

# Sustainable Development Strategies of Domestic and International Tourism in Rwanda

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## ABSTRACT

Given the complexity of the issues surrounding the concept of sustainable tourism, the current paper tries to provide a unified methodology to assess tourism sustainability. This work paper also will help us to analyze the chapter of tourism's sustainable development, which is a development strategy. Given the economic, social and political importance in tourism, and also the overall contribution to the development of a region, we considered that a distinct approach of the tourism development strategies was required in domestic and international terms.

This is then followed by a more detailed account on the conditions for a successful sustainable tourism policy, focusing in particular on collaboration and coordination, participation, decentralisation and information as well as strategic planning. These policy instruments are seen as crucial to facilitate sustainable tourism development.

On the local level, the development strategy of Rwanda considers that tourism can become one of the key factors in the process of renewed strengths of the economy, given the fact that Rwanda has huge tourism potential, which is appropriate to the different types of tourism, at national and regional level. It is considered that one of the main issues which need to be addressed is the use of the Rwanda tourism potential and its use in inappropriate conditions.

**KEYWORDS:** *sustainable tourism, sustainable development strategy, domestic tourism, international tourism*

## 1. INTRODUCTION

In the tourism context the sustainability paradigm can be seen as a key driver for public policy development (F. D. Pineda, C. A. Brebbia & M. Mugica, 2004). Sustainable tourism derives from the concept of sustainable development referred to as the Brundtland Report (WCED,1987), which defines sustainable development as “development that meets the needs of the present without compromising the ability of future generations to meet their own needs”.

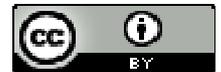
The aims of this paper are to address strategies for sustainable development of tourism in terms of domestic and international context of Rwanda. Rwanda is landlocked, hilly, fertile and densely populated with over 12.5 million people as of 2018 statistics. As published by the World Bank, Rwanda has been able to perform key economic and structural

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reforms, securing the nation's economic growth rate over the past ten years. (The World Bank 2019). Rwanda is landlocked and is situated between the Central and West African regions. The nation has three national parks listed as Nyungwe, volcanoes and Akagera. (Luberwa & Sreedhara 2016, 328.) Global statistics shows that, about 1.2 billion individuals live in extreme poverty. A quarter of these people are roughly calculated to be living in the sub-Saharan Africa with three-quarter working and living in the rural areas. As such, the United Nations commission on sustainable development suggested to governments to highly utilize tourism potentials to wipe or stamp out poverty by “increasing suitable cooperative policies with major groups, and native local communities” (Luberwa & Sreedhara 2016, 329.) Therefore, tourism has been recognized as a

priority sector to obtain Rwanda's development goals as stated in the nation's vision 2020 strategy.

This industry has accepted the concept of sustainable development and has adopted the concept of sustainable tourism. The sustainable tourism develops the idea of meeting current requirements of the tourists and of the tourism industry, while protecting the environment and opportunities for the future. The World Tourism Organization defines sustainable tourism as "tourism which leads to management of all resources in such a way that economic, social and aesthetic needs can be filled while maintaining cultural integrity, essential ecological processes, biological diversity and life support systems (WTO Report, 2002: 7). It has to meet all the economic, social, aesthetic requirements of the „actors" from tourism, while maintaining cultural and environmental integrity, the biological diversity and all systems that support life (Agenda 21 for Travel and Tourism Industry, 1992). In other words, all tourism activities in a country or region should be compatible with the maximum number of travelers and with the natural environment facilities, ensuring thus a sustainable economic and ecological functioning at all levels.

Tourism's issues are one of the most dynamic economic sectors, which recorded an upward trend with permanent changes. Since the publication "Limits to Growth" (Meadows et al., 1972) and the Brundtland Report (WCED, 1987) sustainability has become an essential issue within the discourse of policy makers and private stakeholders. In the last two decades there has been an increasing body of knowledge for providing theoretical and practical contributions to policy makers and tourism operators in order to tackle the unsustainability of tourism. Public and private stakeholders need tools for managing the negative impacts of tourism on destinations. In this perspective, various efforts have been promoted by diverse organizations such as governments, European organizations (EU) international tourism organizations (e.g., UNWTO, OECD) for enhancing sustainable tourism practices. These efforts have however led to a lack in sharing standardized indicators among destinations as well as in comparing non-homogenized data. Thus, tools for sustainable management of tourism destinations still remain a crucial issue for tourism stakeholders and scholars.

The travel and tourism industry is placed among the largest industries in the world. However, the degrading effects of tourism have become a big concern and need to be addressed quickly. With this in mind, the concept of sustainable tourism has

emerged with the aim of reducing the negative effects of tourism activities, which has become almost universally accepted as a desirable and politically appropriate approach to tourism development (Sharpley, 2003). Sustainability covers all elements that constitute a complete tourism experience. According to the majority of scientists (Briguglio, Archer, Jafari, & Wall, 1996; Butler, 1991; Sharpley, 2000; Vellas & Becherel, 1999; WCED, 1987) 'sustainable tourism development' concerns an economic, social and environmental tourism development that aims at the continuous improvement of tourists' experiences. The tourism industry has the potential to contribute to sustainable development, particularly by job creating, including employment for women and marginalised groups (Cukier, 2002; Goerg, 2000). The purpose of sustainable tourism is to make a balance between protecting the environment, maintaining cultural integrity, establishing social justice and promoting economic benefits, meeting the needs of the host population in terms of improved living standards both in the short and long term (Liu et al., 2013) in both developed and emerging nations (Mitchell & Hall, 2005; Swarbrooke & Horner, 2004) while emphasising both intergenerational equity and intra-generational equity (Liu, 2013) and in a form that can maintain its viability in an area for an indefinite period of time' (Butler, 1993, 1999). In community tourism, sustainable development is applied to improve the residents' quality of life by optimising local economic benefits, protecting the natural and built environment and providing a high-quality experience for visitors (Bramwell & Lane, 1993; McIntyre, 1993; Park & Yoon, 2009; Park, Yoon, & Lee, 2008; Stabler, 1997).

## 2. Sustainable Tourism

### 2.1. Definitions

Sustainable tourism is defined as "... a positive approach intended to reduce tensions and frictions created by complex interactions between the tourism industry, tourists, the natural environment and local communities that host tourists" (Journal of Sustainable Tourism, 1993).

Beyond Green Horizon Paper (Tourism Concern, 1992) defines sustainable tourism as "... tourism and infrastructure related to both present and future: operating between the limits of capacity for regeneration of natural resources; recognizes the contribution of local people and communities; customs and lifestyles in the tourist experience; accepts that people should have economic profits from tourism being based on their desire to be hosts to tourists".

Sustainable tourism derives from the concept of sustainable development referred to as the Brundtland Report (WCED, 1987), which defines sustainable development as “development that meets the needs of the present without compromising the ability of future generations to meet their own needs”.

Sustainability involves a wide spectrum of concepts, related to reconciling economic, social, and environmental issues, such as the bio, green economy, or circular economies. All of them are based on responsible consumption and production through the efficient use of resources and waste reduction.

From a general economic perspective, the bio economy refers to the set of economic activities related to the invention, development, production and use of biological products and processes. The bio economy concept was firstly introduced by Georgescu-Roegen and refers to the survival of humanity based on free energy sources, such as the energy received from the sun or the Earth. The bio economy approach holds a weak position on sustainability since it is focused on using natural resource inputs to production processes and does not completely consider the social dimension.

For Ruhanen et al. ecological tourism (ecotourism) is seen as a synonymous with sustainable tourism, although other authors think that this is not necessarily true. Wall argues that ecotourism is not automatically sustainable. It must be economically viable, environmentally appropriate, and socio-culturally acceptable to be considered sustainable. In fact, most of the tourism literature focused on sustainable issues refers to the ecotourism concept which involves socially responsible travel, personal growth, and environmental sustainability. According to Weaver and Lawton, ecotourism should satisfy three core criteria, i.e., (1) attractions should be predominantly nature-based, (2) visitor interactions with those attractions should be focused on learning or education, and (3) experience and product management should follow principles and practices associated with ecological, socio-cultural and economic sustainability.

The expert in the field (Nistoreanu and Tigu, 2006) believe that sustainable development is not only a fashion but a necessity imposed on the one hand by the high level of development reached by some countries on the other hand by the “remaining behind” economy of many other states.

Since its inception in 1987, the concept of sustainable development has permeated into all economic and social areas, from sustainable agriculture to sustainable transport and sustainable tourism.

Through the joint work of IUCN (International Union for Conservation of Nature), WWF (World Federation for Protection of Nature), FNABE (European Federation of National Parks and Natural) since 1991, it has been defined the concept of sustainable tourism: “all forms of tourism development, management and marketing of tourism that respects the natural, social and economic integrity of the environment, ensuring the exploitation of natural and cultural resources for the future generations”. (Istrate, Bran and Red, 1996). From this definition it follows that any form of tourism should respect the sustainable development principles, starting from ecotourism, green tourism and rural tourism, to business tourism or automobile tourism.

The term is utilized in discourse of planners and politicians and it has been used in the business sector as marketing argument. Analysts generally agree that while the concept has merit as a long-term principle for ensuring that a society does not live beyond its means, it is impossible to achieve, given that it remains unclear what needs to be sustained and how (McCool and Stakey, 1999). Although during the past four decades academics have been involved in debates on sustainable development definitional issues and perspectives, there is no doubt that a variety of actors spanning the public and private domains are now familiar with the concept. Table 1 below highlights the main principles of sustainable tourism.

**Table 1: Principles of Sustainable Tourism**

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Minimizing environmental impacts
Achieving conservation outcomes
Being different
Achieving authenticity
Reflecting community values
Understanding and targeting the markets
Enhancing the experience
Adding value Having good content
Enhancing sense of place through design
Providing mutual benefits to visitors and hosts
Building local capacity

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*Source: Sharpley (2009: 62).*

Although sustainable tourism development arose as the opposite of mass tourism in the form of alternative tourism (Sharpley, 2005) nowadays it is clear that sustainable tourism does not only refer to a specific type of tourism, but involves forms of it. The main principles of sustainable tourism contemplate

key concepts such as holistic approach, long-term capacity, and equity (Telfer and Sharpley, 2008). Sustainable tourism aims at the improvement of quality of life, the satisfaction of basic needs, the self-reliance approach, and is based on endogenous development. Realizing sustainable tourism requires the adoption of a new social paradigm, technological systems, and a global alliance facilitating integrated development (WCED 1987, IUCN 1991). In this context, working together with public and private stakeholders, represents a key strategy for pursuing sustainable tourism development policies at destination level.

The concept of sustainable tourism development (STD) has emerged due the intent to decrease the consequences of mass tourism in the last forty years. The first important document to present sustainable tourism (ST) is the Rio+20 Outcome document (UN, 2012). The document states that “the only correct way to develop society is to alleviate poverty, strive for a society of social justice and conserve natural resources” (Robertson, V.J., 2021). Therefore, it can be concluded that ST provides guidelines for developing tourism in environmental, social, economic, and climate-sensitive planning or management (UNWTO, 2021). However, based on a literature review, we can assess that the authors define sustainable tourism differently in their works. In terms of content, the concept is divided into uncovering natural sustainability (Nathaniel, S.P.; Adedoyin, F.F., 2020), which leads to the emergence of the terms ST (Cazcarro, I. et al. 2014), eco-tourism (Casagrandi, R.; Rinaldi, S., 2002), and the emergence of social sustainability, within which the terms responsible tourism and ST appear (Burrai, E. et al. 2019).

It is also necessary to mention the role of innovative technologies for ST. Innovative technologies in ST impact organizational efficiency, productivity, and environmental sustainability (Asadi, S. et al. 2020). The development of technologies also contributes to the development of society. The importance of residents for ST is also natural as the main initiative and action must come from them. Likewise, managers must be equipped with practical tools and mechanisms to make the best possible decision in line with the destination’s ST and enterprises. However, even with the risk of negative consequences resulting from the application of new technologies, we see their potential to eliminate threats to sustainable environmental development. In this article, the authors present the evolution phases of ST by analyzing research articles published from 1990 to 2020. Since there are many papers, it is necessary to

apply an alternative analytical approach that will enable us to categorize the data effectively and successfully. The categorization process enables researchers to explain the research phenomenon appropriately and clearly. Furthermore, the authors used automated content analysis to determine major themes and concepts of interest throughout their historical emergence (Cheng, M.; Edwards, D., 2019), rendering a comprehensive analysis of the development of the field of sustainable tourism.

The study thus goes beyond the (Rasoolimanesh et al. 2020) article’s content, which focuses only on a systematic review of sustainable tourism indicators concerning Sustainable Development Goals (SDGs). It also goes beyond the (Streimikiene et al. 2021) article’s content which is limited to sustainable tourism development and competitiveness. The article authored by (León-Gómez et al. 2021) is based on a bibliometric analysis of sustainable tourism development and economic growth studies. The article differs significantly from the existing study both at the methodological and content level—the focus in this paper being on articles concerning the impact of sustainable tourism on economic growth. Meanwhile, (Xu et al. 2020) try to identify new methodological areas of application to sustainable tourism studies for both quantitative and qualitative methods. The review methods are focused on big data.

## 2.2. Sustainability and Sustainable Tourism

Sustainability was defined in the well-known Brundtland Report (Commission, B 1987) as development that meets the needs of the present without compromising the needs and opportunities of the future generations (Kataria, A 2013). Sustainability addresses economic, social, and environmental aspects, as well as further supplemented aspects that are primarily combinations or connections of the above-mentioned areas (Commission, B 1987 & Patterson, M., 2017). According to Machado (Machado, A . 2003) and McIntyre et al. (McIntyre, G 1993), sustainable tourism meets the current needs of tourists, the tourism industry, and host communities without compromising or even destroying the resources on which future tourism depends.

Nevertheless, a clear, detailed definition or description of sustainability is lacking both in research and in (tourism) practice (Salas-Zapata, W.A 2019). The lack of clarity of the concept of sustainability causes many challenges and problems (Cristina, B.; Diana, A 2014 & Bolis, I. et al. 2014) as the resulting contradictions and ambiguities impede its application. Studies have tried to understand the

meaning of the concept from different contexts (Glavič, P.; Lukman, R 2007) or from the analysis of how scholars or practitioners use sustainability. Albrecht et al. thereby focused on destination managers and found that they use the term to indicate a perception (with the aim of communicating, ideally uniformly), a vision or goal (which reflects priorities and actions), or an approach (which determines sustainability strategies).

As the perceptions and attitudes of destination managers determine their priorities in destination development (Boom, S 2021), it can have far-reaching effects on the sustainable design of destinations and thus tourism products.

### 2.3. The Impact of Sustainable Tourism

The impact of tourism on a destination has been an important discussion topic over the recent decades, approaching the research subject from various aspects. In particular, several research efforts have shown the great impact of tourism on a destination, whether it is positive (economic and cultural) or negative (resource consumption, crime, environmental pollution) (Dwyer, L. et al., 2005 & Kim, W. et al., 2015). Criticism of the influence of tourism at the local level is usually based on the visible results and the changes it brings to a destination. Available studies on the impact of tourism focus on three main categories: economic, environmental, and social influences (Ramseook-Munhurrun, P.; Naidoo, P., 2011 & Huong, P.M.; Lee, J.H., 2017 & Weaver, D.B. et al., 2021). The positive influence of tourism is visible in all three categories. At the economic level, it creates new jobs, and contributes to the development of the destination (Wise, N.A.; Harris, J., 2017); at the social level, it offers opportunities for the revival of traditional cultural activities and local customs (Bartis, H.; Madlwabinga, Z., 2020); whereas at the environmental level, the existence of resources generated by tourism activity contributes to the preservation and restoration of the tourist attractions of a destination. It is also a fact that many countries and destinations rely almost entirely on tourism for their sustainability (León-Gómez, A. et al., 2021).

## 3. Sustainable development strategy

### 3.1. Introduction

According to (Elsevier Inc., 2021), concept underpinning sustainable development can be traced back to Sylvicultura Oeconomica (Instructions for wild tree cultivation) of Von Carlowitz (1713) in which Carlowitz formulated the principle of sustainable use of forest. The principle is that only so much of wood can be cut as can be regrown through planned reforestation. This principle of sustainable

use of forest has now become the guiding principle in modern forestry. The principle shares the idea of harvesting wood within the volume that will grow again and maintaining a balance of forestation and deforestation, from where the contemporary understanding of “being able to be sustained or maintained at a certain level” has evolved. The concept of sustainable management practices has been observed as the necessity of “balancing exploitation with regeneration” during the seventeenth and eighteenth centuries in Europe and in policy uptake of maximum sustainable yield in fisheries since the 1930s. Subsequently, sustainability principle has been adopted in ecology to respect the nature because of the long term ability to regenerate itself.

Sustainable tourism development has attracted significant attention in many scientific studies particularly in tourism studies and has been one of the very fast growing areas of tourism studies research since the late 1980s. According to Buckley (2012) the specific term ‘sustainable tourism’ was first used almost two decades ago. During the first decade, basic frameworks from backgrounds in tourism, economics and environmental management were studied. The second decade yielded a number of reconceptualisation and a series of critiques including Sharpley (2000), Goßling (2002), Liu (2003), Saarinen (2006), Lane (2009b), and Liu (2013). According to Bramwell & Lane, the two greatest founders of these concepts in the tourism industry, sustainable tourism emerged in part as a negative and a reactive concept in response to the many tourism issues, such as environmental damage and serious impacts on society and traditional cultures (Bramwell & Lane, 1993). Gradually, tourism development has been seen as a solution capable of creating positive changes through the ideas of sustainable tourism. Sustainable tourism has played an important role in identifying ways to secure positive benefits, as well as the established approaches of regulation and development control (Bramwell & Lane, 2012).

There are a large number of definitions of sustainability and sustainable development. The best known definition of sustainable development is ‘development that meets the needs of the present without compromising the ability of future generations to meet their own needs’ (WCED, 1987). This definition implies the connections between economic development, environmental protection and social equity, each element reinforcing the other. The World Tourism Organisation (WTO, 2001) defined sustainable development as follows:

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.

In 2015, the UN adopted a strategic action plan for sustainable development until 2030. This plan includes 17 strategic goals and 169 local goals. One of the main goals of this plan is to eradicate poverty, protect the environment and ensure social progress in the world, etc. The ambitious goals of sustainable development pose difficult tasks for the entire world community to implement them by consolidating joint national efforts. In this regard, each country should develop and implement its own comprehensive mechanism for ensuring sustainable development in accordance with national needs and priorities and thus contribute to global transformations in the field of sustainable development (GSD Report 2019).

Depending on the level of economic development and available resources, each country independently forms a strategic action plan for sustainable development for the period up to 2030. At the same time, of particular interest are the most developed countries of the world, which have large resources in the implementation of these goals. The economic and political potential of the G-7 countries is so great that it requires a detailed analysis of the national strategies for sustainable development of these countries (GSD Report 2019).

### 3.2. What are strategies for sustainable development?

According to UNDESA (2002), a national sustainable development strategy (NSDS) can be defined as “a coordinated, participatory and iterative process of thoughts and actions to achieve economic, environmental and social objectives in a balanced and integrative manner.”<sup>2</sup> Five principles that distinguish an NSDS have been derived: (1) country ownership and commitment; (2) integrated economic, social and environmental policy across sectors, territories and generations; (3) broad participation and effective partnerships; (4) development of the necessary capacity and enabling environment; and (5) focus on outcomes and means of implementation.

This guidance defines a strategy for sustainable development as comprising: “A coordinated set of participatory and continuously improving processes of analysis, debate, capacity-strengthening, planning and investment, which integrates the economic, social and environmental objectives of society, seeking

tradeoffs where this is not possible”. To substantiate the definition, this guidance also offers a set of principles. These encompass a set of desirable processes and outcomes which, taken together, are likely to help ensure success of strategies for sustainable development. The principles emphasize local ownership of the strategy process, effective participation from all levels, and high-level commitment. They point to the importance of convergence and coherence between different planning frameworks, integrated analysis, and capacity development (OECD, 2001).

### 3.3. Evolution of Sustainable Tourism Development

Articles published between 2011 and 2015 are characterized by focusing on tourism as a major user of the environment as well as its role in contributing indirectly to environmental degradation. This is mainly due to the increase in tourist travel, which harms the environment and reduces the possibilities of sustainable tourism development in the long term. If we want to reverse the negative trends in the impact of tourism on the environment, we need to promote activities and services that have a low impact on the environment (Juvan, E.; Dolnicar, S., 2014). It is necessary to focus on eco-tourism, the development of tourism in rural environments, including promoting agro-tourism and wine tourism, tourism in protected areas, cultural tourism and adventure tourism (Carlisle, S., et al. 2013). It is also necessary to raise the awareness of tourists and ensure that they change their behaviour and find satisfaction in sustainable forms of tourist services and products offered.

The results of global studies have shown that tourist understanding of and receptiveness toward sustainable forms of travel is sufficient. However, the supply of such services was still modest during this period due to tourists not being aware of such a supply and the insufficient fulfilment of the requirements by the users of such tourist services, especially in terms of behaviour (Minciú, R., 2012).

By 2011, tourism industry was contributing 63% of the country's service export earnings and boosting balance of payments. The growing sector ranks highly in Foreign Direct Investment (FDI) attraction accounting for up to 40% of total FDI into the country (United Nations, 2014). Table 1 summarizes international tourist arrival in Rwanda between 2011 and 2014 by regions and shows an aggregate 9.3% growth trend over the period with visitors from Africa forming 85-89% of inbound tourists on account of improved intra-regional accessibility. Conversely, poor connectivity with major international capitals explains lower arrivals from European, American and

Pacific regions over the period (UNWTO, 2016). In 2014, Rwanda's international inbound tourism arrivals were at 1,219,529 visitors who each spent an average 6.5 nights in the country. Only 22% of the country's citizen population participated in domestic tourism activities in 2014 (Rwanda Tourism Satellite Account, RTSA 2014).

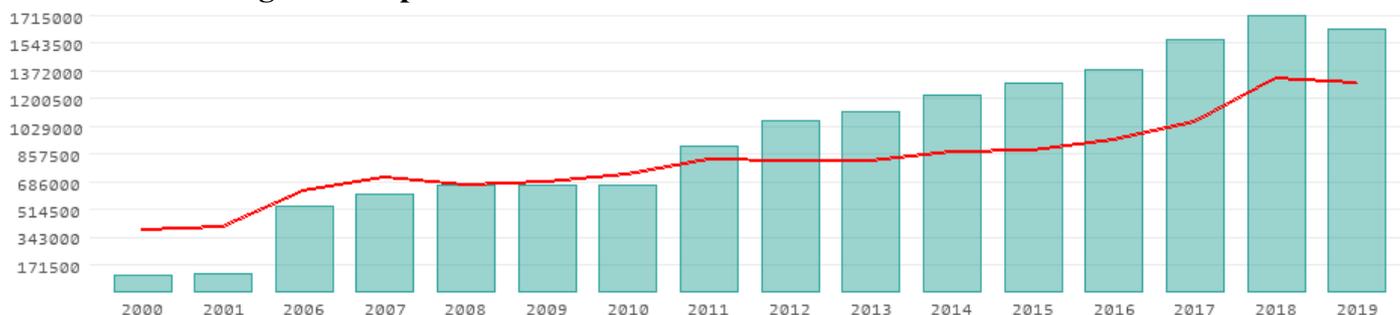
According to world data.info, The following chart shows the number of tourist arrivals registered in Rwanda each year. Anyone who spends at least one night in the country but does not live there for more than 12 months is considered a tourist. Insofar as the survey included the purpose of the trip, business trips and other non-tourism travel purposes have already been excluded. The number of people passing through within the same day, and e.g., crew members of ships

or flights are also not considered tourists in most countries. If the same person travels in and out more than once within the same year, each visit counts again.

In 1995, tourism revenues amounted to 4.00 million USD, or about 0.31 percent of the gross national product. Within 25 years, the country's dependence on tourism has increased drastically. Before the outbreak of the COVID-19 pandemic, sales were \$635.90 million billion, 6.1 percent of gross national product. Thus, each visitor spent an average of \$389 on their vacation in Rwanda.

In 2020, tourist receipts plummeted due to the COVID-19 pandemic. Of the \$635.90 million billion (2019), only \$212.00 million billion remained. This is a 67 percent decrease in Rwanda.

**Fig 1 Development of the tourism sector in Rwanda from 2000 to 2019**



Source: world data.info

WASHINGTON, July 6, 2017 – Rwanda is shaping up as one of East Africa's premier business tourism destinations, following efforts by the government and its partners to help strengthen and grow the private sector in the meetings, incentives, conferences, and events (MICE) market.

The Trade & Competitiveness Global Practice, a joint practice of the World Bank and International Finance Corporation (IFC), launched in 2012 the Governance for Competitiveness Project (G4C), which helped establish the Rwanda Convention Bureau in 2014. Together, the World Bank Group, which provided US\$1.2 million in technical assistance to Rwanda's Tourism and Conservation Department, and the Rwandan government began using the newly created bureau to promote the country among regional and international clients as a preferred location for business events.

Since the project began, there has been substantial growth in this dynamic segment of tourism. In 2016, Rwanda hosted over 40 international conferences, with the Convention Bureau directly engaged in organizing several high-profile events: the World Economic Forum (WEF), The Global African Investment Summit, the African Union Summit (AU) and the Africa Hotel Investment Forum (AHIF). The Bureau also worked on events for AFREXIMBANK and The World Academy of Sciences and Coca Cola's Annual continental corporate meeting.

The increase in meetings, conventions and events following the establishment of the Convention Bureau led to revenues exceeding US\$37 million in 2015 and US\$47 million 2016. In 2017, revenues from all business tourism in the country are projected to reach US\$64 million.

“The G4C work with the Convention Bureau on MICE development has had a huge impact,” said Jean-Louis Uwitonze, Director General of Rwanda's Single Implementation Unit in the Ministry of Trade and Industry. “And the Rwanda Development Board is going to continue the work with its own resources after the project closes in order to ensure the sustainability of the reforms.” (world bank, 2017)

According to RDB, 2023; Tourism is the largest source of foreign exchange earnings in Rwanda and it is projected to grow at a rate of 25% every year from 2013-18. It is the sector which is the biggest contributor to the national export strategy, the total revenues generated from it in 2014 alone was US\$305 Million. The sector has also attracted Foreign Direct Investments with major international hotel brands setting shop in the country,

including the Marriot, Raddison blue, Park Inn by Raddison, sheraton, Protea, Golden Tulip and Zinc. Rwanda is carving out its niche as a regional and international conferences hub, with its new world – class conventional center, owing to: Ever improving conference facilities straight forward immigration procedures (online visa applications, visa-at-gate policy for all Africans, one tourist visa policy for EAC). An excellent and expanding transport network; Diverse entertainment options; The rapid growth of RwandAir, in addition to other airlines serving Kigali such as KLM, sN brussels, Qatar Airways, Turkish Airlines & Kenya Airways opening the economy to the outside world.

**Table 2: Direct, indirect and induced tourism industry multipliers.**

Sector	Effect	ImpactOutput	LabourIncome	Employment	Value Added
Hotel & Restaurants	Direct Effect	1	0.266355	78	0.392161
	Indirect Effect	0.939257	0.172155	1,912	0.452808
	Induced Effects	0.941777	0.247364	530	0.477145
	<b>Total</b>	<b>2.881034{8}</b>	<b>0.685874{13}</b>	<b>2,520{9}</b>	<b>1.322114{23}</b>
Food & Beverage	Direct Effect	1	0.070401	22	0.143815
	Indirect Effect	1.110533	0.218322	5,261	0.727579
	Induced Effects	0.686983	0.180442	387	0.348064
	<b>Total</b>	<b>2.797516{16}</b>	<b>0.469165{24}</b>	<b>5,670{4}</b>	<b>1.219458{9}</b>
Transport	Direct Effect	1	0.234046	243	0.345873
	Indirect Effect	0.568260	0.122059	112	0.264563
	Induced Effects	1.282701	0.336913	722	0.649887
	<b>Total</b>	<b>2.850961{11}</b>	<b>0.693018{10}</b>	<b>1,077{16}</b>	<b>1.260323{14}</b>
Retail Trade	Direct Effect	1	0.392164	444	0.581724
	Indirect Effect	0.562007	0.130466	272	0.287451
	Induced Effects	1.089509	0.286168	613	0.552003
	<b>Total</b>	<b>2.651516{18}</b>	<b>0.808798{7}</b>	<b>1,329{12}</b>	<b>1.421178{21}</b>

Source: IMPLAN Output.

**Table 3: Direct, indirect and induced tourism industry multipliers.**

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	Indirect Effect	0.568260	0.122059	112	0.264563
	Induced Effects	1.282701	0.336913	722	0.649887
	<b>Total</b>	<b>2.850961{11}</b>	<b>0.693018{10}</b>	<b>1,077{16}</b>	<b>1.260323{14}</b>
Retail Trade	Direct Effect	1	0.392164	444	0.581724
	Indirect Effect	0.562007	0.130466	272	0.287451
	Induced Effects	1.089509	0.286168	613	0.552003
	<b>Total</b>	<b>2.651516{18}</b>	<b>0.808798{7}</b>	<b>1,329{12}</b>	<b>1.421178{21}</b>

Source: IMPLAN Output.

## 4. Domestic Tourism

### 4.1. Introduction

Domestic tourism can be described as tourism involving residents of one country traveling within their own country. It does not involve the crossing of international borders at entry points. As early recorded history provides a glimpse into ancient tourism activities, domestic tourism is in fact the first form of tourism practiced. It has been a well-established practice, happening in every country or region in the world. A strong relationship among tourism and visiting friends and relatives and religious pilgrimage has been found in countries with a long history of domestic tourism (Rogerson and Lisa 2005). On the contrary, mass domestic tourism has only

recently emerged due to increased disposable income, introduction of labor rights associated with leisure and vacation, governmental policy about the deregulation of internal movement, and so on (Scheyvens 2007).

#### 4.2. Impacts of Domestic Tourism

Much has been made of the continued growth in international tourism over the last decade, rising consistently to reach a total of over 1.3 billion international arrivals in 2017. But, except in some smaller, tourism-dependent developing economies, the travel and tourism industry is still dominated by domestic travellers. A new report from the WTTC reveals that globally, domestic tourism accounted for 73% of travel and tourism spend in 2017. While countries often focus on growing international tourism due to its contribution to export earnings, the report highlights that the domestic market is an important tool for regional economic growth and development, which can be supported by government policies and investment.

According to a recent report published by the World Travel and Tourism Council (WTTC), domestic tourism accounts for 73% of total Travel and Tourism spending globally in 2018; thus it is a key driver of the tourism sector.

Countries rely on domestic tourism as a tool to reduce poverty, improve infrastructure, generate employment and most importantly to drive economic growth.

The activities of domestic tourists create economic importance as the money spent on domestic tourism feeds back into that particular country's economy; providing itself with a more viable and prosperous economy.

While countries often tend to focus on international tourism due to the revenue earned through exports, domestic tourism remains the leading form of tourism, representing an important tool for regional economic growth and development. With over 50% of the global population now categorised as "middle class" or "rich", more and more people can afford to travel. Research suggests that domestic tourism demand picks up at an income level of about US\$35,000, while international travel takes off at around US\$50,000. An increasing number of households in emerging economies, which are approaching or have already reached these thresholds, including in China and India, are likely to contribute to sustained growth in domestic travel spending. In effect, in the next ten years an additional 65 million Chinese and 9 million Indians will enter the middle class.

Using the World Travel & Tourism Council's (WTTC) annual economic impact data, this position paper assesses the importance of domestic travel to 185 countries, considers the trends driving this phenomenon and provides policy recommendations for the continued growth of domestic travel in the global economy.

Governments use domestic tourism as a tool to eliminate local poverty, generate employment and economic growth, upgrade infrastructure and alleviate pressure from overcrowding through, for instance, discretionary pricing policies and the provision of non-wage tourism benefits.

Domestic tourism is the main driving force of the Travel and Tourism sector in major economies globally, accounting for a total travel and tourism spending of 73% in 2017 and 71.2% in 2018. The total global domestic travel and tourism spending was US\$ 3,971 billion in 2017 (WTTC, 2018). China is now the leading domestic tourism market, up from 4th position in 2008, having accounted for 62% of absolute growth in this period, reaching domestic tourism spending of US\$ 840.9 billion in 2017 from US\$ 208.5 billion in 2008. The USA recorded domestic tourism spending of US\$ 803 billion in 2017, coming second after China. Jointly, these two countries accounted for over 40% of world's total domestic travel and tourism spending (WTTC, 2018).

**Table 4: Importance of Promoting Domestic Tourism**

S/No.	Specific impact
<b>Economic impact</b>	
1.	A socio-cultural and economic significance that contributes to the national and local economic development and ripple effects on the growth of the economy
2.	Deeper linkages since the domestic tourists tend to purchase local goods and services unlike the international tourists who will only focus on "tourist category products"
3.	Promotes small-scale enterprises and the informal sector
4.	Development of new tourism products, attractions and experiences including urban and shopping tourism and
5.	National pride as a result of exposing the country's cultural and natural resources to the people
6.	Creates national integration, cohesion and pride
7.	More sustainable path for tourism development and brings stability

8.	Does not require huge investments and at times thrives without external control and investments
9.	Avoids outflows of profits
10.	While the locals may lack the necessary skills and resources to cater for high-end international tourism, domestic tourism provides a platform for the locals to cater for the needs of their fellow countrymen
<b>Job creation</b>	
1.	It protects the incomes and employment of tourism product providers during the off-peak season and improved living standards of the host community
2.	Tourism being labour intensive, jobs are created through both informal sectors such as the sale of various merchandises and formal sectors through employment in various tourism establishments and other sectors
3.	Creates opportunities for self-employment reducing unemployment rates
4.	It bridges the seasonality gap and therefore creates jobs and stability in the employment sector
5.	Acts as a basis for a stronger international tourism
6.	Domestic tourism can also help non-five-star hotels and restaurants in the country secure steady business
7.	Creates stability
8.	Not vulnerable to fluctuations in numbers caused by seasonality or problems arising from travel booking system, international airline schedules, changing international tastes, perceived security threats or world economic recession
<b>Linkages in the tourism value chain</b>	
9.	Domestic tourism promotes linkages with local industries, for example, demand for agricultural produce to supply tourism destinations
10.	Encourage investment in infrastructure development
11.	Domestic tourists more often than not, consume local products as they are familiar with
12.	Promotes informal sector and small & medium-sized enterprises which are predominantly owned and run by local people
13.	Lead to regional development
14.	Plays a significant role in maintaining and improving regional and local infrastructure
15.	Create a greater understanding and affinity among local people for the value and requirements of the foreign tourism market, thereby elevating the value and service levels in tourism

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#### **4.3. The rationale for domestic tourism development**

From the academic and policy perspectives stated domestic tourism, is an overlooked and undervalued compared to international tourism, particularly in Asia (Richter LK., 1989). This argument is supported ascertained that too much attention has been given to international tourism in developing nations than domestic tourism. Despite its size in comparison to international tourism, there are relatively few studies that analyze domestic tourism demand (Forbes K, et al., 2014 & Bigano A, Hamilton JM, Tol RS., 2007).

In African countries national tourism development planning they favor international tourism as opposed to domestic tourism (Ghimire KB., 2013). This is because international tourism has been preferred due to its capacity for generating foreign exchange as an export earner, something which many destinations urgently needed in their development agendas like tourism development noticed that domestic tourism was ignored both as an issue of development and as a

thematic area of research. UNWTO also argued even though statistics on domestic tourism have a paramount significance to any economic analysis, it is difficult to get valid and reliable data since there were no standard measurement systems. In contrast to domestic tourism, international tourism, on the other hand, had the advantage of a system where expenditure in foreign currency, arrivals and departures were recorded, counted and measured at frontier points such as entry and exit points indicated that in some countries, the volumes of domestic tourists compared to international ones is minimum due to the higher relative value of a local currency than other countries currencies which resulted in more locals traveling abroad (Mustafa MH., 2012).

There are other factors why the number of domestic tourists is less in countries such as developing nations like the growth in low-cost airlines flying from domestic tourist's country to destinations overseas the lack of domestic package tours holidays, lack of awareness and understanding by locals about their

tourism resources and heritage attractions suggest three reasons why analysts have focused on international tourism rather than domestic tourism: Foreign holidays capture the imagination, international tourism brings foreign currency and foreign income to the destination country, and international tourists are readily counted as they pass through transport and customs procedures. One of the major problems connected with domestic tourism in Sub-Saharan Africa, for instance in Ethiopia, is the absence of a statistical system to gather and compile data. More importantly, the magnitude or depth and width of domestic tourism are not known. Issues relating to the number of tourists, their motivations to travel, duration of stay and other points have not been researched and remain fuzzi (Ghimire KB., 2001).

#### 4.4. Sustainable Development Strategies in Domestic Tourism

Tourism activity is one of the few phenomena that have been imposed in the contemporary era, its spectacular development being a characteristic feature of the second half of last century and the beginning of our century.

An economic branch of high major interest and availability, the Romanian tourism must become an important component of global economic system. As a subsystem of the national economy, the tourism bears influences from other subsystems and exercises, in turn, an increasing influence on their development. Although tourism in Romania currently has only a modest share of GDP, it is widely recognized for its ability to become a vital sector of national economy in a context that will meet national targets in this area.

Developing tourism in regional profile is a comprehensive and lasting process, being unable to be achieved in a short period of time. At the basis of the tourism's regional development are strategies that involve a coherent set of objectives, priorities and means for its achievement.

To develop a regional tourism strategy is necessary to take into account the current situation of Romanian tourism, as well as anticipated future developments. The tourism offers should be designed and developed from the European Union accession perspective.

This involves the integration of several strands, including: regional development, education, culture, cooperation.

Also, it should be noted that achieving a sustainable tourism market has become an urgent necessity, because only such a market can generate investment in the most profitable sectors, investment that will offer development of the whole concerned region. For Romania, it is essential that development strategies of

tourism meet the developing requirements of the country and its regions.

Sustainable planning requires a regional approach of the tourism activity. This requires the community involvement in planning and development, and creates and develops forms of tourism that generate benefits for local people. If they benefit from tourism development, then they will be more interested in supporting the tourism development of the region, while pursuing the tourism resources conservation.

According to the objectives of macroeconomic policy, decision elements in the territory can establish their own economic development planning and set their priorities. From this point of view, regional and local organizations, public or private organizations, may establish the stages of the tourism sector development. To achieve sustainable tourism development planning at local and regional levels, there will be considered the following aspects (Hanciuc, 2003):

1. Identifying and planning of the tourism resources, and attracting the private households to practice tourism;
2. Achieving some form of regional or local training level for practicing some specific trades tourism;
3. Providing financial assistance to obtain bank loans for the start-up of tourist activities;
4. Support individuals in obtaining approval certificates for the interest structures and professional licensing and patents in the field;
5. Preparing the local experts in matters of tourism.

A strategy made in order to develop and promote tourism activity within a region must be a distinct point in the framework of the regional development. The European reality and the Romanian one show that regional and local development is directly conditioned by the implementation of projects of local interest that will be managed by local organizations, who know best the problems and possibilities.

A regional strategy for sustainable development of tourism should:

- contribute to sustainable tourism development in the region, generating income and jobs at local level;
- pursue the conservation of natural and cultural environments;
- create structures that would facilitate the investment, particularly in small and medium enterprises;

- facilitate the cooperation between the public and private sector and provide facilities for those who want to do business in the tourism sector;
- ensure an understanding of the role of tourism in the regional economy and the national government and regional organizations involved in tourism development;
- ensure the regional tourism cohesion of the development effort.

Beginning with all the general principles and specific regional development studies in the literature devoted to issues of regional development and planning, there are considered mandatory requirements that must answer any construction of a regional development strategy. Thus, it is believed that among the fixed points of prospective territorial development approaches, one cannot miss (Medium and long term strategies for regional development in Romania, the prospect of European Union, 2003):

- A. defining the natural environment, economic environment, social, cultural and regional policy.
- B. As a general rule, a geographical entity must submit to a specific physical unit, and the cultural, economic and sociopolitical units - a sufficient community of interests, so that territorial development strategies benefit from an appropriate framework, and action and nature converge in any human activity;
- C. defining a general targets system in temporal sequence (up to fixed time horizon) and in sectoral structure. In this framework should be established a hierarchy of priorities (emergency) and should be defined criteria for actions selection, determined by the multiplier effect drive. In a logical sequence are then analyzed the possibilities of integrating these activities into an integrated whole;
- D. defining the methods and means of achieving practical goals. In this context, the institutions and organizations that will ensure the coordination of various activities which contribute to achieving the objectives must be designed;
- E. fining active cooperation and permanent conditions of the population in developing regional strategies.

Within the national strategy for Romania's economic development, tourism must be regarded as a priority sector, able to contribute in a significant extent on economic recovery.

In addition to recognizing the positive effects in economic and social plan, it must be given

importance to the cost and resources required for tourism development. This problem acquires special significance when it is treated in terms of sustainable development, whose key elements are precisely the distribution and equity in access to resources in time and space, environmental protection and economic development capable of ensuring the quality and quantity of natural resources.

It is known that the use of environmental resources for tourism development often leads to weakening and damaging them, which limits further development of tourism and affects the quality of tourism product. Therefore, the literature devoted to environmental protection in relation to tourism development addresses this issue primarily as a resource management problem.

Given these considerations, it is obvious that a holistic view of regional strategies and policies is required. Such an approach reveals at least two key issues, namely (Constantine, 2000):

- Multiplier effects generated by expenditure in tourism in the economy of regions and of the localities;
- The relationship between tourism and the used resources, seen from the perspective of spatial planning, tourism zoning and the compatibilities of the environmental protection criteria within the context of sustainable development.

Development Strategy 2004-2006 aims to progressively reduce the gap between Romania and EU Member States by achieving the following objectives simultaneously:

1. Bring long-term revenue growth;
2. Rating social and regional imbalances;
3. Progressive compliance with environmental standards that Romania will have to reach in 2017.

Romania is among the least developed countries in Europe. Development strategy is to achieve steady economic growth, faster than the EU average, in the context of a balanced development of the territory, and in particular to reduce disparities between rural and urban areas. Therefore, national development strategy is formulated so as to support investment in sectors with potential growth, thus helping to create and maintain jobs.

Development strategy of Romania considers that tourism can become one of the key factors in the economic recovery, taking into account the fact that Romania has huge tourism potential, right for various types of tourism, at national and regional level. It is

considered that one of the main issues to be addressed is the use of Romanian tourism potential or its use in inappropriate conditions.

The reform process in Romanian tourism will have to create the necessary framework for sustainable development in this area, aiming at the living standards growth of the local communities, the conservation of natural and human tourism resources, in order to obtain a continuous use in the future, good knowledge and awareness of local people and tourists of the idea of conservation.

According to the Ministry of tourism and wildlife, Kenya 2020, the successful implementation of the Domestic Tourism Strategy will depend on the following key success factors:

- Strong partnerships and collaborative initiatives with all stakeholders including media, industry stakeholders and communities.
- Effective packaging to ensure competitive pricing, access to information, ease of purchase, quality travel experiences in line with target market needs.
- Affordable, safe and convenient access and transport modes to tourism destinations and products.
- Domestic tourism campaigns rollout.
- Research should be considered and focused on areas where there is high potential for domestic tourism growth.
- Recognise the role of platforms such as travel agents, banks, websites, mobile phones, etc.
- More collaboration for collection and sharing of information for statistical purposes.
- Ensure that there is a monitoring, evaluation and reporting mechanism in place.

#### 4.5. Benefits of Domestic Tourism in Developing Countries

Domestic tourism, particularly in developing countries, is critical for the tourism industry to thrive. With a focus on the domestic tourism market, countries are able to diversify their tourism products and appeal to a wider target audience. Information on domestic tourism in developing countries, however, is extremely scarce. In fact, as Ghimire (2001, p.2) notes, very limited knowledge on tourists in the South exists at all. Among the scanty literature that does exist, there is a consensus on the fact that one of the major benefits of domestic tourism is that while domestic tourists often spend less money per visit, they travel more often and bring greater economic growth particularly to the local communities.

Domestic tourists contribute more directly to the services offered by the local population, thereby contributing to the informal tourism sector, maintaining the strength of the industry, promoting pro-poor tourism and as a result, aiding in the poverty alleviation efforts of the country. As previously shown, a survey of literature on tourism in developing countries indicates that countries like South Africa, Nigeria, Kenya, China and India have realised the significant benefits of improving the domestic tourism market, especially with regard to the growth of this market (Ghimire and Li, 2001; Mustapha, 2001; Rao and Suresh, 2001; Kenya News Agency, 2004; Rogerson and Lisa, 2005). Undoubtedly, these efforts result in economic benefits for local communities and a more sophisticated product for international consumers.

Some activities were put into consideration to promote domestic tourism in the following ways:

Establish domestic Tourism directorate – address the capacity challenge, Establish Advisory Council to support and grow domestic tourism capacity. Policy and legislative review to align the intention to grow domestic tourism to appropriate actions and enable the adequate resourcing thereof. Training and development in the sector to improve packaging and understanding of the domestic market. Public sector mobilisation – partnership with departments and institutions that drive domestic tourism requires incorporation/adoption of the common vision at all levels. Private sector mobilization. Strengthen Social Tourism programme. Infrastructure incentive – funding to unlock private sector investment in appropriate products (budget family resorts). Broaden domestic tourism definition - Including day trips, school trips, pilgrimage, etc. Review Tourism Month programme – differentiate between the month long programme and world tourism day celebrations. Incentives to stimulate innovative packaging reflecting a better understanding and appreciation of the target market, as consumers and designers of authentic experiences. Promote and secure partnerships with non-traditional domestic travel drivers e.g. sports, arts and culture, creative industries, etc.

#### 4.6. Domestic Tourism Constraints in Developing Nations

Developing countries often encounter several constraints that limit the growth of the industry. Domestic tourism initiatives have often been overshadowed by international tourism efforts, and this is reflected particularly in the lack of data regarding domestic tourism on a global scale. In addition, the survival of a domestic industry relies

heavily on the existence of a tourism culture which allows for an enthusiastic approach to travel by the local population. In many developing nations, this culture is still absent. Policies regarding domestic tourism tend to be makeshift and informal and do not have long-term strategies in place, making sustainable growth impossible. Most tourism policies are

generally biased towards the development of international tourism and this bias, termed the 'Northern Bias' by Ghimire (2001), is what deters the creation of possible domestic tourism initiatives. These constraints, discussed further below, highlight factors that need to be addressed before a country can achieve a successful domestic tourism industry.

The fact that domestic tourism was not a priority in the National Tourism Strategy, however, did not result in members of the industry discouraging local tourists to travel in Rwanda. What was lacking was the direct promotion of domestic tourism. Even though domestic tourism was not a main factor in the strategy, local tourists have shown an "unexpected participation" in tourism since 2004 (Rwigamba, 2005). In order to promote tourism and the new strategy for tourism development, ORTPN has participated in several local events and exhibitions, winning medals for the best stand and encouraging Rwandans to tour the country (Rwigamba, 2005). Participation in these events made tourism more visible to Rwandans. Rwigamba (2005) has noted that more recently "people [in Rwanda] want to spend" and visit places in Rwanda.

#### 4.7. Domestic tourism development in Rwanda

As reported by Nielsen & Spenceley (2011, 231) in a World Bank report, Rwanda is known for its mountain gorillas. Historically, these gorillas were brought to light between 1960s and 1970s by Dian Fossey through his conservation efforts. These prestigious Rwandan animals have featured in several documentaries and have attracted many popular personalities like Bill Gates, Natalie Portman and Ted Turner with all of them taking part at the gorilla-naming event in Rwanda. (Nielsen & Spenceley 2011, 231.) The authors also found Rwanda and Uganda unique in that, they are the only countries in the world with safe access to mountain gorillas.

#### 4.8. Potential Impact of Domestic Tourism on Rwanda's Economy

The tourism industry has managed to make an impact on nations not only economically, but socially as well. In Africa, tourism is not only seen as a means to strengthen existing economies, but also as a means to rebuild them. This rebuilding process means that the people themselves must make a significant contribution to progress, and their involvement in the

tourism industry is one way of accomplishing this. In Eritrea, for example, "the tourism sector was considered to be a strategic sector by the government and one that would play a critical role in the nation's recovery program" (Burns, 2000, p.107). For thirty years, Eritrea has been dealing with the effects of a devastating war that has made it one of the poorest countries in the world. Efforts made towards reconstruction are daunting and for most of the population that live a subsistence lifestyle, aid imports have been supporting them thus far (Tzehaie, 2005). Eritrea's reconstruction and national development efforts included the development of the tourism industry which has made a contribution thus far, but "remittances from overseas Eritreans, coupled with local tourism by those who return for visits, are Eritrea's main source of foreign exchange" (Tzehaie, 2005). Members of Eritrea's Diaspora have participated in and encouraged local tourism, contributing significantly to economic development and national pride. This is a very similar situation to that of Rwanda.

As Kacou (2005) states, "the promotion of domestic tourism should be about creating a culture of tourism, creating jobs, making people want to protect and retain the industry's assets, including ensuring the survival of the national parks, and making people feel they want to work in the industry."

In its vision 2050, The Government of Rwanda emphasises achieving high quality standards of living through different development strategies, including sustainable tourism development.

In Rwanda, community involvement in tourism is seen as a sturdy strategy to develop sustainable eco-tourism. As part of its tourism revenue sharing policy, the Rwandan government distributes 10 per cent of its tourism revenue to communities living around the national parks, which helps boost our people's economic development.

In Rwanda, CBT is closely linked with the growth of eco-tourism and sustainable tourism. The Government of Rwanda identified CBT as a key tourism development priority for diversifying the tourism industry beyond gorilla related tourism. The Tourism Policy (2009) targets support at viable Small, Micro and Medium Enterprises (SMMEs) offering marketable tourism products and services that meet essential quality standards as well as aiming to promote CBT1 in order to achieve a wider spread of the economic benefits from tourism, especially with regards to the rural sector.

According to Rwanda's Sustainable Tourism Master Plan (2014), in a country with a limited range of

tourism attractions and activities, CBT has the potential to fill some of the gaps in the product range while also bringing tourism benefits to the communities. CBTEs are primarily small businesses that have been developed around major Destination Management Areas (DMAs) like the Volcanoes National Park, Akagera National Park, Karongi, Rubavu, Nyungwe National Park, Muhazi, the Heritage Corridor and Kigali Central Hub. Tourism and Conservation SMMEs have also played a crucial role in nurturing CBTEs by involving, empowering, and ensuring ownership and transparent management.

Furthermore, one of the most significant contributions of the government to the CBT sub-sector was the development of the CBT Guidelines in 2006, which was revised in 2012. However, from today's perspective, the 2012 guidelines have several gaps impeding its effective implementation; for instance, the absence of well-defined measures on establishing a CBT initiative, lack of dissemination of the guideline, implementation plan and their alignment with the legal framework. These gaps presented the need to revise the 2012 guidelines and establish a regulatory framework to govern the successful implementation of the guidelines.

The Sustainable Tourism Master Plan (2014) indicates that Rwanda, like many other African countries, aims at directly involving local communities in tourism. It also suggests that communities have often established accommodation facilities or partnered with private developers by leasing their land on a long-term lease, thereby benefitting through rents, share in profits, wages from employment, and produce sales.

Furthermore, it has also resulted in communities' being able to present cultural shows, sell of handcrafts and offer tour guiding services to visitors. (RDB-NGCBT, 2022)

## 5. Sustainable Development Strategies in International Tourism

### 5.1. Introduction

Dynamic concept par excellence, sustainable economic development requires a new attitude towards the environment, an attitude in which the perception of "man conquering nature" should be replaced by "man part of nature and protective of her" (Tobultuc, 2003). Feeling of belonging to nature must become an imperative for all inhabitants of the planet.

It is very important internationally, for all actors involved in tourism activity to pursue a sustainable development of this sector. Tourism should contribute to the conservation of resources, economic growth and prosperity of the communities of destination.

Travel agents should have a shared commitment to sustainable development. On the other hand, local community education is extremely important for sustainable development of tourism worldwide. Understanding why it is important to protect an area, residents are given the chance to take decisions about their quality of life and to understand the reasons why tourists visit them.

To achieve a proper strategy to support sustainable tourism development at the international level, it is recommended (Gunn, 1994) to:

Establish goals and objectives related to the implementation planning for a region and / or community;

- Formulate a set of indicators which reflect the objectives of development of tourism (the World Tourism Organization provides a set of indicators for those who develop and lead the planning of tourism, providing them with valuable information. The 10 indicators proposed are pursuing different aspects: protection of the environment, stress, intensity of use, social impacts, development control, management, planning, critical ecosystems, customer satisfaction, locals' satisfaction, the contribution of tourism to the local economy.)
- Implement management strategies designed to direct tourism to achieve the stated objectives;
- Monitor the performance of the business tourism sector by tracking the evolution of established indicators;
- Assess the effectiveness of selected management strategies that influence tourism development, aiming at the development of the proposed indicators;
- Develop policies governing the tourism sector to ensure monitoring and performance assessment.

### 5.2. A strategic policy approach

Through Agenda 21 governments were urged to develop national strategies for sustainable development (UN 1992). This call was again emphasised during the UN follow-up conference (Rio + 5) in New York in 1997 with the pronouncement that "by the year 2002, the formation and elaboration of national strategies for sustainable development that reflect the contributions and responsibilities of all interested parties should be completed in all countries" (UNGASS 1997 in (Nordbeck, 2002). The demand to implement the concept of sustainable development into national jurisdictions received a positive response and resulted in rapid policy developments with the formulation of many plans,

policies and strategies for sustainable development world-wide. In the context of tourism, such a strategic approach is seen as a suitable tool to achieve more sustainable outcomes (Pforr, 2004). With long-term, strategically formulated goals and objectives for sustainable tourism development it gives clear directions of how tourism should develop in the medium and long-term future.

### 5.3. Collaboration

A socio-political goal like sustainability relies particularly on the support and the commitment of all affected parties. This entails a process of transparent collaboration involving all relevant stakeholders, which will not only create greater acceptance of the consensually established policy goals but will also be sustainable. Collaborative and partnership approaches have been frequently discussed in tourism analysis in recent years. Bramwell and Lane [32, p. 180], for instance, argue that “collaborative arrangements for sustainable tourism are part of the conflict resolution, problem solving and capacity building processes that are central to sustainable development”.

### 5.4. Coordination

Coordination is next to collaboration another significant, closely associated political mechanism. As (Ladkin and Bertramini, 2002) note, “coordination can be seen as the first step towards a collaborative process”. It aims to bring together the core actors in the tourism system to organise their communication effectively through appropriate structures and processes, encompassing “the formal institutionalised relationship among existing networks of organizations, interests and/or individuals”.

### 5.5. Decentralisation and community participation

Like collaboration, decentralisation and participation are also core elements of socio-political sustainability (Hall, 2000 & Selin, 1999 & Bramwell, B 1999 & Bramwell, B. & Lane, 2000). In the discussion about coordination and collaboration the subsidiarity principle is often mentioned (Mundt, 1998). It is based on the view that higher levels in the decision-making hierarchy should take over only such functions and responsibilities that cannot be handled effectively or adequately at lower levels. Adhering to this principle not only relieves the pressure on higher levels in the decision-making hierarchy, it aims to generate local solutions that may well be more closely connected to the problems.

A sustainable tourism policy addresses very complex issues and contributes to the process of re-thinking society and development, thus it affects all parts of society. To be successful it needs to

ensure an adequate knowledge base and a sufficient exchange of information between the relevant stakeholders.

Since the publication “Limits to Growth” (Meadows et al., 1972) and the Brundtland Report (WCED, 1987) sustainability has become an essential issue within the discourse of policy makers and private stakeholders.

Public and private stakeholders need tools for managing the negative impacts of tourism on destinations. In this perspective, various efforts have been promoted by diverse organizations such as governments, European organizations (EU) international tourism organizations (e.g., UNWTO, OECD) for enhancing sustainable tourism practices.

According to Rwanda Tourism policy, 2009 Sustainable Tourism Development Master Plan was set to sustainably increase tourism with the following objectives include:

- Product development and diversification – Develop a range of quality tourism products and services, capable of attracting and meeting the needs of international, regional and domestic visitors.
- Marketing and awareness – Project a clear, distinctive, image of Rwanda as a wildlife, eco-tourism, cultural and conference destination that is attractive to a high-value market.
- Capacity building – Develop systematic, high quality training, to create a skilled workforce in value jobs at every level of the tourism and hospitality industry.
- Communities and MSMEs – Provide support to MSMEs, ensuring that they have the capabilities and capacities to enter the tourism value chain, while also ensuring that communities contribute to and benefit from the tourism industry.
- Access to Rwanda as a destination – Ensure that international tourists have minimal hassle in their journey to Rwanda in terms of air and land access, as well as in Visa and other requirements.
- Framework of regulation – Establish and maintain regulation that enables the tourism industry to develop in a fast yet sustainable manner.
- Infrastructure development – Prioritise the provision of infrastructure within the Destination Management Areas (DMAs) and their associated corridors.
- Land – Enable tourism investments through ensuring the availability and security of land tenure for development.

- Environmental sustainability – Ensure that the tourism sector is planned and developed to the benefit of future generations of Rwandans, in terms of the sustainability of resource use, the protection of wildlife and the environment.
- Investment and financing – Develop incentives and a financial architecture that supports investment in the tourism industry. All the initiatives are summarized in the following table:

**Table 5: Detailed implementation framework of the Sustainable Tourism Masterplan of Rwanda.**

Programme	Activities	Responsible
<b>1. Product Development and diversification</b>	Expand Rwanda’s product base through the development and upgrading of existing products and the development of new products on a hub and spoke basis in line with the Sustainable Tourism Development Master Plan concept;	<b>RDB</b>
	Build on the strengths of the nature product by clustering development around the major natural resources (National Parks) forming Destination Management Areas (DMAs) with flagship visitor attractions;	<b>RDB</b>
	Create tourism corridors (spokes) that provide linkages between Kigali (hub) and the DMAs and which will be enhanced by the development of community and cultural based tourism products;	<b>RDB</b>
	Follow the inclusive approach to planning and design, ensuring community consultation, involvement and partnerships and putting an end to ad hoc and inappropriate development ;	<b>RDB/MINALOC &amp; DISTRICTS</b>
	Enforce planning and environmental controls so as to protect the environment and the investments of the private sector and of the government in infrastructure and marketing;	<b>RDB/REMA</b>
	Keep the maintenance and upgrading of the access roads to the DMAs under constant review. The provision of roadside facilities and halting points will be developed in conjunction with local communities;	<b>MININFRA/RDB</b>
	Development of conference and meeting facilities	<b>RDB</b>
	Development of guidelines for sustainable product development	<b>RDB</b>
	Development of a concessions strategy, program and tools	<b>RDB</b>
	Feature the culture and history of Rwanda as a special element of the tourist product projecting the peoples, the nation and the rich history;	<b>RDB</b>
	Convert ORTPN Office to information and promotion museum in Kigali	<b>RDB</b>
	Refurbish Royal Palace	<b>NMR (Butare)</b>
<b>2. Marketing and awareness</b>	Ensure that all marketing activities including promotional initiatives, sales drives, trade and consumer fair attendance, advertising, familiarisation visits, educational visits, sponsorships, collateral production and distribution and media releases are part of an integrated marketing plan;	<b>RDB</b>
	Promote Rwanda as a destination for responsible tourists so as to avoid social, health, environmental and cultural damage and the mistakes made by other destinations;	<b>RDB</b>
	Organise promotional and advertising campaigns in partnership with commercial providers (tour operators, airlines, hotel groups etc.) ensuring cost sharing and commercially oriented activity;	<b>RDB</b>

	Appoint market-based representation in key target markets. It will be policy to appoint, on a contract basis, specialist professional representation companies;	<b>RDB</b>
	Brand Rwanda as a destination with a distinctive image and position in the marketplace. The new brand will set the standards, messages and tone for all marketing activities and will include a design style for a range of high quality collaterals;	<b>RDB</b>
	Develop a state-of-the-art tourism internet portal, that is e-commerce enabled, in various languages, as the key communication tool to potential tourists and to the travel trade;	<b>RDB</b>
	Enable ATMs and businesses in Rwanda to accept international credit and debit cards.	<b>BNR and Commercial Banks</b>
	Counteract any negative images of Rwanda through a planned public relations programme of good news media releases, media visits and high profile events;	<b>RDB</b>
	Explore cost-effective joint promotional initiatives in long-haul growth markets in partnership with regional East African destinations;	<b>RDB</b>
	Develop a Rwanda Convention Bureau to actively market the conference and meetings product, targeting conference organisers, government agencies, NGOs, associations and the corporate sector in the Central and East African region;	<b>RDB</b>
	Put in place best practice market research procedures to ensure that a market-led approach is adopted in all marketing and development decision making;	<b>RDB</b>
	Participation in international trade fairs with participation of the private sector.	<b>RDB/Private Sector</b>
<b>3. Capacity building and developing human resources</b>	Establish regulated international-quality tourism training programmes in existing and new educational and vocational schools and colleges, concentrating on operative skills training to meet immediate industry needs;	<b>RDB/MINEDUC</b>
	Provide higher level education and skills training throughout the country through arrangements with regional educational establishments;	<b>RDB</b>
	Provide train-the-trainer programmes for selected industry operatives so as to enable on-the-job and industry based training for existing employees;	<b>RDB/MIFOTRA</b>
	Provide train-the-trainer support for existing educational and vocational schools;	<b>RDB/MINEDUC/Districts</b>
	Provide special training in communities in support of community based tourism projects and SMMEs;	<b>MIFOTRA/RDB</b>
	Involve the industry in the development of human resource policies and implementation;	<b>RDB/MINEDUC/Private Sector</b>
	Provide educational establishments with access to materials and resources required	<b>MINEDUC/ Private Sector</b>
	Develop RDB as a centre of excellence, adequately resourced so that it ranks amongst the leading small national tourist organisations in the world.	<b>RDB/UNWTO</b> <b>RDB/UNWTO</b>
	Contract Technical Assistance in Marketing, Development and HRD to mentor the RDB/Industry Executives	<b>RDB/UNWTO</b>
	Provide training in tourism for focal points in local government, particularly on planning and destination management	<b>RDB/UNWTO</b>

	Establish and Human Resources Development Advisory council	<b>RDB/MINEDUC/</b>
	Provide crash courses for 6-8 trainers on tourism related issues	<b>RDB/MINEDUC/Private sector</b>
	Set up a Tourism and Hospitality Training Institute in Kigali	<b>RDB/MINEDUC</b>
	Develop a national tour guiding skills program and a tour guide training program	<b>RDB/</b>
	Establish registration and licensing of guides.	<b>RDB/UNWTO</b>
<b>4. SMME and community development</b>	Support services to improve the “market readiness” of tourism enterprises	<b>RDB/Private Sector</b>
	Support for tourism enterprises in developing effective marketing tools and action to bring their product to the market;	<b>RDB/Private Sector</b>
	Support for tourism enterprises in developing an effective e-business capability and a functioning capacity to present and trade their services on the Internet;	<b>RDB/Private Sector</b>
	Strengthening business and management capability at the level of the individual enterprise;	<b>RDB/Private Sector</b>
	Forming a group of successful local business people to act, on a voluntary basis, as business mentors to tourism SMMEs	<b>RDB/Private Sector</b>
	Improving market linkages between SMMEs and larger enterprises	<b>RDB/Private Sector</b>
	Improving access to market intelligence on market demand and supply in tourism and support service sectors;	<b>RDB/Private Sector</b>
	Improving access to finance for SMMEs, in relation to viable business plans.	<b>RDB/Private Sector/ Commercial banks</b>
	Identify and support commercially viable community based tourism initiatives that can make a contribution to poverty alleviation and conservation;	<b>RDB/Districts</b>
	Highlight the necessity for community-based tourism products to be accessible and marketable;	<b>RDB/Districts RDB/MINICOM</b>
	Target enterprise support at SMEs and micro-enterprises.	<b>RDB/MINALOC</b>
	Encourage RDB and NGOs to help small and medium-sized and micro enterprises;	<b>MINICOM</b>
	Develop a mentor programme to support SMEs and micro-enterprises, particularly community-based enterprises;	<b>RDB Districts</b>
	Maximise the benefits of tourism to local communities in the Tourism Destination Areas and on the link corridors through the implementation of the Tourism Development Master Plan;	<b>RDB</b>
<b>5. Access to Rwanda as a destination</b>	Ensure that frontier crossings, customs and visa facilitation do not provide any competitive disadvantages for Rwanda;	<b>RDB/RRA/ MININTER</b>
	Lobby for additional direct and low cost flights from Europe to improve access from Europe, Asia and North America and within Africa	<b>RDB/MININFRA</b>
	Revisit visa requirements for international arrivals.	<b>RDB/Immigration</b>
<b>6. Regulation</b>	Use Registration and grading as a tool to raise standards while maintaining their integrity as a guide to quality for the consumer	<b>RBS/RDB</b>
	Establish safety and security committees for tourists within DMAs	<b>RDB/MINADEF/MININTER</b>

	Development of sustainable tourism guidelines	<b>RDB</b>
<b>7. Infrastructure</b>	Access road development and maintenance	<b>MININFRA</b>
	Signage	<b>RDB</b>
	Rehabilitation of existing airstrips, and creation of a new international airport	<b>MININFRA</b>
	Infrastructure for high-speed internet access	<b>RDB</b>
	Facilities to use international credit cards	<b>BNR/Commercial banks</b>
	Development of ports and jetties on major waterbodies	<b>RDB/MININFRA</b>
<b>8. Land, access and tenure</b>	Development of a joint planning committees	<b>RDB/MINALOC/Ministry of Lands</b>
	Collaboration of relevant authorities on land issues	<b>Ministry of Lands, REMA</b>
	Analysis of opportunity costs of setting aside land	<b>RDB/Ministry of Lands</b>
	Compensation for loss of income/land in relation to tourism	<b>Ministry of Lands, MININFRA, RDB</b>
	Modification of boundaries of protected areas and additional PAs to ensure 10 per cent of land is conserved	<b>Ministry of Lands, RDB</b>
	Resolving human wildlife conflict	<b>RDB</b>
	Sensitizing local authorities on the benefits and costs of tourism	<b>MINIRENA/ Districts</b>
	Strengthening and clarifying land tenure security and rights	<b>RDB/Ministry of Lands</b>
<b>9. Environmental sustainability</b>	Ensure conservation and the protection of the environment are a priority for all players in the sector;	<b>RDB/MINALOC/REMA</b>
	Ensure that all private and public sector development activities are subject to Environmental Impact Assessments;	<b>REMA/RDB</b>
	Sensitize tourists and local populations to the need to respect nature, the physical environment, fauna and flora;	<b>REMA/RDB</b>
	Ensure good planning and environmental protection laws and regulations, are enforced by the District Councils supported by the Government, particularly in the DMAs;	<b>REMA/RDB/MINALOC</b>
	Development of environmental and tourism management plans for protected areas	<b>RDB</b>
	Tourism concession program developed	<b>RDB</b>
<b>10. Quality investment and financing</b>	Disseminate information on tourism investment opportunities available in Rwanda	<b>RDB</b>
	Implement tax incentives and beneficiary concessions	<b>RDB/MINICOFIN</b>
	Launch a Tourism Guarantee Fund	<b>RDB</b>
	Promote joint venture agreements	<b>RDB/Private Sector</b>
	Develop industry-need-based local capacity building programs	<b>RDB/MINALOC/NGOs</b>
	Conduct supply and value-chain assessments of the tourism industry every 2 years	<b>RDB/NGOs</b>
	Develop a „Buy Rwandan“ campaign	<b>RDB</b>
	Develop partnerships between wholesalers and local operators	<b>RDB/Tour operators</b>
	Establish facilities for e-commerce	<b>RDB</b>
Promote value for money rather than price as the measure of customer satisfaction	<b>RDB/Private Sector</b>	

Different key players in the tourism industry were involved also with the specific Roles and responsibilities like; National government with the main tasks of Facilitation and implementation:

Coordination, Planning and policy-making; Local government; Private sector; Communities; NGOs

The media; Training institutions. In 2019, number of arrivals for Rwanda was 1.63 million. Number of arrivals of Rwanda increased from 667,000 in 2010 to 1.63 million in 2019 growing at an average annual rate of 10.94%.

In 2020, tourism receipts for Rwanda was 212 million US dollars. Tourism receipts of Rwanda increased from 20 million US dollars in 1998 to 212 million US dollars in 2020 growing at an average annual rate of 20.30%. (knoema, 2019).

**Table 6: Rwanda Tourism Statistics - Historical Data**

Year	Spending (\$)	% of Exports
2020	212,000,000.00	10.99
2019	635,900,024.41	28.20
2018	547,000,000.00	26.77
2017	496,500,000.00	26.08
2016	443,000,000.00	29.21
2015	427,000,000.00	29.47
2014	376,000,000.00	28.31
2013	364,000,000.00	28.03
2012	337,000,000.00	30.08
2011	298,000,000.00	31.26
2010	224,000,000.00	31.88
2009	223,000,000.00	31.88
2008	224,000,000.00	31.88
2007	177,000,000.00	31.88
2006	148,000,000.00	31.88
2005	67,000,000.00	31.88
2001	29,000,000.00	31.88
2000	27,000,000.00	31.88
1999	21,000,000.00	31.88
1998	20,000,000.00	31.88
1997	19,000,000.00	31.88
1996	6,000,000.00	31.88
1995	4,000,000.00	31.88

## Conclusions

Given the importance of economic, social and political development of tourism, the overall contribution to the development of a region, the requirement for development, implementation and promotion of tourism development strategies seems obvious, not only nationally but also regionally. One aspect that should be taken into account in developing such strategies is that the principles of sustainable development, aiming at the development of tourism while respecting the requirements for protecting the natural environment, target the specific objectives of each area or region.

Nationally, it is essential that tourism should develop strategies and features that meet the requirements of the developing country and its regions. To develop a regional tourism strategy it is necessary to take into account the current situation of the tourism, as well as anticipated future developments, to design and develop tourist offers for European Union prospects. This involves the integration of several strands, including: regional development, education, culture, cooperation. It should be noted also that achieving a sustainable tourist market has become an urgent necessity, because only such a market can generate

investment in the sectors most profitable investment that will give them the development of the whole region concerned.

Concerning sustainable development internationally, it is obvious that economic development, broadening exchanges of any kind between the countries of the world, globalization of world economy, reducing trade barriers, stimulating investment in tourism, state policies to encourage it, progress of transport technology are factors favoring tourist movement. On the other hand, diversification of spending the holidays, relief to the tourists, raising quality of life and general level of education and culture have made tourism to become the most important form of leisure. In addition, modern man feels more acutely the need to leave the country within the borders of nationality and to have contact with other places, cultures and customs.

We believe that sustainable tourism development strategy must consider the conservation of natural and human tourism resources in order to continue their future use, raising the living standards in the areas where tourism development is achieved, promoting

both the local population, as especially by tourists, the idea of conservation

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