVELOPMENT OF TOURISM IN RWANDA	116
6.5.1	Economical barriers	116
6.5.2	Barriers related to infrastructures	120
6.5.3	Barriers related to the image	121
6.5.4	Barriers related to the service	122
6.5.5	Administrative barriers	124
6.6	SUMMARY	125

## CHAPTER SEVEN

### SUMMARY, CONCLUSION AND RECOMMENDATIONS

7.1	SUMMARY	126
7.2	LIMITATIONS OF THE STUDY	128
7.3	RECOMMENDATIONS	129
	7.3.1 Recommendations to the government of Rwanda	129
	7.3.2 Recommendations for further studies	132
7.4	CONCLUDING STATEMENT	133
	<b>BIBLIOGRAPHY</b>	136

## LIST OF FIGURES

<b>Figure 2.1 :</b> Hypothetical Model of Resort Life Cycle	12
<b>Figure 2.2 :</b> Basic tourism development plan	17
<b>Figure 3.1 :</b> New provinces of Rwanda and Capital city Kigali	34
<b>Figure 3.2 :</b> Structure of tourism in Rwanda	43
<b>Figure 3.3 :</b> Map of Rwanda's main attractions	48
<b>Figure 3.4 :</b> Road Network in Rwanda	51
<b>Figure 3.5 :</b> Images used to re-launch Rwanda's tourism industry in 2004	52
<b>Figure 3.6 :</b> Map of Protected areas of Rwanda in 1990	57
<b>Figure 3.7 :</b> Map of Protected areas of Rwanda in 2000	57
<b>Figure 3.8 :</b> Receipts projections 2001-2010	66
<b>Figure 3.9 :</b> International tourist arrivals in Rwanda 1980 - 2001	68
<b>Figure 3.10:</b> Rwanda's projected tourism portfolio (2010)	69
<b>Figure 3.11:</b> Targets Receipts versus Actual	70

## LIST OF TABLES

<b>Table 5.1</b> : Gender of tourists respondents	82
<b>Table 5.2</b> : Age of tourists respondents	82
<b>Table 5.3</b> : Origin of tourists' respondents	83
<b>Table 5.4</b> : Occupation of tourists' respondents	84
<b>Table 5.5</b> : Gender of workers in the tourism industry	84
<b>Table 5.6</b> : Age of workers in the tourism industry	85
<b>Table 5.7</b> : Origins of workers in the tourism industry	85
<b>Table 5.8</b> : Occupation of workers in the tourism industry	86
<b>Table 5.9</b> : Position of workers in the tourism industry	86
<b>Table 5.10</b> : Range of tourist attractions	88
<b>Table 5.11</b> : The Cost of the destination	89
<b>Table 5.12</b> : Degree of hospitality of the population	89
<b>Table 5.13</b> : Rwanda as a tourist destination	90
<b>Table 5.14</b> : International image	89
<b>Table 5.15</b> : The Rwandan Culture	92
<b>Table 5.16</b> : The natural environment in Rwanda	93
<b>Table 5.17</b> : The cost of products and services	94
<b>Table 5.18</b> : Country's accessibility	95
<b>Table 5.19</b> : Length of stay	96
<b>Table 5.20</b> : Purpose of visit	96
<b>Table 5.21</b> : First information about Rwanda	97
<b>Table 5.22</b> : Working places	98
<b>Table 5.23</b> : Sector of employment	99
<b>Table 5.24</b> : Level of education	100
<b>Table 5.25</b> : Motivation to work	101
<b>Table 5.26</b> : Feedback from tourists	101
<b>Table 5.27</b> : Funds allocated to tourism development	102
<b>Table 5.28</b> : Level of profitability	103
<b>Table 5.29</b> : Value of services	103

<b>Table 5.30 :</b> Tourism in the post-war Rwanda	104
<b>Table 5.31 :</b> Factors slowing down tourism development in Rwanda	105
<b>Table 5.32 :</b> Improvements needed to make Rwanda a better destination	106

## APPENDICES

<b>Appendice A</b> : Position of Rwanda with respect to the world	149
<b>Appendice B</b> : Map of Rwanda's showing its direct neighbouring countries	150
<b>Appendice C</b> : New districts of Rwanda highlighted	151
<b>Appendice D</b> : List of accommodation establishments used in the study	152
<b>Appendice E</b> : Tour operator and travel agencies sampled	153
<b>Appendice F</b> : Process for preparing tourism development plan	154
<b>Appendice G</b> : Questionnaire in English to domestic and international tourists	155
<b>Appendice H</b> : Questionnaire in English to workers in the tourism industry	160
<b>Appendice I</b> : Questionnaire in French to domestic and international tourists	165
<b>Appendice J</b> : Questionnaire in French to workers in the tourism industry	171

## GLOSSARY

<b>Abbreviations</b>	<b>Explanations</b>
<b>AGOA</b>	Africa Growth Opportunity Act
<b>ANP</b>	Akagera National Park
<b>CoK</b>	City of Kigali
<b>GoR</b>	Government of Rwanda
<b>GDP</b>	Gross Domestic Product
<b>GNP</b>	Gross National Product
<b>KIST</b>	Kigali Institute of Science, Technology and Management
<b>MINECOFIN</b>	Ministry of Finance and Economic Planning
<b>MINICOM</b>	Ministère de l'Industrie, du Commerce, Promotion de l'investissement, du Tourisme et des Coopératives. (Ministry of Commerce, Industry, Investment Promotion, Tourism and Cooperatives)
<b>NFNP</b>	Nyungwe Forest National Park
<b>ORTPN</b>	Office Rwandais du Tourisme et des Parques Nationaux (Rwanda Office of Tourism and National Parks)
<b>PCFN</b>	Projet de Conservation de la Forêt de Nyungwe (Nyungwe Forest Conservation Project)
<b>PRSP</b>	Poverty Reduction Strategy Paper
<b>RIEPA</b>	Rwanda Investment and Export Promotion
<b>RPSF</b>	Rwanda Private Sector Federation
<b>RTA</b>	Rwanda Tourism Agency
<b>RTWG</b>	Rwanda Tourism Working Group
<b>RWA</b>	Rwanda Wildlife Agency
<b>UNECA</b>	United Nations Economic Commission for Africa
<b>UNWTO</b>	United Nations World Tourism Organisation

CHAPTER ONE

- VNP** Volcanoes National Park
- WAIPA** World Association of Investment Promotion Agency
- WCS** Wildlife Conservation Society
- WTO** World Tourism Organisation
- WTM** World Trade Market
- WTTC** World Travel and Tourism Council

## CHAPTER ONE

### INTRODUCTION

#### 1.1 BACKGROUND TO THE STUDY

The present thesis is about tourism development in Rwanda. It tries to understand and elaborate the constraints to tourism development for future effective planning of Rwanda as a tourist destination in Africa.

“Rwanda is a land of great diversity and beauty. Popularly known as ‘the land of a thousand hills’, Rwanda has six volcanoes, twenty-three lakes and numerous rivers, some forming the source of the great river Nile” (Government of Rwanda, n.d.). This country of 26,338 square kilometres of land is located in the eastern region of central Africa, in the great lakes region, between 1°04’ and between 2°51’ latitude South and between 28°53’ and 30°53’ longitude east (ORTPN, 2004: 12). Rwanda is bordered to the north and east by Uganda and Tanzania respectively, to the west by the Democratic Republic of Congo and to the south by Burundi (Appendice B). It is also landlocked and the most densely populated country of nearly 9.3 million people in Africa (National Institute of Statistics of Rwanda, 2007). Rwanda lies on the eastern edge of the Albertine Rift, a western arm of the Great Rift Valley, and the watershed between Africa’s two largest river systems: the Congo and the Nile. Much of the country’s area is spectacularly mountainous, part of it being the volcanic Virunga chain in the northwest. The natural resources of Rwanda comprise of arable land, minerals, forests, wildlife and water (ORTPN, n.d). This country is also known for the 1994 genocide carried out by ethnic extremists who left nearly one million people dead along with millions more maimed and displaced. According to the Ministry of Finance in Rwanda, the civil war during the period 1990-1993 and the destruction of human

life in 1994 genocide greatly exacerbated poverty conditions in Rwanda (MINECOFIN 2001).

The tourism industry is recognised as one of the few feasible economic prospects in many developing countries. Many African countries including Rwanda can achieve sustainable economic development through tourism. As indicated by the United Nations (1963, cited in Vedder & Webber, 1990: 8), tourism makes a vital contribution to the economic development of developing nations. This research will focus on the case of Rwanda as a destination country.

According to Keyser (2002: 281) the income generated by tourism may impact positively on a country's GDP, balance of payments and government revenue. A market research conducted in neighbouring countries in early 2002 by the US-based consulting company "ontheFRONTIER", found that Rwanda was believed to be a lesser developed destination than its direct east African competitors, Kenya, Tanzania and Uganda (ontheFRONTIER, 2002: 6).

Further, Keyser (2002: 233-242) proposed that a destination may be less developed due to limited involvement of communities, destructive competition, inadequate resources and funding, tourism security concerns, limited co-operation between the private and public sectors, the lack of critical infrastructure, quality tourism development, imbalances in the development of metropolitan areas and the interior, inadequate environmental management, air travel constraint, service quality and pricing limitations, seasonality, lack of appropriate institutional structures, inadequate training, education and awareness.

## **1.2 MOTIVATION FOR THE INVESTIGATION**

Rwanda is one of the poorest and severely indebted countries in sub-Saharan Africa today. Rwanda faces economic structural problems such as low

agricultural productivity, low human resources development, especially in literacy and skills development; limited employment opportunities, with an oversupply of unskilled workers in comparison to their low demand; high population density and growth, environment degradation, with a chronic decline in soil fertility, poor water management and deforestation (Sentama, 2003). The development of tourism can contribute a lot to this country through reduction of the level of poverty, creation of job opportunities as well as contributing to the national income (GNP).

But the tourism industry in Rwanda is still in its infancy. Most of the parks re-opened in 1998/1999, and still concentrates on low volume of visitors. Visitors' numbers are rising, but remain lower than before the war. This is partly due to the international perceptions that Rwanda does not offer much in terms of tourist attractions. Much of Rwanda's tourism revenue seems to come from the hospitality industry in the capital city, Kigali where over-pricing, particularly for hotels, is entrenched.

The research arose out of the apparent need for consideration of the barriers to tourism in Rwanda in relation to its tourism development. Given the above situation, it is clear that a lot needs to be done and this research will contribute towards tourism development. The researcher being a Rwandan, the motivation to contribute to the development of tourism has been the major driving force. In addition it is directed at facilitating management planning of the Rwandan tourism industry for a better future tourist destination. This research will provide a guide on what needs to be done and hopefully the planners and the decision makers will take up the challenge and improve this valuable resource.

### **1.3 STATEMENT OF THE PROBLEM**

Like many other African countries, Rwanda is seeking to develop the tourism sector in order to boost its economy and alleviate poverty. Tourism is seen by many as capable of reducing the endemic problem of poverty in this country

which is landlocked and densely populated. However, until now among the known tourist destinations in Africa, Rwanda is not yet recognised; it is believed to be a less developed place for tourists (OntheFRONTIER, 2002: 6). Even though it inhabits one of the highly rated wildlife conservation of mountain gorillas, the country remains unknown.

Currently, the government of Rwanda is putting in place tourism policies, improving tourism sites, investing high amount of capital to develop new infrastructures since the existing ones have damaged by the war. Despite the efforts of the government of Rwanda to reach sustainability in tourism, there is still a lot to be done. Many obstacles are still slowing down the tourism industry in Rwanda. These obstacles need to be identified and given adequate attention to facilitate the development of tourism in Rwanda, barriers need to be identified and solutions provided. The main concern in this study is to investigate the barriers to tourism development and address the need to consider sustainability during the early stages of Rwanda's tourism development.

#### **1.4 RESEARCH QUESTION**

In order for tourism in Rwanda to be successful, barriers to its development must be raised. This research was planned to examine one main research question:

- What are the barriers to tourism development in Rwanda?

This leads to a number of related questions like:

- Is Rwanda known as a tourist destination by international tourists?
- Does Rwanda as a destination meet the expectations of tourists?
- Does Rwanda have enough qualified human resources in tourism?
- Is Rwanda easily accessible by international tourists?
- What is the ranking of the barriers to tourism development in Rwanda?

## 1.5 CLARIFICATIONS OF BASIC TERMS AND CONCEPTS

A number of important concepts that will be addressed in this study are hereby defined.

### **Tourism**

A conceptual definition would include that recommended by Jafari (1977: 8), who states that tourism is a study of man away from his usual habitat, of the industry which responds to his needs, and of the impacts that both he and the industry have on the host socio-cultural, economic, and physical environments.

### **A Tourist**

According to Keyser (2002: 17), tourists are defined as people who travel away from their normal place of residence and work.

**Domestic tourist:** According to WTO (1995), this is a domestic visitor who stays at least one night in a collective or private accommodation in the place visited

**International tourist:** The WTO (1995) defines an international tourist, as an international visitor who stays at least one night in a collective or private accommodation in the country visited.

### **Tourist destination or tourism destination**

According to Medlik (1993: 148) it's a country, region, town or other area visited by tourists. Throughout the year their amenities serve their resident and working populations, but at some or all times of the year they also have temporary users (tourists).

### **Tourist development**

Keyser (2002: 7) defines tourism development as a process that improves the livelihood and quality of life of people living at tourism destination.

## **Sustainability**

The concept of sustainability is closely linked to carrying capacity. The sustainable development approach implies that the natural, cultural and others resources of tourism are conserved for continuous use in the future, while still bringing benefits to the present society. The sustainable development approach to planning tourism is accurately important because most tourism development depends on attractions and activities related to the natural environment, historic heritage and cultural patterns of areas (Khan, 2005: 31).

### **1.6 DEMARCATION OF THE STUDY**

This research is limited to the tourism and hospitality sector in Rwanda. It is also limited to Rwandans, non-Rwandan tourists visiting the country as well as Rwandans and expatriates who are working in the tourism industry.

The research excludes excursionists. According to Choy (1989: 231), these are temporary visitors staying for less than twenty four hours in the destination. It was proposed that the research be restricted to accommodation establishments between 3 and 5 stars with the aim of reaching international tourists since they could be found there; however because of lack of official ratings and the unavailability of enough respondents, all accommodation establishments where potential informants could be reached were included. The research is also limited to tour operators, travel agencies, the national tourism office and other agencies involved in tourism activities in Rwanda.

### **1.7 SIGNIFICANCE AND CONTRIBUTION OF THE STUDY**

Unlike the majority of other African countries, Rwanda does not have mineral resources. Tourism provides the best alternatives for economic development. This is one of the few studies to investigate on the tourism industry in Rwanda.

This study will be an instrument for guidance to those involved in the planning and execution of tourism development in Africa and in Rwanda in particular. It will help them to identify problems and weaknesses affecting this industry. The study will provide suggestions to overcome the barriers which can hold back the development of tourism in a developing country. The results of this research will also increase the productiveness of the tourism industry and will form the basis for future researchers who will wish to pursue their research in the same field. Given the limited number of research studies on Rwanda in this subject, the research results will be a valuable source of information on the tourism industry in Rwanda.

## **1.8 THESIS OVERVIEW**

This research report consists of six main chapters, which are structured as follows:

The first chapter begins with an introduction and background to the study. It provides the statement of the problem, motivation, research objectives as well as research questions. The chapter proceeds with the significance and demarcation of the study. Lastly, this chapter gives a clarification on key terms used in the research and an overall structure of the thesis.

The second chapter gives working definitions, theories, principles and strategies of tourism development. It describes the impact of tourism to the economy and general barriers to tourism development are presented.

The third chapter provides a broad account on tourism in Africa and a specific one on tourism in Rwanda. In the final section of the chapter clarifications are given on challenges in protected areas of Rwanda and a literature with analysis on barriers to tourism development in Rwanda is presented.



## **CHAPTER TWO**

### **THEORETICAL PERSPECTIVES ON TOURISM DEVELOPMENT**

#### **2.1 INTRODUCTION**

Tourism development has directly and indirectly positive effects on residents through contribution to economic growth as well as social development and advancement. However, this sector has also barriers that have negative impacts to locals that need to be overcome to reach sustainable tourism.

This Chapter discusses a range of theories on tourism development. It clarifies what is a tourist destination and gives details on tourism development process and planning towards sustainable tourism development. It also reviews case studies of tourism development in other developing countries especially in Africa. Lastly, economic impacts of tourism and general barriers to tourism development are provided.

#### **2.2 DESCRIPTION OF A TOURIST DESTINATION**

According to the Indian Ministry of Tourism (2006), a destination is a place of tourist interest with a group of tourist attractions located in the same village, town or city. Medlik (1993: 148) proposed that "a tourist destination can be defined as a country, region, town or other area visited by tourists. Throughout the year their amenities serve their resident and working populations, but at some or all times of the year they also have temporary users (tourists)". The Association of the Caribbean States (ACS, 2005) defined a tourism destination as where tourism is the predominant activity and the place has got sufficient tourism facilities. They continue stating the main areas of a destination profile which are; location, accessibility, accommodation facilities and restaurants, tourism facts, climate,

geography, population, tourism features. The UNWTO (2006) notes: “a local tourism destination is a physical space in which a tourist spends at least one overnight. It includes tourism products such as support services and attractions and tourist resources with one day’s return travel time. It has physical and administrative boundaries defining its management, and images and perceptions defining its market competitiveness. Local destinations incorporate various stakeholders often including a host community and can nest and network to form larger destinations”.

Destinations offer a broad range of products, experiences and services under the destination brand. A tourist destination is different from a tourist attraction. For example Cape Town can be a destination whereas the Victoria & Alfred Waterfront is a tourist attraction. As said by Cooper et al; (1993: 102) the tourism destination is a crucial element of the tourism system and central to our understanding of its dynamics. A tourism destination is made up of many parts. The destination is the primary location of supply, or focus of facilities and services (tourism products) that are created to cater for the needs of tourists; it consists of the following components: attractions, tourist facilities and services, infrastructure, transportation and hospitality (Keyser, 2002: 167-168). According to Edexcel Company (2005), travel and tourism categories of destinations are specified into six which are: coastal areas; tourist towns and cities; business and conference destinations; countryside areas; heritage and cultural destinations and purpose built destination.

As indicated by Keyser (2002: 204) destination development consists of many dimensions, including market development, product development and human resource development, to name a few ... there are three general goals to be achieved through destination development:

- an increase in the economic value of tourism
- improvement in the quality of life of people; and

- The protection and responsible utilisation of natural resources.

Christie and Crompton (2001) observed that a tourist destination is competitive if it can provide products and services (“the tourist experience”) in a way that creates value for the tourist. They continue saying that the internet has further increased competition between tourist destinations because many users of internet are also tourists.

## **2.3 TOURISM AND DEVELOPMENT**

### **2.3.1 Working definitions**

“Development” is a word that has come into vogue recently. According to Ricardo (2004: 31) development has been commonly defined as a process whereby a community, region or nation improves its economic position by increasing the quantity and quality of goods and services at its disposal. In the tourism discipline development is described as an improvement of opportunity and quality of life through the encouragement of tourism (Dieke, 2003: 287).

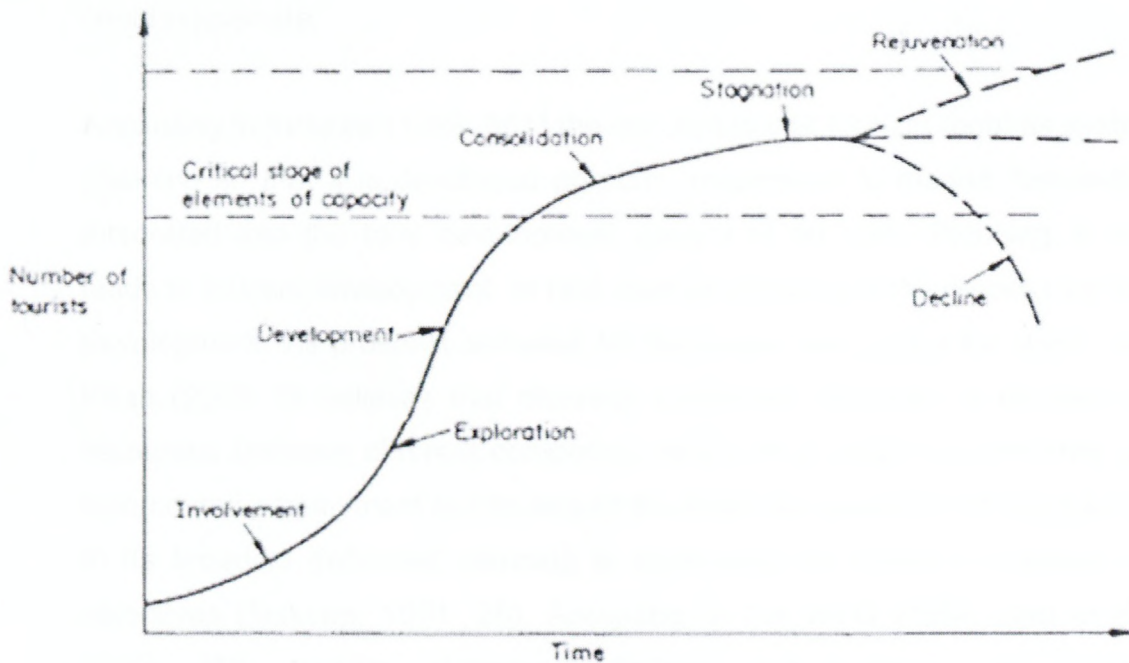
Tourism development can be measured in terms of job creation by the tourism sector, increased income, and also improvement in the availability of basic services such as health, education and cultural opportunities, as well as in the reduction in levels of inequality (Roodt, 2001).

### **2.3.2 Tourism development process and strategies**

There is no single theory which describes tourism development. However, the formulation of a strategic approach will involve a review of reflections from different authors and case studies on this subject. Tourism development can take place in a range of forms. A tourism product grows from infancy to maturity. First, a tourist destination is found by few tourists. In response to this discovery, local

entrepreneurs supply adequate amenities to accommodate visitors and service their requirements. For tourism to develop, a country or a region which possesses attractions must provide some hospitality for prospective tourists. The public sector also assists to expand the infrastructures. More importantly, they provide means to appeal to more visitors in the future.

**Figure 2.1:** Hypothetical Model of Resort Life Cycle



Source: Butler 1980

Weaver (2000: 217) notes that Butler's resort cycle is the most cited and empirically investigated model for describing the growth of tourism within particular destinations. The model suggests that resorts develop and change over time and there are a number of linked stages:

- Exploration
- Involvement
- Development

- Consolidation
- Stagnation

Butler related his theory to the marketing concept of product life-cycle. The destination is considered to be a new product that slowly grows and then experience rapid growth, before stabilising and subsequently declining. After the consolidation stage there are a number of possibilities. The destination could stagnate, without any increase or decrease in numbers; it could decline or it could rejuvenate.

According to Inskeep (1988: 361) the concept is that tourism requires systematic planning so that it is developed properly, responsive to market demands, and integrated into the total development pattern of an area. Planning in tourism leads to tourism development. In fact, tourism planning is the process for tourism development. All prospect activities for the future are guided by plans. Indeed, Khan (2005: 9) believes that planning essentially attempts to allocate scarce resources between different competing uses with a view to maximizing output, income and employment and to ensure the balanced growth of different sectors. In its broadest definition, planning is organising the future to achieve certain objectives (Inskeep; 1991: 25). According to the WTO (1994 cited in Keyser 2002: 388) tourism planning optimises and balances the economic, environmental and social benefits of tourism, with equitable distribution of these benefits to society, while minimizing possible problems of tourism.'

Tourism development planning at the destination level is primarily about programming change in the use of resources in some prescribed fashion. Resources are analysed, markets assessed, impacts considered, goals established and actions defined (Godfrey and Clarke, 2000: 106). Every destination is supposed to adopt a specific policy of tourism development. This policy would therefore be a global policy of development whether at the national or the regional level, and must be integrated.

Inskeep (1988: 362) argues that tourism planning takes place at all levels in the hierarchy of developmental planning-international, national and regional; land use planning of resorts and other tourism development areas; site planning of tourist facilities; architectural, landscaping, and engineering design. On the national level, tourism planning is concerned with formulation of tourism development policy and strategy, physical structure, and means of implementation. Development planning tends to reflect broad economic objectives, and is mainly indicative of what can be achieved rather than a prescribed set of activities. Much attention is directed at facilitating growth, with greatest emphasis on marketing and technical support to lower levels of operation (Godfrey and Clarke 2000: 106). Inskeep continues arguing that a physical structure includes identification of the major tourist attractions, designation of tourism regions, transportation access to and within the country, and touring patterns. Whereas Cooper et al; (2005: 230) claim that many regional and national tourism development plans have attempted to shortcut the above tourism evolution cycle by aiming for the final stage of mass tourism straight away, but few destinations can make this leap without first securing outside capital and expertise and incurring severe social stress.

The planning for tourism development must include local communities and individual attractions. Gartner (2005: 13) admitted that public involvement is a democratic process and as more countries embrace the concept of market-based systems the call for more involvement in all issues that affect one's life increases. Though tourism development in many tourist destinations in developing countries is not operated by the community, but handled by local leaders in combination with international tour operators. Prentice (1993 cited in Tosun, 2000: 617) has stated that community involvement in tourism development has become an ideology of tourism planning. Therefore (Khan, 2005: 9) advanced that tourism planning process should involve creating a future that is acceptable to the host community as also to others who would be part of the host community as tourists

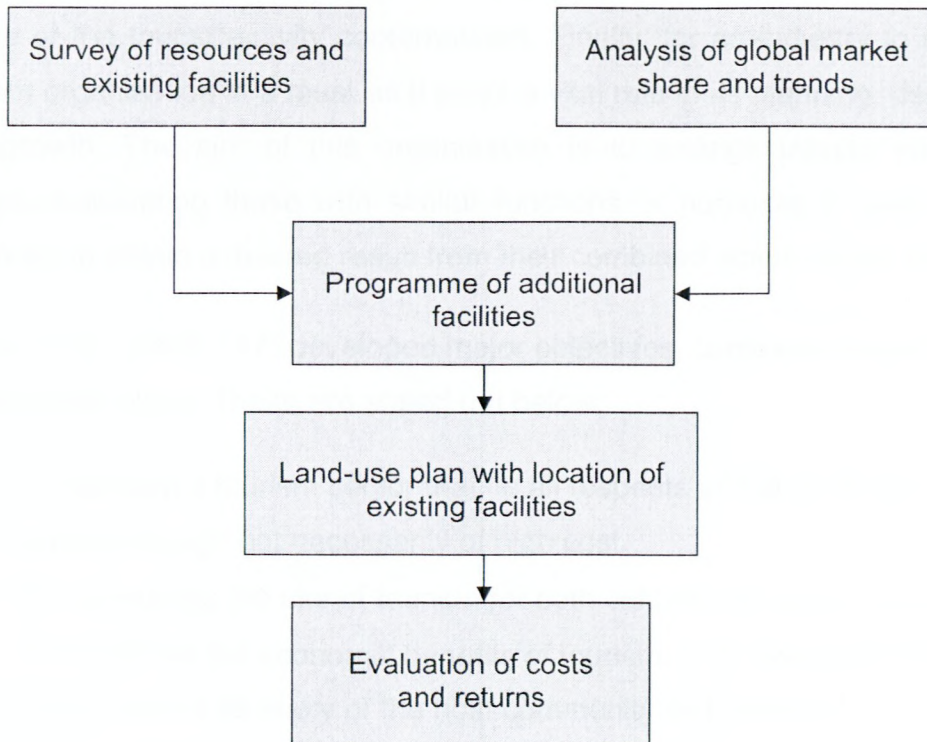
for a short period of time. However, people who benefit or suffer the major impacts of tourism are those who live in the communities in the tourist destination, these people must contribute in planning decisions regarding tourism development

McIntyre, Hetherington and Inskip (1993) have given the cases of Zambia and Mexico as examples of community involvement in tourism development. For example it is reported that the opportunities created by tourism development were vast but their importance was not understood fully by indigenous people in Mexico. Whereas, the immigrants entrepreneurs who were attracted by the tourism development understood the types of business in demand at the development site. The case of Zambia is similar to the Mexican case.

Inskip (1988: 363) described the basic components of tourism development to consider in the planning process as follows:

- Tourist attractions and activities;
- Accommodation facilities and services;
- Other tourist facilities and services such as tour and travel operations, tourist information, restaurants, retail shopping, banking and money exchange, medical care, public safety, and postal service;
- Transportation facilities and services;
- Other infrastructure including water supply, electric power, sewage and solid waste disposal, drainage, and telecommunications;
- Institutional elements of marketing programs, education and training programs, legislation and regulations, public and private sector investment policies, public and private organizational structures, and environmental and socio-economic programs.

**Figure 2.2:** Basic tourism development plan



*Source:* (Cooper, Fletcher & Wanhill; 2005: 325)

Khan (2005: 16) argued that the objectives must be related to those of the overall economic development plan. The key steps or phases in planning can be as follows:

- a. Assessment of tourist demand and supply
- b. Establishing objectives
- c. Territorial planning (Basic infrastructure, Financial planning, Human resource)
- d. Administrative structure
- e. Marketing and promotion
- f. Monitoring progress
- g. The time factor

Tourism development in a region must also take into account several factors; among them environmental planning and the carrying capacity for sustainability. The carrying capacity will vary with the fragility of the area concerned and the nature of the tourist activity contemplated. Finally, for an industry to develop, a tourism organisation is a must as it plays a vital role in its planning, development and growth. The aim of this organisation is to arrange people into working groups, associating those with similar functions or purposes in order to move efficiently to obtain a desired result from their combined action (Khan 2005: 17).

Cooper et al. (2005: 317) developed major objectives, commonly found in tourism development plans. These are stated out below:

- To develop a tourism sector that, in all respects and at all levels is of high quality, though not necessarily of high cost.
- To encourage the use of tourism for both cultural and economic exchange
- To distribute the economic benefits of tourism, both direct and indirect, as widely and to as many of the host community as feasible
- To preserve cultural and natural resources as part of tourism development and facilitate this through architectural and landscape design which reflect local traditions.
- To appeal to a broad cross-section of international (and domestic) tourists through policies and programs of site and facility development
- To maximize foreign exchange earnings to ensure a sound balance of payments.
- Attract high-spending 'up-market' tourists.
- Increase employment opportunities.
- Increase employment opportunities
- Aid peripheral regions by raising incomes and employment, thus slowing down or halting emigration.

Tourism planning alone will not ensure sustainable development of tourism. Programmes and techniques have to be put in place in an effort to help direct

Several authors on tourism development (e.g. Gartner 1996; Inskeep 1988; Butler 1983; Godfrey and Clarke 2000) have shown that tourism development is achieved through planning which consists of steps.

For example, Gartner (1996: 498) claims that the planning process should be viewed as a means of empowering communities with the techniques of initiating tourism development planning. The process is as follows:

- i. Establish a funding source for tourism development planning.
- ii. Create a tourism organisation
- iii. Analyse the presentation situation
- iv. Set objectives
- v. Develop alternative strategies
- vi. Select a preferred alternative
- vii. Implement the preferred alternative
- viii. Monitor and evaluate.

Inskeep identified the steps as follows: study preparation, determination of objectives, survey, analysis and synthesis, policy and formulation, recommendations, and implementation and monitoring. These steps are illustrated in details in Appendix F.

Godfrey and Clarke (2000: 107) showed similar steps of preparing a tourism development plan. The multi-stage activity seeks to:

- Identify development opportunities and constraints (based on the evaluation of supply and demand previously completed);
- Set goals and objectives for development which address those issues needing attention in the short, medium and longer term;
- Define a series of action steps designed to achieve these goals and objectives within some specified time frame.

and manage tourism development. Keyser (2002: 388-390) suggested that destination planners and managers have to select the most relevant technique for the particular level of destination. Some of the approaches and techniques include the Recreational Opportunity Spectrum (ROS), zoning, carrying capacity, and Limits of Acceptable Change (LAC). These plans for tourism development will only survive and serve its purposes if there is coordination among all the processes.

### **2.3.3 Case studies of tourism development in other developing countries**

In the case of Gambia, tourism provides 7,000 jobs both directly and indirectly (Sharpley, 2002). While in the Caribbean, tourism generates 560,000 jobs directly and indirectly (Lockwood and Medlik, 2001).

According to the Ministry of Tourism in Ghana (1996), tourism tax revenues are very important to the government. The country's revenues from airport passenger service charges more than doubled between 1989 and 1990. The Value increased from 182 million Cedi to 1,304 million Cedi in 1994, a 617 per cent change, or seven times the 1990 value. The total revenue generated from tourism activities stood at 13,638.4 million Cedi in 1994. The budgetary contribution (the ratio of revenue from tourism to total tax generated by the whole economy) was approximately two per cent. The figures in this example demonstrate the positive impact of the growth in tourism and in Ghana over then-year period on government income.

An example of development of a tourist attraction in a developing country involves the development of Waterfront in Lagos, Nigeria. The area adjacent to Lagos harbour, Bar Beach, has historically been an important leisure area for Nigerians and foreign visitors. The construction of the harbour wall at the beginning of the nineteenth century failed to take into account the dominant movement of currents along the shoreline. This resulted in the erosion of bar

beaches to the east of the harbour wall. The Lagos State Government trucked in sand to build the beach. This area has now been earmarked as a major beach restoration project, including a mixed-use waterfront development similar to the Victoria & Alfred Waterfront in Cape Town. The Waterfront development is now providing leisure and shopping facilities of a quality currently unavailable in Lagos, and an attractive tourism node for business and leisure tourists. Lagos has a population in excess of ten million people, the majority of whom live in conditions of abject poverty. By supporting this anchor project, the Lagos State Government aimed to 'kick-start' the development of tourism in a city in desperate need of economic development (Keyser 2002: 333).

#### **2.3.4 Sustainable tourism development**

The concept of sustainable tourism development is very complex yet currently popular. Tourism can only grow sustainably if it is integrated into the country's overall economic, social and physical planning policies (Christie & Crompton, 2001). This theory of sustainability which is used as well in many fields other than tourism represents for this field two perceptions: sustainable development and sustainable tourism.

The term 'sustainable development' is mostly referred to in *Our common Future*, a report of the World Commission on environment and development (Brundtland, 1987: 3), which defines sustainable development as "development that meets the need of the present without compromising the ability of future generations to meet their own needs". It contains within it two key concepts: the concept of "needs", in particular the essential needs of the world's poor, to which overriding priority should be given; and the idea of limitations imposed by the state of technology and social organization on the environment's ability to meet present and the future needs. Johnson and Heilman (1992) pointed out that sustainable development requires a meta-policy approach, for example, it requires the integration of different policy strands: economic, social, environmental or

archaeological in our case. When centred on people, sustainable development means development that meets the needs of the present without compromising the ability of future generations to meet their own needs by degrading the resource base (Shepherd, 1998; Barton, 2000; Hall and Lew, 1998; Garrod and Fyall, 1998). And according to Barton (2000: 7), the UK government concludes that “sustainable development is about ensuring a better quality of life for everyone, now and for generations to come”. Reid and Shwab (2006: 442) supplements that if development is to be sustainable, it must improve the economic standard of living, people’s quality of life, while at the same time protecting and enhancing the natural and cultural environment. There have been challenging thoughts that environmental protection and economic development were irreconcilable. It became clear that the economic development through tourism could well-match with the natural environment on the condition that some purposes are met to deal with the affiliation. For instance, the rate of tourism sector growth and associated impacts need to be managed if tourism is to be used for sustainable development, negative impacts need to be controlled to avoid jeopardising local communities and their social values (WTO, 2002).

On the other part, until now there is no common international understanding of sustainable tourism. Butler (1999: 11) in his paper on sustainable tourism theory declares: “the key problem, in my mind, is the current inability to define to the satisfaction of all, or even most, of the stakeholders in tourism, exactly what is meant by ‘sustainable tourism’”. Hunter (1997: 859) resumes: “Logically, if it is accepted that alternative interpretations of sustainable development are inevitable and that sustainable tourism should be about trying to contribute to the wider goals of sustainable development, then it must surely be recognised that sustainable tourism cannot be seen as a rigid code. Sustainable tourism should be seen as a flexible or adaptive paradigm, whereby different tourism development pathways may be appropriate according to local conditions”. In this context, Buhalis and Fletcher (1992: 10) quote Goodall who suggested that sustainable tourism requires that “the demand of increasing numbers of tourists

is satisfied in a manner which continues to attract them whilst meeting the needs of the host population with improved standards of living, yet safeguarding the destination environment and cultural heritage". According to the WTO (1998b) achieving sustainable tourism requires that several objectives be achieved:

- ◆ The natural, historical, cultural and other resources for tourism are conserved for continuous use in the future, while still bringing benefits to the present society.
- ◆ Tourism development is planned and managed so that it does not generate serious environmental or socio-cultural problems in the tourism area.
- ◆ The overall environmental quality of tourism areas is maintained and improved where needed.
- ◆ A high level of tourist satisfaction is maintained so that tourist destinations will retain their marketability and popularity
- ◆ The benefits of tourism are widely spread throughout society.

So far, McKercher (1993b: 14) also argues: "For sustainable tourism to occur, it must be closely integrated with all other activities that occur in the host region". In complement, Keyser (2002: 280) advances that sustainable tourism is intended to reduce the tension and friction created by the interaction between the tourism industry, visitors, the environment, and host communities. Southgate and Sharpley (2002: 255) observed that there is mounting evidence 'that sustainability is most likely to be achieved where local as well as national interests are respected by tourism developers, where communities engage in decision making, and where market institutions engage with local and national governance structures'. Aravot (1992: 17) affirmed that tourism planning should be part of general development planning to allow better coordination of effort and the interweaving of mutual influences.

The WTO (1998b) indicates that, sustainable tourism development meets the needs of present tourists and host regions while protecting and enhancing opportunities for the future. It is envisaged as leading to management of all resources in such a way that economic, social, and aesthetic needs can be fulfilled while maintaining cultural integrity, essential ecological processes, biological diversity, and life support systems. Equally important, the WTO (2002) offers the following definition of sustainable development: “sustainable tourism development guidelines and management practices are applicable to all forms of tourism in all types of destinations, including mass tourism and the various niche tourism segments. A problem in achieving sustainable tourism development is the lack of experience, knowledge and financial resources, and the limited involvement of local authorities (Nijkamp & Verdonkschot, 1995: 17). According to Eccles and Costa (1996) if tourism is to be considered as a source of regional development, planning of local resources and infrastructure is required. They noted that in the essence, developing countries need to consider this issue, incorporating sustainability as a means of ensuring long-term success.

In addition, it is very essential to have a sustainable tourism development plan for a region or a country. This plan must be designed to handle the relationship between tourism and the environment. Hence the ability to achieve a development system can depend on changing human views with the objective of sustainable development in mind, the best and only things that can be expected will be explicit and always needs to review procedures for example in support of a country.

The economic and social council of the United Nations stressed the need to promote tourism within the framework of sustainable development so as to meet the needs of present tourists and host countries and at the same time maintaining essential ecological processes, cultural integrity and life-support systems (Gauci, Gerosa and Mwalwanda; 2002). Bramwell and Lane (1993: 4)

stated that it is easy to discuss sustainability. Implementation is the problem .... The time has now come to walk the talk”.

## **2.4 ECONOMIC IMPACT OF TOURISM**

Tourism is a dominant economic strength that can offer employment, foreign exchange, income, and tax revenues. Gauci et al, (2002) declare that the economic growth of this sector does affect the overall growth of the economy”. Along with, Dieke (2003: 287) advances that tourism is expected to foster economic growth through foreign exchange earnings and an increase in state revenue and, at a second level, an improvement in people’s well being in the areas of job creation, revenue or income distribution and balanced regional development. The WTO (2002) maintains that tourism is the world’s largest growth industry with no signs of slowing down in the twenty first century. Since the mid to late 1980s many emerging nations in Africa have operated under economic conditions that label international tourism both as a pivotal and ancillary industry in their development process (Brown 1998: 71). Based on tourism’s role in economic development, it is no wonder that most developing countries have turned to tourism expansion as an engine of economic growth. (Gatsinzi, 2006: 20). To many African countries, tourism is one of the largest products in international trade. For example in two-thirds of least developed countries (LDCs), tourism was among the first five exports in 1998 (DFID source, cited in Gauci et al, 2003: 2). Developing countries have turned to tourism as a possible alternative source of growth in order to solve the problems of declining terms of trade from agricultural products and high levels of protection against manufacturing (Sindiga, 1999; Oppermann and Chon, 1997). Tourism creates employment opportunities for the poor and even for the vulnerable groups, such as the youth, women and unskilled rural residents. Tourism also seems to offer higher business potentials than any other activity and it can reach the poor in the rural areas, where poverty is harsher (Gatsinzi, 2006: 23). According to Eccles and Costa (1996), the developing countries of the world are renowned for

implementing tourism as a means of supplementing economic output. African countries are also seeking to use tourism to assist their own economic development efforts. Christie and Crompton (2001) argue: "if African countries can better cater to consumer preferences in originating markets, tourism could have a strong impact on economic growth". The same authors continues that to be acceptable as a development tool, tourism must generate economic benefits for a broad spectrum of the population and must also ensure their inclusion in decision-making about the sector development and trends, as well as preserve the resource base on which tourism is based. Fish (1982: 94) states that the emerging nations are aware that international tourism can be a viable source of foreign investment funds and increased domestic output and employment when realistic and careful planning is involved. Although developed tourism has many positive effects there are a lot of constraints to reach sustainable tourism development.

## **2.5 BARRIERS TO TOURISM DESTINATIONS DEVELOPMENT**

Much has already been written on the constraints on tourism development and this area under discussion has attracted many researchers in the field of tourism. Initially Gauci, Gerosa and Mwalwanda (2002) states: "A number of factors have undermined tourism development in many African regions. These factors include poor infrastructure, such as roads, electricity and water supplies; insufficient accommodation; unsatisfactory public health services; poor telecommunication facilities, and in a number of cases security problems".

Christie and Crompton (2001) advanced: "the quality of Africa's resource endowment for tourism is exceptional, but most countries have only barely developed their tourism potential". The same authors continue that, there is a situation in many African countries where a low percentage of tourism revenues stay in the local market due to imported goods and services because sometimes of the poor quality, reliability and competitiveness of local products in the market.

This amount subtracted from the revenue of the destination produces a leakage to its tourism industry. If African countries are to be successful in competing in the international tourism market, standards of excellence must be introduced for its products, particularly for infrastructure and accommodation and services. Another important issue affecting tourism as predicted by Edgell (1995 quoted in Eccles and Costa; 1996) on politics and tourism notes that many countries are using the industry as a generator of income and employment and that these variables could actually be enhanced further if barriers to international tourism can be reduced or eliminated.

It is possible to identify a number of issues relating to the development of tourism in Africa... the issues are really of two kinds: those for the tourism industry itself and issues for African governments (Dieke, 2001: 291). "The same researcher states that the problems in Africa's tourism are closely related to structural imbalances in its overall development pattern. There are no clear strategies for development in general or for tourism in particular, and tourism has not been integrated with other economic sectors". Many potential tourists think that Africa suffers from a poor security and that destroys the quality image of the continent. Whereas many countries are safe to visit, the global image about Africa is still to be changed. According to Gauci et al (2002) the regional conflicts that sporadically break out and the insecurity in some countries are also affecting those nations that are not directly involved; many destinations are thus mistakenly caught up in this negative perception. They added that income, institutions, the political environment and human capital have been identified amongst the critical contributors to Africa's development, to help the continent to achieve its development goals, i.e. poverty reduction, social development, real per capita income growth, health improvement, equity distribution of resources, political stability. The WTO (2006) maintains that Africa suffers from a poor security and quality image.

The level of economic and statistical measurement is still wholly inadequate in many African countries and often confined to a simple count of the number of arrivals at airports or a few hotels (WTO, n.d). It continues saying that heads of States and governments, financial institutions and the general public are still insufficiently aware of tourism's economic importance for their countries. But extremely meagre resources are therefore allocated to national tourism administrations which are not regarded as having priority. By the same token, the tourism sector accounts for a small part of the technical and financial assistance that the African countries receive, because financial backers attach little importance to it. On the contrary, in the case of Rwanda tourism managers and government officials are largely aware of the benefits of tourism to this country. As a matter of fact, Dieke (2003) affirms that in Africa, as elsewhere in the developing world, governments have already accepted not only the importance of tourism in economic development but also played the dominant role in the planning process. Another major weakness is the lack of a business environment able to set up a financial system suited to cater for the special needs of small and medium-sized businesses, like the tourist ones. The development of tourism, especially in a previously undeveloped part of a country, requires the existence of infrastructures, hotel accommodation and other facilities specific to tourism (Archer & Cooper 1994: 76). As tourism continues to grow in the country, the infrastructures and other facilities like transport should expand proportionally. According to the charter for sustainable tourism development, tourism must be based on the diversity of opportunities offered by the local economy. It should be fully integrated into and contribute positively to local economic development."

Brown (1998: 69) argues that the major issues affecting the development of the tourism industry in many African countries include:

- ◆ massive debt burdens;
- ◆ ecological sustainability;
- ◆ natural resource management;

- ◆ infrastructure;
- ◆ impact monitoring;
- ◆ eco tourism education;
- ◆ integrated regional planning;
- ◆ marketing;
- ◆ And involvement of local citizens.

According to Keyser (2002: 304), the development of tourism in a country or region can be constrained by economic and non-economic factors which follow:

- ◆ limited access to financial markets, to mobilize investment funds for developing tourist facilities and services;
- ◆ limited confidence of international and domestic investors in making the necessary investments in tourism;
- ◆ fiscal considerations; complicated taxation requirements and procedures on tourism enterprises;
- ◆ the availability of labour;
- ◆ limited budgetary allocations to the tourism sector;
- ◆ piracy of skilled labour from existing enterprises by new operations;
- ◆ lack of integration and fragmentation in the tourism industry;
- ◆ limited promotion of tourism both internally and internationally;
- ◆ limited statistical data on tourism, which deters conducting detailed analysis of tourism; and
- ◆ Lack of market intelligence; not understanding which tourist is 'high value'.

The organisation of the African tourism sector has been inadequate, which has contributed to a lack of profitability in many operations, and promotion prospects are poor, with massive reliance on expatriate staff (Dieke 2003, 291). The same author affirms that another major challenge is the need to develop human resources, both for reasons of delivering quality services for tourists, as well as enhancing general skills of the local workforce. The lack of skilled tourism professionals, both from the public and the private sectors, is one of the main

barriers for the tourism development in many Sub-Saharan African countries (WTO, n.d). Human resources are also crucial in developing tourism potentials, here we mean qualified personnel in tourism and hospitality. David Blanton (1981: 117) stated that the industry workers should be presented with a coherent (high context) approach which creates an awareness of the rationale for the industry, the influence of culture on behaviour, the logic behind rules, and the ethics behind responsibilities.

Bressers and Rosenbaum (2000: 532) noted three interrelated challenges to implementing sustainable development strategies:

- gaining legitimacy for the new policies/ changes especially when their rationale is not fully understood or seen as incompatible with societal and cultural norms;
- developing integration of the changes within a body of policies priorities;
- Developing the requisite capabilities to mobilise support and power resources to formulate and implement the new policies.

## **2.6 SUMMARY**

Tourism development has resulted in a wide range of social and structural transformations of tourism destinations. Tourism accelerates economic development and social improvement in many countries including African countries. However, if not well managed brought a profound impact on sustainable tourism. To reach this sustainability there are barriers that need to be overcome. From a global perspective, many tourism destinations are confronted with these challenges of balancing the benefits and adverse effects from tourism development and its impact on residents. In response to these challenges, there is a need for an effective planning to sustainable tourism.

The second Chapter presented theories, principles and strategies to attain sustainable tourism development.

## TOURISM IN RWANDA

The next chapter will provide an overview of Rwanda's tourism policy and it will shed light on the current situation in Rwanda's tourism industry, the opportunities and constraints faced by this industry.

After the Rwanda's Tourism in Rwanda is considered as an important sector for economic growth. It has been recognized by the government as a significant industry sector to develop. Although it is a young but fast growing industry, there are many barriers to further development for tourism in Rwanda.

This chapter provides a brief overview of tourism in Rwanda. It starts with the Rwanda's tourism industry background and its importance to the country's economy. The chapter also reviews the evolution of tourism in Rwanda from a small-scale activity to a major sector in the organization's portfolio. It also discusses the challenges and opportunities in Rwanda's tourism industry and a number of strategies to further develop the industry in Rwanda.

## TOURISM IN RWANDA

Tourism is a great contributor to Rwanda's development both in terms of employment and foreign exchange earnings. The Rwanda's tourism industry is an important sector for the country's economy. It has been recognized by the government as a significant industry sector to develop. Although it is a young but fast growing industry, there are many barriers to further development for tourism in Rwanda. This chapter provides a brief overview of tourism in Rwanda. It starts with the Rwanda's tourism industry background and its importance to the country's economy. The chapter also reviews the evolution of tourism in Rwanda from a small-scale activity to a major sector in the organization's portfolio. It also discusses the challenges and opportunities in Rwanda's tourism industry and a number of strategies to further develop the industry in Rwanda.

## **CHAPTER THREE**

### **TOURISM IN RWANDA**

#### **3.1 INTRODUCTION**

After the Genocide, tourism in Rwanda is considered as potential tool for economic growth. It has been recognised by the government to be one of the priority sectors to develop. Although the country has many attractions for tourists, there are many barriers for tourism development that need to be addressed.

This chapter presents a brief account on tourism in Africa and specific one on Rwanda. It presents important background informations on Rwanda as a country, the history, the climate, the geography and the economy among others. The chapter also explains the evolution of tourism in Rwanda, the national policy on tourism and gives an idea on the organisational structure of tourism in Rwanda with its key players. It is concluded by clarifications on challenges in protected areas of Rwanda and a creative review of studies on constraints to tourism development in Rwanda.

#### **3.2 TOURISM IN AFRICA**

Tourism is a great contributor to Africa's development, both in terms of employment generation, contribution to the Gross National Product (GNP) as well as to export earnings (Gauci et al, 2002). Many African countries depend on tourism for their economic growth towards sustainable development. The diversity of the industry and the high-income elasticity in markets in the industrial and middle-income countries make tourism an attractive option for many developing countries (WTO, 2002: 22). Though, Grosspietsch & Scheller (2005: 3) claim that tourism is still widely ignored as a development tool, a slowly

growing number of developing countries recognize its high potential to contribute to their poverty alleviation efforts. Gauci et al. (2002) found that, Africa has a less developed tourist market than other developing areas like Asia and South America, although its market share is constantly growing. The same researchers maintains that Africa's tourism strength is to be found in the diversity of its products, originality of destinations, natural and cultural assets and the fact, true for all tourist destinations that the tourist comes to the product. In proportion Christie and Crompton (2001) add that: "If African countries are to be successful in competing in the international tourism market, standards of excellence must be introduced for its products, particularly for infrastructure and accommodation and services". The extent and impact of international tourism have been noted within the African continent. At the political level this is recognised by NEPAD (New Partnership for Africa Development), which has identified the expansion of tourism as one of the principal engines for growth (Gauci et al., 2002). Sinclair (1998: 141) states: "Many less developed countries (LDCs) now regard tourism as an important and integral part of their economic development strategies".

### **3.3 BACKGROUND INFORMATION ON RWANDA**

Rwanda as a country comprises 4 provinces and the Capital city Kigali. The country is best known for its wealth of primates, it also has one of Africa's richest birdlife. Rwanda a low income country, with coffee and tea as major exports requires complementary income from tourism. Any introduction in the context of tourism therefore needs to deal with both the historical events, as well as the current situation of political economy and developments in the tourism sector (Gitera, 2008: 14).

#### **3.3.1 History**

By the late 19<sup>th</sup> century, Rwanda (a larger territory than it later become) was a unified monarchy under a king known as the *Umwami* (UNCTAD-ICC, 2006: 7).

Like most African countries, Rwanda was also colonised, the country was initially occupied by Germans, and then after the Second World War it was mandated to Belgium. Historically the relationship between Hutus and Tutsis was harmonious until the advent of Belgian colonialism (Mohammed, 2003: V). When the Belgians arrived in the country, they found it difficult to administrate the country while residents were still committed to the King.

For them to rule without trouble they launched a policy of dividing Rwandans who were united and who shared the same culture and language. They accentuated the minor dissimilarities between Tutsi and Hutu. The conflict started escalating from the beginning in 1959 when several lives were sacrificed and many others fled the country. This racial trouble culminated in the worst acts of genocide since the Holocaust. Starting on the 7th April 1994, Hutu military and militia groups, joined by incited furious ordinary citizens, carried out the pre-planned rounding up and killing of an estimated 800,000 Tutsis and moderate Hutus (Grosspietsch, 2004: 8). Mohamed (2003: V) tries explaining that: "The nature of the Rwandan society where people lived close to each other, knew their neighbours very well, and had an element of blind obedience toward the authority served the agenda of the genocide perpetrators. These factors when compounded with intense competition for limited resources eventually led to the aforementioned tragedy".

Before the genocide in 1989-1990, tourism was Rwanda's third biggest foreign-exchange earner (see figure 3.9 at Page 68). Currently, the tourism sector is growing at a remarkable level but revenues from tourism remain lower than before the 1994 tragedy.

### **3.3.2 Geography**

Rwanda is a landlocked republic in Equatorial Africa, situated on the eastern rim of the Albertine Rift, a western arm of the Great Rift Valley, on the watershed between Africa's two largest river systems: the Nile and the Congo (ORTPN, n.d)



This country of 26,338 square kilometres is bordered to the north by Uganda, Tanzania to the East, Burundi to the South and Democratic Republic of Congo to the West (see Figure 3.1). Rwanda counts in total 3 national parks; the Akagera National Park (ANP), the Nyungwe Forest National Park (NFNP) and the Volcanoes National Park (VNP), 1 forest reserve (Mukura Forest Reserve), 23 lakes, 5 volcanoes of which Karisimbi (4,507meters), Bisoke (3,711meters), Sabyinyo (3,634meters), Gahinga (3,474meters), Muhabura (4,127m) these volcanoes make a chain, which covers an area of 16000 hectares(GoR, n.d).

### **3.3.3 Climate**

According to Anon (2004: 7), the country has a temperature climate with temperatures of 25-30°C during the day; 15° at night throughout the year. Nights can be chilly in Nyungwe National Park (Southern Province) and the Volcanoes National Park (Northern Province). Most of the country receives in excess of 1,000mm of rainfall. The wettest months are February up to May and September up to December. Dry months are July to September.

### **3.3.4 Economy**

With a population of 8 million people before the civil war and the genocide, 59 per cent of whom lived below the poverty line, the country suffered from an “abject poverty from which there is no obvious means of escape” (Waller, 1987: 3). The catastrophic 1990 – 94 war and genocide severely damaged an already fragile economic base and badly affected the livelihood of the population. Further, the image of the country was damaged, which in turn had an impact on both local and foreign direct investments (Mazimhaka, 2007: 493). Rwanda has been the beneficiary of substantial international donor assistance, amounting to over \$ billion since 1995 (Rwigema, 2004: 17). This international aid has been predominantly devoted to reconstruction of the country’s infrastructure, and restoration and improvement of government institutions and services, especially

those serving rural areas where most Rwandans reside as small-scale farmers. With only few natural resources to exploit, the Rwandan economy is almost entirely based on agricultural production of small, semi-subsistence and increasingly fragmented farms. Ninety percent of the active population works in agriculture or agriculture related activities. Most of these consist of subsistence farming, and few-scale farms exist.

Agriculture generates 41% of GDP and 72% of exports (MINICOM, n.d). The industrial sector is the smallest economic sector in Rwanda, representing 19% of the country's GDP. There are only a handful large industrial enterprises; in 2004, growth in industry (7%) was driven by the construction sector, mainly residential but also some main roads and major construction projects (GoR, n.d).

The country has been running a variable but substantial trade deficit for many years. Its exports in 2005 earned about \$150 million, while it paid around \$400 million for its imports (UNCTAD-ICC, 2006: 13). Economic policy reforms have been important, led in part by adoption of one of the most liberal trade regimes in Africa. In 1994, important tariff rates in Rwanda were nearly 40 percent on average, with tariff peaks as high as 100 percent or more. Today, they stand at only 11.3 percent on average, with tariff peaks no higher than 25 percent (World Bank, 2001). Despite the economic progress Rwanda has attained since the 1994 genocide, the country has remained one of the poorest countries in the world with Gross Domestic Product (GDP) per capita of US \$ 258 in 2000. The population of Rwanda was estimated to be 9,037,690 million in 2005, which makes Rwanda one of the most densely populated countries in Africa (World Bank, 2005). Approximately, 60% of the people were living below the poverty line. In the Vision 2020, the Rwandan government projects to transform the economy from agriculture to services-driven. As per the Vision 2020, Rwanda aims to become a middle income country with a per capita GDP of US\$ 900 by 2020, Rwanda's economy needs to expand to over 600% to achieve this objective. First, the government must remain committed to enhancing the

necessary conducive business environment. Secondly, focused market and promotion work must be carried out so that investment flows, currently on the upswing, can maintain an upward trajectory. Thirdly, the government must continue to address structural constraints in the economy by mobilising both private and public investments to correct these constraints and spur the economy to higher levels of growth (RIEPA, n.d). It is argued that the currently the Rwandan economy is still virgin with many untapped opportunities across all sectors of the economy.

In addressing the challenges of economic growth and poverty reduction, the Government of Rwanda has acknowledged the potential of tourism. Since 1994, the industry has undergone a significant overhaul as the country has sought to establish itself strategically as a tourism destination in Africa and compete against the attractions of more established African tourist destinations such as Kenya and Tanzania (Mazimhaka, 2007:493). Tourism sector revenue grew by 45% in 2004. In 2006 and 2007, Tourism was the third largest earner of foreign currency next to coffee and tea.

### **3.4 TOURISM DEVELOPMENT IN RWANDA**

Tourism has become an important sector for most developing countries having already overtaken cash crop agriculture and other primary industries as the major source of national income, employment and export earnings (WTO, 2002: 22). In Rwanda, there is limited information on the development of Rwanda's tourism industry. Some observers, however, suggest that tourism's origins go back to the early 20th century when Rwanda's varied flora and fauna, diverse primates, and in particular its rare mountain gorillas, began to attract the attention of several visitors, including naturalists, scientists and zoologists (Booth and Briggs, 2004).

In 1925 the Albert National Park was established, and subsequently renamed the Volcanoes National Park after political independence in 1962. Located within the

Virunga Volcanoes mountain chain, it has been the focus of many studies of mountain gorillas (Booth and Briggs, 2004: 177). At the time of independence, the gorillas were already well known internationally and, despite the problem of overpopulation, Rwanda's new leadership vowed to maintain the park for tourists and researchers (Booth and Briggs, 2004: 177). According to the ORTPN, several projects and studies were carried out over the years by various organisations to promote conservation mainly in this park. The work of the zoologist Dian Fossey from 1967 made the gorillas of Rwanda internationally renowned. Her life, as depicted in the 1988 film *Gorillas in the Mist*, "drew global attention to the plight of the mountain gorilla, and generated unprecedented interest in the gorilla tourism program" (Booth and Briggs, 2004: 178).

For almost 30 years, Rwanda's most recognisable tourism asset has been its mountain gorillas. Of only 700 left in the world, Rwanda is home to about one-third (ORTPN, 2005a). Shackley (1995: 68) observed that in the early 1990s gorilla tourism contributed an estimated 75 per cent of all national tourism revenue. By 2004 dependence on gorilla tourism had increased to 93 per cent of tourism income (ORTPN, 2005b: 3).

Williamson (2001) noted that the gorilla has become a national symbol, with images of the animal being used on bank notes and by national companies and organisations. Indeed, 'gorillas play an essential role in contributing to the positive image of Rwanda and act as ambassadors on the international scene by raising the profile of the country' (ORTPN, 2005a). Not only do the gorillas contribute to improving the country's image, the continued increase in the numbers of international tourists who come to see them has played the biggest role in tourism growth. Accordingly, protecting the gorillas' habitat is a strong priority for UNESCO as well as Rwanda. In 2006, Rwanda, together with the Democratic Republic of Congo and Uganda, advanced a joint proposal to inscribe the Ecosystem of Virunga on the World Heritage List (UNESCO, 2007: 6).

As said by Katerebe (2002: 4) Rwanda requires ecotourism for its sustainable development. The vision of Rwanda 2020 is based on an economy of services in a sustainable environment and the diversification of its economy from agriculture. The developmental plan for Rwanda known as the Vision2020 is a strategic plan designed by the Ministry of planning which integrates long-term vision, realism and flexibility with regards to the availability of resources (Government of Rwanda, 2000). ORTPN has now started putting in place strategies in line with the Vision 2020. There is a tourism working group and a strategy firm "OntheFrontier" that has been assigned to provide their expertise to this end. Furthermore, according to the diagnostic trade integration study tourism must be given a higher priority in the next Poverty Reduction Strategic Paper (PRS) since it will have a significant impact on export of services and expansion of the tourism sector in general (Ministry of Finance and Economic planning, 2000). This national orientation can help as an integrator of sorts, and for sustainable development to be successful and achieve standards.

### **3.4.1 National Tourism policy**

The development of the Tourism policy and defining specific objectives for tourism are viewed as imperative to ensure that 'the industry can fulfil its potential while leveraging the country's natural and cultural endowments' (Government of Rwanda, 2006: 14). According to Jenkins (2000: 63) a tourism policy is defined as a strategic declaration of intent within which tourism is expected to develop. In developing countries, planning of tourism is done by the central government, which is contrary to the developed world, where tourism planning is left in the hands of the private sector. Policy documents are very essential for tourism development and investment in developing countries. Government commitment and tourism objectives to the tourism industry can only be expressed through the tourism policy (Jenkins, 2000). It is also through tourism policy that governments are able to control and guide development of tourism ensuring that there are less

negative effects of tourism development to the communities (Qui, Chong and Ap, 1999).

In the particular case of Rwanda, development of tourism requires active and effective participation of the Rwandan government by coming up with sound and coherent strategies, making use of available tourism sites together with their sustainable management, and ensuring access to basic infrastructures favorable to both development of tourism and human capacity building. Since 2001 the Government of Rwanda has identified several priority sectors for economic development. The Rwandan Poverty Reduction Strategy Paper emphasises a need to 'develop other engines of growth and to transform the economy', including 'encouraging the development of tourism' (Government of Rwanda, 2002:9). Through the Rwanda National Innovation and Competitiveness (RNIC) programme, the OntheFrontier Group developed a National Tourism Strategy that was adopted 2001.

The strategy identified a long-term vision and defined several areas to be developed to promote tourism in Rwanda (OntheFrontier, 2004: 1). A group of forty representatives came together from the private and public sectors with local NGOs to form Rwanda's Tourism Working Group (RTWG), with a mandate to implement the strategy. Overall, this group articulated the following goal for Rwanda's tourism industry: "Generate \$100 million in tourism receipts [and 70,000 international tourists] in 2010 by focusing on creating high value and low environmental impact experiences" (OTF Group, 2005b:1). ORTPN believes this is very achievable. So every year, a target of expected visitors has been set (see Figure 3.10 at Page 69).

The basic principles to develop tourism as developed by the Rwanda Tourism Working Group consist in addressing challenges found in the sector. Principles to implement the policy on tourism and to ensure its harmonious development are the following:

- To develop experiences for which Rwanda has the best assets.
- Seeking partnership with neighbouring countries.
- Strengthening partnership with private operators in tourism development
- Strengthening the training of the sector operators
- Respect for natural, social and cultural environment of the country
- Encouraging the creation of alternative tourist sites; such as cultural tourism
- Emphasizing the quality of tourist reception
- Facilitate tourist logistics (transport, models of payment)
- Developing regional tourism by signing cooperative agreements

According to the RTWG (2002: 5) the trends of tourism sector policies will enable:

- to assure sustainable development of the country by fighting against poverty through creation of employment
- to reinforce decentralisation through participation of the local population and their representatives in tourism development
- better use of new technologies of information and communication;
- to put in place infrastructures favouring rural environment development;
- to reinforce partnership between the public and private sector;
- to develop regional cooperation with other states of central and Eastern Africa;
- to develop a tourism product suitable for Rwanda, promoting it, and marketing it outside of the country;
- to develop agro-tourism

The beginnings of the potential realisation of this goal were evidenced by increases in 2004–2005 in visitor arrivals to the three national parks by 39 per cent and by park receipts increases of 42 per cent. As shown in figure 3.11 on page 70, in the year 2007 Rwanda's tourism industry emerged the top foreign currency earner generating revenues worth US \$42.3 million overtaking coffee

and tea industries for the first time after the genocide.

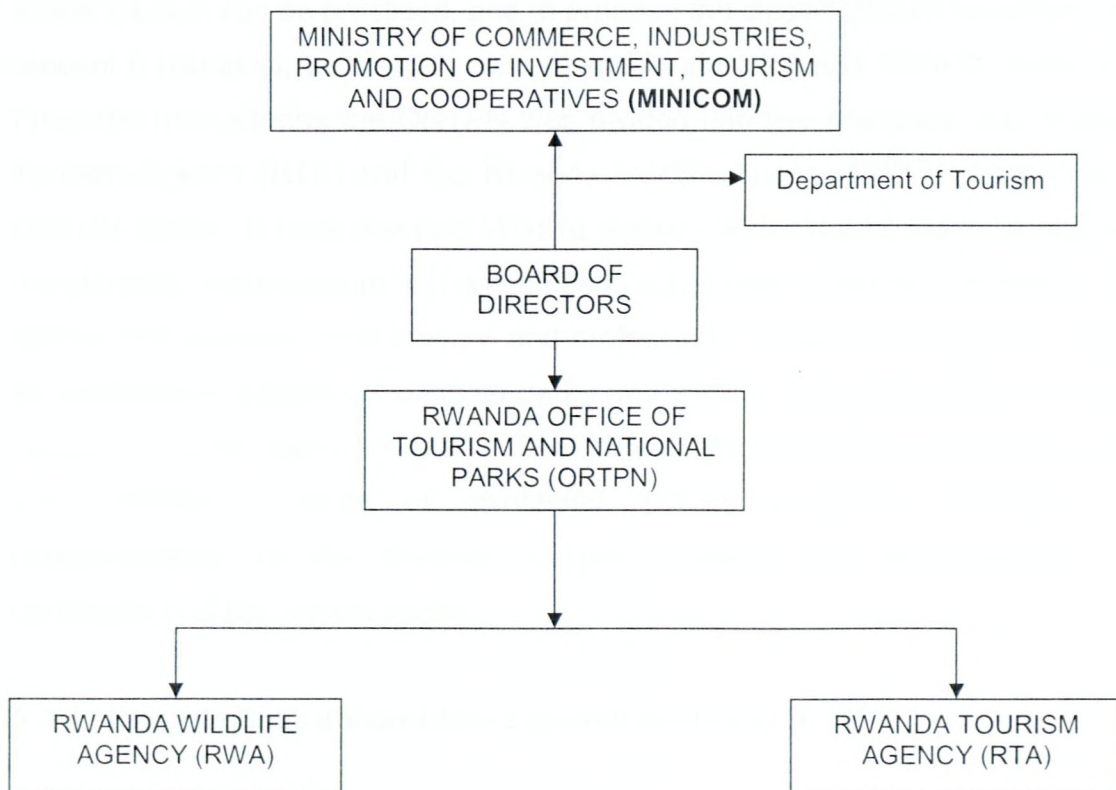
Nevertheless, it has become evident that 'the gorillas alone can not sustain Rwanda's tourism growth' (ORTPN, 2004a: 1). Despite their enormous contribution to the country's tourism industry, the concern remains that Rwanda's tourism remains gorilla-centred and current growth is therefore unsustainable. This prompted the suggestion that Rwanda needs to move away from a Gorilla monoculture' (ORTPN, 2005b: 1) and explains why Rwanda's tourism industry has to focus on providing a more diverse tourism experience for the visitors. Thus far, Rwanda's tourism product has, understandably, been aimed largely at gorilla tourism so as to raise much-needed foreign currency, and while this has been proving positive as regards achieving industry targets, dependence on an exclusive product could be detrimental to the industry in the future. While a number of African countries have developed tourism master plans, only a few plans have managed to address the reality that tourism can develop in a sustainable manner, only if its requirements and impacts are included in the country's economic and physical planning frameworks (NEPAD, 2004).

### **3.4.2 Organisational structure of Tourism in Rwanda**

The state intervenes directly in tourism through the Ministry of Commerce, Industry, Investments Promotion, Tourism and Co-operatives (MINICOM). This Ministry according to the Rwanda Tourism strategy has a central role to put in place a complete and coherent system of incentives for tourism through training, simplifying the procedures and formalities required for creation of businesses, putting in place basic infrastructures, fixing and controlling quality norms, and improvement of services it renders to the public. MINICOM equally supervises tourism businesses and coordinates the activities conducted by different partners in tourism (RTWG, 2002). This Ministry has a department in charge of tourism; this department heads the ORTPN which is guided by a board of directors and a

chairman. The members of this board of directors are appointed by the parliament. The board secretary also serves as the Director General of ORTPN.

**Figure 3.2:** Structure of tourism in Rwanda



Adapted from: MINICOM and ORTPN organisation chart  
 (Source: MINICOM Website and ORTPN, 2004)

### 3.4.3 Rwanda Office of Tourism and National Parks (ORTPN)

ORTPN is a French abbreviation of Rwanda Office of Tourism and National Parks. It is a public institution, which was created by Presidential decree in June 1973 (ORTPN, n.d). The office is a parastatal with administrative and financial autonomy. It was mandated to develop and to promote tourism, to protect fauna and flora, to manage protected areas as well as management of hotels belonging totally or partially to the state (RTWG, 2002: 13).

In 2002, the Government took the decision to privatise government owned hotels, and to restructure ORTPN. The mandate of ORTPN currently is to promote tourism, preserve and protect the environment in tourism areas, to advise the Government on tourism matters, to protect tourism areas, to determine the sites where tourism can be practiced, and to propose the classification of buildings that present a historical, ecological, cultural and tourism interest (RTWG, 2002: 13). From the restructuring the ORTPN was divided into two branches: the Rwanda Tourism Agency (RTA) and the Rwanda Wildlife Agency (RWA). According to ORTPN (2004: 17) the Rwanda Wildlife Agency was established to strengthen the planning, management and coordination capacities of wildlife in Rwanda. The agency will develop into a modern and professional conservation agency, aimed at ensuring the integrity of national parks and wildlife. The main objective of the Rwanda Tourism Agency is to transform into an efficient agency, able to develop and promote a range of diversified tourism products, catalysing the implementation of the national tourism strategy and strengthening the participation of the private sector.

#### **3.4.4 Rwanda Environment Management Authority (REMA)**

According to Rwanda Gateway (2008), the overall responsibility for management of the bio-physical environment throughout Rwanda lies with the Rwanda Environment Management Authority (REMA), which was legally established in November 2003. Among its functions are:

- To review and approve environmental impact assessment reports
- To advise the Government on legislative and other measures for the management of the environment or the implementation of relevant international conventions, treaties and agreements in the field of environment
- To render advice and technical support, where possible, to entities engaged in natural resource management and environmental protection.

REMA is a relatively new organisation, and as such is in the process of building capacity to discharge its mandate. The main collaboration of REMA to the tourism industry is towards the implementation of policies, laws and standards relating to the environment and linked to protected areas (ORTPN, 2004: 59).

### **3.4.5 Rwanda's private Sector Federation (RPSF)**

The private sector in Rwanda is still small but it is growing. It is characterised by family businesses, small medium-sized enterprises (SMEs), a few large companies, and cooperatives (UNCTAD-ICC, 2006: 24). The Rwanda Private Sector Federation (RPSF) is a professional organization, dedicated to promote and represent the interests of the Rwandan business community. It is an umbrella organization that groups 9 professional chambers. It was established in December 1999, replacing the former Rwanda Chamber of Commerce and Industry (RPSF, n.d). The agency's mission is to represent and serve the interests of the entire private sector through lobbying and advocacy, while at the same time providing timely and relevant business development services that lead to sustainable private sector led economic growth and development. Its strategic priorities in the 2007-2010 action plans are to:

1. Promote entrepreneurship and business Growth
2. Build private sector capacity
3. Effective private sector advocacy
4. Support active involvement in regional and international trade
5. Develop quality member services and enhance communication

On the tourism sector, RIEPA resolved in 2005 that a consortium of private investors were needed in support of the government to mobilize investments for the development of hotels and lodges in Kibuye, Gisenyi and Cyangugu as well as enhance water transport on Lake Kivu (Majyambere, 2005).

Another key player in voicing private sector concerns is CAPMER (Centre for Support to Small and Medium-sized Enterprises in Rwanda), formed in 2002. This includes a number of handicrafts associations which sell their products to tourists; recently they have started exporting their products which consists of traditional arts, drawings, sculptures (e.g. mountain gorilla sculptures), postal cards, beadwork, baskets to Europe and America. Based on the African Growth and opportunity Act (AGOA) Rwanda's craft just like its garments are eligible for duty-free entry into the US market. The private sector in Rwanda will contribute to tourism in developing products and infrastructure as well as marketing and distributing tourism products (ORTPN, 2004: 59).

### **3.4.6 Infrastructure development**

Rwanda is aware of the importance of tourism infrastructure such as transportation, telecommunication, existence of high end accommodation facilities, restaurants, supply of water and energy (Gatsinzi, 2008: 54). However, Short (2008: 65) argues that Rwanda's unique position presents difficulties in representing the relationship between governance and industry, as areas such as transport limitations and energy problems, issues that directly affect industry, do not figure in the millennium development goals. Infrastructure in terms of electricity and water has not been sufficient. The year 2004 was characterized by acute electricity shortage which has pushed up the cost of electricity and this has obviously affected both consumers and business people (MINECOFIN, 2005).

#### **3.4.6.1 Attractions**

According to a research done at the *Institut de Recherche Scientifique et Technologique* (IRST, 2005), the country's natural and cultural sites can be broken-down into the following categories:

- ◆ Rocks and caves
- ◆ Water spas

- ◆ Natural forests and parks
- ◆ Holy forests and trees
- ◆ Colonial architecture and traditional huts
- ◆ Rwandan celebrities tombs and genocide memorials

All provinces contain cultural, natural sites, genocide memorials and others. Many of the sites are threatened by deterioration and degradation; some don't even exist anymore because they have been destroyed on account of bad weather and not being in use. Other sites are inaccessible or are not known by the public.

These are some of the attractions that can be found in Rwanda (KIST, 2001: 47);

➤ **Natural attractions:**

Hills, volcanoes, lakes, natural vegetation, agricultural products (coffee & tea).

➤ **Man-made/artificial attractions:**

Stadiums, housing estates, hotels, trade centres, airports; leisure and entertainment sites; statues, portraits and fountains on roundabouts; overhead bridges; cathedrals, coffee and Tea plantations

➤ **Historical sites/attractions:**

Genocide memorial sites, various residences including the residence of the first President of Rwanda (Jali club) and colonial administrators.

➤ **Ethnic / Cultural attractions:**

Traditional cultural groups; traditional wedding ceremonies; artisan villages; cultural centres.

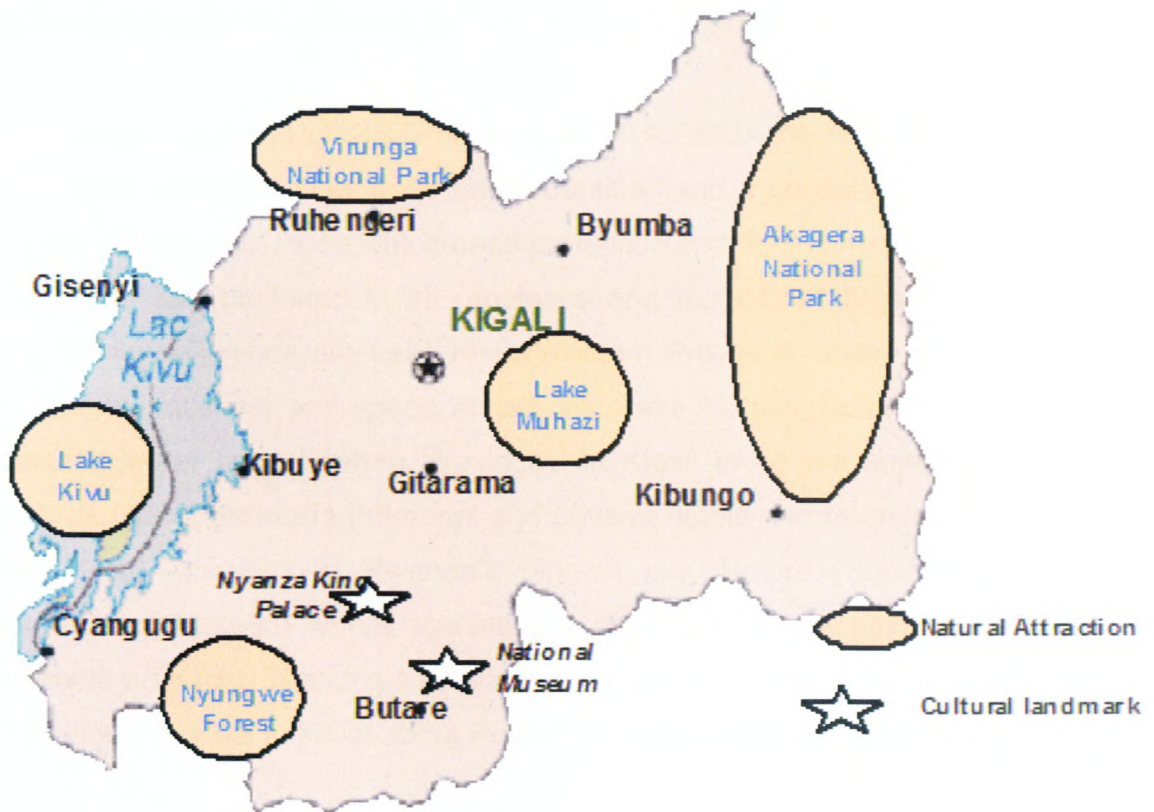
➤ **Special events/gatherings:**

Trade fairs (Expo); cinema; football matches; church /church conferences/religious gatherings; rally: bicycle and motor; liberation and Heroes days; walking competition; business meeting and conferences; graduation

ceremonies; international conferences and other political conferences, genocide commemoration, gorilla naming ceremonies (Kwita Izina), marathons

Currently, there are 3 national parks in Rwanda, namely Akagera, Volcanoes and Nyungwe National parks.

**Figure 3.3:** Map of Rwanda’s main attractions



Source: ORPTN, 2006

The Volcanoes national park is an afro-montane forest located in the North-West of Rwanda in the Northern province. It was created with the intention to protect the mountain gorillas. The Akagera National Park is a savanna park with almost 50% of its area made up of wetlands where sitatungas, hippos, as well as many species of birds including the rare and spectacular shoe-bill can be found. As for terrestrial ecosystems, they are represented by a mosaic of grassland and bushland savannas and dry forests, with more than 20 species of large

mammals: zebras, antelopes, buffaloes, elephants, giraffes, rhinos and large carnivores (ORTPN, 2004: 14). The Nyungwe forest national park is the largest afro-montane forest in central and East African region. Nyungwe has a rich biodiversity including 75 mammals (among them 13 species of primates such as the chimpanzee or the black and white Colobus), 275 species of birds, 125 species of butterflies, more than 260 species of trees and climbers and more than 148 orchids species (ORTPN, 2004: 14). This makes Nyungwe forest an important natural site as far as conservation is concerned.

The Director General of ORTPN, Rosette RUGAMBA declared that more than 175 tourist attraction sites have been identified and a consultative study will be carried out to select those which need protection and development. The country's attractions can be found in all provinces and the city of Kigali. Other tourist attractions in Rwanda are Lake Kivu (Western Province) which is renowned for its beautiful scenery and sports attractions, Lake Muhazi, Bolera, Ruhondo and Rusumo water falls (Eastern Province). In Kigali there are several attractions such as Gisozi genocide memorial and several hotels and restaurants (Gatsinzi, 2006: 46). The second Rwanda's biggest city, Butare (Southern Province) houses the museum where tourists are able to see and have a feel at the available artefacts. The king's palace is also situated in the same direction which also allows tourists to know about Rwanda's past (MINICOM, 2006).

#### **3.4.6.2 Accommodation**

Accommodation capacity in Rwanda business institutions is estimated at 141 including hotels of moderate and international standards, altogether having 2500 rooms belonging to hotels and guest houses; about 40% of the rooms are in Kigali city (RTWG, 2002: 9). In many towns of the country accommodation is poorly conceived (too small hotels, of low quality or too luxurious and / or very expensive prices with low quality/ price, in an inappropriate environment) and poorly managed (the hotels are not classified, the law is still to be prepared, and

the hotels legislation is to be updated). Certain hotels operate through speculation, others offer services below the minimum (RTWG, 2002: 9). Hotels in Kigali generally serve a reasonable choice of European dishes, while there are Chinese, Indian, Italian and Middle Eastern restaurants. Some restaurants also serve Franco-Belgian cuisine and African dishes. A fairly good selection of beers, spirits and wines is available. Spirits, Wines and most of the food served in big hotels are imported. A couple of beers are brewed locally. Some of these needs of tourists are not met in provinces.

#### **3.4.6.3 Travel agencies and tour operators**

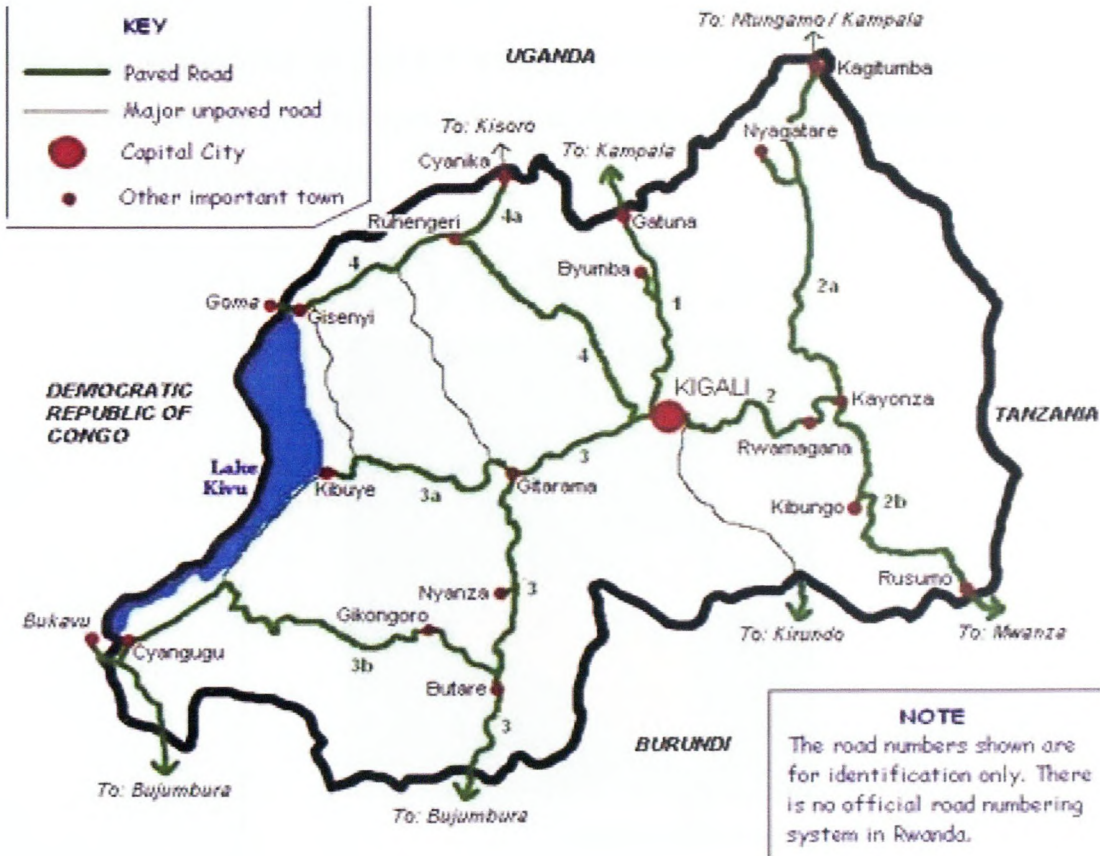
Tours of Rwanda are organised through the ORTPN or through a tour operator. The number of travel agencies and tour operators has multiplied by at least three times in comparison with the period before 1994. More than twenty agencies currently work in the country. According to the Rwanda Tourism Working Group (RTWG, 2002: 10) these travel agencies and tour operators face difficult competition and these calls for, on one hand harmonising and reducing the border formalities for entering Rwanda, and on the other hand participating in activities that promote and give information on Rwanda tourism.

#### **3.4.6.4 Transportation**

Rwanda's road network covers approximately 14,008 km; of which 2,662 km are paved (CIA, 2007). However, the feeder roads from rural areas are poor or missing, making it difficult to reach some attractions. The country has two international airports, the main one at Kigali and a recently upgraded one at Cyangugu (Western province). It has also four domestic airports at Butare (Southern Province), Gisenyi (Western Province), Namba and Ruhengeri (Northern Province). The number of passengers, foreign and domestic, using Kigali airport was just under 150,000 in 2005 (UNCTAD-ICC, 2006: 19). There is no railway system in Rwanda. Internal lake transportation exists but it is not

developed, Lac Kivu in the Western province is used to connect with Congo for business purpose and local shallow-draft barges and native craft. The Akagera River (Eastern province) in the Akagera National Park (ANP) has now a leisure boat for tourists visiting the park.

Figure 3.4: Road Network in Rwanda



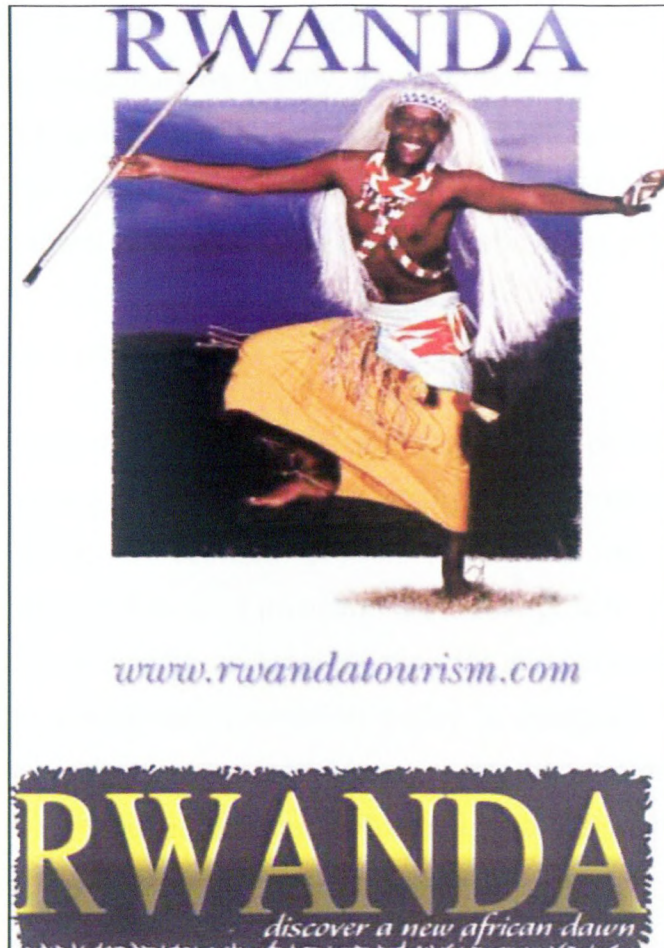
### 3.4.6.5 Entertainment and Leisure

There are a few centres which run activities like cinema, theatres and other performing arts. The Rwanda National Ballet is famous for its traditional dancing and singing and can be seen either at national ceremonies or on request. Other cultural troupes are available around the country. On nightlife activities like discotheques and clubs with live music with food and dancing as well as games like billiard and lottery can be found in Rwanda. Shopping especial handicraft

products are also available around the country. Special purchases include woven baskets with pointed lids, native clay statuettes, masks and charms among others. A range of sports like golf, tennis and others are also available to tourists. The main issues is that there is a limited leisure related activities and most of the entertainment facilities are in Kigali only.

### 3.4.7 Marketing and product development

Rwanda relaunched its tourism industry in 2003 after peace and stability had been restored by the government as a prerequisite for all forms of growth and development in the country.



**Figure 3.5:** Image used to re-launch Rwanda's tourism industry (2004)

Traditional dancer performing a dance often used to showcase Rwandan culture and hospitality. *Source: ORTPN website*

Prior to the relaunch, it was decided that along with the production of tea and coffee, a reinvigorated tourism would play a major role in the country's poverty reduction strategy. One major event which served as a catalyst for Rwanda's tourism was the official international launch of Rwanda as a tourism destination at the World Travel Market (WTM) in London in November 2003.

The aim of this re-launch was firstly to promote Rwanda throughout Europe and to boost the image of the country that had been tarnished by its tragic history. Secondly, it was to show that Rwanda is back into business and it is ready to offer world –class experiences. Lastly, it was to act as an indication that Rwanda is ready to offer unique tourism experiences to all tourists (MINICOM, 2002; Mazimhaka, 2007: 497). Rwanda's branding at the WTM in Europe was done through the Southern skies marketing company and other offices.

### **3.4.8 Investment policy**

Rwanda's investment code defines investment as the creation or acquisition of new business assets or the expansion, restructuring or rehabilitation of existing business enterprise. Investment promotion involves all activities aimed at encouraging greater infusion of investments to fuel growth as well as enhancing the image of the country as an ideal location for investments (MINICOM, 2008). Accordingly; the investment promotion policy is designed to provide a policy framework within which present and future investment strategies and actions will be undertaken in a focused manner if Rwanda is to realise its growth objectives in line with vision 2020 development expectations.

Any investor, foreign or local, in the tourism or any other sector looks first for a stable macro-economic framework, fostering stability, confidence and predictability (Christie, 2005). Factors responsible for attraction of investments to

a destination were identified as economic, social and political factors (Gauci, Gerosa and Mwalwanda, 2002). Economic factors include inflation free economy, with no large fiscal deficits, balance of payments with no restrictions on imports, free movement of profits and incentives to encourage investments. Although many strategies are in place to revive Rwanda's tourism sector from its collapse since the 1994 genocide, tourism investments have remained few. According to MINICOM (2008) the success of investment promotion efforts are constrained by the following challenges to economic activities in Rwanda:

- Limited rural development and agricultural transformation
- Poor economic infrastructure – high transport cost, energy shortages
- Weak private sector
- Inadequate human and institutional capacity
- Limited access to finance
- Negative perception of Rwanda abroad
- Low levels of domestic private savings and investment
- Low purchasing power of the population

The strategies advocated in the investment promotion policy are articulated around 5 main axes:

1. Become a centre of excellence in soft infrastructure and governance  
establish a modern, liberal and efficient legal framework for investment  
achieve excellence in administration: make good governance systematic
2. Establish skills attraction and dissemination initiatives.
3. Set up public investment priorities to support private investment
4. Bridge Rwanda's image gap
5. Implement selected strategic initiatives and promotional activities

According to RIEPA (2007), the Rwandan government is committed to ensuring that the precarious state of the nation's capital base is overcome through increased investment both domestic and foreign. It is in this spirit that Rwanda

Investment Promotion Agency (RIPA) was established in 1998 with a mission to increase investment in Rwanda. It is in year 2004 that the agency acquired a new name – Rwanda Investment and Export Promotion Agency (RIEPA). The agency develops information materials, holds trade fairs at home and abroad, and establishes assistance office in Rwanda to encourage and assist investors. The main policy objectives of the agency include:

- Promotion of investment opportunities with local and foreign investors. The agency markets all investment opportunities in Rwanda to targeted investors worldwide;
- Facilitation of the establishment and smooth operations of investor projects. The agency operates a one stop centre for all investors to facilitate starting their business enterprises or investment projects;
- Facilitation of business development and export production;
- Promote industrial and commercial development through the establishment of a new Free economic Zone regime soon to be operated will boost export trade in Rwanda; and
- Advise government on additional policies and initiatives needed to encourage and support investment in the country (RIEPA, 2007).

Though attractive, the country is yet to see its fair share of tourists partly because of lack of basic infrastructure important to the development of tourism. The tourism industry in Rwanda is still young and investment opportunities exist both in developing tourism infrastructure and positioning the country in the international marketplace as a new exotic destination on the global tourist circuit (RIEPA, n.d). It is argued that increased investments in Rwanda's tourism sector could lead to greater economic benefits such as employment opportunities, increased domestic investments, technology transfer, and creation of linkages with other economic sectors and eradication of poverty (Forsyth and Dwyer, 1994; Kusluvan and Karamustafa, 2001). The contribution of RIEPA to the tourism industry in Rwanda is to identify and facilitate potential investors.

### **3.4.9 Human resources**

Rwanda with the highest density in Africa (328 inhab/km<sup>2</sup>) has a considerable manpower available. The problem is that this population is overwhelmingly rural and largely without skills outside agriculture. The level of literacy is still low with the adult literacy rate being 64% of people older than 15 years (UNCTAD-ICC, 2006: 20-21). In the tourism sector, the importance of capacity building has been noticed and is in process but up until today there is only secondary level education in tourism and hospitality but no tertiary level. There is a project to start a Tourism and Hospitality higher learning institution with the cooperation of a Canadian school but it is still in planning with the Ministry of Education. So far, most Rwandans working in the tourism industry at managerial level have other qualifications than related to tourism or hospitality field. The government of Rwanda is working on the problem of shortage of skilled labour. Public spending on education has been rising every year and is currently the highest sectoral budget allocation (UNCTAD-ICC, 2006: 21).

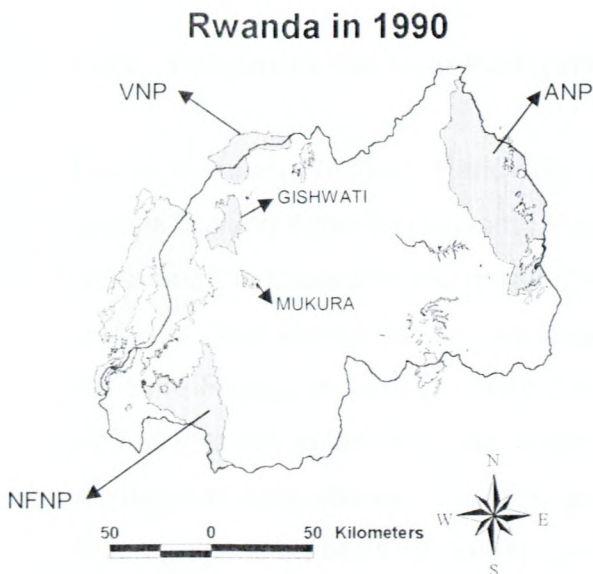
## **3.5 CHALLENGES IN PROTECTED AREAS**

The initial approach to preserve African wildlife was rooted in the Western environmentalist movement of the 20<sup>th</sup> century. This approach saw the establishment of large areas of national parks and reserves as the foremost priority for wildlife conservation (Marks, 1984; Kiss, 1990, Swanson and Barbier, 1892 quoted in Johannesen, 2006: 126). The national parks and other natural reserves of Rwanda are managed and protected by ORTPN. These protected areas consist of: The Akagera National Park (ANP), the Volcanoes National Park (VNP), the Nyungwe Forest National Park (NFNP) and the Gishwati and Mukura Forest Reserve.

In sub-Saharan Africa, a human population in need of development is increasing the pressure on the region's natural resources. This pressure is particularly strong around national parks and reserves where people have been denied access to the resources viewed as necessary for development (Andrew Lepp, 2002: 211). In Rwanda the high soil fertility, due to rich volcanic soils, has led to the highest population density on the African continent, with up to 500–700 people per square kilometres (Weber, 1987a, 1989; Olson et al., 1995 cited in Plumptre, Masozera and Vedder; 2001). Apart from the high population density, the civil war of almost a decade that led to the genocide also made worst the condition of protected areas. Plumptre et al. (2001) continues that the results of recent surveys show that large mammal populations have been reduced in number in Rwanda's three major protected areas: NFNP, ANP and the VNP. Gishwati and Mukura Forests have been almost lost, and the ANP has been reduced to 30% of its original size (See the difference in fig. 3.6 and 3.7).

**Figure 3.6**

**Figure 3.7**



Source: Adapted from (Plumptre et al., 2001)

### **3.5.1 Akagera National Park (ANP)**

The Akagera was gazetted as a national park in 1934 (ORTPN, 2004); it is located in the Eastern Province, near the town of Nyagatare. The park is bush savannah tangled with acacia and branchystagia woodlands with grasslands, riverine, lakes and swamps. To the west of the park are hills reaching to elevations of 1600 to 1800 meters above the sea level. As indicated by the Southern Skies Marketing Company (2004) the park was re-gazetted in 1998 from 250,000 to 90,000 hectares due to intense human pressure on the park from returning refugees. The diminution in size is mainly due to the regularisation of the settlement of the returning refugees in this region. A large number of mammals which were concentrated in this park have been reduced due to poaching by the surrounding habitants to protect their castles and soldiers for food; this has been done during the civil war and the post-war period. The reduction of ANP by almost two thirds of the initial area had negative impacts on biodiversity of this region (ORTPN, 2004: 13). A number of lakes are drying up as well in this particular place on the account of drought.

### **3.5.2 Volcanoes National Park (VNP)**

The Volcanoes National Park was gazetted in 1925 to protect the mountain gorillas making it the first national Park in Africa (ORPTN, 2004). Its size is 12,500 hectares. It is located in the northern Provinces near the town of Ruhengeri. This region is best known for its mountain gorillas (*Gorilla gorilla beringei*) and the Karisoke Research Centre (Plumptre et al; 2001). Apart from the rare mountain gorillas that are in the virungas, it has 5 volcanoes and several families of golden monkeys among others. The Virunga Volcanoes region includes approximately 425 square kilometers of forest and open parkland straddling the borders of Rwanda, Uganda, and DRC (Democratic Republic of Congo), at an altitude of 2600–4500 meters.

A study carried out in 1996 to assess the impact of the war on ungulates in the VNP (Plumptre and Bizimuremyi, 1996; Plumptre et al; 1997) demonstrated that ungulate numbers had not changed significantly since 1989, although there was some evidence that they had migrated to higher altitudes in the park. One possible explanation for this migration could have been that poaching had intensified at lower altitudes. The level of poaching in the park had increased, indicated by increasing sales and declining prices of bushmeat in markets, despite the fact that prices of domestic meat were increasing. Domestic meat prices increased as a result of a loss of livestock during the war, and bush meat was used to satisfy the demand for meat. The forest also remained intact (see figure 3.7) in the part of Rwanda but still not secure in the part of Congo which disturbs the follow up of the mountain gorillas but researcher at the Karisoke Research Centre. Currently this park is the heart of tourism revenues and the main attraction of Rwanda.

### **3.5.3 Nyungwe Forest National Park (NFNP)**

Nyungwe is the most significant natural forest in Rwanda. As maintained by the Wildlife Conservation Society (2006) the NFNP covers more than 1000 square kilometres of rugged terrain, spanning an altitude range from 16000 to 1950 meters. About 20% of Nyungwe forest area has been reduced since 1990 due to human pressure exerted on the protected area (ORTPN, 2004: 14). And according to the southern skies marketing Company (2004) the NFNP protects the largest single tract of mountain forest remaining in east and central Africa. In addition this is one of the oldest forests in Africa and it extends for over 650 square miles over the mountainous southwest of Rwanda. NFNP is surrounded by one of the highest population densities in the country, with approximately 400 persons per km<sup>2</sup> in some areas (GoR, 2000). As suggested by the NFNP general management plan, ORTPN (2004: 25) the high populations combined with customary inheritance land tenure have led to the subdivisions of the land

holdings to sizes that hardly support families. As such, Nyungwe is looked at as the source of alternatives for the livelihoods of people in the neighbouring communities. In the plan they also mention Rosette Rugamba (Director of ORTPN) who states that the park has been greatly affected by human pressure for resources and this situation has been exacerbated by the civil war and the subsequent genocide that befell the country. There is another challenge of limited financial support towards the conservation process of the park. The WCS (2006) declared that "several major threats, which stem from the high human pressure around the forest and the need for more land or alternative sources of income. Poaching of large mammals is rampant". Here are some other threats to conservation as observed by the ORTPN (2004: 23-25); uncontrolled bush fires, poaching, indigenous invasive plant species, exotic invasive plant species, bamboo harvesting, mineral exploitation, fire wood collection.

#### **3.5.4 Gishwati and Mukura Forest Reserves**

According to a survey of WCS/PCFN in early 2000, there was little of the original forest remaining in Gishwati: only a few stands of trees of less than one hectare in size. Mukura had also been severely degraded, with only approximately 8 square kilometres remaining (Plumptre et al; 2001).

### **3.6 TOURISM AND POVERTY ALLEVIATION IN RWANDA**

Rwanda is still a long way behind developed countries. A quick comparison of statistics from a recent UNICEF report (UNICEF, 2004) shows some of the present reality: life expectancy of 39 in Rwanda, compared with 78 in the UK; 203 deaths of children per thousand under the age of 5, compared with 6 in the UK (Short, 2008: 58). Rwanda has its own definition of the poverty line, based around the cost of a basket of basic goods and services, whereas extreme poverty is represented by the cost of a basket of food only. Using these definitions, a survey in 2000 established that 60% of the adult equivalent

population lived in poverty and 42% in extreme poverty' (Republic of Rwanda and United Nations, 2003).

At the 2002 World Summit on Sustainable Tourism, the World Tourism Organisation (UNWTO) launched tourism and poverty alleviation. Reports argued that tourism is one of the few development opportunities available to the poor and constituted a call for action (WTO, 2002 cited in Godwin, 2007: 63). In Rwanda, it is evident that growth alone is not enough stop marginalisation of the country and to improve the standard of living of its people. Thus there is a need for pro-poor growth. Pro-poor growth is growth that enables the poor to actively participate in tourism and benefit from it economically (Gatsinzi, 2006: 23). Recognising that poverty is multi-dimensional, the pro-poor tourism partnership identified a broad of strategies for using tourism to address the issues of poverty from the primarily economic (employment and business development) to the mitigation of environmental impacts which adversely affect the poor and addressing the social cultural impacts (Godwin 2007: 65-66). In a research done by *Schweizerische Normen-Vereinigung* (SNV, 2008) it was found that pro-poor focus should not detract from the big picture challenges of building the competitiveness of the industry. SNV stated that there is not one single priority action, but several, to create options for the poor. It was found that the government should;

- Help poor farmers to sell to hotels
- Help poor households access tourism employment
- Promote innovative business models among hotels
- Pilot destination-level initiative for building linkages
- Diversify the Rwandan product
- Develop pro-poor business tourism.

The SNV (2008) report explained that some opportunities for the poor will materialise on their own, as tourism grows. But many more will need to be unblocked by intervention: light touch but sustained facilitation, based on ongoing dialogue, prioritisation and innovation.

### 3.7 REVIEW OF BARRIERS TO TOURISM DEVELOPMENT IN RWANDA

A lot appears to have been written, on the barriers to tourism in Africa. An extended approval of the involvement of the government of Rwanda through firms like OntheFRONTIER, and KIST experts towards the identification of problems faced by tourism in Rwanda, some of the problems examined in this thesis have previously been identified in varying contexts by certain insightful associates in the domain though their works are hereby discussed.

The lack of skilled manpower in Rwanda was reported back from 1982 by Kurian who estimated that only 9% of Rwandan workers were skilled and most supervisory personnel in the country were either Europeans or Asians.

Here are some factors that may have contributed to the low development of tourism in the city of Kigali, according to the department of Tourism in MINICOM (Ministry of Commerce, Industry, Promotion of investments, Tourism and Cooperatives ) the sources, include the following (cited in KIST, 2001: 32):

- i. Poor or lack of basic infrastructure such as water, sewage, and electricity;
- ii. Limited number of public telephone booths, postal services, and excessive hotel telephone charges, etc;
- iii. Poor accommodation facilities and services, high accommodation rates, lack of regulation to monitor quality standards of accommodation facilities;
- iv. Inadequate tour and travel services; exorbitant fares, bad conditions, etc;
- v. Inadequate tourism information services at all levels of the tourism and hospitality sector;
- vi. Inadequate financial services;

- vii. Insufficient entertainment and leisure services lack of theatres, leisure parks, botanical gardens, sports, eating places and bars, etc.

Similarly along with the Kigali Economic Development Strategy, KIST (2001: 51-52) experts noted that this particular city had some challenges that needed to be addressed in developing tourism and hospitality in the capital city of Rwanda (Kigali) which are the following;

- Lack of reliable and reasonably priced transport and communication facilities
- Lack of safety and security of visitors and their property
- Government macro-economic policies and regulations such as taxation, subsidies/incentives and the regulations regarding establishment and control of players in the tourism and hospitality sector need to be considered.
- Limited financial facilities for the expansion and development of tourism infrastructure need to be addressed.
- Development of human resources must be undertaken.
- Provision of water, sanitation and electricity are lacking and will need to be addressed if investors are to be attracted.

Still elaborating on the Kigali Economic Development Strategy (2001: 31), it maintains that little has been done to improve/develop other tourism attractions such as amusement parks, historical sites, cultural centres and tourism support services. It is also very likely that residents near tourism sites do not benefit from or get little from tourism. At the moment in Kigali, hospitality attractions are not well packaged and marketed which results in few numbers of tourists to Rwanda and yet this sector presents great opportunities for growth and economic spin-off in terms of job, incomes, government revenues and contribution to economic development (KEDS, 2002)

Rwanda's Tourism Working Group (RTWG) members in a desk based analysis identified the following as the main constraints hindering the growth of Rwanda's tourism sector (OntheFRONTIER, 2002: 2):

- Perception that Rwanda is not a safe tourism destination
- Limited accommodations at key tourism sites
- Limited airlift to main tourism markets
- Restricted range of tourism experiences
- Want for a tourism culture to increase service quality
- Lack of reliable information on the tourism industry
- Weak public and private sector collaboration
- Presence of important business challenges to the development of Rwanda's tourism industry
- Regional political instability

In reviewing these publications on problems related to tourism development in Rwanda which analyses the country during the course following the genocide where its tourism industry was still emerging from the ruin of the war. These articles looked at Rwanda as either an unsafe country or an after war place. This is mostly because of 1994 genocide which has permitted a pessimistic impression on Rwanda's image; it has been enforced by foreign countries negative travel advisories especially from the United States and Europe. Contributions from the KIST experts together with the RTWG members positioned that the limited facilities and confidence of visitors in the security of the area was an objection. The department of Tourism in the MINICOM notes that the country underwent the loss of basic infrastructure necessary for the development of tourism. Elaborating on the future of tourism in Rwanda Rugamba the Director General of ORTPN in Kakimba and Nuwamanya (2006) states that tourism is growing faster than the investments in the service sector. According to Gatsinzi (2006: 2) much as tourism has been identified as one of the primary engines of Rwanda's economic growth; tourism is still poorly managed with no accurate and up-to-date information on tourism activities. The tourism industry in Rwanda is hard-pressed with a number of problems which *inter alia* include lack of information on tourism operators and a harmonised

system for collection of tourism statistics (MINICOM, 2004). The Director General of ORTPN, Rosette RUGAMBA declared lack of a data base, skilled labour and proper statistics as some of the challenges to tourism development (Majyambere, 2005).

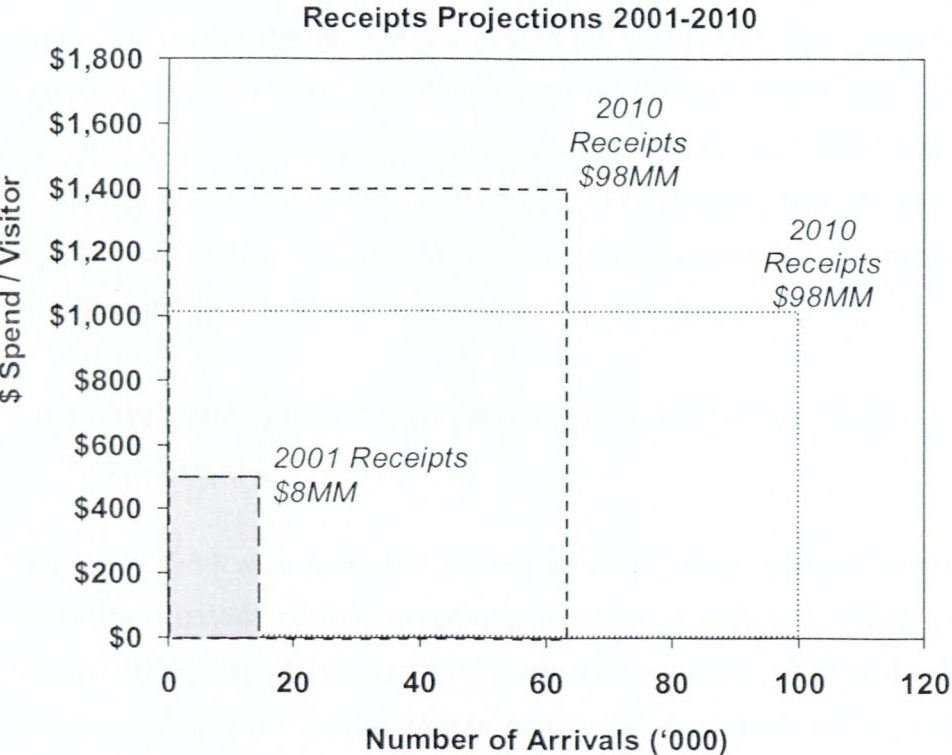
In the literature on tourism development in Rwanda, there are no researchers who have examined the issue of barriers to tourism development with an empirical study and with concern of the people employed by the tourism sector in the whole country. Contemporary research identifying barriers as perceived by tourists themselves and the tourism sector in the country will lead to improve the entire tourism industry with a bigger portrait. This research will also examine if the above stated factors relating to the city of Kigali are applicable to the whole country. It will indicate if the views of the desk based review of the RTWG members are consistent. This study will reform previous studies, while considering improvements achieved in the tourism industry of Rwanda.

### **3.8 TRENDS AND PERSPECTIVES TO TOURISM DEVELOPMENT IN RWANDA**

The development of tourism in Rwanda can contribute a lot in terms of poverty reduction by providing employment, diversified livelihood opportunities and education also can be offered through taxes collected. Neighbouring countries such as Tanzania, Kenya and Uganda are better known as regional destinations participate with a big role in tourism growth in the East Africa where Rwanda is located. Rwanda could benefit from this situation if the country manages to position its product as a complement to these three countries (OntheFRONTIER, 2002: 3). For tourism in this particular country to take off peace, stability, orientation, policies, laws and investment climate are vital; fortunately the government assured those issues. As said by Rugamba in Kakimba and Nuwamanya (2006)" we started on a good note because it was a government initiative and we picked up from good tourism platform cleared by the government

who provide necessary conditions". The East African region which is the second fastest rising tourism region after the southern region in Africa is projected as indicated by the World Tourism Organisation (WTO, n.d) to amount 10.5 Million in 2010 from 6.3 Million in 2000 of international tourist arrivals. According to the 2006 Travel & Tourism Economic Research rankings of the WTTC, among 174 countries Rwandan tourism industry comes to 155<sup>th</sup> place relatively to the contribution to the national economy and 58<sup>th</sup> in terms of 2016 growth forecasts of the world market. The strategy of Rwanda is to position itself as a supplement to the region since in the neighbouring countries tourists are more and still many others are coming to the continent of Africa. If tourism can return even to its levels during the 1980s, the impact on the economy and on exports would be enormous.

Figure 3.8



Source: Rwanda Tourism Working Group Analysis

To achieve the desired Rwanda's tourism goal of earning USD \$ 98 million the industry has two options. The first option is to bring in the country 100,000 tourists with each tourist spending an average of USD \$ 140 and staying for a week. The second option is to bring 70,000 tourists each spending an average of USD \$ 200 per day for a week. This shows an expectation of expansion of tourism in upcoming years. As maintained by the country's tourism strategy their objective is to bring in 70,000 tourists with an average spending of USD \$ 1,400 and staying for one week. The main target is to reach USD \$ 100 Million of receipts from tourism by 2010. According to Rugamba in Kakimba and Nuwamaya (2006) "Our strategy is not the numbers but how much money we will be able to generate. We are developing a clear strategy of targeting the domestic market that includes Rwandans and foreign residents starting with this year. We recognise that the domestic market is vital because it keeps the industry going as we are looking for foreign markets". However as maintained in the analysis of ontheFRONTIER (2002: 6) the Rwanda's tourism strategy must carefully manage costs and investments against projected revenues. The government macro-economic policies and regulations such as taxation, subsidies / incentives and the regulations regarding establishment and control of players in the tourism and hospitality sector need to be considered. "The government, through policies and regulations, will be required to create an environment that encourages private investments" (KIST, 2001: 51).

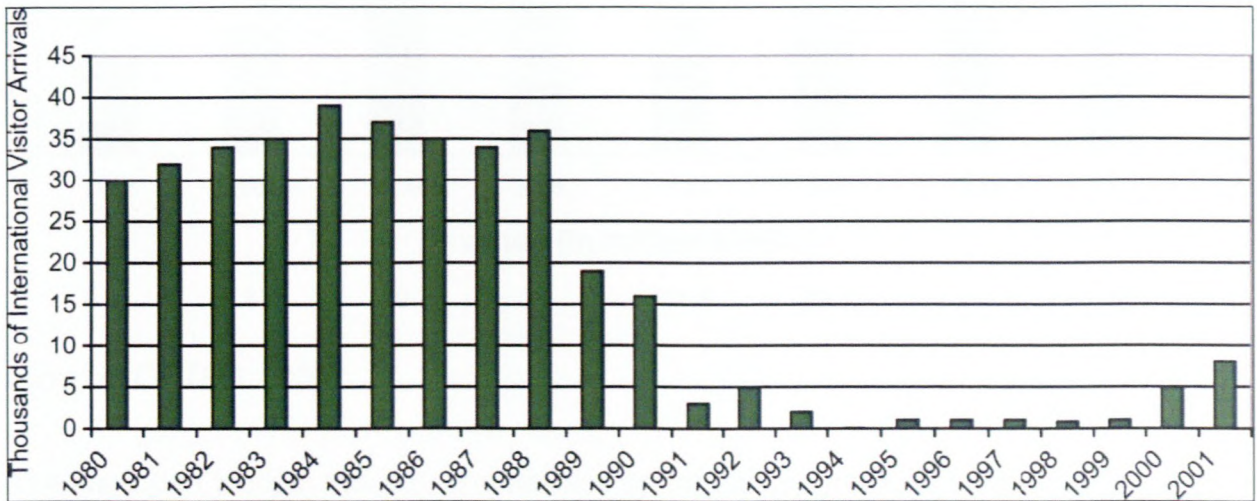
### **3.8.1 RWANDA'S PAST AND PROJECTED ARRIVALS AND INCOME FROM TOURISM**

The year 1984 was recorded as the peak of international tourism in Rwanda, when the number of tourist arrivals reached a total of 39 000 persons (OTF Group, 2005b: 1). As shown in Figure 3.9, between 1983 and 1988 Rwanda's annual international tourist numbers stabilised around an average of 35 000 visitors. According to Vedder and Weber (1990) it was estimated that foreign tourists spent an additional USD \$600 each, or approximately USD \$3 million

annually in Rwanda. Estimated revenues from all tourist-related sources total USD \$6-8 million per year, making tourism one of Rwanda's principal foreign exchange earners during that time. Before the 1990 -1994 war, "tourism as an economic activity was growing at a geometric progression" (Director of Tourism; Ministry of Commerce, Industry, Investment Promotion, Tourism and Cooperatives quoted in KIST 2001: 30). Today, Rwanda suffers from a stagnant economy with a high rate of unemployment, relying on an auto-sufficient agriculture, coffee and tea.

The devastation caused by the 1994 genocide to the country's tourism economy is clear and only since 2000 has the trajectory of international tourism arrivals once again been positive. Recent data shows that international visitor arrivals reached 20 000 in 2004, a level which is almost half of the numbers recorded in 1984 (Mazimhaka, 2006).

**Figure 3.9: International tourist arrivals in Rwanda, 1980–2001.**

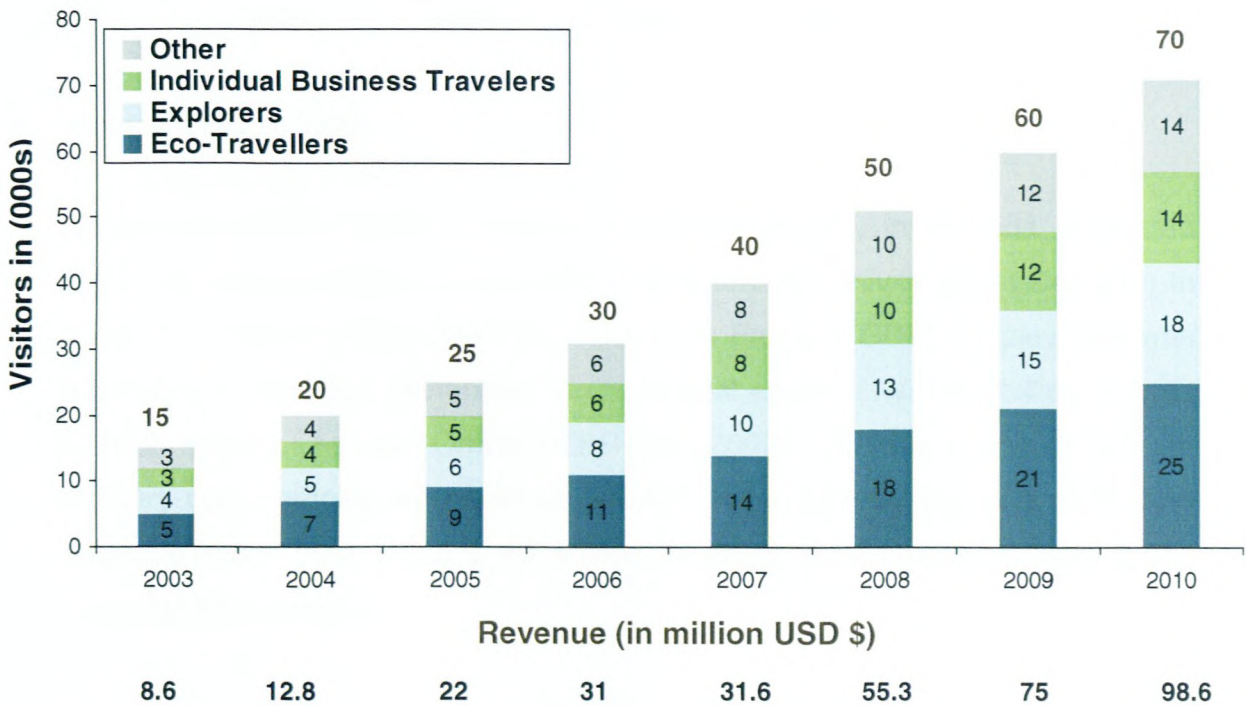


**Source: OTF Group, 2005b:1.**

Tourism consultants in Rwanda anticipate that by year 2010, the tourism industry will have increased the arrival figures to 70,000 visitors from 15,000 in 2003. Among the 70,000 tourists in 2010; the majority will be eco-travellers (25,000),

individual business travellers will count 14,000, 18,000 tourists will be explorers and another 14,000 of visitors will be in Rwanda for other purposes. The average annual growth rate expected is 25% every year. According to the WTTC economic research (2006) Rwanda tourism could create over USD \$ 200 Million in economic value if the identified actions are implemented over the 2003 – 2010 period together with the target to reach 70,000 tourists by the year 2010.

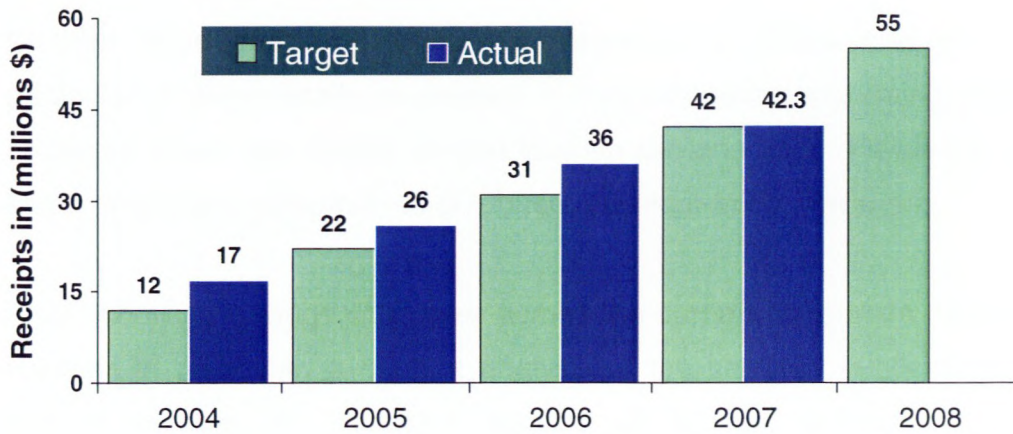
Figure 3.10: Rwanda Projected Tourism Portfolio (2010)



(Source: ORTPN, 2006)

The Rwandan tourism industry emphasises on targeting a market of eco-tourists, explorers and individual business travellers (Katarebe, 2002; Stratte-McClure, 2003 cited in Grosspietsch, 2004: 10). Rwanda’s tourism has been growing over expected targets, the year 2006 the tourism industry was targeted to earn USD \$ 31 million it actually earned a total of USD \$ 36 million

Figure 3.11: Target Receipts versus Actual



(Source: ORTPN, 2006)

As per the WTTC (2006), the travel & tourism industry in Rwanda generated RWF126.4 billion (USD \$ 213.4 million) of economic activity (Total Demand) in 2006, contributed 2.8% to the Gross Domestic Product (GDP), employment was estimated 84,000 jobs, generated 31.0% of total export (RWF39.2 billion or USD \$ 66.2 million). As per OntheFRONTIER (2002: 13), the country's tourism industry could employ as much as 500,000 Rwandans by the year 2010 and generate more than USD \$ 40 Million in direct government receipts if the projections materialise.

Several countries, particularly in the Caribbean, have undertaken awareness campaigns about the value of tourism to the economy to counter such attitudes and to ensure that all concerned understand that tourism can bring considerable benefits to a country, particularly through the jobs on which the local population depends (Christie & Crompton, 2001). The Rwanda government through the ORTPN has also started marketing the benefits of tourism to the Rwandan community.

### **3.9 SUMMARY**

Chapter three described tourism development in Africa and in Rwanda in particular. It gives details on tourism in Rwanda before explaining challenges in protected areas and issues around tourism development. It ends by presenting some trends and perspectives of tourism development in Rwanda.

After reviewing a range of studies across the barriers to tourism development in Rwanda in particular, a content analysis of the selected publications revealed that a number of important sectors of tourism industry among them accommodations, food, facilities, special interests like entertainment, transport, and tourists services are not well established in Rwanda and many African countries otherwise do not encounter international standards. Even though tourism is considered as a major sector in the development of Rwanda on the national stage, development of attractions and security seem to be an issue. These constraints influence negatively tourism development. Finally, another updated perspective on barriers as seen by tourists themselves and the tourism and hospitality sector is required to assess the progress that has been made in the Rwandan tourism.

The following chapter will discuss the methodology used in this study.

## **CHAPTER FOUR**

### **METHODOLOGY OF THE STUDY**

#### **4.1 INTRODUCTION**

This chapter describes the research setting in which the study was carried out. It also examines the methods used in the study. The study design, study population and sampling method, instrumentation and data collection are described. Finally, description of the pilot study, and how data analysis was carried out, is provided.

#### **4.2 RESEARCH SETTINGS**

Under the new reform, provinces of Rwanda have been condensed from twelve down to four. The research was conducted in the four provinces of Rwanda, plus the capital city Kigali, as the driving force of tourism in the whole country and the place of entrance of many tourists. The four provinces consist of the Eastern province, Northern province, Western province and the Southern province. A map of Rwanda that illustrates the location of provinces where the study was conducted is provided (Appendice C). The investigation itself was carried at hotels, guesthouses, tour operators, airlines operators, travel agencies operating in Rwanda in addition to the Kigali international airport. The hotels and guesthouses, motels and other accomodation establishments located in the five areas stated above (See Appendix D for the full list). Since there is no official grading of accomodation establishments in Rwanda, they were categorised into 3 levels; Upper grade for hotels which can be rated between 5 and 4 stars and have more than 60 rooms, medium grade for guesthouses, hotels and motels which can be categorised as 3 star to an international rating. The remaining of accomodation establishments where classified as lower grade.

#### **4.2.1 Eastern province**

The Akagera National Park (ANP) is located in the Eastern province; the survey was conducted in the district of Kayonza (Appendice C) at the Akagera Game Lodge (Upper grade) and Hotel Dereva (Lower grade). The Akagera Game Lodge was chosen due to its location in the park and it accommodates a considerable number of tourists.

#### **4.2.2 Northern province**

The Northern province is where the Volcanoes National Park (VNP) is situated. The survey was carried out in Musanze district (appendice C) at Muhabura Hotel (Lower grade), Village touristique de Kinigi (lower grade) and at the Gorillas nest guesthouse (Medium grade). This is where most of the tourists visiting the volcanoes national park can be found.

#### **4.2.3 Western province**

In this province, the survey was carried out in Rubavu district (appendice C) in Gisenyi the third busiest town in the country precisely at la belvedere (medium grade) and Kivu Sun Hotel (upper grade). Kivu Sun resort hotel is located on edge of Lake Kivu, thus obtains tourists from the near town of Goma in DRC (Republic Democratic of Congo) and from other parts.

#### **4.2.4 Southern province**

In the Southern Province the survey was conducted in Huye district (appendice C) at Hotel Faucon (lower level), Ibis Hotel (lower grade), Credo Hotel (lower grade). These last two hotels are located in Butare town the second major city in Rwanda and they are recognised as the busiest. Still in Butare town, the national museum of Rwanda was selected as well.

#### **4.2.5 The City of Kigali (CoK)**

The City of Kigali was the major place of investigation. The survey was done in Nyarugenge district, Kicukiro district and Gisozi district (appendice D). Among the

places where the survey was carried out among others at the then Intercontinental Hotel now Serena Hotel (upper grade), the Mille Collines Hotel (upper grade), the Novotel Umubano Hotel (upper grade), the Kigali international airport, travel agencies, tour operators, the Union Trading Centre, the Kigali Business Centre, Internet Cafes and airlines operators working in the CoK. For the list of accomdation establishment sampled in the CoK (see Appendix D).

### **4.3 STUDY DESIGN**

A descriptive quantitative design based on questionnaires was utilised in the study. This type of research attempts to answer questions about the current status of the subject or topic of the study and involves studying the preferences and practices of some groups of people (Gay & Airasan, 1999). The researcher aided by two assistants submitted structured questionnaires to informants to complete, the quantitative method made available the perceptions of the targeted groups considering the large scale population.

### **4.4 STUDY POPULATION AND SAMPLING**

#### **4.4.1 Population**

According to Mouton (1996: 132), a population is a collection of objects, events or individuals having some common characteristics that the researcher is interested in studying. According to Babbie and Mouton (2001: 100), the population for a study is that group (usually of people) about whom we want to draw conclusions. The study population included domestic and international tourists in Rwanda, as well as people employed in the tourism sector in Rwanda.

#### **4.4.2 Sampling technique**

Since it is difficult for a researcher to take the whole population for participation in the study, a sample was drawn from the population. Strydom and Venter (2002:

201) have indicated that to ensure that the sample is as representative as possible, random sampling is the only available technique that should be used. For the purpose of this study the researcher used stratified random sampling. Neuman (1994: 204) has indicated that in stratified random sampling, the researcher first divides the population into subpopulations (strata) on the basis of supplementary information. After dividing the population into strata, he or she draws a random sample from each subpopulation. Then the researcher can randomly select the sample within strata using simple or systematic sampling. Rwanda is comprised 4 provinces and the capital city Kigali. The survey was done in all four provinces and the capital Kigali. One district was chosen in every province. The chosen districts are the commercial centre of the province where tourism activities and tourists could be found.

A cluster sampling method was applied to select tourists and people employed in the tourism sector. As stated by Welman and Kruger (2001: 60) in the case of cluster sampling, we draw pre-existing, heterogeneous groups, called CLUSTERS, and all the members of the selected clusters (or simple random sample or a stratified random sample of them) are the eventual sample. The advantage of cluster sampling is that there are considerable savings in time and costs when compared to simple random sampling. In each district areas where respondents could be found were identified as clusters. This guaranteed representativeness of all strata within the population.

#### **4.4.3 Sample size**

The study sample comprised sixty eight (68) international tourists, hundred and eighty two domestic tourists (182), and hundred and seventy six (176) people employed in the tourism sector. A total number of four hundred and twenty six (426) was selected to participate in the study.

## 4.5 METHODS OF DATA COLLECTION

### 4.5.1 Instruments

Data collection consisted of self-managed questionnaires with closed ended questions and a number of open ended questions. The survey comprised of a questionnaire for domestic and international tourists in Rwanda (Appendice G), and a questionnaire for people employed in the tourism sector in Rwanda (Appendice H).

#### 4.5.1.1 *Questionnaire for domestic and international tourists*

##### **Section A:** Source of information

This section was partitioned into two parts; a part for all informants (tourists) and another one particularly for international tourists. The first part included questions on tourism in Rwanda, its development and factors affecting its growth. The second part was mostly comprised of information related to international tourists' observations on Rwanda.

##### **Section B:** Classification of the respondent

This section included demographics characteristics such as gender, age, nationality and occupation.

#### 4.5.1.2 *Questionnaire for people employed in the tourism sector*

##### **Section A:** Source of information

This section included questions associated to the perceptions of individuals working in the tourism sector on tourism in Rwanda, its development and issues.

##### **Section B:** Classification of the respondent

This section included demographics characteristics such as gender, age, nationality and occupation and position.

#### **4.5.2 Reliability and validity of the instruments**

A research instrument is pretty much anything that you use to get the data that you're going to analyse (Hoftsee 2006: 115). According to Welman and Kruger (2001: 139) reliability refers to the extent to which the obtained scores may be generalised to different measuring occasions, measurement. In relation Sarantakos (1998) states that reliability refers to dependability or consistency of the measurements.

The instruments used in this study are questionnaires which covers information related to tourism development in Rwanda and different issues affecting it. These questionnaires were based on previous research done on barriers to tourism development in Africa and Rwanda that have been stated and validated in the literature. An adjustment was done with respect to the present study. The pilot study checked the content validity of the questionnaire among individuals working in the tourism sector in Rwanda, preceding the major study. Questions which were not understood were corrected and revised to include a wider variety of options for the informants. The verification of the translated questionnaires was made to ensure the validity of the instruments and translated questionnaires were also piloted to prove content and aspect validity.

#### **4.5.3 Translation**

Rwanda is a country where English and French are official languages predominantly spoken in administrative levels. Prior to the survey, a professional translator was engaged to translate the questionnaires from English into French (Appendices I & J). This was done with the intention to facilitate the informants to respond in the language that was most suitable to them and to maintain the validity of the questionnaires. The questionnaires were translated from English to French for French speaking tourists (Appendice I) and for people working in tourism sector speaking French (Appendice J).

#### **4.6 PROCEDURE**

The procedure of data collection was initiated by a letter heading for the Director of Rwanda Office of Tourism and National Parks. All together six hundred (600) questionnaires were printed for distribution. These consisted of a hundred and fifty (150) questionnaires for tourists in English, hundred and fifty (150) questionnaires in French for French speaking tourists, hundred and fifty questionnaires (150) for people employed in the tourism sector in Rwanda in English and 150 questionnaires for the same group in French. Each research assistant received 150 questionnaires for circulation, these included the two types of questionnaires and their translated versions. The remaining questionnaires were self-distributed by the researcher. The research assistants were free to choose the type of questionnaires they wished to distribute. The survey was conducted in a period of two months (November 2006 to January 2007). This is one of the peak seasons in Rwanda, which are the winter periods in Europe and America, as Europeans and Americans are believed to be among the popular travellers to Rwanda.

The questionnaires for workers were distributed to respondents and requested to complete them within one week. After one week the researcher and the two assistants collected the questionnaires from the respondents. It was essential to allow respondents to fill up the questionnaires at their own convenient time. The questionnaires for tourists were handed to tourists in chosen locations and collected as soon as the questionnaire was completed. The respondents' anonymity was kept since they were not required to identify themselves.

#### **4.7 PILOT STUDY**

The New Dictionary of Social Work (1995: 45) defines pilot study as the process whereby the researcher design for a perspective survey is tested. In addition to that Neuman (1994: 188), the purpose of pilot testing is to uncover aspects of the

instrument that need refinement. In support, 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.

The first pilot study was carried out through the internet to test the content validity of the questionnaire. Thirty five questionnaires were distributed to individuals working in the tourism sector in Rwanda through their email addresses and were asked to comment on the different questions. This pilot questionnaire was placed on an internet webpage with the assistance of Zoomerang.com website. Twelve people responded to the pilot study. Another pilot study was conducted using three master's students in the Tourism department, the pilot study requested them with explanations for changes that they found were necessary to be made in the questionnaire.

This was an advantage in terms of identifying different modifications required and how well the questions were understood by the informants before the main survey. A number of improvements were made to increase simplicity and phrasing after considering the responses of the informants.

#### **4.8 DATA ANALYSIS**

Data analysis in the quantitative paradigm entails that the analyst breaks data down into constituent parts to obtain answers to research questions (De Vos, Fouche & Venter, 2002: 223). This further needs interpretation of the analysed data so as to get meaning and answer to such a research question (De Vos, Fouche & Venter, 2002: 223). Babie and Mouton (2001: 411) have indicated that there are many computer programmes today that serve specifically to analyse social science data.

All primary data (questionnaires) from both group of respondents were organised and coded before inclusion in excel format into the Statistical Package for Social

Sciences (SPSS 14.0 version). "This software helps to summarize data, compile appropriate tables and graphs, examine relationships among variables and perform tests of statistical significance based on the research questions" (Babbie, Mouton, Vorster & Prozesky, 2001: 583). The double data entry were used to minimise errors and inaccuracy of results. This means that data from each respondent were inserted twice in separate spreadsheets of the Microsoft Excel program before importing them into SPSS. The analysis for the open-ended questions were done through content analysis, by grouping similar responses into categories and assigning names to items that seemed to be related.

Once all the necessary data were obtained and evaluated the results were interpreted and written up. The results were illustrated in tables incorporating frequency distributions, proportions and the mean where necessary. Thus presenting results in a more meaningful and simplified manner.

#### **4.9 SUMMARY**

The fourth chapter discussed the methodology used in the study. It clarified the research setting, the study design and the entire process used to collect and to analyse the data. The next chapter will present the results of this study.

## **CHAPTER FIVE**

### **DATA ANALYSIS AND PRESENTATION**

#### **5.1 INTRODUCTION**

This chapter consists of the presentation of the results. The data that was collected by means of questionnaires will be presented with descriptive statistics. The chapter gives the profiles of tourists as well as of those people employed in the tourism industry in Rwanda. These includes gender, age, nationality, occupation and position for workers. The perspectives of tourists and workers in the tourism industry on tourism development in Rwanda are presented under the headings tourists (domestic and international) viewpoints, international tourists, workers in the tourism industry viewpoints, common question to both tourists and workers, factors affecting tourism growth in Rwanda. Six hundred (600) questionnaires were distributed to respondents of which a total of four hundred forty four (444) were returned, yielding a response rate of 74%.

#### **5.2 TOURISTS PROFILES**

This subsection consists of personal information from the tourists respondents for a better understanding of their perceptions. Out of an aggregate of 300 questionnaires distributed among national and international tourists, 262 were collected and two hundred and fifty questionnaires (n=250) were eligible for analysis. Twelve questionnaires were not included in the data analysis since they were not properly filled using the guidelines provided or more than three questions were not answered. The response rate of tourists was 89.3%, this percentage was high because most of the tourists filled the questionnaire immediately and returned it to the researcher or his assistants. The questionnaires which were left at different accomodation establishments to be filled later by tourists in their own time were not all returned. These

questionnaires covered some demographic characteristics such as gender, age, nationality, occupation and position for working tourists.

### 5.2.1 Gender of tourists respondents

Table 5.1 illustrates that the majority of the respondents were males 155 (62%), while females respondents were 95 (38%).

		Number of Respondents	Percentage (%)
Gender	Male	155	62.0
	Female	95	38.0
	Total	250	100.0

Table 5.1. Gender of tourist respondents (n=250)

### 5.2.2 Age of tourists respondents

Table 5.2 represents the age of tourists respondents who participated in the study. The highest numbers were in age groups of 21 to 34 years 89 (35.5%) and 35 to 49 years 89 (35.5%), followed by the age group 50 to 64 years 35 (13.9%). Other respondents were aged below 21 years 21 (8.4%). The lowest percentage of tourists respondents were 61 years or older 16 (6.4%).

		Number of respondents	Percentage (%)
Age	Under 21	21	8.4
	21 to 34	89	35.6
	35 to 49	89	35.6
	50 to 64	35	14
	65 or older	16	6.4
	Total	250	100.0

Table 5.2. Age of tourists respondents (n=250)

### 5.2.3 Origin of tourists respondents

The majority of tourists respondents were Rwandans 183 (73.2%), 28 respondents (11.2%) were from Europe, these tourists were from France, Belgium, Austria, Germany, the Netherlands, the Czech Republic, the United Kingdom, England and Scotland in the British Isles. 14 respondents (5.6%) were from New Zealand and Australia, 12 (4.8%) respondents were from the United States of America and Canada , 10 (4%) of the respondents were from other African countries including Kenya, Burundi, Cameroun, South Africa, Uganda whereas only 3 (1.2%) tourists who participated in the study were from Asia (China and India).

Origin	Number of respondents	Percentage (%)
Rwandans	183	73.2
Other Africans	10	4.0
Europeans	28	11.2
North Americans	20	8
New Zealanders & Australians	6	2.4
Asians	3	1.2
Total	250	100.0

Table 5.3. Origin of tourists respondents (n=250)

### 5.2.4 Occupation of tourists respondents

Table 5.4 below illustrates the occupation of the participants in the study. Out of 250 respondents, 126 (50.4%) were full-time workers, 64 (25.5%) were students, 39 tourists respondents (15.6%) were part-time workers, 20 respondents (8.0%) were retired and only one tourist was unemployed.

Occupation	Number of respondents	Percentage (%)
Full-time paid work	126	50.4
Part-time paid work	39	15.6
Students	64	25.6
Retired	20	8.0
Unemployed	1	0.4
Total	250	100.0

Table 5.4. Occupation of tourists respondents (n=250)

### 5.3 WORKERS IN THE TOURISM INDUSTRY PROFILES

Among 300 questionnaires distributed 182 questionnaires were collected from respondents, after removing 6 unusable questionnaires, hundred and seventy six questionnaires (n=176) were retained for data analysis. The response rate was 72.8% this percentage was a bit lower compared to the one of tourists because these questionnaires were filled by workers in tourism industry in their own time, thus all questionnaires distributed were not submitted. The profiles of workers of the tourism industry includes their gender, age, origin, occupation and position in the working places.

#### 5.3.1 Gender of workers in the tourism industry

	Number of respondents	Percentage (%)
Gender Male	94	53.4
Female	82	46.6
Total	176	100.0

Table 5.5. Gender of workers in the tourism industry (n=176)

The large number of workers respondents were male 94 (53.4%) while females were 82 (46.6%).

### 5.3.2 Age of workers in the tourism industry

The table below portrays the age of workers in the tourism industry who responded in the study. The majority of workers were aged 21 to 34 years 108 (61.4%). 53 (30.1%) of respondents were in the age group 35 to 49, 9 (5.1%) were under 21, 3 (1.7%) respondents were 50 to 64 while no respondent was 65 years or older.

		Number of respondents	Percentage (%)
Age	Under 21	9	5.1
	21 to 34	108	61.4
	35 to 49	53	30.1
	50 to 64	3	1.7
	65 or older	0	0
	Total	173	100.0

Table 5.6. Age of workers in the tourism industry (n=173)

### 5.3.3 Origins of workers in the tourism industry

Nationality	Number of respondents	Percentage (%)
Rwandans	163	92.6
Other Africans	10	5.7
Asians	3	1.7
Total	176	100.0

Table 5.7. Origins of workers in the tourism industry (n=176)

In terms of origins of the workers as illustrated in the table above, 163 (92.6%) were Rwandans, 10 (5.7%) were from other African countries including (Kenya, South Africa, Congo, Uganda) whereas 3 (1.7%) respondents were from India.

### 5.3.4 Occupation of workers in the tourism industry

The occupational status of respondents is indicated in Table 5.8 business owners in the study were 26 (14.8%), the majority of workers respondents were full-time paid 138 (78.4%), part-time paid workers as well as consultants constituted 6 (3.4%) each group.

Occupation	Number of respondents	Percentage (%)
Owner of the Business	12	6.8
Full-time paid work	152	86.4
Part-time paid work	6	3.4
Consultant	6	3.4
Total	176	100.0

Table 5.8. Occupation of workers in the tourism industry (n=176)

### 5.3.5 Positions of workers in the tourism industry

Position	Number of respondents	Percentage (%)
Professional / Senior Management	8	4.5
Manager in business	45	25.6
Administrative / Clerical	81	46.0
Manual worker	39	22.2
Total	173	100.0

Table 5.9 Positions of workers in the tourism industry (n=173)

This statement was to prove whether Rwanda was considered as an expensive destination or not. 241 questionnaires of tourist were evaluated.

The outcomes shows that 65.2% (29.6% plus 38.6%) of the tourists surveyed were approving that Rwanda was not an expensive destination, 18 (7.2%) of them remained undecided and 24% (10.0% plus 14.0%) of respondents felt that Rwanda was in a way an expensive destination.

#### **5.4 TOURISTS (DOMESTIC AND INTERNATIONAL) VIEWPOINTS**

The viewpoints of tourists consist of 8 pre-developed statements which were to be proved and 3 questions. 7 of the statements were addressed to all tourists, 1 statement to international tourists and 3 questions were addressed to international tourists as well. They concerned the impressions that tourists (domestic and international) had on Rwandan tourism. All these questions and statements were closed ended questions with place for specification and comments where necessary; the main topics were the image of Rwanda on international level, the hospitality of Rwandan people, tourist's attractions in Rwanda including natural environment and cultural, cost of the destination compared to others and the accessibility to the destination from outside.

The statements were scaled to establish the level of support that tourists had to the matter. A 5-point Likert scale ranging from definitely agree = 1 to disagree = 5 was used. The first measurement of the scale that was the "approval side" which combined "definitely agree" and "tend to agree", the second measurement of the scale was "undecided" and third measurement of the scale which represented the "disagreement side" combined "tend to disagree" and "disagree".

##### **5.4.1 Range of tourist attractions**

**Statement:** Rwanda offers a wide range of tourist attractions

This statement was to help in determining the range of tourist's attractions that Rwanda has. Out of 250 tourist respondents, 247 questionnaires were used to obtain the views of respondents.

	Number of respondents	Percentage (%)
Definitely Agree	167	66.8
Tend to agree	71	28.4
Undecided	7	2.8
Tend to disagree	2	0.8
Disagree	0	0.0
Total	247	100.0

Table 5.10 Range of tourist attractions (n=247)

The results points that 95.2% (66.8% plus 28.4%) consented that Rwanda has a wide variety of tourists attractions that could be visited, 7 (2.8%) could not decide whether Rwanda offered a wide range of attractions or not, and only 2 (0.8%) of tourists respondent felt that Rwanda was not offering a wide enough variety of attractions to tourists.

#### 5.4.2 Cost of the destination

**Statement:** Rwanda is not an expensive destination.

This statement was to prove whether Rwanda was considered as an expensive destination or not. 241 questionnaires of tourist were evaluated.

	Number of respondents	Percentage (%)
Definitely Agree	74	29.6
Tend to agree	89	35.6
Undecided	18	7.2
Tend to disagree	35	14.0
Disagree	25	10.0
Total	241	100.0

Table 5.11 Cost of the destination (n=241)

The outcomes shows that 65.2% (29.6% plus 35.6%) of the tourists surveyed were approving that Rwanda was not an expensive destination, 18 (7.2%) of them remained undecided and 24% (10.0% plus 14.0%) of respondents felt that Rwanda was in a way an expensive destination.

### 5.4.3 Degree of hospitality of the population

**Statement:** Rwandan people are hospitable.

	Number of respondents	Percentage (%)
Definitely Agree	80	32.0
Tend to agree	126	50.4
Undecided	15	6.0
Tend to disagree	20	8.0
Disagree	9	3.6
Total	250	100.0

Table 5.12 Degree of hospitality of the population (n=250)

The total population surveyed of tourists gave their views on this statement. The majority of respondents 82.4% (32.0% plus 50.4%) agreed that Rwandan people

were hospitable, 6% of them could not decide while the 11.6% (8.0% plus 3.6%) left had the feeling that the Rwandan people were not adequately friendly.

#### 5.4.4 Rwanda as a tourist destination

**Statement:** Rwanda is not known as a tourist destination

This statement was to help in determining whether the respondents considered Rwanda as a tourist destination.

	Number of respondents	Percentage (%)
Definitely Agree	93	37.2
Tend to agree	85	34.0
Undecided	36	14.4
Tend to disagree	12	4.8
Disagree	24	9.6
Total	250	100.0

Table 5.13 Rwanda as a tourist destination (n=250)

The Wikipedia encyclopaedia (2007) defines a tourist destination as a city, town or other area of the economy of which is dependent to a significant extent on the revenues accruing from tourism. It may contain one or more tourist attractions or visitor attractions and possibly some "tourist traps".

The total population of tourists gave their opinions on this statement. The results of the survey clarify that 71.2% (37.2% plus 34.0%) of the population did not recognise Rwanda as a tourist destination, 14.4% of the respondents remained undecided and only 14.4% (4.8% plus 9.6%) thought that Rwanda was a tourist destination.

### 5.4.5 International image

**Statement:** Rwanda has a good image internationally

A good international image is among the top concerns that can stir up international tourists to visit a particular country. This statement helped determining the views of tourists on the international image that Rwanda was giving out 12 years after the genocide.

	Number of respondents	Percentage (%)
Definitely Agree	87	34.8
Tend to agree	128	51.2
Undecided	20	8.0
Tend to disagree	15	6.0
Disagree	0	0
Total	250	100

Table 5.14 International image (n=250)

Table 4.14 displays that 86% (34.8% plus 51.2%) of the total 250 respondents were confirming that Rwanda had a good appearance internationally, 8% of the respondents could not settle if the country had a good image internationally or not, whereas the rest 6% of the tourists claimed that Rwanda did not have a nice reflection on the international level.

### 5.4.6 The Rwandan culture

**Statement:** Rwanda has a rich and attractive culture

This statement was to establish whether or not cultural attractions of Rwanda were important to tourists.

	Number of respondents	Percentages (%)
Definitely Agree	176	70.4
Tend to agree	51	20.4
Undecided	15	6.0
Tend to disagree	3	1.2
Disagree	5	2.0
Total	250	100.0

Table 5.15 The Rwandan culture (n=250)

The results obtained from the population of 250 tourists and shown in table 4.15 were that 90.8% (70.4% plus 20.4%) of tourists consented that Rwanda had a rich and attractive culture; a further 6% could not decide while only 3.2% (1.2% plus 2.0%) of the respondents did not approve the statement.

#### 5.4.7 The natural environment in Rwanda

**Statement:** Rwanda has a beautiful and unspoiled environment.

The above statement was aimed to establish if Rwanda had still a beautiful and yet brutalised environment as it was portrayed before.

Out of the 250 tourists, 247 tourists gave their views in the following way; an aggregate of 87.2% (64% plus 23.2%) believed that the environment of Rwanda was unspoiled and it had a beautiful landscape, 3.6% of the respondents

remained undecided and 8% (6% plus 2%) of the population surveyed thought that the natural environment of Rwanda had been ruined and was not that beautiful any more.

	Number of respondents	Percentage (%)
Definitely Agree	160	64.0
Tend to agree	58	23.2
Undecided	9	3.6
Tend to disagree	15	6.0
Disagree	5	2.0
Total	247	100.0

Table 5.16 the natural environment in Rwanda (n=247)

#### 5.4.8 Cost of products and services

**Question:** What among these things do you find exorbitant in Price?

Following the outcome of this statement 4.4.1.2, things that could be expensive to tourists were predetermined for the tourists. This question tracked what was expensive to tourists. The list of options comprised: Accommodation, Food and beverages, Transport, Telecommunication facilities and Site seeing. From a total population surveyed of 250 tourists, 244 questionnaires were analysed on this particular question. Table 4.17 shows that 167 (66.8%) of respondents thought accommodation was the most expensive, 52 (20.8%) claimed that food and beverages were high-priced, 19 (7.6%) of the respondents declared that transport was costly, 3 (1.2%) of tourists surveyed stated that telecommunication facilities were expensive as well and the remaining 3 (1.2%) found site seeing pricey.

	Number of respondents	Percentage (%)
Accommodation (Hotels, Guesthouses, Motels...)	167	66.8
Food and Beverages	52	20.8
Transport (Taxi, Car rentals...)	19	7.6
Telecommunication facilities (Telephone, Internet...)	3	1.2
Site seeing (Gorilla trekking...)	3	1.2
Total	244	100.0

Table 5.17 Cost of products and services (n=244)

## 5.5 INTERNATIONAL TOURISTS VIEWPOINTS

The researcher needed to get as many points of view as possible in order to get a picture reflecting the problem; international tourists were asked to fill an additional part of the questionnaire. This part comprised 1 statement and 3 questions. All these questions and the statement were closed ended questions with place for specification or comments where necessary. The concerns were the accessibility to the country, the length of stay, the purpose of the visit and through which means the tourist first heard about Rwanda. The 5-point scales were utilised for the statement.

### STATEMENTS

#### 5.5.1 Country's accessibility

**Statement:** Rwanda is easily accessible from outside

This statement was to help establish if international tourists were getting easily in the country considering the availability and affordability of the mean of transport they chose and how they felt about the formalities of visa application and other customs procedures required getting to Rwanda.

	Number of respondents	Percentage (%)
Definitely agree	18	26.5
Tend to agree	38	55.9
Undecided	7	10.3
Tend to disagree	5	7.3
Disagree	0	0
Total	68	100

Table 5.18 Country's accessibility (n=68)

The results shown in table 4.18 clarifies that the majority 82.4% (26.5% plus 55.9%) of international tourists felt that Rwanda was easily accessible from outside the country; 10.3% remained undecided while 7.3% of the respondents thought that it was somehow demanding to travel to Rwanda.

### 5.5.2 Length of stay

**Question:** How long (in days) is/was your visit?

This question invited international tourist respondents to inform the researcher the length of their stay in Rwanda. The question was to establish the most common length of stay of international tourist visiting Rwanda. The outcome shown in this Table 4.19 designates that the majority of international tourists 41 (60.3%) spent 3 days to 1 week in Rwanda; 10 (14.7%) of tourists spent less

than 3 days, 8 (11.8%) expanded to more than 1 week but less than 1 month while 9 (13.2%) of the international tourists respondents spent 1 month or more.

	Number of respondents	Percentage (%)
Less than 3 days	10	14.7
Between 3 days and 1 week	41	60.3
More than 1 week but less than 1 month	8	11.8
1 month or more	9	13.2
Total	68	100

Table 5.19 Length of stay (n=68)

### 5.5.3 Purpose of visit

**Question:** What was the main purpose of your visit to Rwanda?

This question was asked in order to find out the major reason that had attracted these international tourists to Rwanda.

	Number of respondents	Percentage (%)
Holidays	32	47.1
Visiting Friends & Relatives	11	16.2
Business	19	27.9
Meetings	2	2.9
Others	4	5.9
Total	68	100

Table 5.20 Purpose of visit (n=68)

The results showed that the majority 32 (47.1%) of the respondents were on Holiday, 19 (16.2%) were visiting friends and relatives in Rwanda; 19 (27.9%) of the tourists were in the country for business purposes; 2 (2.9%) were attending meetings or conferences while 4 (5.9%) of them were in Rwanda for other reasons which were not specified.

#### 5.5.4 First information about Rwanda

**Question:** How did you hear about Rwanda for the first time?

This question was asked in order to locate the tool of communication by which most tourists had heard for the first time about Rwanda. The answer will help to know the major tool that possibly was promoting the country in other countries and to identify which means was popularly used by tourists.

	Number of respondents	Percentage (%)
TV or Radio	17	25.0
Friends	22	32.3
Travel agency	8	11.8
Newspaper / Book	14	20.6
Internet	7	10.3
Total	68	100

Table 5.21 First information about Rwanda (n=68)

The outcome of the survey showed that 22 (32.3%) of tourist respondents were told about Rwanda by their friends; 17 (25%) of them acquired information about Rwanda through the television or the Radio; 8 (11.8%) were informed by a travel agent; 14 (20.6%) read about Rwanda in newspapers or books whereas 7 (10.3%) of tourists found about Rwanda for the first time on the internet.

## 5.6 WORKERS IN THE TOURISM INDUSTRY VIEWPOINTS

The viewpoints of workers in the tourism industry in Rwanda consist of 6 questions and 3 pre-developed statements which were to be verified. These questions and statements were looking at the impressions that workers in the tourism industry had on tourism in Rwanda. All questions and statements were closed ended questions with place for specification and comments where necessary; the major concerns were the profitability of businesses related to tourism, the qualifications and experience of workers in the tourism industry, job satisfaction of the people employed in the sector and feedback they were getting from tourists.

The statements were again scaled using the 5-point scale to set up the level of support that workers had to different matters.

### 5.6.1 Working places

**Question:** At which of these places (hotel, travel agency, tour operator, tourism office, and restaurant) do you work for?

	Number of respondents	Percentage (%)
Hotel, Guesthouse, Motel...	74	42.05
Tourism Office	18	10.23
Travel Agency	30	17.05
Tour operator	24	13.64
Restaurant / Bar	30	17.05
Total	176	100

Table 5.22 Working places (n=176)

Table 5.22 below presents workplaces of workers respondents who participated in the survey. Most respondent 74 (42.05%) reported to be working in accommodation establishments; 18 (10.23%) of them were employed in tourism offices, 30 (17.05%) were in travel agencies, 24 (13.64%) in tour operators whereas 30 (17.05%) were working in restaurants and bars in Rwanda. Regarding the course of attendance to this question, all workers respondents filled this question.

### 5.6.2 Sector of employment

**Question:** Which sector (private or public) are you employed in?

This question was asked to determine whether the respondent employed the tourism industry in Rwanda were majorly in private, public sector or they were self-employed.

	Number of respondents	Percentage (%)
Private Sector	131	77.5
Public Sector	9	5.3
Self employed	29	17.2
Total	169	100

Table 5.23 Sector of employment (n=169)

The outcome of the survey points out that most respondents 131 (77.5%) were working in the private sector, 29 (17.2%) of them were self-employed while only 9 (5.3%) were in government settings.

### 5.6.3 Level of education

**Question:** What is your qualification?

In terms in education 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 diploma's, bachelor degree's and master's 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.

	Number of respondents	Percentage (%)
Primary Certificate	0	0
Ordinary level (Senior III)	18	10.2
Secondary Certificate	69	39.2
National Diploma	43	24.4
Bachelor degree	42	23.9
Master's degree	4	2.3
Ph. Doctorate	0	0
Total	176	100

Table 5.24 Level of education (n=176)

#### 5.6.4 Work experience

**Question:** How many years of experience do you have in the tourism industry?

The average years of experience for the workers in the tourism industry who participated in the survey was found to be 2.96 rounding to 3 years of practice.

#### 5.6.5 Motivation to work

**Question:** What do you think can motivate you to improve your work?

Out of 176 respondents, 102 (57.95%) reported that training would motivate them to improve their work performance, 41 (23.30%) preferred a salary increase, 22 (12.50%) felt that if their working conditions were made better it would encourage

them; 7 (3.98%) indicated the reorganisation of their work and whereas 4 (2.27%) pointed the provision of subsidies by the government to their company.

	Number of respondents	Percentage (%)
Training	102	57.95
Salary increase	41	23.30
Improvement of work conditions	22	12.50
Reorganisation of work	7	3.98
Provide subsidies	4	2.27
Total	176	100.0

Table 5.25 Motivation to work (n=176)

### 5.6.6 Feedback from tourists

**Question:** Which feedback do you get from tourists?

	Number of respondents	Percentage (%)
Total satisfaction	43	25.0
Satisfaction	99	57.6
Undecided	0	0
Needs improvement	30	17.4
Total	172	100

Table 5.26 Feedback from tourists (n=172)

This question was asked to establish whether tourists were satisfied or not with the services that these workers were providing to them as illustrated in the table above, the majority 82.6% (25.0% plus 57.6%) reported that tourists were happy

about their products or services while 30 (17.4%) of the respondents claimed that tourists asked them to improve their quality of their products or services.

### 5.6.7 Funds allocated to tourism development

**Statement:** There are not enough funds allocated to tourism development in Rwanda

	Number of respondents	Percentage (%)
Definitely Agree	74	42.0
Tend to agree	60	34.1
Undecided	21	11.9
Tend to disagree	10	5.7
Disagree	11	6.3
Total	176	100

Table 5.27 Funds allocated to tourism development (n=176)

The results indicate that most workers 76.1% (42.0% plus 34.1%) were approving that appropriate finances were not assigned to tourism development in the country; 21 (11.9%) remained undecided while 12.0% (5.7% plus 6.3%) of the workers respondents felt that there was enough money assigned to tourism development.

### 5.6.8 Level of profitability

**Statement:** The business is profitable in Rwanda

This statement was to prove if tourism related businesses were lucrative in Rwanda. As the results indicates the majority 93.4% (68.1% plus 25.3%) of the workers supported the fact that their businesses were lucrative; 11 (6.6%) of the

workers who responded could not decide while no respondent disapproved the statement.

	Number of respondents	Percentage (%)
Definitely Agree	113	68.1
Tend to agree	42	25.3
Undecided	11	6.6
Tend to disagree	0	0
Disagree	0	0
Total	166	100.0

Table 5.28 Level of profitability (n=166)

### 5.6.9 Value of services

**Statement:** The price of your services is reasonable to tourists

	Number of respondents	Percentage (%)
Definitely Agree	133	79.6
Tend to agree	31	18.6
Undecided	2	1.2
Tend to disagree	1	0.6
Disagree	0	0
Total	167	100.0

Table 5.29 Value of services (n=167)

This statement was to find out if workers believed the cost of service to be fair to tourists. The outcome of the survey shows that 98.2% (79.6% plus 18.6%) were consent that the price of their services were fair to tourists, 2 respondents (1.2%)

remained undecided while only 1 (0.6%) respondent did not approve the statement.

## 5.7 COMMON QUESTION TO BOTH TOURISTS AND WORKERS

One statement was directed to both tourists and workers in the tourism industry of Rwanda. The statement had a closed ended scaling of 5 points with place for specification or comments where necessary. The concern was tourism development in Rwanda after the 1994 war.

**Statement:** Tourism is developing in the post war Rwanda.

	Number of respondents	Percentage (%)
Definitely Agree	354	84.1
Tend to agree	57	13.5
Undecided	7	1.7
Tend to disagree	0	0
Disagree	3	0.7
Total	421	100

Table 5.30 Tourism in the post-war Rwanda (n=421)

This statement was to determine whether or not tourism was developing after the 1994 war according to the population of the survey. Out of 421 respondents, the majority 97.6% (84.1% plus 13.5%) reported positively that tourism was growing; 7 (1.7%) of the population remained undecided and only 3 (0.7%) respondents claimed that tourism was not developing in the country.

## 5.8 FACTORS AFFECTING TOURISM DEVELOPMENT IN RWANDA

To determine the factors affecting tourism development in Rwanda, two questions were utilised.

**1<sup>st</sup> Question:** Which among these factors do you think are slowing down tourism growth in Rwanda?

	Number of Repetition	Percentage (%)
Economic instability	145	19.3
Unsatisfactory financial services	112	14.9
Political instability in the region	165	21.9
Management system of the destination	43	5.7
Management system of tourism resources	59	7.8
International negative image	164	21.8
Inadequate promotion of tourism internally and internationally	65	8.6
Total	753	100

Table 5.31 Factors slowing down tourism development in Rwanda

Many respondents gave multiple answers to this question and the following one, hence variation between (n) and the number of repetition.

The results indicates that 145 (19.3%) of the population surveyed declared the economic instability to be the major factor affecting tourism growth, 112 (14.9%) declared unsatisfactory financial services; 165 respondents (21.9%) claimed the political instability in the region to be the main issue on tourism growth; 43 respondents (5.7%) claimed the management system of the destination; 59 (7.8%) stated the international negative image on Rwanda and 65 respondents in

the population (8.6%) believed that inadequate promotion of tourism internally and internationally was the main factor affecting tourism development in Rwanda.

Ranking the barriers to tourism development was among the queries that motivated this study. The first major obstacle according to the study population was political instability in the region; the second was the international negative image on Rwanda; the third obstacle was reported to be the economic instability in the country, unsatisfactory financial services was ranked fourth, the inadequate promotion of tourism internally and internationally was believed to be fifth, the management system of tourism resources was sixth, the seventh barriers according to tourists and workers in the tourism industry was the management system of the destination.

**2<sup>nd</sup> Question:** Which among these things do you think needs improvement to make Rwanda a better tourist destination?

	Number of Repetition	Percentage (%)
Tourist information services	194	16.51
Tourist attractions	256	21.79
Basic infrastructure (Water, Sewage, Electricity...)	160	13.62
Telecommunication facilities	120	10.21
Accommodation facilities	139	11.83
Entertainment and Leisure (Eating places, Bars, theatres...)	142	12.09
Level of service	164	13.96
Total	753	100

Table 5.32 Improvements needed to make Rwanda a better tourists destination

This question was asked to identify weaknesses that were in the tourism industry of Rwanda that need to be improved to make it a better tourist destination.

According to the results illustrated in table 4.32 the majority of the population 256 (21.79%) believed that tourist attractions were to be developed, 194 (16.51%) of the population felt that tourist information services were to be ameliorated; 164 (13.96%) felt that the level of service was to be upgraded, 160 respondents (13.62%) indicated that basic infrastructure including water, sewage and electricity was to be upgraded as well; 142 (12.09%) of the population claimed that entertainment and leisure facilities were to be developed; 139 (11.83%) reported that accommodation facilities were not good enough while 120 (10.21%) of them reported that telecommunication facilities were to be improved.

## **5.9 SUMMARY**

This chapter presented the findings of the study. Its focus has been on illustrating the analysed data to determine the views of tourists (domestic and international) and workers in the tourism industry in respect to tourism development in Rwanda. This chapter analysed data that were collected and present the data in a manner that will assist the researcher to answer the research questions and establish essential information to solve the problem that is stated in chapter One. The data gathered will assist also the research to achieve the objectives of the study.

The data collected is portrayed in two major parts. The first part reports the profiles of tourists on one side and workers in the tourism industry in Rwanda on the other side, their profiles includes; gender, age, nationality, occupation and position for workers.

The second part consists of the viewpoints of tourists and people employed in the tourism industry on tourism development in Rwanda. Tourists (international and

domestic) were asked to answer questions and prove statements on the image of Rwanda on international level, the hospitality of Rwandan people, tourist's attractions in Rwanda including natural environment and cultural, cost of the destination compared to others and the accessibility to the destination from outside. International tourist were requested to respond on questions and a statement on the accessibility to the country, the length of stay, the purpose of the visit and through which means the tourist first heard about Rwanda.

The workers in the tourism industry of Rwanda were asked to fill a different questionnaire with some common questions to those of tourists, the main concerns were the profitability of businesses related to tourism, the qualifications and experience of workers in the tourism industry, job satisfaction of the people employed in the sector and feedback they were getting from tourists.

Interpretation of the results will be discussed in chapter six.

## **CHAPTER SIX**

### **DISCUSSION**

#### **6.1 INTRODUCTION**

In this chapter the most vital information drawn from the literature and empirical data will be discussed. The overall aim was to establish obstacles that tourism in Rwanda was facing. This aim brought up one research question and five research sub-questions which were determined through questionnaires administered to tourists and workers in the tourism industry in Rwanda. According to Babbie and Mouton (2001: 75), an empirical question addresses a real-life problem, and to resolve this question researchers either have to collect new data or analyse existing data. For the purpose of this study the researcher utilised both new data and existing data. A comparison between the current research findings and those of related studies will be given in order to have an improved perceptiveness on barriers that are slowing down the development of tourism in Rwanda.

#### **6.2 RESPONSE RATE OF PARTICIPANTS IN THE STUDY**

The general response rate obtained in this study was 74%. The response rate from tourists (domestic and international) was 89.3% while workers in the tourism industry was 72.8%. These rates are much higher considering similar studies used in the literature which used mail questionnaires. This reflects the effectiveness of the research method used in the study. The sample was considerable as well with a number of 426 participants which included 250 tourists and 176 workers in the tourism industry in Rwanda.

This is a positive sign for further studies in the field of tourism in Rwanda where many have not yet been conducted.

## 6.3 CHARACTERISTICS OF PARTICIPANTS

### 6.3.1 Tourist

The majority of tourist respondents were male (62%). This corresponds to other studies on Rwanda (KIST, 2001 & Grosspietsch, 2004) males were the majority with 75.5% and 53.3% respectively. It confirms that the male tourists outnumber the female tourists in Rwanda. Grosspietsch explains that there is a slight majority of male visitors.

The study found that the common group of tourists in Rwanda were aged below 34 years (35.5%) and 49 years (35.5%) of the tourist population surveyed. This was also commented on by Grosspietsch (2004) that the great majority of tourists in Rwanda were aged below 55 and some 40.9% below 30 years.

Domestic tourists surveyed formed 73.2% of all tourists. If Rwandans were involved in tourism as this percentage suggest it will benefit the country since domestic tourist also contributes to the domestic economic cycle and the country has the autonomy by not having to experience a lot of money flowing out into another country.

Due to the fact that, an international tourist tends to spend more compared to a domestic tourist, the researcher wished to identify the origin of the international tourists. Europe with 11.2% was the major supplier of international tourist to Rwanda; North America with 8% of all tourists was second. In conjunction with Grosspietsch (2004), the four major tourist generating countries to Rwanda according to his study were the United Kingdom, the United States of America, Germany and France, together representing 54.6% of all visitors.

With regards to the occupation of tourists, most of them (50.4%) were full time paid workers in their respective places. This is not surprising for the reason that they have the capacity to spend and this profits Rwanda which needs to avoid mass tourism and target high value tourists because of its physical constraints.

Students make a significant percentage of tourists (25.6%); among the possible motivations for the international tourists that are students are their quest for discovery or adventure. These tourists may sometimes stay longer than other tourists because of their need to interact with the local population and consequently spend more. On behalf of local students it can be explained by their necessity to socialise, relax or meet their desires to tour the country. Student tourists not only make a significant contribution in tourism receipts but also develop important connection channels to market the country to others.

### **6.3.2 Workers in the tourism industry**

It is essential to mention that 66.5% (5.1% plus 61.4%) of workers which included senior managers were younger than 35 years and only 1.7% of workers were aged between 50 and 64 years. This high percentage of young workers suggested the lack of enough practice in the industry. This was confirmed with the average years of experience of the workers which resulted to be more or less three years.

In terms of the origins of workers in the tourism industry of Rwanda, the finding revealed that 7.4% (5.7% plus 1.7%) were expatriates at the time of the study and most of them occupied senior management positions in large hotels. If not they were senior managers of travel agencies. This validates what was held in the literature review by Kurian (1982) who reported that most supervisory personnel in the country were either Europeans or Asians. The study demonstrates that 23 years later after the study of Kurian personnel from other African countries are still occupying supervisory positions. The majority being

Kenyans and South Africans while few Europeans and Asians remained as well in the senior personnel especially in multinational companies. Rwanda cannot always rely on foreign experts to develop its tourism industry as it exacerbates the foreign exchange situation, thus creating economic dependency towards those countries.

## **6.4 Findings and discussion of results**

### **6.4.1 Tourists (domestic and international) viewpoints.**

There is a considerable interest in the views of tourists (domestic and international) toward tourism development in Rwanda. The people of Rwanda were previously known in their tradition to be hospitable to each other and for their hospitality toward foreigners. Since the 1994 genocide, there were perceptions that Rwandans were no longer sociable. This study confirms that Rwandans are friendly and sociable.

The results of table 5.13 indicates significantly that 82.4% of the respondents approved that Rwandans are hospitable. Grosspietsch (2004) as well reported that “international tourists to Rwanda were very satisfied with the friendliness of the local population and their own interaction with the locals”. In his speech the President of Rwanda Paul Kagame at the Rwanda investment conference in 2003 explained that:

*“In our Rwandan culture, a guest is an important person”*

According to the findings of this study 90.8% of tourists endorsed that Rwanda has a rich and attractive culture. However, a participant advanced that:

*“The Rwandan culture is attractive but not very rich, for the reason that the traditional dance is not varied and painting still misses”*

It is essential to mention that the international image of Rwanda is among the top concerns that can incite tourists to visit the country. In this regard, a high percentage of 86% confirmed that Rwanda had a good image worldwide. This is not surprising since the end of the conflicts in the region, tourists have realised that the country is peaceful and can be visited.

With reference to table 5.10 in this study, 95.2% (66.8% plus 28.4%) approved that Rwanda has a wide variety of tourist attractions that could be visited. This informs that even if Rwanda is a small country, the majority of tourists had the same opinion that it is offering a considerable range of tourist attractions.

Based on table 5.16 the majority of tourists (87.2%) believed that Rwanda had a beautiful and unspoiled natural environment. Similarly to Grosspietsch (2004) advanced that the majority of international tour operators perceived the natural attractions of Rwanda as the only real pull-factors of the destination.

Table 5.11 shows that 65.2% (29.6% plus 38.6%) of respondents believed the country not to be an expensive destination.

#### **6.4.1.1 International tourists perspectives**

Table 5.18 clarifies the views of international tourists to Rwanda about the access to the country from abroad. 82.4% of international tourist judged that the country was easily accessible from their countries of origin considering the availability, affordability of the means of transport, visa application formalities and other customs procedures required to get to Rwanda. It is essential to mention that the results reflect the efforts of the Rwandan government to unlock the country vis a vis potential tourist and investors. The policy was implemented through taking agents in Europe, launching an international airline company, participating in international trade fairs and facilitating some European and north

American countries by removing their visas. Some 7.3% of the respondents felt that it was demanding to travel to Rwanda. Here we can note the lack of direct flights from America and in Europe there is only one direct flight per week, all the other flights connect through Nairobi (Kenya). This was also reported by the RTWG (2001), they suggested that Rwanda needs to carefully manage its air connections.

Based on table 5.19 most international tourists (60.3%) stayed in Rwanda for 3 days up to 1 week. The results shows that 75% (60.3% plus 14.7%) of international tourists were spending a week or less in the country. Additionally, in a research done by KIST (2001) for the city of Kigali, the majority of visitors to Kigali, the capital city of Rwanda were intending to stay in the city for 1 to 7 days. A possible explanation is the lack of enough developed itineraries around the country since the existing ones are developed only in some parts.

With regards to the purpose of visit, 47.1% declared that they were in holidays, 27.9% were in Rwanda for business purposes, 16.2% were visiting their friends and relatives. These results clarifies that most of international tourists surveyed were in Rwanda for vacations. The study of KIST (2001) reported that the majority of tourists visiting the city of Kigali were business oriented. This demonstrated mainly the trade that exist between Kigali and neighbouring countries. This study was not focused in Kigali only, the survey was done in representative tourism oriented places in each particular province of Rwanda. Thus it explains the variation between these two studies.

The information in Table 5.21 shows that the most popular source of information about Rwanda was friends or relatives. The second major source was the television or Radio followed by newspapers, travel agencies and the internet were the least popular source for tourists. This might indicate the insufficient promotion of Rwanda on the internet. On this particular question the views of tourist where more or less the same with the study of KIST which indicated

personnal contacts as the major source of information, followed by newspapers and the television in third position.

#### **6.4.2 Workers perspectives on tourism in Rwanda**

In terms of education, the results in Table 5.24 shows that the majority of workers 39.2% surveyed had a secondary certificate equivalent to the matric level. 24.4% of them had a national diploma and 23.9% were bachelor degree holders. Based on the researcher's observation most of the people employed in the tourism sector had diplomas and degrees in different management related fields other than tourism or hospitality. This was mainly because at the time of the study, Rwanda's education system was not offering tertiary level for those domains. The implication is the lack of qualified personnel in tourism related field. This was complemented by the average years of experience of these workers which was found to be approximately 3 years. Considering that this research included senior managers in the field as well it shows also that these workers require more working knowledge and practice in the field. This can have a negative effect on the development of the tourism industry in general. Table 5.25 proves that these workers need training to be motivated to improve their work performance. 57.95% of the workers surveyed indicated they needed training.

According to Table 5.29 the workers thought that the prices of their services were fair and valuable to tourist but tourist as stated earlier found some of the products and services expensive. In respect of the feedback from tourists, workers reported that 17.4% of tourist asked these workers to improve their quality of services and products. This shows that the service industry in Rwanda needs amelioration to meet the expectations of tourists if it is to be an international standards tourism destination.

The results in Table 5.27 revealed that there was not enough funds allocated to tourism development in Rwanda.

## **6.5 BARRIERS TO THE DEVELOPMENT OF TOURISM IN RWANDA**

Despite the efforts made by the Rwandan government in developing tourism in Rwanda through putting in place related tourism policies, improving tourism sites, investing high capitals to develop new infrastructures there is still a lot to be done. In the implementation of the strategies towards tourism development some issues are however still present. Table 5.31 and Table 5.32 clarified the major issues slowing down tourism development in Rwanda. These issues can be categorised in economic barriers, service related barriers, image related barriers, administrative barriers and infrastructure related barriers.

### **6.5.1 Economical barriers**

Tourism fosters economic growth through foreign exchange and government revenue (Dieke, 2000). This study shows that workers and tourists were not satisfied with the economic system and financial services of Rwanda. These issues are mainly related to the weak Rwandan economy.

In economic terms, the money that international tourists spend in Rwanda is considered as exports and the amount that Rwandans consume when visiting abroad are regarded as imports, together with the other imported goods purchased by tourism suppliers. The difference between the savings made from tourism receipts and the imports can create a leakage or a net inflow in the country's economy. Rwanda imports a lot of commodities from abroad which intensifies this situation. Foreign earnings are lost due to the structural dependency that is created through foreign ownership, control and management control of tourism industry. For example, the Akagera National Park and the Akagera Game Lodge are owned by Dubai World an investment firm of the Dubai government. Tourism earnings leak to the outside through remittance of profits to the mother companies; payment of expatriate staff salaries and through the use

of imported goods to supply the tourism industry. A worker in the tourism industry of Rwanda commented that:

*“Most of Rwanda's tourism businesses are owned by foreign companies and individuals, which encourages tourism revenue leakage out of Rwanda”.*

The government of Rwanda needs to be careful with foreign investments in tourism since it can lead to loss of control of the tourism sector and foreign dependency.

20.8% of respondents claimed that food and beverages were highly priced. The reason for this being that the lack of quality manufacturing industries in Rwanda which creates a need to import many commodities from abroad and the lack of sufficient income for the local people. Here we must take into consideration that the import duties in Rwanda are high since indirect tax is the major source of revenue for the government.

The high cost of transport was declared by 7.6% of the respondents. The reason for this being the elevated price of fuel since it is imported and Rwanda does not have direct access to the ocean for trade.

In addition, the cost of accommodation is generally high. As per the results, this study illustrated in table 5.17 that most of the respondents (66.8%) judged accommodation in hotels, guesthouses and motels to be very costly. This could be linked with the fact that there are few pleasant accommodation establishments in Rwanda subsequently hotels become expensive. For instance Kigali has only two five-star hotels (Serena Hotel and Hôtel des milles Collines).

The population surveyed found site seeing pricey. Since the visit of the endangered mountain gorilla is the major attraction of Rwanda and there is a high demand from tourists. The permit of visiting gorillas went up. The price of a

permit including 1 to 4-hours trek through the forest was increased from USD \$ \$350 to USD \$ \$500 per person for non-nationals, US \$250 for foreign residents and 20,000 RWF for Rwandan citizens since June 2007. Accordingly one participant reported that:

*“It is a pity that the gorillas visit will become so expensive. Only rich people will get to see them in the future”*

This is in relation to the tourism strategy in Rwanda to focus on high-end tourists. According to Goeldner and Ritchie (2003: 406) tourism products are mainly price elastic, meaning that as prices rise, the quantity demanded tends to drop so the increasing price of gorillas visit permit in Rwanda will probably drop the number of tourists visiting. A further reason for high price of commodities in the tourism sector is the weakness of the national currency (Rwandan Francs) compared to international currencies where the industry imports a lot of necessary products. International tourists take advantage of the exchange rate, for instance at the time of the study 1 United States Dollar (USD \$) converted about Rwandan Francs (RWF) 550, 1 Euro € converted about RWF 750, 1 Pound GBP £ converted about RWF 1100. Along with, tourists usually spend more per day at a destination than they do while at home, these extra expenditures may cause inflationary pressures and rising prices for consumer goods in the destination area (Goeldner and Ritchie, 2003: 406).

The lack of adequate promotion internationally and internally was reported by 8.6% of the population surveyed. Based on the researcher's experience domestic tourists tend to centre mainly in the city of Kigali. Other tourist's attractions in various provinces are not visited by nationals as they should be. This transmits the need to market those attractions nationally. A respondent commented:

*“Local people are not interested in tourism”*

Another respondent indicated:

*“I would like to see tourist attractions visited by Rwandans as they are visited by international tourists”.*

Tourism development involves huge investments of funds. The tourism industry in Rwanda requires infrastructures such as accommodation establishments since the existing ones have been destroyed by the war and the development of attractions. A fragile economy in the country with fiscal deficits and high interest rates discourages investors because they are not sure that their investments will pay off. Political stability is yet another precondition of attracting foreign investments to a destination. The region as a whole has suffered continuous civil wars, military regimes, rampant corruptions and administrative interventions in economic decisions. This has magnified the risk of investing particularly in Rwanda and in the region. Political risks have contributed to the poor image abroad and reduced investor’s confidence (DBSA, 2003; Brown, 2000). A respondent argued that:

*“If Rwandans had adequate means, its tourism would reach a very high level”*

According to Brown (2000) the existing tiny market and the small annual GDP in developing countries, more especially in African countries affects investors in the tourism sector. Even if Rwanda is densely populated only a small proportion of this population is able to consume. The size of the domestic market in Rwanda is very crucial since it affects investors. The lack of adequate loans facilities to potential business openers was also commented by participants as an issue holding back the development of tourism in Rwanda. One of the participants indicated that:

*“The persistence of banks in requesting for guarantee obstructs the realisation of many projects in tourism and other sectors of the Rwandan economy”*

Rwanda has suffers from inadequate and inefficient financial institutions such as banks that can support investments. The lack of access to financial capital was also reported by the RTWG in 2001. They indicated that it undermines the local tourism industry's ability to compete.

### **6.5.2 Barriers related to infrastructures**

As advanced by Brown (1999: 207), although Africa possesses many natural attractions, by themselves they are insufficient to satisfy the tourist since they must be complemented by other tourist's facilities and a supporting infrastructure. The long-term damage done to physical and institutional infrastructure by the civil war and the genocide are still hindering the growth of the tourism sector in Rwanda. The availability of enough tourism infrastructures in a country like Rwanda can be used as a link to the global economy and support investments.

It is necessary to develop the tourist's attractions and invest more in the hotel trade in Rwanda. 57.45% (21.79% plus 13.29% plus 10.21% plus 11.83%) of respondents reported that tourist attractions, communications facilities and accommodation facilities necessitated to be further developed. KIST (2001: 51) experts in the Kigali Economic Development Strategy reported also the lack of reliable and reasonably priced communication facilities and the lack of enough tourism and hospitality infrastructures in the city of Kigali.

Additionally, this study showed 13.29% of participants indicated that basic infrastructures necessary for a standard tourism destination including water, sewage and electricity needed improvements. A good quality of water is crucial for tourism, although the government of Rwanda has introduced clean water to more than 70% of the population. It is still difficult to maintain a stable distribution of clean water and electricity in the country. The lack of investment and maintenance in electricity, for example, plagues Rwanda to this day, as investors identify the cost of power and the erratic nature of its supply among the main

constraint on doing business in Rwanda (UNCTAD, 2006). There is also a lack of a proper public sewage system which leads to lower hygiene standards.

It was found as well by 13.96% of respondents that it was important to improve entertainment and leisure facilities in Rwanda. A limited entertainment and leisure facility keeps a tight rein on tourism experiences that the country can offer to tourists. Since tourism infrastructure like telecommunication, transport networks, poor roads, primitive conditions at the airport and other facilitating infrastructures are still weak in Rwanda, it contributes also to the increase of the costs of investing in Rwanda. Tourism is good at stimulating infrastructure given the fact that it requires other facilitating infrastructures in place. Tourism development can therefore induce the government to make infrastructure improvements such as better water and sewage systems, roads, electricity, telephone and public transport networks, all of which can improve the quality of life for residents and tourists (Gatsinzi, 2006: 22).

### **6.5.3 Barriers related to the image**

The results of the survey clarifies that 71.2% of the participants did not recognise Rwanda as an international tourist destination. Although there is no genocide or war in Rwanda currently, there has been tendency to perceive local events in Africa on a continental scale. This may be explained by the apparent political instability in the region particularly to the border with Congo. On this border there is the main attraction of Rwanda which is the Volcanoes National Park with the mountain gorillas. There are also perceptions that the country does not offer much in terms of tourism experience. The lack of development for the continent and unattractiveness to global investors is explained largely by the continent's poor image and continuing disconnection (Tsheola, 2002).

Moreover, there is still an international negative image. This harmful image is among the major issues holding back potential visitors to Rwanda. It may be

explained by the negative publicity of the international press based on speculative reports predominantly in Europe and North America. It can also be justified by rumours of less security and safety in Rwanda in addition to the defective relations with France at the time of the study. Up until now France has closed its embassy in Rwanda which limits French tourists to visit Rwanda.

Grosspietsch (2004) identified that international tour operators provided a much more negative and gloomy picture of Rwanda. His study revealed that it was disturbing if these tourism professionals were not holding a positive perception of Rwanda as a destination; this made them not to be good sales representatives for the country. Furthermore, the RTWG (2002) pointed out that the perception that Rwanda was not a safe tourism destination was due to the war in 1994 which left a negative imprint on Rwanda's image and which has been compounded by negative travel advisories from the United States and Europe. Nevertheless, according to the increase of international tourists the image has been comparatively to previous years lifted up. One participant argued that:

*“The presence of a lot of tourists in a country, in my opinion testifies the state of the country i.e. safety”*

#### **6.5.4 Barriers related to the service**

The results of the study confirmed that tourist's information services were to be improved. The level of service in general has been reported by our respondents to be poor with sometimes unfriendly hosts, lack of professionalism and slow response of hosts. This can be validated by the lack of a tourism and hospitality institutions by the time of the study which explains the presence of untrained ground receivers. Some of the participants revealed this:

*“Most guides are not professionally trained and do not have the required knowledge and experience in tourism and conservation”.*

*"A few hotel management schools provide instruction at the primary and secondary school level; there are no higher institutions of learning to provide Rwandans with professional experience and training in Tourism"*

*"Rwanda's tourism institutions and individuals are not matched with an equal level of tourism expertise to deal with tourism challenges as the industry grows and matures".*

*"There is limited knowledge and expertise in the field of tourism and limited resources available from which to obtain this expertise".*

From the researcher's personal observation there are service related issues such as the shyness and fear to approach tourists, the inability to give directions and answers to questions. A worker in the tourism industry of Rwanda commented that:

*"To improve tourism in Rwanda, we must give a good service so that our customers feel better served"*

Some other participants commented that:

*"Tourism service providers need not just to meet tourist's expectations; they must exceed them by delivering knowledgeable guidance and an unparalleled experience in a professional and friendly manner".*

*"There is a need to improve the quality of tourism products and services".*

The RTWG (2002) advanced that there was a lack of tourism culture in general amongst Rwandans which undermined their ability to provide good service to tourists. Based on my personal experience and observation as a frequent traveller to Rwanda, the airlines schedules are not also very reliable. This is not surprising since the country's only airline (Rwandair Express) possesses few

aircrafts which causes at times delays in flights and time-consuming services at the airport. Another problem is the scarcity of international flights and the fact that only SN Brussels flies direct to Europe. Rwanda recognises tourism's capacity to create employment. In view of this, capacity building is essential for Rwanda's tourism development. This can be done through skills and service training and investing in training of local personnel at all levels for the industry, introducing tourism as a subject in institutions of higher learning and establishing adequate tourism training facilities. MINICOM (2006) argues that without training it will be difficult for Rwanda's tourism industry to provide quality services that tourists expect.

#### **6.5.5 Administrative barriers**

Findings in this study revealed that 13.5% (5.7% plus 7.8%) of participants disapproved the management of tourism resources together with the management system of the destination. Some participants commented that:

*“Tourism policies and decisions in Rwanda are developed with stated objectives, but it is difficult to assess their impact on the overall functioning of tourism programs or the success of such policies.”*

*“Rwanda needs to ensure that tourism is responsibly developed”.*

Even though the government of Rwanda through the ORTPN has been trying its best to involve the local population in tourism activities by means of participation in local projects, these results reveal that the population could be benefiting very little from tourism revenues. The local associations and residents of villages near sites who do not get interest from tourism activities cause problems in the realisation of certain tourism projects. For instance, residents surrounding national parks always want to use parks areas for their agricultural and farming activities. A participant argued that:

*“Local communities around national parks suffer the cost of park existence they just tolerate its existence”.*

Residents near national parks must not just tolerate the existence of the park, if the local communities get incentives from the tourism done in the park they can help proactively to protect the park. A worker in the tourism industry stated that:

*“Rwanda's local people must be able to see a direct benefit from tourism”.*

The results entails also that the organisation of the tourism industry as a whole in Rwanda needs standardisation and follow up. The tourism industry needs to reach a situation in which all parties can realise mutual gains, but this can only be realised by making mutually consistent decisions with all parties involved. This will relate to employing skilled staff who are capable and beneficial in terms of communication with the local communities.

## **6.6 SUMMARY**

In this chapter, the major findings within the study have been discussed. Some similarities with other studies were found with regard to barriers to the development of the tourism industry in Rwanda and in Africa in general. The next chapter will explain recommendations based on the findings, limitations and conclusion.

## CHAPTER SEVEN

### SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

#### 7.1 SUMMARY

The present section provides the summary of the whole study. The purpose of this study was to investigate the barriers to tourism development in Rwanda.

The study was conducted in the four provinces of Rwanda, plus the capital city Kigali. The four provinces consist of the Eastern province, Northern province, Western province and the Southern province. The investigation itself was carried out at hotels, guesthouses, tour operators, airlines operators, travel agencies operating in Rwanda in addition to the Kigali international airport. The hotels and guesthouses and other accommodation establishments located in the five areas stated above.

The participants included domestic and international tourists in Rwanda, as well as workers in the tourism sector in Rwanda. A cluster sampling method was applied to select tourists and workers in the tourism industry. The study sample comprised sixty eight (68) international tourists, hundred and eighty two domestic tourists (182) as well as a hundred and seventy six (176) workers in the tourism sector. A total number of four hundred and twenty six (426) participated in the study. Data were collected through two kinds of questionnaires. One type of questionnaire for domestic and international tourists in Rwanda (Appendice F), and another type of questionnaire for workers in the tourism sector (Appendice G). The collected data were analysed by a statistical package for social science (SPSS version 14.0). After evaluation and interpretation of all necessary data, the results were established.

The results of this study revealed that Rwanda has a rich and attractive culture, most of the respondents believed that Rwanda has a significant range of tourists' attractions with beautiful and unspoiled natural environment. The country had comparatively at present a decent image worldwide and was not an expensive destination. Furthermore, the outcomes as discussed in Chapter 6 (6.4.1) indicated that Rwandans were extremely hospitable. In spite of this, some barriers were raised on the development of tourism in Rwanda.

The barriers affecting tourism development in this study can be summarised as follows:

- Rwanda is not yet recognised as an international tourist destination as shown in Chapter 6 (6.5)
- The majority of international tourists to Rwanda do not stay more than 1 week as shown in Chapter (6.4.1.1);
- There is a lack of enough qualified and experienced personnel in the tourism industry of Rwanda. The findings revealed that a good number of expatriates occupied senior management positions mainly in large hotels and multinational companies. Most Rwandans employed in the tourism sector with a tertiary level had qualifications in different management related fields other than tourism or hospitality. This was discussed in Chapter 6 (6.3.2 and 6.4.2 );
- There is a lack of adequate funds allocated to tourism development as discussed in Chapter 6 (6.4.2 and 6.5)
- The cost of accommodation, food and beverage, cost of transport and the gorilla visit permit are relatively high in Rwanda. This was explained in Chapter 6 (6.5)

- There is an insufficient promotion of tourism, as shown in Chapter 6 (6.5)
- There is a limited access to financial capital to develop tourists facilities and to potential tourism businesses as shown in Chapter 6 (6.5)
- There is a lack of adequate tourism and hospitality infrastructure, this includes a permanent distribution of electricity and clean water as discussed in Chapter 6 (6.5)
- There are insufficient entertainment and leisure services which reduces tourism experience to visitors as shown also in Chapter 6 (6.5)
- There is still a slight pessimistic international perception on Rwanda. This is mainly due to the perceived political instability in the region, though impressions on Rwanda appear to have improved. This was discussed in Chapter 6 ( 6.5)
- The service in the tourism and hospitality sector of Rwanda is still at low level as explained in Chapter 6 (6.5)

Due to these barriers, the tourism industry in Rwanda still has a long way to reach sustainability.

## **7.2 LIMITATIONS OF THE STUDY**

Some limitations were encountered in the course of this study. One of the limitations was the difficulty to get existing data on tourism in Rwanda.

Rwanda is a small and less developed country. All provinces apart from the capital city Kigali have 3 to 4 recognised accommodation establishments. These

establishments show an international rating that can be considered as 2 to 3 star. The study was conducted in the four provinces of Rwanda, plus the capital city Kigali but was restricted to tourism establishments and areas where tourists could be reached. We cannot ignore the probability that we could have drawn a sample that is not representative of the population especially for international tourists even if all the clusters were representative in every specific region. Although the sampling plan was designed to provide a reliable representation of all the visitor population, the study results are truly representative only of the international tourists during the sample periods and do not necessarily apply to international tourists during other times of the year.

Despite the limitations, the researcher believes that the findings from this study are important.

### **7.3 RECOMMENDATIONS**

#### **7.3.1 Recommendations to the government of Rwanda**

The potential of Rwanda for tourism are so great that its development will be central to economic goals and plans. It seems reasonable that since Rwanda is small, there are greater probabilities that tourism will come to dominate the social and economic environments. There is a national tourism policy but standard facilities and institutional elements to effectively implement and operate tourism are still inappropriate. Considering the size of Rwanda it may not need a provincial plan since the national plan can identify appropriate provincial policies and strategies however the Rwanda tourism policy did not include provincial strategies. This must include the development of all tourist attractions, major access points, and the internal transportation network, specific resort and other tourism sites, types of urban tourism development needed, and regional tour patterns. Planning in a province will involve improvements of hotels and other types of accommodation; commercial, cultural, and sometimes conference

centres; recreation facilities such as golf courses, tennis courts, beach and marine sports in the Western province; open space and conservation areas; standard nursery for resort use; employee housing; and a good vehicular and pedestrian circulation system.

Tourism in Rwanda has been dependent on natural tourist attractions and the environment such as national parks. For the continued existence of these attractions the Rwanda Environment Management Authority (REMA) and Rwanda Wildlife Agency (RWA) must prepare proper conservation plans and sustainable management of the environment. This can be achieved through developing environmentally friendly tourism guidelines, putting in place mechanisms that can ensure tourist's respect for activities such as wildlife biodiversity, beaches and creating sustainable environment awareness among tourists and local population and sensitising them on the need to respect nature and conserve the environment.

The tourism industry is by its nature somewhat different from other sectors of the economy and therefore necessitates careful planning. Proper tourism planning coupled with consistency in government policies are major determinants of investor's decisions. The government of Rwanda needs to specify exactly what it wants to achieve through the ORTPN and carefully design policy packages that can be more attractive to investors and tourism service suppliers. Since the analysis of the current situation in Rwanda has been done in this research, and broad objectives have been set on the national level through the country's vision 2020 and Rwanda tourism strategy, the approach to develop tourism in Rwanda may be taken into 4 steps:

- The first step will be to analyse the tourist market based on a market survey. This involves understanding domestic and international visitors' needs. Since tourism involves hospitality, the planning for various tourism facilities must be based on the needs of the guests. A common technique

will be to establish market targets that specify the number and types of tourists that each area can attract. To achieve its ambitious goals Rwanda needs to create experiences that fulfil the needs of both target visitors and other partners. Based on the needs and accessibility, the most attractive visitors to Rwanda will be eco-tourists, explorers and individual business travellers. To capture international tourists Rwanda must offer an assurance of safety, fulfil the needs of visitors and guarantee a unique experience for their clients.

- The second step will be to develop strategies of competitiveness. If Rwanda is to compete effectively in the regional and international tourism markets strategies must be developed. Among others Rwanda needs to position itself as the upcoming destination for high-end travellers coming to East Africa, this involves distinguishing itself from its neighbouring countries which are Tanzania, Kenya and Uganda for the reason that eco-tourists and explorers still prefer these countries to Rwanda. This can be done through offering a different, pleasant and unique experience. Promotional activities both within and outside the country are very crucial. There is a need to persist on improving the international impressions on Rwanda by advertisement through travel agents, tour operators and the internet for the reason that, the results showed that the largest part of international tourists heard about Rwanda via friends or relatives, the television or radio as well as books or newspapers. The local infrastructure, facilities and services needs to be improved through, as well as the skills of local residents through community-based tourism activities. A tourism and hospitality management education program at a tertiary level is imperative in Rwanda and the training of the current tourism personnel.
- The third step will be to develop action guidelines. Tourism planners in Rwanda should develop tourism slowly, gradually and selectively, thus

control the rate of growth and discourage mass tourism due to its geographical constraints. The development and growth of the tourism sector must fit within the plans for national, regional and local development. Every specific province should formulate a land use plan for tourism attractions. The public and private sector must invest together to improve specific parts of national and regional tourism platform. There is limited access to financial capital in Rwanda. Thus, it is of paramount importance to improve financial services. This can be done by means of facilitating new investments in tourism facilities, related projects and other tourists support services across the country. Foreign investments are to be encouraged since the country's financial resources are limited; Based on the fact that tourism investments require huge capital, it is very difficulty and risky for Rwandans to invest in the tourism sector on their own without the support of multinationals. Foreign direct investments could offset this problem by providing capital for tourism investment in Rwanda; it is also essential to computerise and update precise information and tourism related statistics on Rwanda. If possible introduce monthly or quarterly tourism and hospitality magazines.

- The final phase will be the implementation and monitoring. The progress should be monitored periodically and evaluated to get the best results. The management of tourist attractions should be decentralised to provinces authorities. A system of constant revision and monitoring of the plan progress should be a part of the whole tourism planning.

### **7.3.2 Recommendations for further studies**

- Future researchers are to develop for Rwanda a model of the destination's performance and competitiveness in the East Africa tourism market.
- It is important that future research focuses also on elaborating economic

advantages of tourism towards strengthening the Rwandan economy.

- Measures towards the protection of the natural environment in Rwanda as a key to a successful destination need to be identified.
- Future research should also be directed on the involvement of the Rwandan community in promoting a responsible tourism growth and identify benefits and challenges of tourism related activities to the local communities especially those around national parks.

#### **7.4 CONCLUDING STATEMENT**

For many countries in the South, Rwanda included, it is a challenge just to consider today and tomorrow, without thinking of the future (Short, 2008: 68). Tourism could lead to increased foreign currency and hence better terms of trade. Tourism increases government revenue both directly and indirectly. The tourism sector in Rwanda will generate a lot of government revenues from investments such as hotels, restaurants and airports in the form of taxes, sales and entrance fees and employee income tax. It will also contribute to the fair distribution of wealth thus bridging the gap between the poor and rich through wealth transfer, community projects and investments from richer countries.

Barriers are inevitable in a developing tourism destination but it is crucial to identify these barriers to consider sustainability. Rwanda throughout the early stage of its tourism growth is facing the several constraints. The results from the study revealed that to become an internationally recognised tourist destination, Rwanda needs to improve the infrastructure, entertainment and leisure services required by tourists. In addition, it appears that there is still a limited funding and investments in the tourism sector. A more positive image, qualified personnel together with an effective promotion both locally and internationally are required.

Further, it was found that mostly the cost of accommodation and the gorilla visit permit were costly for tourists among others.

This exploratory study will assist in planning and deciding suitable strategies to tourism managers in Rwanda. It can lead as well to a competitive tourism industry. This research has described some procedures to reach sustainable tourism in this unique country. Therefore, it is important for the Rwandan government policy makers and the stakeholders to address vigorously the issues slowing down the tourism industry in Rwanda. It is expected that when these barriers have been tackled, it will contribute toward sustainable tourism development in Rwanda.

## BIBLIOGRAPHY

Anderson, D. 2002. Rwanda: David vs. Goliath. In *The Post-Conflict Era: The Role of the UN*, edited by J. K. Ruggie and J. K. Ruggie. Geneva: Human Rights and Development Centre, December 21, 2002.

Article 234. Rwanda and the World on October 1, 1994.

Article 234. Rwanda, C. 1994. The national and regional context of the 1994 genocide. In *The Genocide in Rwanda: A Report of the International Commission of Inquiry*, edited by J. K. Ruggie. Geneva: Human Rights and Development Centre, December 21, 2002.

Article 234. Rwanda and the World on October 1, 1994.

“The last decade was one of fortitude and focused action.  
The next decade for Rwanda is one of confidence and promise”.

*RIEPA, 2006.*

Article 234. Rwanda and the World on October 1, 1994.

Article 234. Rwanda and the World on October 1, 1994.

Article 234. Rwanda and the World on October 1, 1994.

Article 234. Rwanda and the World on October 1, 1994.

Article 234. Rwanda and the World on October 1, 1994.

Article 234. Rwanda and the World on October 1, 1994.

Article 234. Rwanda and the World on October 1, 1994.

Article 234. Rwanda and the World on October 1, 1994.

Article 234. Rwanda and the World on October 1, 1994.

## BIBLIOGRAPHY

Andrew Lepp, 2002. Uganda's Bwindi Impenetrable National Park: meeting the challenges of conservation and community development through sustainable tourism. In Harris, R., Griffin, T. & Williams, P. (eds). *Sustainable Tourism: A Global Perspective*. Butter-Heinemann. Oxford. Elsevier Science: 211-220.

Anon. 2004. Rwanda fact file. What's on Rwanda: Issue 1 April – June.

Archer, B. & Cooper, C. 1994. The positive and negative impacts of tourism. In Theobald, W. (ed). *Global Tourism: the next decade*. Oxford: Butterworth-Heinemann.

Aravot, I. 1992. Local tourism in Misgav region- a different model? *Proceedings of an international Seminar on Architecture of Soft Tourism*, pp. 11-18. Istanbul: Yildiz University Faculty of Architecture Press.

Association of the Caribbean States (ACS), 2005. Report on the 6<sup>th</sup> Meeting of the group of experts on sustainable tourism indicators. Fort-de-France, Martinique. [http://www.acs-aec.org/Documents/Tourism/15<sup>th</sup>SpecialCommittee/English/Sum6thexpertsMeeting\\_en.pdf](http://www.acs-aec.org/Documents/Tourism/15<sup>th</sup>SpecialCommittee/English/Sum6thexpertsMeeting_en.pdf) [22 May 2007]

Babbie, E. 2001. *The practice of social research*, (9<sup>th</sup> Edition). Belmont: Wadsworth Publishing company

Babbie, E. & Mouton, J. 2001. *The practice of social research*. Cape Town: Oxford University Press.

Babbie, E. Mouton, J. , Vorster, P. & Prozesky, B. 2001. *The practice of social research*. 10<sup>th</sup> edition. Cape Town: Oxford University Press Southern Africa.

Barton, H. 2000. *Sustainable Communities: The potential for eco-neighbourhood*. London: Earthscan Publication Ltd.

Blanton, D. 1981. Tourism training in developing countries: The social and cultural dimension. *Annals of tourism research*. 7(1): 116-133.

Boniface, B. G. & Cooper, C. 2001. *World wide Destinations: The geography of travel and tourism*. Third Edition. Oxford: Butterworth-Heinemann.

Bramwell, B. & Lane, B. 1993. 'Sustainable tourism: an evolving global approach', *Journal of Sustainable Tourism* 1(1), 1–5.

Bressers, H.T.A. & W.A. Rosenbaum (2000) 'Innovation, Learning, and Environmental Policy: Overcoming "A Plague of Uncertainties"', *Policy Studies Journal* 20(3): 523–39.

Brundtland, G. (ed.) .1987. *Our common future: The World Commission on Environment and Development*. Oxford: Oxford University Press.

Brown, D.O. 1998. Debt-funded Environmental Swaps in Africa: Vehicles for tourism development? *Journal of sustainable tourism*. 6(1): 69-79.

Brown, D.O. 1998. In search of an appropriate form of tourism for Africa: lessons from the past and suggestions for the future. *Tourism Management*. Elsevier Ltd. <http://www.elsevier.com/locate/tourman> [November 2006].

Buhalis, D. and Fletcher. J. October 1992. *Environmental Impacts on Tourist Destinations: an Economic Analysis*, University of the Aegean, Mytilini.

Butler, R. 1980. The concept of a Tourist Area Life Cycle of Evolution: Implications for Management of Resources. *Canadian Geographer* 19 (1): 5-12

Butler, R.W. 1993. Tourism: An evolutionary perspective. In J.G. Nelson, R.W. Butler and G. Wall (eds) *Tourism and Sustainable Development: Monitoring, Planning, Managing*. Waterloo, Ontario: Heritage Resources Centre, University of Waterloo.

Butler, R.W. 1999. Sustainable tourism: a state-of-the-art review. *Tourism Geographies* 1(1), 7-25.

Booth, J. & Briggs, P. 2004. *Rwanda: the Bradt travel guide*. 2<sup>nd</sup> ed. Chalfont St. Peter.

Central Intelligence Agency (C.I.A) 2007. *The World Factbook: Rwanda*. <https://www.cia.gov/library/publications/the-world-factbook/geos/rw.html> [20 July 2007].

Choy, D.J., Gee, C.E., Makens, J.C., 1989, "The Travel Industry 2<sup>nd</sup> Edition", Van Nostrand Reinhold.

Christie, I. T. & Crompton, D. E. 2001. Tourism in Africa. *Africa Region working paper* 12. <http://www.worldbank.org/afr/wps/index.htm> [March 2007].

Christie, I. T (2005). Findings- Africa Region. <http://www.worldbank.org/afr/findings/english/find250.htm> [27 October 2008].

Cooper, C., Fletcher, D.G. & Wanhill, S. 1993. *Tourism: Principles & Practices*. 2<sup>nd</sup> Edition. London: Pitman.

Cooper, C., Fletcher, J., Fyall, A., Gilbert, D., Wanhill, S. 2005. *Tourism principles and practice*. 3<sup>rd</sup> Edition.: Pearson Education. Harlow. England.

Development Bank of Southern Africa (DBSA). 2003. Development Report: Financing Africa's Development: Enhancing the Role of Private Finance.

De Vos, A.S., Fouche, C.B. & Venter, L. 2002. Quantitative data analysis and interpretation. In A.S. de Vos; Strydom, H.; Fouché, C.B. and Delpont, C.S.L. Research at grassroots: For the social science and human service professions. Pretoria: Van Schaik.

Derrick, A. 1995. *Looking at Tourism*. London: Hodder & Stoughton.

Dieke, P. U. C. 2000. *The Political Economy of Tourism Development in Africa*. New York: Cognizant.

Dieke, P.U.C. 2001, "Human Resources in Tourism Development: African Perspectives", in Harrison, D.(Ed.), *Tourism and the less Developed World: Issues and Case Studies*. CABI, Oxford, 61-75.

Dieke, P.U.C. 2003. Tourism in Africa's economic development: policy implications. *Management decision*. 41/3. 287-295. <http://www.emeraldinsight.com/Insight/ViewContentServlet?Filename=Published/EmeraldFullTextArticle/Articles/0010410311.html> [November 2006].

Dimitri, L. & Keith, D. 1998. *The economic Geography of the Tourism Industry: A supply-side analysis*. London: Routledge.

Eccles, G. Costa, J. 1996. Perspectives on tourism development. *International Journal of Contemporary Hospitality Management*. V. 8 Number 7 pp. 44-51.

Edexcel. 2005. *Assessment guidance for Edexcel GCE in travel and Tourism – Unit 3: Destination Europe*. [http://www.edexcel.org.uk/VirtualContent/83989/Unit3\\_Destination\\_Europe\\_guidance.pdf](http://www.edexcel.org.uk/VirtualContent/83989/Unit3_Destination_Europe_guidance.pdf) [14 May 2007].

Fish, Mary (1982) Taxing international tourism in West Africa. *Annals of Tourism Research* 9, 91–103.

Forsyth, P & Dwyer, L (1994). Foreign Investment: Motivation and Impact. *Annals of Tourism Research*, 21(3): 512-537.

Garrod B & Fyall A 1998. Beyond the rhetoric of sustainable tourism? *Tourism Management Journal* 19(3): 199-212.

Gartner, C. W. 1996. *Tourism development: principles, processes and policies*. J. Wiley. New York

- Gartner, C. W. 2005. A synthesis of tourism trends. In Aramberri, J. & Butler, R. (eds). *Tourism development: Issues for a vulnerable Industry*. Cornwall. England
- Gatsinzi, J. 2006. Impact of the hotel sector in tourism development in Kigali. Unpublished Master's dissertation. University of Western Cape: Bellville.
- Gauci, A., Gerosa, V. & Mwalwanda, C. 2002. Tourism in Africa and the Multilateral Trading System: Challenges and Opportunities. *Economic Commission for Africa Draft*. United Nations.
- Gay, L.R. & Airasan, P. 1999. *Educational Research: Competencies for Analysis and application*. (6th edition). Upper Saddle River, NJ: Merrill.
- Gitera, V. 2008. Promotion and development of heritage tourism in Rwanda. Unpublished Master's dissertation. Cape Peninsula University of Technology. Cape Town.
- Godfrey, K. & Clarke, J. 2000. The tourism development – Handbook: A practical approach to planning and marketing. Thomson, London.
- Short, T. 2007. Measuring and reporting the impact of tourism on poverty. In Tribe, J. & Airey, D. (eds). *Developments in Tourism Research: New Directions, Challenges and Application*. Butter-Heinemann. Oxford. Elsevier Science.
- Goeldner, C. & Ritchie, J.R. 2003. *Tourism: principles, practices, philosophies*. Ninth Edition. New Jersey: John Wiley & sons.
- Government of the Republic of Rwanda. n.d. *Tourism in Rwanda*. <http://www.gov.rw/tourismp.html> [26 June 2006].
- Government of the Republic of Rwanda, 2000. Vision 2020. Kigali: Government of Rwanda.
- Government of the Republic of Rwanda, 2002. Poverty reduction strategy paper. Kigali: Ministry of Finance and Economic planning.
- Grosspietsch, M. & Scheller, K. 2005. Tourism for development and poverty reduction. *Report of the Euro-Africa Tourism Business Summit 2005. October 24-25, 2005, Brussels*.
- Grosspietsch, M. 2004. The Amahoro Tourism Initiative. In J. Booth (Ed) *Rwanda – behind the headlines. Newsletter No. 17. March 2004*. Amahoro tours. n.d. [http://www.amahoro-tours.com/Article\\_Janice.htm](http://www.amahoro-tours.com/Article_Janice.htm) [6 May 2006].

- Grosspietsch, M. April 2004. Perceived and projected images of Rwanda: Visitor and international tour operator perspectives. *Newsletter No.17, March 2004*. <http://www.amahorotours.com> [17 June 2006].
- Grosspietsch, M. 2005. The image of Rwanda as a tourist destination. By Michael Grosspietsch. Working Paper No. 4 (2005), Working Paper Series, SDTourism, Münster.
- Grosspietsch, M. 2006. Perceived and Projected Image of Rwanda: Visitor and International Tour Operator Perspectives. *Tourism Management*, 27(2): 225-234.
- Hall, C.M. & Lew, A.A. 1998. *Sustainable Tourism: A Geographical Perspective*. New York: Longman.
- Hofstee, E. 2006. *Constructing a Good Dissertation: A practical guide to finishing a Master's, MBA or PhD on schedule*. Johannesburg, South Africa: EPE.
- Hunter, C. 1997. Sustainable tourism as an adaptive paradigm. *Annals of Tourism Research* 24(4), 850-867.
- Hunter, C. 2001. Sustainable tourism theory: an overview from a natural resources perspective. *Environment Paper Series*. 4(2), 42-45.
- Hunter, C. 2002. Sustainable tourism and the touristic ecological footprint. *Environment, Development and sustainability*. 4: 7-20. <http://www.springerlink.com/content/cmvaaw3vdx3ntvcr/fulltext.pdf>
- ICOMOS, 2002. International Cultural Tourism Charter. Principles and Guidelines For Managing Tourism At Places Of Cultural And Heritage Significance, ICOMOS International Cultural Tourism Committee.
- Inskeep, E. 1988. Tourism planning. An emerging specialization. *Journal of the American Planning Association*. 54(3) 360-372
- Inskeep, E. 1991. *Tourism planning: An Integrated and Sustainable Development Approach*. New York : Van Nostrand Reinhold
- Institut de Recherche Scientifique et Technologique (I.R.S.T). 2005. *Evaluation du travail d'inventaire*. Butare. Rwanda.
- Jafari, J. 1977 Editor's Page, *Annals of Tourism research*, V, Special number, (3) October/December.
- Jenkins, C.L., 1994, "Tourism in developing countries: the privatization issue" Seaton.A.V

Jenkins, C. L. 2000. Tourism Policy Formulation in the Southern African Region. In Dieke, P.C (ed), *The Political Economy of Development in Africa*. New York: Cognizant Communication Corporation.

Johannesen, A. B. 2006. Protected areas, wildlife conservation, and local welfare. *Ecological economics*. 62, 126-135.

Kakimba & Nuwamanya. 2006. Interview with Rosette C. Rugamba: Rwanda – Part of 10 remaining world's wonders. *The Newtimes*, Online Edition, <http://www.newtimes.co.rw> [2 March 2007].

Katarebe, S. 2002. Rwanda's contribution. *Sommet mondial de l'écotourisme*. Québec City. <http://www.ecotourisme2002.org/cd/statmnts/pdfs/karwae.pdf> [19 May 2006].

Keyser, H. 2002. Tourism development. Cape Town: Oxford University Press Southern Africa.

Khan, M.A. 2005. Principles of tourism development. Anmol. New Delhi

Kigali Economic Development Strategy (KEDS) (2002). Building the Foundations to Compete in Global Economy in the future, Expanding Job Opportunity to Reduce Poverty now. August: City of Kigali. <http://www.grandslacs.net/doc/2693.pdf> [10/11/2005].

KIST (Kigali Institute of Science and Technology), November 2001. City of Kigali Economic Development Strategy. Final Report. <http://www.grandslacs.net/doc/2693.pdf>

Kurian, G.T. 1982. *Encyclopedia of the Third World*, Facts on File Inc, 3<sup>rd</sup> ed, Vol 3, p- 1495, New York.

Lockwood, A & Medlik, S. 2001. *Tourism and Hospitality in the 21<sup>st</sup> Century*. Oxford: Butter worth-Heinemann.

Lyambabaje, A. 2002. Ecotourisme au Rwanda en 2010. Kigali : Ministère du commerce, de l'Industrie et du Tourisme. <http://www.ecotourism2002.org/cd/statmnts/pdfs/lyrwaf.pdf> [19 May 2006].

Majyambere, G. 2005. RIEPA discusses mining and tourism investments. *The Newtimes*. Online Edition, <http://www.newtimes.co.rw> [11/10/2005].

Mazimhaka, J. 2007. Diversifying Rwanda's tourism industry: a role for domestic tourism. *Development Southern Africa*, 24(3):491-504.

Masozera K. M. 2002. Socioeconomic impact analysis of the conservation of the Nyungwe Forest Reserve, Rwanda. Unpublished M.sc. Dissertation. University of Florida, Florida.

McIntyre, G., Hetherington, A., & Inskeep, E. 1993. Sustainable tourism development guide for local planner. Madrid: World Tourism Organisation. *and problems in the Development of Tourism*. Philadelphia: University of Pennsylvania Press.

McKercher, B. 1993b. Some fundamental truths about tourism: understanding tourism's social and environmental impacts. *Journal of sustainable Tourism* 1(1), 6-16.

Medlik, S. 1993. Dictionary of Travel, Tourism and Hospitality. London. Butterworth-Heinemann.

Ministry of Commerce, Industry, Investment, Promotion, Tourism and Cooperatives. (MINECOM) 2004. Rwanda: Investment Promotion Policy. December: Kigali.

Ministry of Finance and Economic planning, 2000. Rwanda: Vision 2020. Kigali, Rwanda

Ministry of Finance and Economic Planning (2001). *Master Plan of Poverty Reduction Studies and Research in Rwanda 2001-2003*. Final Report, Kigali.

MINECOFIN. 2005. Poverty Reduction Strategy-Annual Progress Report. In International Monetary Fund Country Report No.06/61.Washington, DC: International Monetary Fund- Publications.

Ministry of Tourism, 2006. Revised guidelines of scheme for product / infrastructure development for destinations and circuits. Government of India. <http://tourism.nic.in/policy/schdestination.htm> [22 May 2007].

Ministry of Tourism Ghana, UNDP, WTO. 1996. *National Tourism Development plan for Ghana 1996-2010*. Accra: Republic of Ghana.

Mohamed, L. A. 2003. Genocide in Rwanda: the interplay of human capital, scarce resources and social cohesion. Unpublished Master's dissertation. Naval postgraduate School, Monterey, California.

Mulaudzi, M.S. 2005. The perceptions of teachers regarding HIV/AIDS in the Thohoyandou area. Unpublished Master's Mini-thesis. University of Pretoria. Pretoria.

National Institute of Statistics of Rwanda (N.I.S.R). 2007. Statistics of Rwanda. <http://www.statistics.gov.rw> [1 November 2008]

NEPAD (2004). The Tourism Action Plan. New Partnership for Africa's Development.

Neuman, L. 1994. Social research methods: Qualitative and quantitative approaches, (2nd Edition). London: Allyn and Bacon.

New dictionary of social work. 1995. Revised edition. Pretoria: State printers.

Nigel, M. Annette, P. & Roger, P. 2004. *Destination branding: creating the unique destination proposition*, Second Edition. Oxford: Butterworth-Heinemann.

Nijkamp, P. & Verdonkschot, S. 1995. Sustainable development: A case study of Lesbos. *Research memorandum*. 17-18, March.

OntheFRONTIER 2002. A plan to unleash Rwanda tourism's potential. Working draft, Kigali: onthe-FRONTIER.

ORTPN (Rwandan Office of Tourism and National Parks). n.d. Travel Guide: About Rwanda. <http://www.visitrwanda.com> [25 October 2008].

ORTPN (Rwandan Office of Tourism and National Parks), October 2004. Strategic Plan 2004 – 2008. Draft. Kigali, Rwanda.

ORTPN (Rwandan Office of Tourism and National Parks). 2004. Nyungwe Forest National Park General Management Plan: 2005 – 2010. Draft copy. Kigali

ORTPN. 2004a. ORTPN Projects 2004. Rwanda National Innovation and Competitiveness Project. OTF Group.

Oxfam (undated) Rwanda.  
<http://www.oxfam.org.uk/atwork/where/africa/rwanda.htm> [15 May 2006].

ORTPN. 2004b. ORTPN Targets 2004. Rwanda National Innovation and Competitiveness Project. OTF Group.

ORTPN. 2005a. Ensuring the future for Rwanda's mountain gorillas. Gorilla naming ceremony concept note. <http://www.rwandatourism.com/GNCCConceptNote.htm> [12 October 2008].

ORTPN. 2005b. ORTPN statistics, revenues. January – December 2004. Rwanda National Innovation and Competitiveness (RNIC) project for the Government of Rwanda. OTF Group.

Plumptre, A.J., & Bizumuremyi, J.B. 1996. Ungulates and hunting in the Parc National des Volcans, Rwanda: The effects of the Rwandan civil war on ungulate

populations and socioeconomics of poaching. Unpublished report to the Wildlife Conservation Society (WCS).

Plumptre, A.J., Bizumuremyi, J.B., Uwimana, F. & Ndaruhebeye, J.D. 1997. The effects of the Rwandan civil war on poaching of ungulates in the Parc National des Volcans. *Oryx* 31, 265-273.

Plumptre A. J., Masozera M., & Vedder, A. 2001. *The Impact of Civil War on the Conservation of Protected Areas in Rwanda*. Washington, D.C.: Biodiversity Support Program.

<http://www.worldwildlife.org/bsp/publications/africa/145/pdf/Rwanda.pdf>  
[26 September 2006]

Qui, Z, Chong, K & Ap, J (1999). An Analysis of Tourism Policy Development in Modern China. *Tourism Management*, 20 (4): 471-485.

Republic of Rwanda. November, 2000. *An approach to the Poverty Reduction Action Plan for Rwanda*. Kigali. Government gazette.

Republic of Rwanda & United Nations. 2003. *Millennium Development Goals: Status Report 2003*. [http://www.unrwanda.org/undp/rwa\\_mdg\\_report\\_2003](http://www.unrwanda.org/undp/rwa_mdg_report_2003)  
[29/10/2008]

Reid, M. & Schwab, W. 2006. Barriers to sustainable development: Jordan's sustainable Tourism strategy. *Journal of Asian and African Studies*. 41(5/6): 439-457.

Ricardo, G. 2004. Sustainable tourism development: A case study of Bazaruto Island in Inhambane, Mozambique. Unpublished Master's thesis. University of Western Cape. Bellville.

Roodt, M. 2001. Land restitution in South Africa: an overview, in Coetzee JK, Graaff J, Hendricks F & Wood G (ed). *Development Theory, Policy and Practice*. Cape Town: Oxford University Press Southern Africa.

Rwanda Gateway. 2008. Rwanda Environment Management Authority.  
[http://www.rwandagateway.org/article.php3?id\\_article=8746](http://www.rwandagateway.org/article.php3?id_article=8746) [30/10/2008]

Rwanda Investment & Export Agency (RIEPA). 2007.  
<http://www.rwandainvest.com>

Rwanda Tourism Working Group. 2002. *Rwanda tourism strategy*.  
<http://rwanda.usaid.gov/images/Docs/biodiversity/Rwanda%20Tourism%20Strategy.doc> [16 December 2006]

Rwigema, J.B. 2004. An analysis of the non-traditional agricultural export potential for Rwanda. A case of flowers. Unpublished Master's Mini-thesis. University of the Western Cape. Bellville.

Sarantakos, S. (1998). *Social Research*. 2<sup>nd</sup> edition. Palgrave Macmillan, New York. USA.

Schweizerische Normen-Vereinigung (S.N.V.). 2008. Creating pro-poor linkages around Rwandan tourism.

<http://www.odi.org.uk/tourism/resources/longerpapers/0806-ppt-rwanda.pdf>  
[30/10/08]

Sentama, E. 2003. The role of local non-governmental organizations in poverty reduction in Rwanda. A case study of Butare Province. Unpublished Master's Mini-thesis. University of the Western Cape, Bellville.

Shepherd, A. 1998. *Sustainable Rural Development*. New York: Palgrave Publishers Ltd.

Short, T. 2008. Sustainable development in Rwanda. *Industry and Government. Sustainable development journal*. 16, 56–69.

Sinclair, M.T., 1998. "Tourism and Economic Development", *The Journal of Development Studies*. 34(5). 1-51.

Sindiga, I. 1999. *Tourism and African Development: Change and Challenge of Tourism Development*. Aldershot, Hampshire, Ashgate.

Southern Skies Marketing. 2004. Practical Information on Traveling to Rwanda. *Rwanda News*, Online Edition. <http://www.southern-skies.co.uk/News/Rwanda-news-2.pdf> [04 May2007].

Southgate, C. & R. Sharpley. 2002. 'Tourism, Development and the Environment', in R. Sharpley and D.J. Telfer (eds) *Tourism and Development: Concepts and Issues*, pp. 231–62. Toronto: Channel View Publications.

Strydom, H. & Venter, L. 2002. Sampling and sampling methods. In A.S.de Vos; Strydom, H.; Fouché, C.D. and Delport, C.S.L *Research at grassroots: For the social sciences and human service professions*. Pretoria: van schaik.

Theobald, W.F. 1998. *Global Tourism: The Next decade*. Second edition. Butterworth-Heinemann, Boston.

Tosun, C. 1998b. Roots of unsustainable tourism development at the local level: the case of Urgup in Turkey. *Tourism Management*, 19(6), 595-610

Tosun, C. 2000. Limits to community participation in the tourism development process in developing countries, *Tourism Management*, 21. 613 -633

Twagirayezu, J. 2005. Assessment and treatment choices of physiotherapists treating non-specific low back pain in Rwanda. Unpublished Master's Mini-thesis. University of the Western Cape, Bellville.

UNCTAD. 2001. United Nations Conference on Least Developed Countries. May 14-20, Brussels.

UNCTAD-ICC. 2006. An investment Guide to Rwanda: Opportunities and Conditions. United Nations. New York and Geneva.

United Nations Children's Fund (UNICEF). 2004. *The State of the World's Children 2005: Childhood Under Threat*. UNICEF: New York.

[http://www.unicef.org/publications/files/SOWC\\_2005\\_\(English\).pdf](http://www.unicef.org/publications/files/SOWC_2005_(English).pdf)  
[29 October 2008]

UNWTO, 2006. Introduction to destination management. *World Tourism Organisation Seminar*. [http://www.unwto.org/destination/ethopia/fabricius\\_carter.pdf](http://www.unwto.org/destination/ethopia/fabricius_carter.pdf)  
[14 May 2007].

Valene L. S. & William R. E. 1995. *Tourism alternatives: potentials and problems in development of tourism*. Chichester: John Wiley.

Vedder, A. & Weber, 1990. 'Rwanda: Mountain Gorilla Project, Volcanoes National Park' in *Living with the wildlife: Wildlife resource management with local participation in Africa*. World Bank Technical Paper N° 130. Washington, DC: World Bank.

WAIPA (World Association of Investment Promotion Agency), 2005. World Investment Conference Report. Geneva: Switzerland.

Waller, D. 1987. Rwanda – which way now? Oxford: Oxfam

Wahab, J. Pigram, J. 1997. Tourism, Development and Growth: The Challenge of Sustainability. In Salah (EDT).

Weaver, B. D. 2000. A broad context model of destination development scenarios. *Tourism management*, 21, 217 - 224.

Welman, J.C. Kruger, S.J. 2001. Research Methodology for the Business and Administrative sciences. 2<sup>nd</sup> Edition. Oxford University Press. Southern Africa

Wetzel, H. 2003 Rwanda Country Commercial Guide: *Invest Climate*. <http://strategis.ic.gc.ca/epic/internet/inimr-ri.nsf/en/gr110182e.html> [12 May 2006].

Wikipedia encyclopedia: July 2007. Tourist destination  
[http://en.wikipedia.org/wiki/Tourist\\_destination](http://en.wikipedia.org/wiki/Tourist_destination) [27 May2007]

World Bank, 2001. *Global Economic Prospects and the Developing Countries: Making Trade Work for the World's Poor*. Washington

World Bank, 2005. World Bank report 'Doing business in 2006'. Washington D.C.

World Commission on Environment and Development, 1987. *Our common Future*. Oxford University Press, New York.

World Conservation Society (WCS).2006. *Saving Wildlife: Nyungwe National Park*.  
<http://www.wcs.org/wcspubs/wcsreports> [02 March 2007].

WTG (World Travel Guide). n.d. *Going Out in Rwanda*.  
<http://www.worldtravelguide.net/country/237/entertainment/Africa/Rwanda.html>  
[7 November 2008]

World Tourism Organisation (WTO), 1994. *National and Regional Tourism planning. Methodologies and case studies*. London: Routledge.

World Tourism Organisation (WTO), 1995. *Concepts, Definitions and Classifications for Tourism Statistics*, Madrid: World Tourism Organisation

World Tourism Organisation (WTO), 1998b. *Guide for Local Authorities on Developing Sustainable Tourism*, Madrid: World Tourism Organisation

World Tourism Organisation (WTO), 2002. *Tourism and poverty Alleviation*. WTO Madrid: World Tourism Organisation

World Tourism Organisation (WTO), n.d. *Tourism reports and statistics*.  
<http://www.world-tourism.org/fact/reports.html> [05 September2007]

World Travel & Tourism Council (WTTC), World Tourism Organisation (WTO) and the Earth Council, 1995. *Agenda 21 for the Travel and Tourism Industry*. London: WTTC

World Travel & Tourism Council (WTTC), 2005. *The 2006 Travel & Tourism Economic Research*.  
[http://www.wttc.travel/eng/Research/Tourism\\_Satellite\\_Accounting\\_Tool/index.php](http://www.wttc.travel/eng/Research/Tourism_Satellite_Accounting_Tool/index.php)  
[11 December 2007]

# APPENDICES

APPENDICE A: POSITION OF RWANDA WITH RESPECT TO THE WORLD

Location of RWANDA in world map



**APPENDICE B: MAP OF RWANDA SHOWING ITS DIRECT NEIGHBOURING COUNTRIES, ROAD LINKS AMONG MAJOR CITIES AND NATIONAL PARKS**





## APPENDICE D

### LIST OF ACCOMMODATION ESTABLISHMENTS USED IN THE STUDY

<b>Name</b>	<b>Location</b>	<b>Number of Rooms</b>	<b>Grade</b>
Hotel des Milles Collines	Kigali City	113	Upper
Novotel Umubano	Kigali City	96	Upper
Serena Hotel	Kigali City	104	Upper
Alpha Palace	Kigali City	38	Medium
Gorillas Hotel	Kigali City	31	Medium
Hotel Chez Lando	Kigali City	32	Medium
Hotel Okapi	Kigali City	34	Medium
La Palisse Club Hotel	Kigali City	72	Medium
Ninzi Hill Hotel	Kigali City	15	Medium
Sky Hotel	Kigali City	25	Medium
Stipp Hotel	Kigali City	50	Medium
Africana Guesthouse	Kigali City	10	Lower
Hello's corner	Kigali City	16	Lower
Hill top Motel	Kigali City	30	Lower
Akagera Game Lodge	Eastern Province	60	Upper
Hotel Dereva	Eastern Province	48	Lower
Kivu Sun Hotel	Western Province	65	Upper
La Belvedere	Western Province	26	Medium
Gorillas Nest Lodge	Northern Province	47	Medium
Hotel Muhabura	Northern Province	9	Lower
Village touristique de Kinigi	Northern Province	10	Lower
Hotel Credo	Southern Province	29	Medium
Hotel Faucon	Southern Province	10	Lower
Hotel Ibis	Southern Province	23	Lower

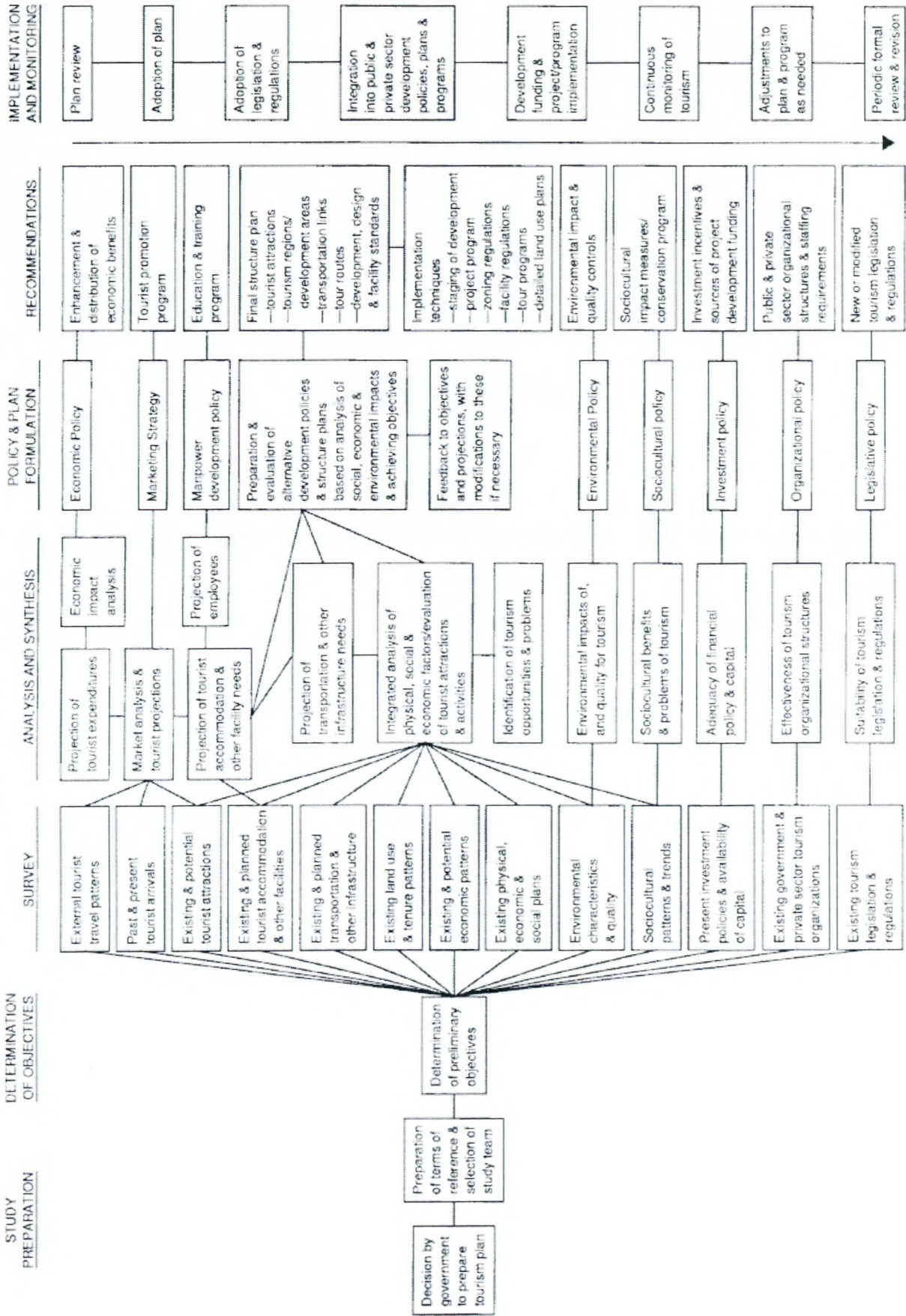
## APPENDICE E

### TOUR OPERATOR AND TRAVEL AGENCIES SAMPLED

Name	Designation
AA Safaris	Tour operator
Albertine Safari	Tour operator
Amahoro tours	Tour operator
New Dawn Associates	Tour operator
Primate Safari	Tour operator
Thousand Hills Expedition	Tour operator
Volcanoes Safari	Tour operator
Wildlife Tours	Tour operator
Changa Travel and Tours	Travel Agency
Cite Tours and Travel	Travel Agency
Gorilland Safari ltd	Travel Agency
Nord-Sud International Travel and tours	Travel Agency
Okapi Travel agency	Travel Agency
Volcanoes Travel	Travel Agency
Kigali Safari s.a.r.l	Travel Agency
Clarido Tours and Travel	Tour operator and Travel agency
Kiboko Tours and Travel	Tour operator and Travel agency
Satguru Travel and Tours Services	Tour operator and Travel agency

# Process for preparing a comprehensive tourism development plan at the national level

## APPENDICE F



## **APPENDICE G:**

**Questionnaire in English to domestic and international  
tourists.**

# CENTRE OF TOURISM RESEARCH IN AFRICA (CETRA)

FACULTY OF BUSINESS

## QUESTIONNAIRE a

### PERCEIVED BARRIERS TO TOURISM DEVELOPMENT IN RWANDA AS A TOURIST DESTINATION

The department of Research at the Cape Peninsula University of Technology (CPUT) identified "Tourism in Africa" as a research niche area. As part of student of CPUT, I responded by identifying a research topic as "Perceived barriers to tourism development in Rwanda as a tourist destination"

#### HOW TO COMPLETE THIS QUESTIONNAIRE

- ◆ Persons who complete this questionnaire should be a domestic or an international tourists in Rwanda
- ◆ Please place an "X" in the block that you wish to select your response to that question unless detailed answer is provided.
- ◆ Should you wish to add a comment on this research, please add it in the space provided.
- ◆ Should you wish to fill the questionnaire in French, please contact the person who gave you this questionnaire.

All information obtained are confidential

All inquiries regarding this research and questionnaire may be directed to the Researcher.

Yves NGENZI KOME  
P.O.Box. 2315  
Portwood Road/ Waterfront

Email: 204222850@cput.ac.za  
Tel: (+27) 0726080225  
CAPE TOWN

Your willingness to complete this questionnaire will be highly appreciated.

### **A) SOURCE OF INFORMATION**

1. Statement: Rwanda offers a wide range of tourist attractions.

Definitely agree	Tend to agree	Undecided	Tend to disagree	Disagree

2. Statement: Rwanda is not an expensive destination?

Definitely agree	Tend to agree	Undecided	Tend to disagree	Disagree

3. What among these things do you find highly priced?

**(X)**

a) Accommodation (Hotels, Guest houses, Motels, ...)	
b) Food and Beverages	
c) Transport (Taxi, Car rentals,...)	
d) Telecommunication facilities (Telephone, Internet,...)	
e) Site seeing (Gorilla trekking,...)	
f) Other, please specify .....	

4. Statement: Rwandan people are hospitable.

Definitely agree	Tend to agree	Undecided	Tend to disagree	Disagree

5. Which among these things do you think needs improvements to make Rwanda a better tourist destination?

**(X)**

a) Tourists information services	
b) Tourists attractions	
c) Basic infrastructure (Water, Sewage, Electricity,...)	
d) Telecommunications facilities	
e) Accommodation facilities	
f) Entertainment and Leisure (Eating places, Bars, theatres...)	
g) Level of service	
h) Other, please specify .....	

6. Statement: The attractions in Rwanda are easily accessible.

Definitely agree	Tend to agree	Undecided	Tend to disagree	Disagree

7. Statement: Rwanda is not known as a tourist destination

Definitely agree	Tend to agree	Undecided	Tend to disagree	Disagree

8. Statement: Rwanda has a good image internationally

Definitely agree	Tend to agree	Undecided	Tend to disagree	Disagree

9. Statement: Rwanda has an attractive and rich culture

Definitely agree	Tend to agree	Undecided	Tend to disagree	Disagree

10. Statement: Rwanda has a beautiful and unspoiled natural environment

Definitely agree	Tend to agree	Undecided	Tend to disagree	Disagree

11. Which among these factors do you think are slowing down tourism growth in Rwanda? ( X )

a) Economic instability	
b) Unsatisfactory financial services	
c) Political instability in the region	
d) Management system of the destination	
e) Management system of tourism resources	
f) International negative image	
g) Inadequate promotion of tourism internally and internationally	
h) Other, please specify.....	

12. Statement: Tourism is developing in the post war Rwanda

Definitely agree	Tend to agree	Undecided	Tend to disagree	Disagree

INTERNATIONAL TOURISTS ONLY

13. Rwanda is easily accessible from outside ( considering flight availability, affordable flights, visa application, customs procedures)

Definitely agree	Tend to agree	Undecided	Tend to disagree	Disagree

14. How long (in days) is/ was your visit?

Less than 3 days	Between 3 days and 1 week	More than 1 week but less than 1 month	1 month or more

15. What was the main purpose of your visit to Rwanda?

Holidays	Visit friends & Relatives	Business	Meeting/ Conference	Other

16. How did you hear about Rwanda for the first time?  
Through:

Television/ Radio	Friends	Travel agent	Newspaper/ Book	Internet
Other please specify .....				

**B) CLASSIFICATION OF THE RESPONDENT**

1. Gender

Male	Female

2. Age

Under 21	21 - 34	35 - 49	50 - 64	65 or older

3. Nationality .....

4. Which of the following best describes your situation?

( X )

a) Full-time paid work	
b) Part-time paid work	
c) Student	
d) Retired	
e) Unemployed	
f) Other, please specify .....	

If you wish to provide comments regarding this research, please use the space below

If you would like feedback on this research, please put your email address in the space below:

Email: \_\_\_\_\_

**WE REALLY APPRECIATE YOUR PARTICIPATION**

**THANK YOU**

CENTRE OF TOURISM RESEARCH IN AFRICA (CETRA)

CAPE PENINSULA UNIVERSITY OF TECHNOLOGY

QUESTIONNAIRE

PERCEIVED BARRIERS TO TOURISM DEVELOPMENT IN

## **APPENDICE H:**

**Questionnaire in English to workers in the tourism industry of Rwanda.**

# **CENTRE OF TOURISM RESEARCH IN AFRICA (CETRA)**

CAPE PENINSULA UNIVERSITY OF TECHNOLOGY

## **QUESTIONNAIRE b**

### **PERCEIVED BARRIERS TO TOURISM DEVELOPMENT IN RWANDA AS A TOURIST DESTINATION**

The department of Research at the Cape Peninsula University of Technology (CPUT) identified "Tourism in Africa" as a research niche area. As part of student of CPUT, I responded by identifying a research topic as "Perceived barriers to tourism development in Rwanda as a tourist destination"

#### **HOW TO COMPLETE THIS QUESTIONNAIRE**

- ◆ Persons who complete this questionnaire should be employees, managers and other involved in the tourism sector in Rwanda.
- ◆ Please place an " X " in the block that you wish to select your response to that question unless a more detailed answer is provided.
- ◆ Should you wish to add a comment on this research, please add it in the space provided.
- ◆ Should you wish to fill the questionnaire in French, Please contact the person who gave you this questionnaire

All information obtained are confidential

All inquiries regarding this research and questionnaire may be directed to the Researcher.

Yves NGENZI KOME  
P.O.Box. 2315  
WATERSIDE RESIDENCE

C.P.U.T  
Email: 204222850@cput.ac.za  
Tel: 08697208- RWANDA

Your willingness to complete this questionnaire will be highly appreciated.

## **A. SOURCE OF INFORMATION**

1. Which among these places do you work for?

( X )

a) Hotel, Guesthouse, Motel ...	
b) Tourism Office	
c) Travel Agency	
d) Tour operator	
e) Restaurant, Bar	
f) Other, please specify .....	

2. Are you employed in :

Private Sector	Public Sector	Self Employed

3. Statement: The business is profitable in Rwanda

Definitely agree	Tend to agree	Undecided	Tend to disagree	Disagree

4. What is your qualification?

( X )

a) Primary Certificate	
b) Ordinary level (Senior III)	
c) Secondary Certificate	
d) National Diploma	
e) Bachelor degree	
f) Master's degree	
g) Ph. Doctorate	
h) Other, please specify .....	

5. How many years of experience do you have in the tourism industry?

..... Years

6. Statement: The price of our services are reasonable to tourists

Definitely agree	Tend to agree	Undecided	Tend to disagree	Disagree

7. Statement: Tourism is developing in the post war Rwanda

Definitely agree	Tend to agree	Undecided	Tend to disagree	Disagree

8. Which among these things do you think needs improvement to make Rwanda a better tourist destination?

(You can tick more than one option)

(X)

a) Tourists information services	
b) Tourists attractions	
c) Basic infrastructure (Water, Sewage, Electricity,...)	
d) Telecommunications facilities	
e) Accommodation facilities	
f) Entertainment and Leisure (Eating places, Bars, theatres...)	
g) Level of service	
h) Other, please specify .....	

9. What do you think can motivate you better to improve your work?

(X)

a) Training	
b) Salary increase	
c) Improvement of work conditions	
d) Reorganisation of your work	
e) Provide subsidies	
f) Other, please specify .....	

10. Which feedback do you get from tourists?

Total satisfaction	Satisfaction	Undecided	Needs improvement

11. Statement: There are not enough funds allocated to tourism development in Rwanda?

Definitely agree	Tend to agree	Undecided	Tend to disagree	Disagree

12. Which among these factors do you think are slowing down tourism growth in Rwanda?

(You can tick more than one option)

(X)

a) Economic instability	
b) Unsatisfactory financial services	
c) Political instability in the region	
d) Management system of the destination	
e) Management system of tourism resources	
f) International negative image	
g) Inadequate promotion of tourism internally and internationally	
h) Other, please specify.....	

**B. CLASSIFICATION OF THE RESPONDENT**

1. Gender

Male	Female

2. Age

Under 21	21 - 34	35 – 49	50 - 64	65 or older

3. Nationality .....

4. Which of the following best describes your situation?

**( X )**

a) Owner of the business	
b) Full-time paid work	
c) Part-time paid work	
d) Consultant	
e) Other, please specify .....	

5. If the answer to the above question was full or part-time paid work, which of the following best describes your occupation?

**( X )**

a) Professional/senior management	
b) Manager in business	
c) Administrative/Clerical	
d) Manual worker	
e) Other, please specify .....	

If you wish to provide comments regarding this research, please use the space below

If you would like feedback on this research, please put your email address in the space below:

Email:

**WE REALLY APPRECIATE YOUR PARTICIPATION  
THANK YOU**

CENTRE DE LA RECHERCHE SUR LE TOURISME EN AFRIQUE

UNIVERSITE DE KIGALI

RECHERCHE

IMPACTS PERÇUES AU DEVELOPPEMENT DU TOURISME  
AU RWANDA

# APPENDICE I

## Questionnaire in French to domestic and international tourists

# CENTRE DE LA RECHERCHE SUR LE TOURISME EN AFRIQUE

CAPE PENINSULA UNIVERSITY OF TECHNOLOGY

## QUESTIONNAIRE a

### **BARRIÈRES PERÇUES AU DÉVELOPPEMENT DU TOURISME AU RWANDA COMME DESTINATION TOURISTIQUE**

Le département de la recherche à l'université de Technologie du péninsule du cap (CPUT) a identifié le "tourisme en Afrique" comme secteur de recherches. En tant qu'étudiant du CPUT, j'ai répondu en identifiant un sujet de recherches en tant que "barrières perçues au développement du tourisme au Rwanda comme destination touristique"

#### **COMMENT REMPLIR CE QUESTIONNAIRE**

- ◆ Les personnes qui remplissent ce questionnaire devraient être des touristes locaux ou internationaux au Rwanda
- ◆ Veuillez placer un "X" dans le bloc que vous souhaitez choisir votre réponse à cette question à moins qu'une réponse détaillée soit demandée.
- ◆ Si vous souhaitez ajouter un commentaire sur cette recherche, ajoutez – s.v.p la dans l'espace fourni.
- ◆ Si vous souhaitez remplir le questionnaire en Anglais, contactez s.v.p la personne qui vous a donné ce questionnaire.

Toutes les informations obtenues sont confidentielles

Toutes les questions et suggestions concernant cette recherche et ce questionnaire peuvent être dirigées vers le chercheur à l'adresse suivant:

Yves NGENZI KOME  
P.O.Box. 2315  
Waterside Residence

C.P.U.T  
Email: 204222850@cput.ac.za  
Tel: 08697208 - RWANDA

Votre bonne volonté de remplir ce questionnaire sera fortement appréciée.

## A) SOURCE D'INFORMATION

1. Déclaration: Le Rwanda offre un vaste choix d'attractions touristiques.

Définitivement d'accord	Tend à être d'accord	Indécis	Tend à ne pas être d'accord	Désaccorde

2. Déclaration: Le Rwanda n'est pas une destination chère

Définitivement d'accord	Tend à être d'accord	Indécis	Tend à ne pas être d'accord	Désaccorde

3. Parmi ces choses que trouvez-vous cher en prix ?

(X)

a) Logement (hôtels, guesthouses, motels...)	
b) Restauration (nourriture et boissons)	
c) Transport (locations de voiture, taxi...)	
d) Communication (téléphone, Internet,...)	
e) Voyage dans le pays (Visite des gorilles,...)	
f) Autres, indiquer s.v.p .....	

4. Déclaration: Les rwandais sont hospitaliers

Définitivement d'accord	Tend à être d'accord	Indécis	Tend à ne pas être d'accord	Désaccorde

5. Que parmi ces choses pensez-vous ont besoins des améliorations pour faire le Rwanda une meilleure destination touristique?

(X)

a) Services d'information de touristes	
b) Place d'attractions de touristes	
c) Infrastructures de base (l'Eau, Vidanges, l'Electricité,...)	
d) Facilités de Télécommunications	
e) Facilités de logement	
f) Divertissement et loisirs (Restaurants, barres, des théâtres...)	
g) Le niveau du service	
h) Autres, indiquer s.v.p .....	

6. Déclaration: Les attractions au Rwanda sont facilement accessibles

Définitivement d'accord	Tend à être d'accord	Indécis	Tend à ne pas être d'accord	Désaccorde

7. Déclaration: Le Rwanda est connu comme destination touristique

Définitivement d'accord	Tend à être d'accord	Indécis	Tend à ne pas être d'accord	Désaccorde

8. Déclaration: Le Rwanda a une bonne image au niveau internationale.

Définitivement d'accord	Tend à être d'accord	Indécis	Tend à ne pas être d'accord	Désaccorde

9. Déclaration: Le Rwanda a une culture attrayante et riche

Définitivement d'accord	Tend à être d'accord	Indécis	Tend à ne pas être d'accord	Désaccorde

10. Déclaration: Le Rwanda a un environnement beau et intact.

Définitivement d'accord	Tend à être d'accord	Indécis	Tend à ne pas être d'accord	Désaccorde

11. Parmi ces facteurs que pensez-vous ralentis la croissance du tourisme au Rwanda?

(Vous pouvez cocher plus d'une option) ( X )

a) L'instabilité économique	
b) Service financiers peu satisfaisant	
c) L'instabilité politique dans la région	
d) Système de gestion de la destination	
e) Système de gestion des ressources du tourisme	
f) L'image négatif international	
g) Promotion insatisfaisante du tourisme intérieurement et internationalement	
h) Autres, indiquer s.v.p .....	

12. Déclaration: Le tourisme se développe dans le Rwanda d'après guerre

Définitivement d'accord	Tend à être d'accord	Indécis	Tend à ne pas être d'accord	Désaccorde

TOURISTES INTERNATIONALES SEULEMENT

13. Le Rwanda est facilement accessible de l'extérieur (considérant la disponibilité des vols, prix des vols)

Définitivement d'accord	Tend à être d'accord	Indécis	Tend à ne pas être d'accord	Désaccorde

14. Combien de temps (en jours) est-elle/ était-elle votre visite?

Moins de 3 jours	Entre 3 jours et 1 semaine	+ de 1 semaine mais - de 1 mois	1 mois ou plus

15. Quel était le but principal de votre visite au Rwanda?

Vacances	Visite d'amis et parents	Affaires	Conférence / réunion	Autres

16. Comment avez-vous entendu parler du Rwanda pour la première fois?  
À travers :

T.V. / Radio	Amis	Agent de voyage	Journal / Livre	Internet
Autres, indiquer s.v.p .....				

**B) CLASSIFICATION DU REpondant**

1. Genre

Masculin	Féminin

2. Age

Au-dessous 21	21 - 34	35 - 49	50 - 64	65 ou plus

3. Nationalité .....

4. Lequel des suivants décrit mieux votre situation ?

( X )

a) Travail payé à plein temps	
b) Travail payé à temps partiel	
c) Etudiant	
d) Retiré	
e) Chômeur	
f) Autres, indiquer s.v.p .....	

Si vous souhaitez fournir des commentaires concernant cette recherche, utilisez s.v.p l'espace ci-dessous :

Si vous voudriez la rétroaction sur cette recherche, mettez s.v.p votre email adresse dans l'espace ci-dessous

Email:

**NOUS APPRÉCIONS BEAUCOUP VOTRE PARTICIPATION**

**MERCI**

## **APPENDICE J :**

**Questionnaire in French to workers in the tourism  
industry of Rwanda.**

# CENTRE DE LA RECHERCHE SUR LE TOURISME EN AFRIQUE

CAPE PENINSULA UNIVERSTIY OF TECHNOLOGY

## QUESTIONNAIRE b

### **BARRIÈRES PERÇUES AU DÉVELOPPEMENT DU TOURISME AU RWANDA COMME DESTINATION TOURISTIQUE**

Le département de la recherche à l'université de Technologie du péninsule du cap (CPUT) a identifié le "tourisme en Afrique" comme secteur de recherches. En tant qu'étudiant du CPUT, j'ai répondu en identifiant un sujet de recherches en tant que "barrières perçues au développement du tourisme au Rwanda comme destination touristique"

#### **COMMENT REMPLIR CE QUESTIONNAIRE**

- ◆ Les personnes qui remplissent ce questionnaire devraient être des employés, des employeurs et autre impliqués dans le secteur du tourisme au Rwanda.
- ◆ Veuillez placer un "X" dans le bloc que vous souhaitez choisir votre réponse à cette question à moins qu'une réponse détaillée soit demandée.
- ◆ Si vous souhaitez ajouter un commentaire sur cette recherche, ajoutez – s.v.p la dans l'espace fourni.
- ◆ Si vous souhaitez remplir le questionnaire en Anglais, contactez s.v.p la personne qui vous a donné ce questionnaire.

Toutes les informations obtenues sont confidentielles

Toutes les questions et suggestions concernant cette recherche et ce questionnaire peuvent être dirigées vers le chercheur à l'adresse suivant:

Yves NGENZI KOME  
P.O.Box. 2315  
Waterside Residence

C.P.U.T  
Email: 204222850@cput.ac.za  
Tel: 08697208 - RWANDA

Votre bonne volonté de remplir ce questionnaire sera fortement appréciée.

## A. SOURCE D'INFORMATION

1. Parmi ces endroits pour lequel travaillez-vous?

( X )

a) Hôtel, Guesthouse, Motel ...	
b) Office du tourisme	
c) Agence de Voyage	
d) Organisateur de voyages	
e) Restaurant, Bar	
f) Autres, indiquer s.v.p .....	

2. Travaillez- vous dans le :

Secteur privé	Secteur public	S'auto emploie

3. Déclaration: Votre business est profitable au Rwanda

Définitivement d'accord	Tend à être d'accord	Indécis	Tend à ne pas être d'accord	Désaccorde

4. Quelle est votre qualification?

( X )

a) Certificat du primaire	
b) Trois ans de secondaire	
c) Certificat du secondaire	
d) Baccalauréat	
e) Licence	
f) Maîtrise	
g) Doctorat	
h) Autres, indiquer s.v.p .....	

5. Combien d'années d'expérience avez-vous dans l'industrie du tourisme?

..... Années

6. Déclaration: Les prix de nos services sont raisonnables aux touristes

Définitivement d'accord	Tend à être d'accord	Indécis	Tend à ne pas être d'accord	Désaccorde

7. Déclaration: Le tourisme se développe dans le Rwanda d'après guerre

Définitivement d'accord	Tend à être d'accord	Indécis	Tend à ne pas être d'accord	Désaccorde

8. Parmi ces choses que pensez-vous ont besoins des améliorations pour faire du Rwanda une meilleure destination touristique?

(Vous pouvez cocher plus d'une option) **(X)**

a) Services d'information de touristes	
b) Place d'attractions de touristes	
c) Infrastructures de base (l'Eau, Vidanges, l'Electricité,...)	
d) Facilités de Télécommunications	
e) Facilités de logement	
f) Divertissement et loisirs (Restaurants, barres, des théâtres...)	
g) Le niveau du service	
h) Autres, indiquer s.v.p .....	

9. Que pensez-vous pourra mieux vous motiver pour améliorer votre travail?

**(X)**

a) Une Formation	
b) L'Amélioration du salaire	
c) L'Amélioration des conditions de travail	
d) Le Réorganisation de votre travail	
e) Fournir des subventions	
f) Autres, indiquer s.v.p .....	

10. Quelle rétroaction (feedback) obtenez-vous des touristes ?

Entière satisfaction	Satisfaction	Indécis	Demande de l'amélioration

11. Déclaration: Il y a assez de fonds assignés au développement du tourisme au Rwanda

Définitivement d'accord	Tend à être d'accord	Indécis	Tend à ne pas être d'accord	Désaccorde

12. Parmi ces facteurs que pensez-vous ralentis la croissance du tourisme au Rwanda?

(Vous pouvez cocher plus d'une option) **(X)**

a) L'instabilité économique	
b) Service financiers peu satisfaisant	
c) L'instabilité politique dans la région	
d) Système de gestion de la destination	
e) Système de gestion des ressources du tourisme	
f) L'image négatif international	
g) Promotion insatisfaisante du tourisme intérieurement et internationalement	
h) Autres, indiquer s.v.p .....	

## B. CLASSIFICATION DU REpondANT

1. Genre

Masculin	Féminin

2. Age

Au-dessous 21	21 - 34	35 – 49	50 – 64	65 ou plus

3. Nationalité .....

4. Lequel des suivants décrit mieux votre situation ?

( X )

a) Travail payé à plein temps	
b) Travail payé à temps partiel	
c) Etudiant	
d) Retiré	
e) Chômeur	
f) Autres, indiquer s.v.p .....	

5. Si la réponse à la question ci-dessus était un travail permanent ou à temps partiel payé, lequel décrit mieux votre poste?

( X )

a) Haute direction	
b) Directeur de la gestion	
c) Agent administratif	
d) Main-d'œuvre	
e) Autres, indiquer s.v.p.....	

Si vous souhaitez fournir des commentaires concernant cette recherche, utilisez s.v.p l'espace ci-dessous :

--

Si vous voudriez la rétroaction sur cette recherche, mettez s.v.p votre email adresse dans l'espace ci-dessous

Email:
--------

**NOUS APPRÉCIONS BEAUCOUP VOTRE PARTICIPATION**

**MERCI**





