

ASSESSING THE ROLE OF LOCAL GOVERNMENT TOWARDS THE  
DEVELOPMENT OF TOURISM IN RWANDA: A CASE STUDY OF  
MUSANZE DISTRICT

BY

JEAN CLAUDE TUYISHIME

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**DECLARATION**

The content of this work is my own and has not been submitted to any institute or university for academic qualifications. Where it is indebted to the work of others, the acknowledgment has been made.


Signed .....

**JEAN CLAUDE TUYISHIME**

2023

**APPROVAL**

This research report entitled "Assessing the role of local government towards the development of tourism in Rwanda: a case study of Musanze district." has been conducted under my supervision and is now ready for submission to Academic Board of Kabale University for approval.

Signature.....

Date ..... Date: 16/03/23

**DR. NUWE JOHN BOSCO**

(Supervisor)

**DEDICATION**

**This is a dooication** to my parents, lecturers and relatives who greatly inspired me and keenly wed the developments made in my studies

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## LIST OF ABBREVIATIONS AND ACRONYMS

<b>OESA</b>	Common Market for Eastern and Southern Africa
<b>GDP</b>	Growth Domestic Product
<b>ODE</b>	Overseas Development Institute
<b>PTA</b>	Preferential Trade Area
<b>SACOLA</b>	Sabyinyo Community Livelihoods Association
<b>SADC</b>	Southern African Development Community
<b>ST-EP</b>	Sustainable Tourism for Eliminating Poverty Program
<b>T &amp; T</b>	Tourism and travel
<b>UNWTO</b>	United Nation World Tourism Organization
<b>UN</b>	United Nations
<b>US</b>	United States
<b>WEF</b>	World Economic Forum
<b>WTO</b>	World Tourism Organization
<b>WTTC</b>	World Travel and Tourism Council



## CHAPTER ONE

### INTRODUCTION

#### 1.0 Introduction

**Tourism** destination has recently emerged as a key issue in the development agenda for the tourism industry in many developing countries (Del Rosso, 2017). It is also one of the most effective drivers of the sustainable development of regional economies. Many developing countries promote tourism destination as it offers the potential for creating jobs, improving community incomes, and increasing both foreign exchange earnings and government revenues (Willard et al, 2017). Local and national authorities are increasingly taking the measures of protecting tourism destinations and placing it on their agendas because of its shared contribution to local economy (Bush et al, 2014).

#### 1.1 Background to the Study

According to (WTO, 2016), local governments around the world are increasingly recognizing the power of tourism destinations conservation and preservation because it leads to the nation's development and prosperity. As more tourism destinations emerge and competition for visitors become more intense, a destination's ability to project itself on the world stage and differentiate itself from others is ever more important. This can only be found by conservation and preservation of tourism destinations done by local governments. Recent statistical information indicates that tourism is one of the largest and fastest growing industries in the world (RDB, 2018).

According to Azizan (2012), local governments play a key role in promoting tourism destinations in numerous ways. For instance, local governments put in place different marketing strategies that enable tourists and visitors from different corners of the world come to visit different tourism attractions. This makes a number of tourism destinations to be popular and known at the world level thus attracting large numbers of tourists, at the same time improving the image of tourism destinations.

As global tourism competition rises, countries and local governments have invested much in conservation and preservation of tourism destinations to rebrand tourism destinations, create positive image in the eyes of visitors and be able to compete with other countries offering the

products and stand a competitive advantage. This is in relation to a startling fact that only 15 are attracted by destination image from 2005 to 2010 to only 10 major es devoted to conserve their destinations (Hall, 2010). This makes conducting effective tourism

ion preservation and conservation extremely important in receiving repeat visitors than customers. For instance, it is estimated that 90 percent of the visitors to Sydney, Australia, during the Olympic Games would return for another visit because of their local conservation and preservation of destination areas (Cevat, 2011).

09. for example, most African states in general but Central Africa Republic, in particular, established new tourism destination map as a strategy to preserve the destinations to build **globalized** competitive tourism market so destinations provided facilities and tactics to increase **satisfaction** and loyalty of their customers. Central Africa Republic's local governments initiated

improvements of historical buildings, cave, lakeshore, forests, increasing infrastructure including **roads**. establishment of recycling, renewing and re-using biodegradable materials causing environmental degradation and hindering tourism destinations. This tourism destinations conservation and preservation applied by Central Africa Republic local governments increased the value of successfully building and managing a destination's brand promoted Central Africa Tourism sector to USD 764.3 billion in 2011 (4.7%). (Stipanuk et al, 2016).

According to RDB (2018), Rwanda Local government has put endless effort in the conservation and preservation of tourism destinations since 2005. Rwanda, as landlocked country in central Africa, also known as the land of a thousand hills, has 5 volcanoes, 23 lakes and numerous rivers as well as many other tourism destinations. The districts, sectors, cells and villages cooperated with central government devoted in 2005 to conserve the Rwanda tourism destinations. The following are the tourism destinations in Rwanda: mountain gorilla, museums, three resort towns of Rubavu, Rusizi and Karongi were established to unify lake shores, protecting the sites from citizens' damages etc. Of these, mountain gorillas have played a major role in the promotion of the Rwanda tourism industry (Woodring et al, 2014). The Rwanda Local government, in collaboration with Rwanda Development Board, has established gorilla trekking guidelines. In addition to this, she has promoted mass education to the local communities and permitted their participation in the preservation and conservation of species from mountain gorillas. For the sake of conservation, Rwanda government doubled gorilla permit fees from \$750 to \$1,500 in 2017 for

both local and foreign tourists. This intended to preserve these species estimated to about 880 s remaining in the world surviving only in Uganda, Rwanda and Democratic Republic as indicated by the Worldwide Fund for nature (WWF) (Dianne et al,2016).

ite conservation and preservation policies that African governments have put in place, most **rism** destinations are not yet developed since a lot of illegal activities like poaching, ueforestation. bush burning, among many others are still a challenge. This study therefore set out nvestigate whether there was sufficient contribution from local governments to the - servation and preservation of tourism destinations.

**Tourism** is e:-:pected to support economic diversification and drive social-economic development *goals* (Valle & Yobesia, 2009). Countries in Sub-Saharan Africa, consider tourism a viable export **on** account of the destinations' competitive pristine natural attractions, rich cultural and historical

eritage. This advantage is projected to sustain tourism's growth; for instance, in the East African -,ub-rt:gion. Rwanda s inbound tourist arrivals grew at an average 7%, three percentage points above the African average in the period between 2012 and 2015 (UNWTO, 2016). According to the Rwanda national tourism policy, the country projects to grow international tourist arrivals to 2.2 million visitors in 2020 from 1.2 million in 2014. This is expected to earn Rwanda \$627 million in revenues (Ministry of Trade and Industry, 2009). Under Rwanda's Vision 2020 and the Economic Development and Poverty Reduction Strategy (EDPRS II), tourism is anticipated to contribute to increased government revenues, better balance of payments and a sustained economic growth with equitable distribution of benefits to all Rwandan nationals. In addition to generating foreign exchange earnings and creating jobs for the economy, tourism is projected to promote trade, investment and significantly spur development of other sectors of the economy.

## 1.2 Problem Statement

According to UNEP (2016). tourism destinations face challenges of over population and over exploitation of resources. This is attributed to by the fact that human population keeps enlarging, thus there is a lot of pressure on the utilization of natural resources. Other challenges like poaching, deforestation, over grazing and bush burning lead to destruction of tourism destinations and the environment at large thus impacting the eco-systems within the environment and causing environmental erosion. Furthermore, (UNEP, 2016) states that much human consumption of the

non-renewable resources can outstrip available resources in the near future and a **extent** impact negatively the environment during extraction and utilization of resources.

Studies conducted by different scholars including Hudson and Ritchie (2009) state that many **en**;es like deforestation, illegal hunting of wildlife, grazing in tourism destinations like **ional** parks and bush burning existing at destinations are too excessive and need to be mitigated **deed** conservation and preservation are to be achieved. A study conducted by Solley and **ayne** (2017) cites a challenge of natural disasters like earthquakes, soil erosion and climate

**m-e**. In Rwanda, tourism greatly relies mainly on natural attractions and that is why gorilla **ansm** has been the key product. All these natural attractions are accessed through nature, walks, **trekking** and hiking. Despite the importance tourism activities, little concern has been given to the **or** the role of local governments in the development of tourism, thus the necessity to relate **aid rind** out; can local government role related to tourism be given priority in all strategies **eloped** in Musanze District?

### 1.3 Research Objectives

#### 1.3.1 General Research Objective

To examine the contribution of Local **III** development of tourism destinations in Rwanda m Musanze District.

#### 1.3.2 Specific Research Objectives

- (a) To examine how local governments contributes to the development of tourism in Musanze District.
- (b) To assess possible challenges faced by local government related to the tourism development initiatives in Musanze District.
- (c) Establishing the best management practices for local government to develop tourism in Musanze District.

### 1.4 Research Questions

- (a) How does local government contribute to the tourism development in Musanze District?
- (b) What are the possible challenges faced by local government associated with tourism development in Musanze District?

**correlation** between tourism activities and role of local government in Musanze

District?

### 1.5 Scope of the Study

The study was conducted as a period of one year (2022-2023). The geographical scope was Musanze District in the Northern part of Rwanda, and the research intended to examine the contribution of Local Governments to the development of tourism destinations in Rwanda in Musanze District.

#### I. Significance of the Study

The study was intended to come up with findings related to the correlation between the activities, tourism development, so that policy makers can improve on their task of making tourism more viable and meaningful to the stakeholders and the general development agenda of the Government and other tourism stakeholders due to its attempt to identify and suggest ways in which local government officials contributed to tourism development. The result of this study was a guide to take immediate measures to solve some challenges facing the efforts of tourism development by local government.

The study attempts to raise the voices of the local leaders who have not yet enjoyed the full benefits of tourism, despite the fact that most of the tourist attractions are situated within their local areas. Finally, the study will serve as an important reference for further research (study) and by academic institutions in this dynamic area of the tourism industry.

Furthermore, this can lead to an informed approach to solve the identified challenges. Finally, this may be useful in conducting further research.

#### 1.7 Limitations

The researcher was encountered problems with respondents who refused to provide the needed information. The researcher tried to explain thoroughly the objectives of the study

## CHAPTER TWO

### LITERATURE REVIEW

#### 2.0 Introduction

**According to** Walle (2017) conservation is the protection of natural things such as animals, plants, **to** prevent them from being spoiled or destroyed. Also conservation is careful preservation and **ion** of something. especially planned management of natural resources to prevent exploitation, **tion**. or neglect. It is the protection, preservation, management or restoration of natural nments and the ecological communities that inhabit them. Conservation is generally held to **de** the management of human use of natural resources for current public benefit and sustainable, social and economic utilization (Stipanuk et al, 2016).

#### 2.2. The role of Local Government in Conservation and Preservation of Tourism Destinations

##### 2.2.1 legislation

**Local** governments legislate and make decisions on areas to be visited by tourists and how they should **be** treated (Carol, 2013). This idea is supported by the study carried out by (Kalulu, 2020), which confirms that indeed local governments in Rwanda make key decisions and policies on conservation **and** preservation of tourism destinations. The enforcement made by local governments are called local enforcement and cover issues such as **the** activities permitted on public land, animal management, and use of infrastructure like lakes, rivers, industries, roads, forests, historical buildings, etc.

Local governments have a vital responsibility of enforcing local laws, especially governing tourism destinations and other legislation over which they have authority. These legislations are guided by policies. Developing and implementing these policies are key functions in the conservation and preservation of tourism destinations by local governments (Carter, 2011 ).

A revised Rwanda Tourism Strategy ("Sustaining the Momentum") was elaborated in 2007. A **liarional** Tourism Policy was put in place in 2006, a revision of which is currently under way. With support from the United Nations World Tourism Organization, the government of Rwanda has also prepared a 10-year Sustainable Tourism Development Master Plan (Republic of Rwanda 2002, 2007b, 2009a. and 2009b).

Rwanda has identified tourism **in** its Economic Development and Poverty Reduction Strategy as a national priority sector to eradicate poverty (Republic of Rwanda 2007). According to rough estimates, each of the three big business hotels in Kigali generates about \$500,000 per year in income for semiskilled and unskilled workers, food producers, and artisans. Tourists visiting the VNP and the

"... area generate around \$1 million in income for poor workers and producers. In addition, the ... receives large amounts of donations and grants<sup>7</sup> (SNV and ODT 2008).

## 2.2.2 Partnership development

Local governments aim to promote and establish partners in conservation of tourism destination that ... to attract more tourists. According to Solley (2017), when local governments engage in ... partnerships in conservation of tourism, tourists are likely to benefit from tourism ... in different ways, such as quality assurance of areas; like international hotels, tourists will ... high quality services and customer services and premium memberships will reduce risks and ... a destination's image. The establishment of active Partnership Program by local governments

... provide communities with positive economic and social benefits from the national park, thereby ... encouraging them to support conservation (Sidles et al, 2017).

Authors, for example, have suggested that NGOs in developed countries preferentially operate tourism enterprises themselves, or form partnerships with government agencies in tourism policy management for protected areas Lovelock B. (2002). In developing countries, in contrast, ecotourism approaches by NGOs commonly combine nature conservation and poverty alleviation, ... in challenging political circumstances. Tactics include the establishment of community-based

ecotourism projects Scheyvens B (2002). and campaigns to promote social awareness or create social ... to halt unsustainable developments Lovelock B (2002).].

Rwanda's Vision 2020 and the Economic Development and Poverty Reduction Strategy (EDPRS II), tourism is anticipated to contribute to increased government revenues, better balance of payments and ... a sustained economic growth with equitable distribution of benefits to all Rwandan nationals. In addition to generating foreign exchange earnings and creating jobs for the economy, tourism is projected to promote trade, investment and significantly spur development of other sectors of the economy

### 2.2.3. Education and awareness

According to Hall (2010), local governments strengthen conservation education and awareness in the communities around tourism destinations as well as ... citizens in the areas. Studies agree that educating the locals about conservation and preservation promotes awareness to the residents on how ... to make destination conservation. While the success of the Revenue Sharing Programmed may be mixed, concern has often been expressed that the current process used to identify and select projects tends to favor infrastructural projects that benefit the district rather than the community members that are most directly impacted by the park.

reliant on wildlife based tourism for 90% of its tourism generated revenues ). The principle wildlife attractions are Volcanoes National Park which offers city for gorilla tracking. Nyungwe tropical forest, the largest remaining track of ---- fYni in East and Central Africa and Akagera National Park which offers a typical Savanna experience

## 22 Revenue Sharing

Bush, Hanley, and Colombo (2008) note that the Virunga mountain gorilla represents an isolated population in an upland area surrounded by a sea of humanity at some of the highest densities on the African continent overseen a revenue-sharing scheme whereby 5 percent of tourism

-es from VNP fees are injected into local community projects around the national park to ensure me local people feel some ownership of the parks (box 14.2). Although it is not known what rion of the budget of local councils is represented by the shared revenue, it is clear that local emments must be actively involved in selecting local projects to finance.

### !...:-5 tloman wildlife conflict Management

as does mean that the programme fails to address the aims of reducing illegal activities by providing temnatives for park resources, and reducing human wildlife conflicts. It will therefore be vital to reientate the focus of revenue sharing towards more sustainable natural resource management and ronrllict reduction priorities (Bosse Iman, 2015). This means that local governments promote greater participation of grassroots community members in the identification and implementation of \_ 'lservation projects. This purpose places emphasis to ensuring that communities will gain positive environmental and socioeconomic benefits from the tourism destination. This will be achieved both by increasing the benefits to the community as well as reducing costs, such as those from crop damage. In .urn. benefits wi II serve as incentives that encourage communities to support the conservation and preservation of the tourism destination (Chmura, 20 18).

According to Del Ross0 (2017) enabling visitor growth and tourism development have not been 1r2Ji1ional functions of local government, who have often seen their role as limited to providing the utilities and amenities required and administering necessary planning and development processes Cessford.,2017).

Rwanda Local authorities support for tourism brings economic, social and biophysical benefits to host communities. Tourism is also seen as an area of investment that allows councils to fulfill their dual responsibilities of economic development and the provision of facilities and services for local communities, as well as for visitors and the industry itself (Carol, 2011).



## 2.2.1 Tourism facilities development

WTO (2008: 13) has identified that local governments and authorities are playing an important role in economic development, especially when it comes to sectors with above-average growth potential.

This is achieved through local governments providing several types of tourism facilities and tourism services to develop potential tourism destinations and lure visitors to come and visit the developed area – destination. In relation to the above, local governments develop potential tourism attractions **from** natural reserves, game reserves, aquatic attractions and zoos.

Rwanda has set a target of 1.3 million tourist arrivals with revenue of over US\$624 million in as far as the growth and development of the tourism sector is concerned, moving towards year 2020. The country has experienced a number of public sector reforms. In the few years back, the various government institutions under the guidance of Rwanda Development Board (RDB) have rolled out various new and creative events and activities in the tourism sector. The aim, proclaimed by the Ministry of Tourism and Industry, is to diversify the country's tourism offerings, sustain tourists' interest, attract more to the country, and most importantly, make them stay longer and spend more.

## 2.3 The challenges faced by local Government in Conservation and Preservation of Tourism destinations

### 2.3.1 Inadequacy of financial resource

There is an inefficient power and water supply, and the electrical power supply in Rwanda towns is inadequate and the unreliable electricity power and water supplies have a strong retarding effect

Given the rate of growth in the industrial sector, especially the energy which is a challenge to the tourism sector in Rwanda and Rwandan government must consider it as a priority, because the tourism sector cannot succeed without energy. Presence of important business challenges to the development of Rwanda's tourism industry and access to financial capital, lack of qualified human resources, and

limited understanding of customer needs have been identified as three business challenges that undermine Rwanda's tourism industry's ability to compete

### 2.3.2 Over-exploitation of Resources

According to UNEP (2016), tourism destinations face challenges of over population and over exploitation of resources. This is attributed to the fact that human population keeps enlarging, thus

there is a lot of pressure on the utilization of natural resources. Other challenges like poaching, deforestation, over grazing and bush burning lead to destruction of tourism destinations and the environment at large thus impacting the eco-systems within the environment and causing environmental erosion. Furthermore, (UNEP, 2016) states that much human consumption of the

,ring non-renewable resources can outstrip available resources in the near future and to **impact** negatively the environment during extraction and utilization of resources. -uiarion simply means more pollution and fast extraction of natural resources compared to \_\_\_ are being replaced (Hall et al.2010).

s national parks are primarily used to fund conservation efforts in the parks and worldwide marketing activities. Salaries for all of the staff are paid out of national park fees. Further **eneration** funds are contributed by NGOs such as the IGCP and CARE. These additional funds and **at have** contributed enormously to gorilla conservation successes in Rwanda. (Bush, 2009)

### 33 Participation

-ael. et al. (2013) say that every single individual is actually able to participate in protecting this \_ . "n pollution and suffocation caused by all kinds of residues and waste "produced" by the r-s ;>apulation. It is actually quite easy to go green. Protecting the environment requires that the **ment** should be every individual's responsibility and seen as privilege and honour at the same **e** the honour and privilege to protect and conserve the earth for the sake of our future generations

R anda's overall strategic vision is to focus on high-end ecotourism rather than mass tourism. In the - 5i: Rwanda Tourism Strategy, three core market segments were identified: Eco travelers, explorers, \_ :!business travelers. The targets set in that document were soon surpassed, however, mainly through **e** success of the gori I la product.

#### LIA Illegal use of resources

Resources that are supposed to go towards infrastructure and tourism development are often diverted for personal gain by corrupt governments. For example, in the tourism industry in Belize,the elites use **the** industry and other resources under their command to pursue personal ambitions, both legal and illegal (Duffy 2000). According to Das & DiRienzo (2010), misallocation of resources and general corruption make it harder to conduct business or even enter the market. This is because the presence of corruption through the form of bribery or approval of mefficient projects raise the costs involved and reduce the incentive for members of the market. Corrupt governments also may not enforce regulations that help the tourism industry. Tosun and Timothy (200 I) state that corruption would lead to shorter political regimes, which would create political instability that would make doing business more expensive and discourage investment. In such situations, the business climate can be toxic. Political instability creates uncertainty which scares potential investors away.

in Rwanda, the touristic attractions, especially protected areas, have high biodiversity value but are **not** surrounded by communities with high population density that are often poor (Masozera and Alapati, 2004; Plumptre et al., 2004; Hartter et al., 2016; Sabuhoro et al., 2017). While **eco-tourism** in protected areas is achieved when biological resources are also properly managed (Leung et al., 2018), the poor communities near national parks in developing countries such as Rwanda rely heavily on harvesting resources from protected areas; for instance, fuel wood and bush livelihood purposes (Masozera and Alapati, 2004; Sunderlin et al., 2005; Bernhard et al., 2006). In order to create a more mutually beneficial situation,

## 2.4.2 Strategies for effective conservation and preservation of tourism destinations

### Eco-tourism

Tourism destinations and local governments should adopt the best measures to protect tourism resources, which lead to eco-tourism and sustainability like installing solar panels on the roof of hotels if the environment is to be saved. Chinura also encourages the use of several strategies and methods like recycling, reducing power consumption through switching electronic devices off instead of leaving them on standby, pedestrian movement instead of using the bus to protect and conserve the environment. Lee (2020) advocates that if local governments are to have sustainability of the environment, commercial enterprises must be regulated and controlled to avoid pollution and to lower carbon emissions.

Rwanda's overall strategic vision is to focus on high-end ecotourism rather than mass tourism. In the **2011** Rwanda Tourism Strategy, three core market segments were identified: ecotravelers, explorers, and business travelers. The targets set in that document were soon surpassed, however, mainly through the success of the gorilla product.

### 2.4.2 Technology and biotechnology

Berno et al. (2015) agree that local governments should or have invested in technology and biotechnology as one of the strategies to ensure environmental protection and sustainability. Investing enables local government and destinations to protect the environment from future and potential destruction and damage. Furthermore, Bosselman proposes afforestation as a strategy for conservation and preservation of tourism destination. Planting trees and putting in place laws about afforestation, environmental protection and environmental protection awareness will equip the masses to advocate the importance of conservation and preservation of tourism destinations. In addition, planting trees improves the air quality of the tourism destination by absorbing carbon dioxide and releasing oxygen. They also give us food and shade (Bosselman, 2015).

Rwanda contributed character information communication technology contributions to tourism stakeholders at the local level, where the contribution was limited to telephone subscriptions and their uses, for example, for mobile money transfers. The future of information communication technology contributions to tourism stakeholders is positive, if integrated value chain approaches are adopted to benefit poor communities at a tourist destination being visited. A model of an information communication technology village for the development of a tourism village is proposed.

### 2.3 Strengthening Partnerships

Partnership strategy is formal, comprehensive, and systematic reciprocal cooperation, to clarify objectives, make decisions, and check progress towards objectives. Braimah, (2009), relationship between organizations to achieve goals that cannot be achieved alone, process in which all partners - working to change fundamental business practices with aim of reducing duplication and waste of resources and facilitating improved performance.

Rwanda, Partnership strategy is temporary and contractual relationship between companies that remain independent, aiming to reduce uncertainty surrounding the realization of the strategic goals of inter-dependent partners by coordinating or running together several activities [20]. Partnerships are fundamental to achieve scalability and to expand to other markets (Asher, (2003)).

#### 2.4.4 Adverts

**Marketing.** Following the passing of formal tourism plans in Rwanda, a national campaign was launched to improve the image of tourism in the country. (The word for tourism in Kinyarwanda, the local language, means "wandering around aimlessly" and has therefore a negative connotation.) A media campaign was launched to sensitize the population and convey that the country can benefit from tourists and should therefore welcome foreigners. Simultaneously, Rwanda has worked to improve its image on an international basis. In the late 1990s international perceptions of Rwanda were primarily associated with the genocide. Even still in 2002 market research conducted in neighboring countries showed that more than half of international visitors believed that Rwanda was an unsafe destination (Grosspietsch 2006).

Rwanda pursued contracting international public relations and marketing agencies in the United Kingdom and United States and launching a new Web site in 2003. In addition, Rwanda has been featured extensively in documentaries on international television channels and has received positive coverage in more than 350 credible international press publications, as well as in major travel guides.

## «= hdis- taxation

ism Organization forecasted that by 2030 international tourist arrivals will reach 1.8 billion, driven by people traveling across the globe for either leisure, business or heritage. High income regions like the European Union attract the bulk of all travel, meanwhile, Sub-Saharan Africa, South Asia, and the Arab world only have small fractions of the global tourism pie (WTTC). Tourism industries are largely labor-intensive and provide employment for the billion (Xu, 2017). Tourism also invites foreign direct investment into a country's infrastructure and businesses (Das & Di Rienzo, 2010).

relationship between tourism and another determinant, corruption. The literature does not provide a clear view on the relationship between corruption and tourism. For example, in Nigeria, paying a bribe to a government official can get a potential tourist out of cumbersome and bureaucratic regulations. In other words, corruption has the same effect as a tax, implying that tourists incur additional costs in more corrupt countries, without any additional benefits" (Poprawe 2015).

tourism sector related incentives are offered to investors. According to the investment code, exemptions are granted to investors who invest \$100,000 or more in a facility. Airplanes imported to transport tourists are tax exempt, and specialized vehicles such as hotel shuttles are exempt from import and excise duties. An investor in the tourism and hotel industry is also exempt from payment of import duties on equipment such as bedroom fittings, swimming pools, and outdoor leisure equipment.

## 24.6 Corruption

The impact of corruption on tourism isn't clear cut. Poprawe (2015) investigated the effect of corruption on tourism and found that a reduction in the perceived levels of corruption leads to an increase in tourist inflows. She found that corruption has a negative impact on tourism demand. Other studies such as Yap and Saha (2013). Das and Di Rienzo (2010) also agree that corruption negatively affects tourism. However, Yap and Saha (2013) suggest that tourist destinations that have UNESCO World Heritage historical and natural heritage sites would not have their tourism demand reduce with an increase in corruption. On the other hand, Lv and Xu (2017) and Saha and Yap (2015) find that up to a certain threshold corruption positively impacts tourism demand and after that, it negatively affects international tourism demand. Rwanda has been featured extensively in documentaries on international television channels and has received positive coverage in more than 350 credible international press publications, as well as in major travel guides. Rwanda has also represented itself well at major tourism fairs since 2000, earning

for the best African stand at the International Tourism Bourse in Berlin for three

secutive years.

-- - ~

**Technology** industry is estimated to have generated at least \$34.8 billion in revenues and **hoed** about **190.00** in **publicly** traded firms worldwide (Ernst and Young, 2002). An estimated public and private biotechnology firms were in operation. These are impressive results, given -- **1992** the biotechnology industry was estimated to have contributed about \$8.1 billion. The er of modern biotechnology- based drugs and vaccines approvals have also increased - from **ut** 23 in 1990 to over 130 by 200 I. There are about 350 biotechnology-derived drugs and vaccines .. inical trials targeting over 200 diseases. A number of organisms have had their genomes (genetic composition) sequenced or decoded. The human, mosquito and malaria parasite genomes are among \_ -,se chat have been sequenced. These activities are expected to increase the number and pace of drug **and** vaccine discoveries

In Rwanda, the biotechnology industry has remained internationally competitive over the past 30 years. hosting an innovative ecosystem of biotech institutions, including the National Science and ,-echnology Development Agency (NSTDA), which plays a pivotal role in coordinating academia and industry. Rwanda has made hefty investments in tech labs and pharmaceutical companies, and the biotechnology industry is focused on diverse projects, such as plant biotechnology, animal biotechnology, and medical biotechnology.

## THREE

### RESEARCH METHODOLOGY

#### 3.0 Introduction

This chapter introduces the methodology that was used in carrying out this study. It gave techniques, procedures that were used to acquire data for the success of the study. It also described **search procedure**, **research design**, and target population, sample size, sampling techniques, data - and collection methods, data analysis, and expected Limitations of the study.

#### 3.1 Research Design

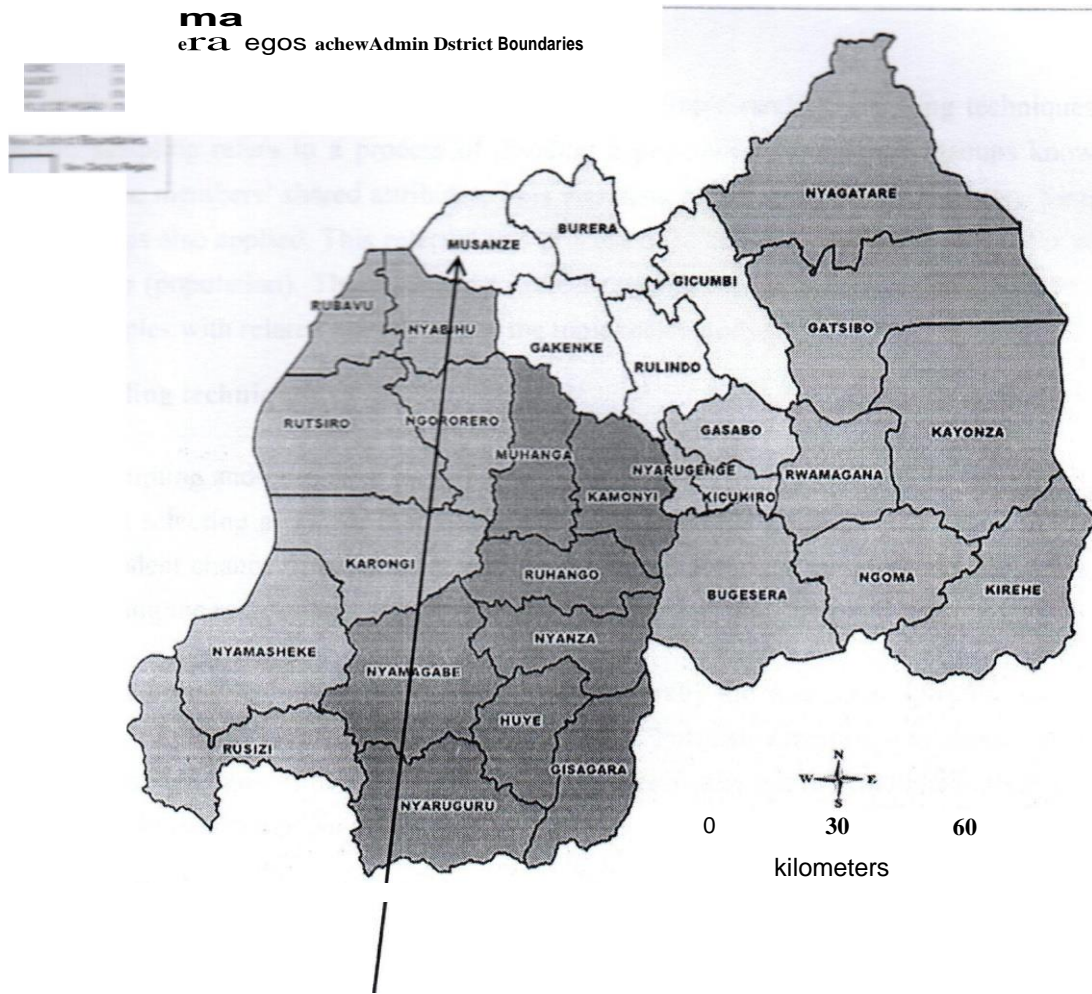
The study employed descriptive research design that helped in gathering information. Cross sectional survey was used to survey the study population. Both qualitative and quantitative data were collected. This enabled the researcher to draw valid and dependable conclusion and recommendation.

could be regarded as the arrangement of the conditions for the collection and analysis of data in **order** that aimed to combine the relevance with the research purpose. On explanatory basis for searching primary data.

#### 3.2 Target Population

The study targeted a population of 60 respondents constituting hotel managers, senior staff, tourists and community members. The study area was Musanze District incorporating the Tourism Industry different areas of Musanze. The study looked at examine the contribution of Local Governments in development of tourism destinations in Rwanda in Musanze District, from which the sample was collected purposely. The sample helped to form a basis on their accessibility and proximate to the researcher.





**Musanze district, Northern province in Rwanda**

### J.J Sample Size

-\ sample size of 50 respondents were selected from the target population of 60 as recommended by Krejcie and Morgan (1970) table for determining sample size for research activities.

**Table 3.1. Sample Selection**

Respondents	Sample selected
Researcher staff	3
Head Guide	1
Manager	10
Tourists	4
Community members	32
<b>TOTAL</b>	<b>50</b>



### 3.4 Sampling Methods

The study employed purposive sampling and simple random sampling techniques. Stratified sampling was used by dividing a population into smaller groups known as strata based on their attributes. This was done by grouping the respondents. Simple random sampling was also applied. This is referred to a process of selecting a group of subjects for study from a larger group (population). This intended to select respondents since each stratum will be assumed to contain couples with related knowledge on the topic under study.

#### = Sampling techniques

Random sampling and purposive sampling techniques were employed. Random sampling technique is a process of selecting a sample that allows all members of the group or population to have an equal independent chance of being selected for the sample. Random sampling technique was employed in selecting the respondents at operational level. This was done to avoid bias.

Purposive sampling technique refers to a process whereby the researcher selects a sample based on experience or knowledge of the group to be sampled. Purposive method was applied when selecting interviewers and head guides because there is need to specifically get information from respondents who are directly involved in administrative duties.

### 3 Data Collections Methods.

The researcher used the following methods to collect data.

#### 3.6.1 Observation Method.

Observation is a method of collecting data by researcher from the area of study using his or her naked eyes. The researcher used observation method where he closely saw the way how records were maintained and stored. (Chaplin 2004).

#### 3.6.2 Interview Method .

Interviewing is the face to face conversation between an interviewer and respondents who were selected for the purpose of obtaining information. The researcher used the interview method through approaching herself on personal contacts with respondents. The interview method focused on, hotels and tourism development in Musanze district and finally it proposed and found out the contribution of local Governments in development of tourism destinations in Rwanda in Musanze (Chaplin 2004).

#### 3.6.3 Questionnaire Method

A questionnaire is a predetermined list of questions which are answered by a subject respondent without supervision or explanation by the interviewer. This was used by researcher to get information especially lecturers from education department. Both open ended and closed questions were set to

...the chance of response questions and closed ended questions enabled the respondents to choose the right answer of her choice.

### 3.2.2. Observation method

According to (Creswell, 2003) an observation check list is defined as the schedule that shows all the things that the researcher intends to do when collecting data. This is particularly being useful for studying circumstances where a respondent normally replies to questions or interview.

3.2.2.3. Analysis and Presentation.

The data collected, interpreted, analyzed, organized, typed, coded and printed as a draft report.

The methods such as discussion and expectations will be used to present data. Data will then

be edited, coded, and presented in form of tables, for easy interpretation and understanding.

### 3.2.3. Research Procedure

The researcher followed systematic procedure. The researcher got a Letter of Introduction from the Department,

Tourism and Hospitality Management at Kabale University to conduct a research contribution of hotels and tourism development in Musanze District.

## 3. Limitations to the Study

The researcher was likely going to meet the following challenges while conducting this research

One researcher might meet stubborn respondents who might not be willing to give information. Therefore, the researcher might apply observation method on such respondents to avoid inconveniences.

Two. The researcher was likely going to face a challenge of limited funds to facilitate the research in order to accomplish the tasks of the research process in terms of transport, buying stationary, pens, copying, typing, binding and also in procurement of all necessary essentials for the research. In response to this the researcher was, economize the little resource that he budgeted for.

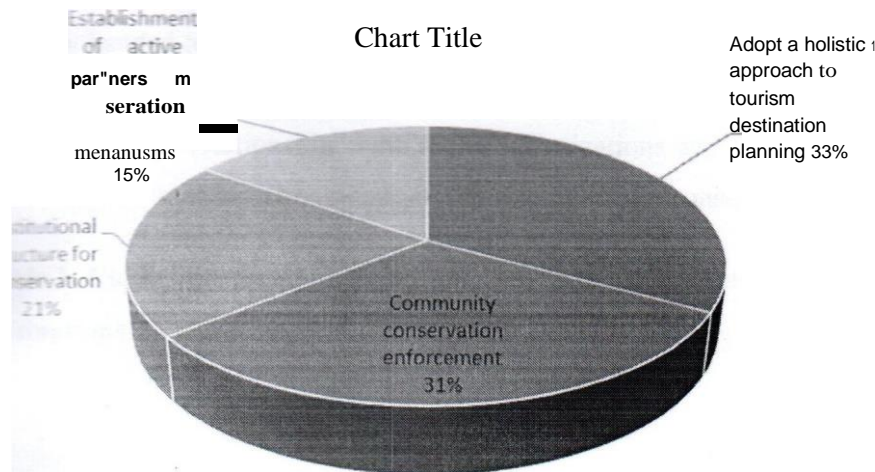
Three. The researcher might face a challenge of weather vagaries like heavy sunshine which might affect her ability to get the real information. In this view the researcher, carried an umbrella so as to overcome it.

Four. Lack of time: This might happen because the data collected may be too much and the time frame short. For the case of time the researcher, select the most relevant responses and the rest were not noted.

## CHAPTER FOUR

### DATA INTERPRETATION AND DISCUSSIONS

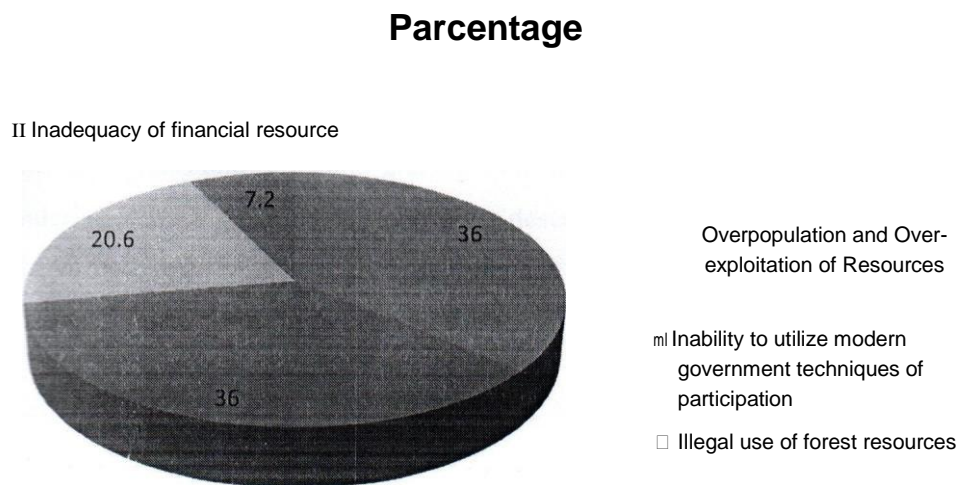
Results and Discussion  
The study investigated the role of local government in tourism development through conservation and destinations. the challenges faced by local government in conservation and tourism destinations and the strategies for effective conservation and preservation of tourism destinations. Literature was reviewed. data was collected and analyzed and presented in figures and narrative.



Findings from respondents reveal 32.9% of respondents saying that adoption of a holistic approach to tourism destination planning is one of contribution of local governments, with multi-stakeholder engagement, to cover the multi-faceted impacts of tourism growth and that local governments should put emphasis on the social and cultural fabric by creating a balance between real and staged experiences, managing tourism flow to acceptable levels, and building local capacity to appreciate the long-term value of conserving their tangible and intangible cultural assets for future generations to celebrate. This finding echoes the study by Bush (2014), which confirmed that indeed adoption of a holistic approach to tourism destination planning is one way destinations should adopt if tourism destinations are to be conserved and preserved for a long period of time and yield benefits. As can be seen. 30.9% answered that local governments ensure community conservation enforcement as a contribution. According to respondents, local governments enforce the people to maintain destination conservation and preservation, especially those who live around the tourism destinations, each tourism destination should identify and sustain an acceptable level of visitation as a management tool for tourism planning and development. Identifying a carrying capacity threshold is particularly important to manage tourists' flow and ultimately prevent compromising the environmental and cultural integrity

This finding is in agreement with the study carried out **which** supports the assertion that conservation enforcement, ~~~~ ha,e integrated the policy of carry capacity of tourism destinations to avoid destruction of **tourism** destinations. 20.6% of the respondents said local governments ensure mammal structure for conservation. For example, the Rwanda Ministry of Culture and Sport is the responsible for conservation of cultural and historical values, thus determining the istorical buildings and areas for conservation, making the official registration, preparing ation and development plans and programs, putting these plans into practice, carrying out envising the archaeological digs and managing the museums are duties and responsibilities that handed to local government. 15.4 % of respondents revealed that local governments. support --**anent of** active partners in conservation mechanisms, conservation and preservation which **strong** relationship with active organizations and institutions in the region and that local -----..\_'**P**•r establishes strong partnership for the sake of conservation of tourism destination

Table 2.: Challenges faced **by** local government in conservation and preservation of tourism **destinations**



**srce:** Field data, 2022

ngs reveal that 36% of respondents said that inadequacy of financial resources is a challenge . **urism** destination conservation and preservation need huge amount of money to get to the same 21

newer measures-- tourism that local government can't afford because of other

This finding can be supported by the study done by Manfred that most local governments have insufficient funds to develop tourism destinations renders potential tourism destination to be

developed. 36% of

there is a challenge of over population and over exploitation of resources. -

as the population increases, there will be need to use too many

resources. Other challenges include over population. illegal activities of killing animals in the parks, and so forth. In

agreement with the above finding, (WTO, 2016) asserts that as the world increases. tourism

resources and destinations are at stake, conflicts between tourism resources will increase. leading to

destruction of tourism destinations thus making and preservation difficult to achieve.

% of respondents revealed that there is a challenge of inability to utilize modern government techniques of participation.

According to respondents, to maintain effective tourism, conservation and preservation by local

government, there is need for active partnerships

different institutions in the country, but there has been incompetence, mostly by local governor in collaboration with other institutions to promote modern government conservation techniques of

participation. According to Del Rosso, (2017), there is need for governments to utilize modern techniques. 7.2% of

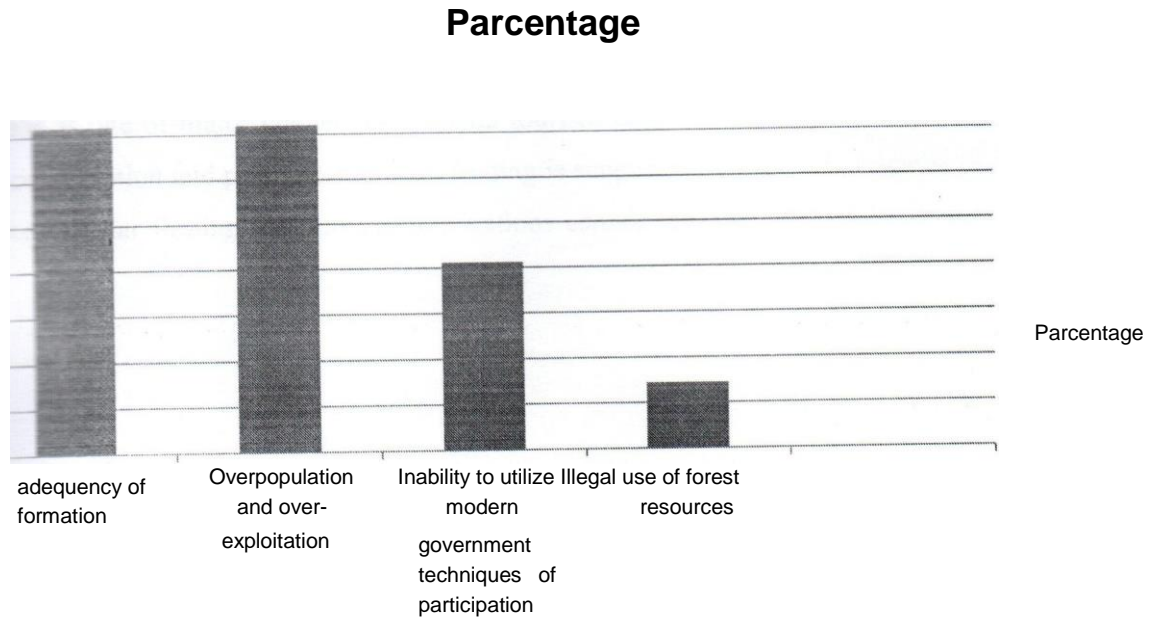
respondents revealed that there is a challenge of illegal use of forest resources. respondents revealed that developing

countries, including Rwanda, have many unemployed citizens living in the forest area, who depend on forest

resources, for example, some are cutting down the trees. killing animals and birds and grazing from the forest, all

leading to environmental degradation thus hindering tourism destination and causing desertification

### The strategies for effective conservation and presentation of tourism destination



**Figure 1:** Primary data. 2022

Results from respondents reveal 41 % of respondents said that increasing revenues shared by tourists is one of the strategies local governments should adopt. Respondents observed that for better conservation and preservation of tourism destinations, local communities have to be engaged and educated, which can be done by 100% revenue sharing and other indirect benefits of tourism to the local community to boost their morale in conserving and protecting resources.

This finding agrees with the study by Kalulu et al. (2020), who confirmed that indeed for better conservation and preservation of tourism

resources, the local people have to be brought on board through several ways; one way being through tourism revenue sharing. 30.9% answered that local governments should stick to measures of rational use of resources as a strategy. Respondents emphasized that in order for local governments to manage the overpopulation leading to over-exploitation of resources, measures like communities around Volcano national park as well as other tourism destination should be create employment opportunities.

This finding is in agreement with the study carried out by (Kalulu et al, 2018), which observes that tourism destinations should not put in place only measures to conserve and preserve tourism

people to protect tourism destinations like employing :- emments should **foel!S on wider** participation of **espents** revealed that since local government nowadays are ~ ~ gmemment techniques of participation, one of the \_ ~ ..:e;. **o.;~s.,inrions** and communities in tourism destination ~-~.s~e::led that local governments should fight against resources. According to some respondents, environmental Toenges Rwanda tourism destination faces and this tragedy makes it presenaioa. This finding *is* supported by the study done by (Kalulu, 2020), - \_ ; ..:Z:f rncism ;es:-z=-.3liios cannot develop while there is still high level

## CHAPTER FIVE

**S MARY. CONCLUSION AND RECOMMENDATIONS**

5.1 Introduction

In this chapter, I will discuss the findings, conclusions and recommendations based on an **local** government role related activities can lead to the development of Musanze District. My opinions will guide the concluding remarks while recommendations are personally developed.

### Findings in Summary and Conclusions

Contribution of local government in tourism development activities

**Sody** concludes that local governments have put in place several conservation and **nation** efforts to protect tourism destinations like adopting a holistic approach to

destination planning, community conservation enforcement, institutional structure for **ation** and establishing active partners in conservation mechanisms to flourish tourism **tion**. However, despite the above efforts put in place by local governments, tourism **tion** still face challenges like illegal use of forest resources, over population and over itation of resources. inadequacy of financial resources and inability to utilize government techniques of participation. These challenges mentioned hamper conservation and reservation and development of tourism destinations. Local governments however have come ith strategies to mitigate the challenges faced by tourism destinations like increased revenue ing. measures to appropriate use of resources and fighting illegal use of tourism destination arces. All in all, local governments play a vital role in flourishing tourism destination and acting more tourists.



o

## 2.2 Recommendations

The study recommends the following:

Rwanda government should put in place the policies and conditions to handle the issues like illegal use of forest resources in tourism destinations.

Rwanda government needs to comply with international standards. Currently, hotels are

being classified according to the EAC standard

construction of a conference center that will accommodate up to 2,000 people is under way. Should be put in plan for the development of MICE tourism that has been prepared by the Tourism Working Group

Rwanda Development Board (RDB) should ensure Revenue from tourism activities must be shared among communities around tourism destination for the sake of conservation.

- Explore possibilities of emerging to diversify in tourism sector and increase its contribution to the economy should extend the length of stay of tourists and eventually establish Rwanda as a stand-alone destination.

Rwanda Development Board (RDB) should promote Technology for a tourism as tool for national and regional development by focusing on ICT and tourism quality infrastructures.

Rwanda Development Board (RDB) should allow a wider participation of institutions in tourism destination conservation activities.

- Local government should establish appropriate measures to the use of resources.

The acreage of natural forest should be maintained as intact ecosystems to ensure the viability of the mountain gorilla and other wildlife populations.

The local government representatives could share examples of supported projects that are achieving the tourism revenue sharing objectives

- Other sectors need to be further promoted through the tourism sector in order to reduce poverty

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## APPENDIXES

### APPENDIX (I): SELF-ADMINISTERED QUESTIONNAIRE FOR RESPONDENTS

The esteemed participant.

This is to introduce myself as Jean Claude Tuyishime. I'm currently in my final year of university pursuing a Bachelors of Ecomic and Management in Tourism and Hospitality. As a requirement I'm conducting research on activities related to tourism and role of local

government in *Musanze District as a case study*'.

This is therefore to request your

assistance in responding to some questions, while I assure you that the information you will provide will remain confidential.

### CLAUDE TUYISHIME

#### SECTION A: Personal Data

VB.· Tick(✓) in the appropriate box provided:

##### I. Age of Respondents

i) 21-35	ii) 36-50	iii) 51-65	iv) Above 65

NB. Tick ( ) in the appropriate box provided. 2.

##### Gender of Respondents

i) Male

ii) Female

N. JJ: Tick (✓) in the appropriate box provided:

7. What was your daily income before tourism development in your area?

i) Below 5,000	ii) 5,000-10,000	iii) 10,000-15,000	iv) 15,000-20,000	v) 20,000+	vi) Other (specify)

NB: Tick ( ) in the appropriate box provided:

8. Do you think tourism provides a good solution for the poor in your area?

i. If yes ( ) How?	ii) 3-4 years	iii) 5-6 years	iv) 6+
ii. If no ( )			

Why? .....

N.B Tick ( ) in the appropriate box provided:

5. What is your occupation?

N.B Tick ( ) in the appropriate box provided:

i) Student	ii) Employee	iii) Self-employed	iv) Retired	v) Other (specify)
9. In what way or ways do you participate in tourism activities? Though:				
i) Supplying of goods	ii) Guiding of tourists	iii) Employee in hotels/restaurants	iv) Selling goods/services	v) Others (specify)
NB: Tick (✓) in the appropriate box provided:				
6. What was your daily income before tourism development in your area?				

i) 1,000-5,000 ii) 5,000-10,000 iii) 10,000-15,000 iv) 15,000-20,000 v) 20,000+

10. What kind of goods or services do you offer to tourists?

i) Accommodation	ii) Art and craft	iii) Transport services	iv) Other (specify)
NB: Tick ( ) in the appropriate box provided:			

11. Is tourism beneficial to you or your community?

a. Yes() h.

No ( )

c. If yes, what benefits did you get from tourism businesses?

i. Building house ( )

ii. Buy car ( )

iii. Renting a house ( )

iv. Other (specify)

12. Is tourism investment policy helping the poor to alleviate with pover

(a). Yes ( ) (b). No ( )

(c). If No, why?

.....  
.

NB: Tick ( ) in the appropriate box provided:

13. What are the contributions of tourism enterprises like hotels to the improvement of social amenities?

i) Provide sponsorship	ii) Contribute in building school	iii) Contribute in water supply	iv) Other (specify)
to students			
.....			

14. What is the level of awareness of pro-poor issues and approaches in tourism?

(a). Low (b). Normal (c). High

15. To what extent is the tourist private sector committed to pro-poor tourism and working with local communities?

(a). No (b). Low (c). Large extent

16. Is tourism development providing expected solution to poverty alleviation in your area?

(a). Yes ( ) (b). No ( ) (c). If Yes, how?

.....

d. If No, why?

17. Are the local people empowered to explore and utilize tourism opportunities as a means of improving their lives in your area?

i. Yes ) ii.

No( )

If yes. how

18. In what ways tourism can be used to enhance the livelihood opportunities in your community?

.....

19. Does the village reside involved in tourism governance in your areas?

.....

20. What would you consider as barriers affecting your participation in tourism activities?

.....

21. What actions do you think will help to reduce the barriers of participation in tourism activities?

.....



22. I las there been any action at local government or national level to strengthen the approach to pro-poor tourism?

i. Yes )

ii. No ( )

If yes. mention it:

23. How do the following tourism activities impact on poverty alleviation? a)

Employment opportunities b) Hotel accommodation

c) Selling arts and crafts d) Government taxes

e) Travel tours

.....  
.....  
.....

24.( a) What are the challenges facing tourism activities in Musanze Sector?

.....  
.....

( b) What are the measures that have been put in place to alleviate the existing challenges?

.....  
.....

*Thank you for your cooperation.*

*APP ENDJX (IfI): INTER VIEW GUIDE FOR TOURISM OFFICIALS AND LOCAL LEADERS*

**Questions:**

- I. What can you say about tourism activities on poverty alleviation in Musanze District?
2. Is tourism included in national strategies as a viable tool for poverty alleviation?
3. Are the tourist policies and strategies, identifying the problem of poverty in the local communities?
4. Is the tourist policy emphasizing empowerment of local communities to utilize tourism opportunities?  
How?
5. How do tourism investment policies help the poor to own tourism investment in their area?
6. To what extent is the private sector tourism committed to pro-poor tourism and working with local communities?
7. To what extent and through which mechanisms does tourism contribute to poverty alleviation in the local community?
8. What is your perception about tourism development as an agent for improving livelihoods of rural communities?
9. How well developed are tourism supply chain linkages with poor communities at the local level?
- I 0. How are the poor communities benefiting from taxation and charges from tourism enterprises and visitors?
11. What would you consider as barriers affecting local peoples' participation in tourism?
12. Has there been any action at national level to strengthen the approach to pro-poor tourism?

14. To what extent has tourism contributed to the following?

(a) Improvement of social amenities (b) Items supply (c) Increased incomes (d) Local businesses

15. (a) What are the challenges facing tourism activities in Musanze Sector? (b) What measures have been put in place to alleviate the challenges?

Thank you for your cooperation.