

**DEVELOPMENT OUTCOMES OF TOURISM POLICIES**  
**A CASE STUDY OF VISIT RWANDA BRAND IN MUSANZE DISTRICT**  
**(2018-2024)**

**By**

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A Thesis Submitted in Partial Fulfillment of the Academic Requirements for the Award of  
Master's Degree in Development Studies

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## DECLARATION

I, UMUTONI LATIFA Claudine, declare that this study entitled: **Development outcomes of tourism policies: Case of Visit Rwanda Brand in Musanze district (2018-2024)** at my original work and at my best knowledge has not been presented to any other Institution for academic promotion. No part of this research should be reproduced without the authors consent or that of Kigali Independent University ULK.

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Sign..... Date.....

**APPROVAL**

This is to confirm that the work reported in this thesis: **Development outcomes of tourism policies: Case of Visit Rwanda Brand in Musanze District (2018-2024)** has been carried out by **UMUTONI LATIFA Claudine** under my supervision and submitted for examination with my approval.

Supervisor: Dr. KAGABIKA MUYUKU Boaz, PhD

Signature.....

Date.....

**DEDICATION**

To my husband,

To my children,

To my parents,

To my brothers and sisters

To my dear friends.

## ACKNOWLEDGEMENTS

I wish to express an abundance of credit and gratitude to the Almighty God for His divine intervention that made everything possible.

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**UMUTONI LATIFA Claudine**

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**ABBREVIATIONS, ACRONYMS AND SYMBOLS**

%	: Percentage
&	: And
ANP	: Akagera National Park
AUD	: American University in Dubai
CBP	: Community Based Projects
GDP	: Gross Domestic Product
GIS	: Geographical Information System
GoR	: Government of Rwanda
GPS	: Geographical Positioning System
MINICOM	: Ministry of Commerce, Industry, Cooperatives and Tourism
NGO	: Non-Governmental Organizations
NNP	: Nyungwe National Park
ORTPN	: Rwanda Office of Tourism and National Parks
PNA	: Parc Nationale de l' Akagera
PPA	: Participatory Poverty Assessment
RIPA	: Rwanda Investment promotion Agency
RTC	: Rwanda Tourism Centre
RTTO	: Rwanda Tourism Training Centre
SPSS	: Statistical Package for Social Sciences
STD	: Sustainable Tourism Development
TWG	: Tourism Work Group
UGC	: User-generated content
ULK	: Kigali Independent University

UNDP	: United Nations Development Programme
UNICEF	: United Nations International Children Emergency Fund
UNWTO	: United Nations World Tourism Organization
USA	: United States of America
USD	: United States Dollars
VNP	: Volcanoes National Park
WTO	: World Tourism Organization
WTTC	: World Travel and Tourism Council

## ABSTRACT

The main purpose for this study was to investigate the development outcomes of tourism policies as case study of visit Rwanda brand in Musanze District. Particularly the study sought to analyze the strategies of doing branding and tourism promotion policy in Musanze District; to determine the extent to which tourism promotion policies contribute to development of rural communities of Musanze District; to find out the challenges based on branding and tourism promotion policies Musanze District and to propose the strategies to overcome the challenges by branding and tourism promotion policies in Musanze District. The sample size was 400 respondents selected using purposive and convenience sampling method from the total population of 268,912 including managers of hotels, managers of private companies and local authorities of Musanze District. Questionnaires and interview were used to collect primary data. Descriptive statistics were used where distribution (frequencies, percentages) through statistical package for social sciences (SPSS, 23.0). The study found that that tourism industry has emerged as a key force in boosting a Musanze's economy and to insure that the great growth of tourism activities over the years is associated with outstanding economic and social benefits. It is evident that the respondents tourism generates income for a variety of businesses and creates a wide range of employment opportunities. Since inauguration of visit Rwanda promotion, large number of moving visitors into an area pushes up the number of different sellers from different products and services of tourism related, meaning that local people have to benefit more from food, drinks, transport etc. This means that many people employed in restaurants, cafes, shops and in the transport industry owe their jobs to the people who visit tourism different destinations. Through coefficient of determination, the study found that at 91.9% confidence interval, great variation in the socio-cultural expansion, environmental sustainability, economic development, and employment development in Musanze district is accounted to changes throughout tourism promotion policies based on implemented strategies. Visit Rwanda brand has played an important role in the increase of foreign tourists and the need for almost all tourism products and services from different sectors of the economy of Musanze District. Increased crime in the area, such as prostitution, illegal gambling and drug dealing and robbery and infrastructure issues, and security and cross border regulations were challenges on branding and tourism promotion policies Musanze District. The proposed solutions to overcome these challenges were to develop a range of quality tourism products and services, capable of attracting and meeting the needs of international, regional and domestic visitors. Therefore, having analyzed, discussed and interpreted collected data of this study, the study recommends that it should be Sensitize the private sector, tourism agencies, environmental agencies and NGOs to the importance of communities involvement in tourism development and Exploit opportunities for tourism training and awareness, finance and incentives for tourism development.

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**Keywords: Tourism, Tourism Policies, Outcome, Development**

## **CHAPTER 1: GENERAL INTRODUCTION TO THE STUDY**

### **1.0. Introductory remarks**

This chapter presents background to the study, the problem statement, objectives of the study, research questions and the significance of the study. The chapter further presents limitations of the study as well as the scope of the study.

### **1.1 Background to the study**

Many countries rely on tourism as a crucial source of income and jobs (Buame, 2019). On a global level, there are numerous aspects of tourism branding and promotion that have been successful in recent years. For example, destination marketing organizations (DMOs) have become increasingly important for promoting international destinations through digital platforms such as social media or websites (Ritchie, 2013). Additionally, strategies like experiential marketing have also helped create memorable experiences for travelers which can help increase their loyalty towards certain brands or locations (George, 2015). Furthermore developments such as e-commerce solutions provide better opportunities for customers to research their travel options online before booking trips abroad (Wang, 2019).

In Europe specifically, there has been an increased focus on sustainable approaches to promote destinations by emphasizing local cultures rather than mass-marketing techniques employed elsewhere around the world (Kotler, 2017). Similarly Asian countries like China are investing heavily into various forms of digital advertising with many Chinese companies now actively targeting overseas markets through search engines and other online channels (Li, 2018). This trend is likely going continue given its success so far at attracting more visitors from abroad while still maintaining strong ties between locals within each country's respective culture.

With its diverse array of natural and cultural attractions, Africa in the same light has great potential to draw visitors from all over the globe. However, as Kotler (2017) points out, Africa's tourism industry is lagging behind other regions in terms of development.

Africa's tourism industry has a long history dating back to the colonial era when Europeans explored and hunted in the continent. However, it was only in the mid-20th century that tourism became a significant industry in Africa. At first, countries like Kenya, Tanzania, and Egypt embraced tourism due to their diverse natural and cultural resources that attracted visitors. Later on, in the 1970s and 1980s, tourism expanded to other African countries like South Africa, Morocco, and Tunisia. Nevertheless, Africa's tourism industry still lags behind other regions in terms of development (Horan, 2018).

Tourism is one of the three major economies that is changing societies globally. Tourism is the collection of activities, services and industries that deliver a travel experience and other hospitality services provided for individuals or groups travelling away from home (UNDP, 2017). It is the world's largest and rapidly growing industry after technology and telecommunication. Tourism has an impact in both the developing and the developed world GDP, (Yazdi, 2015). This is true as a lot of revenue is generated due to interactions between tourists and destination. This creates a significant impact in many countries due to the multiplier impact of the tourism revenue including Rwanda (Bhatia, 2015). The World Tourism Organization (UNWTO, 2015), puts France as the most visited destination in the world followed by Spain, USA, China and Italy and that the global tourist arrivals in 2018 was 1.4 billion tourists, a rise of 6% over 2017 that was 1.326 billion visitors and is forecasted to increase to 1.8 billion by 2030. From the above figures, Africa managed to receive only 63 million (9%) tourist arrivals, while Rwanda, where the study was conducted received 1.7 million tourists and thus employing 142,000 Rwandans directly up from 90,000 in 2017 (Tusabe, 2019).



These visitors brought in a total global receipt worth \$1.7trillion or about 2% of total global GDP compared to \$1,340 billion in 2017, and \$25 million in the 1950s (Leiper, 2012). Rwanda received a total share of the global tourism revenue of \$408 in 2018, an indicator that the industry is on a right way to development (Honey, 2019). The above statistical representations have been propelled by globalization, which has brought competitiveness among destinations, states, sites, businesses and people. This means that, those destinations that market more and reach more to the customers, are always winners of tourist spending power hence tourism revenue. Several destinations are bringing tourist destinations and locations near the customers using sophisticated means for instance, Cyprus and the Bahamas spend more than \$40 on each visitor through advertising, organising tourism fairs and direct marketing. (Lim, 2019) and (Little, 2013). On the other hand, Scotland's national tourism agency "Visit Scotland", is widely considered to be a good model, spends \$40millions a year marketing to 14million visitors, who spend \$8billions in return (Dwyer, 2019)

In addition, Australia has invested a lot of funds estimated to AUD 5 billion (EUR3.4 billion), with the potential to generate more than AUD140 billion (EUR 97billion) by 2020. It has also partnered with 19 airlines in 16 markets to promote Australia collectively with more than AUD32 million (EUR22 million), (Rosenzweig, 2016). In Africa, South Africa is getting exposure on prime-time television through partnerships with popular programmes such as "The Bachelor" that has a wide audience of over 20 million fans and it has generated a record website visitor and drove bookings. The Seychelles is marketing herself as the purest and most uncommercialized destination in the world, and the island received 300,000 international tourists to its 115 islands in 2015 (Okello, 2014).

In East Africa, tourism marketing has taken the same shape but with a different approach of improving hospitality establishments, improving production efficiency, partnership building, and enhancing customer services. Tourism continues to grow with more initiatives being put in place by the government

through Rwanda Development Board (RDB). Thus, tourism has been identified as a priority sector to achieve Rwanda's development goals as set out in Vision 2020, given an enormous pace of growth (RDB, 2018).

Therefore, in order for Rwanda to gain a share of the global tourists, the country has been rolling out multiple efforts to attract more visitors in the country. RDB is continuously putting in place initiatives to complement the already existing ones to further grow the tourism sector. We are working on a "Focus and Dominate" strategy that includes aggressive marketing and product diversification. So far, we have kayaking and house boat experiences at Lake Kivu, Gishwati-Mukura is now a national park and very soon we shall open cultural centres in Rulindo and Rebero in Kigali," (Nyirabahizi, 2019). Among the avenues the county adopted, it has been creating a diversity of wildlife in local parks with re-introduction of lions in 2015 and the addition of rhinos in 2019 in the savannah park of Akagera in the eastern province in 2015.

The county has also, innovated other marketing designs that are more sustainable than the traditional ones. The single tourism visa under the auspices of the three-state is having a greater impact on the tourism sector. Under this strategy, the three states of Uganda, Kenya and Rwanda join together in marketing and increasing the visibility of touristic attractions in the participating countries (Nyirabahizi, 2019).

Rwanda is continuing to market her destinations through product diversifications and innovations with the aim of attracting new customers. These include, Kwita Izina ceremony, canopy walk, diplomats' country tour, tour du Rwanda, and strengthening culture among others. Furthermore, the government, through the leadership of H.E. Paul Kagame, announced a sponsorship deal with Arsenal Football Club in 2017 worth £30 million given that the Football Club is seen 35million times daily globally and the club is a darling among the millennials who form the majority of the world market. This action alone, has seen

an increase of British travellers coming to Rwanda by 20 per cent in just one year (RDB, 2018). Recently, in November 2019, the government again signed a marketing contract with Paris Saint Germain (PSG) football club as a way of winning French travellers and the young followers of PSG team to visit Rwanda. This has seen many tourists to increase in the country as confirmed by Virtuoso, an international travel agency network, which recognised Rwanda among the top 10 countries that have experienced significant increases by bookings especially among American travellers (Mbambo, 2020). The management of Akagera national park in Eastern province recorded more than 44,000 tourists in 2018 half of who were domestic. This earned the park alone USD \$ 2 million (over Rwandan francs 1.8 billion) in 2018 and expressed optimism for an increased number of tourists in 2019.

Moreover, the country wants to place herself as a luxury tourist destination by diversifying the country's natural, cultural, religious and other attractions in the country using unique and innovative tools such as investing and improving her hospitality facilities as well as coming up with new ones such as Bisate Lodge, Amakoro Songa lodge, One and Only Nyungwe and the newly opened Singita safari lodge in Kinigi sector. Additionally, Rwanda is also strong on growing tourism earnings through the conference tourism sector. Conference tourism commonly known as Meetings Incentives conferences and Exhibitions (MICE) is a new form of tourism in Rwanda, which targets travellers coming in for meetings, incentives, conferences and events from all parts of the world. According to a report published in Rwanda's economic survey (2015), Rwanda Convention Bureau (RCB) was established to promote Rwanda as a premier MICE destination in the world. Since its launch in 2014, MICE tourism has become Rwanda's source of revenue drawing thousands of MICE travellers from all parts of the world to Rwanda. In this respect, Rwanda hosted over 169 international meetings within a period of two years from 2016 to 2018, which attracted tens of thousands of travellers hence an indirect support for the service providers such as hotels, lodges, restaurants and Rwanda Air, which make it easy for travellers to connect to and from Rwanda. MICE tourism contributed \$56 million to Rwanda in 2018 and it intends to

increase it to \$88 million by 2030 (NISR, 2018). The World travel awards in 2018 ranked Rwanda as a leading conference destination hosting the highest number of conferences, meetings, incentives and events in the region. These and many more have made Kigali city ranked the third most popular destination in Africa for international meetings and events as asserted by the International Congress and Convention Association (ICCA,2018), after Cape Town and Morocco. This research focuses on development outcomes of tourism promotion policies: evidence from visit Rwanda brand

## **1.2 Problem statement**

Despite the good performance of the tourism sector in Rwanda, several challenges remain. The main impediment cited by almost all actors in the sector is the large skill deficit. This deficit applies to all areas of tourism, including guides, chefs, and hotel service personnel and technicians. Hotels and tour operators either train their staff in house or send them to neighboring countries to be trained, although recently some tourism schools have been opened by the private sector. The emphasis of the curriculum is on managerial rather than technical skills, meaning that the demands of the sector are not taken into account adequately. To accomplish the goal of turning Rwanda into a service-oriented economy, skill development is of utmost importance.

There is an overreliance on gorilla tourism. The number of permits cannot be easily increased, and the existing permits are typically sold out. Tourism needs to be diversified and other attractions promoted, such as birding and primates in Nyungwe, visits to Lake Kivu, and conference tourism. Diversity is particularly important in establishing Rwanda as a stand-alone destination.

Access to finance is still an impediment for the development of the sector. Banks seem reluctant to finance tourism projects because they are within a service oriented sector rather than attached to a sector

producing tangible goods. Stakeholders in the tourism sector have proposed the establishment of a guarantee fund by the government.

Other sectors need to be further promoted through the tourism sector in order to reduce poverty. Pro-poor links that can be exploited further include the food supply chain to hotels, lodges, and restaurants; assistance to poor households to access training, employment, and promotion in hospitality; practical initiatives to help businesses enhance their own business models; and partnerships with more domestic and regional tour operators, hotels, and lodges to promote community activities such as cultural events and the sale of handicrafts (SNV and ODI 2008).

Rwanda needs to comply with international standards. Currently, hotels are being classified according to the EAC standard. While this is an important step, it poses challenges to a number of hotels. Once Rwanda shifts to an international system of standards and classifies hotels accordingly, the pricing structure might have to be revised to remain competitive with the neighboring countries.

RDB and MINICOM do not have sufficient staff. In MINICOM, only one part-time person is responsible for tourism. RDB, as well, has only a limited number of staff. Given the very ambitious agenda for the tourism agenda, sufficient staffing should be in place. Infrastructure needs improvement. Although roads in Rwanda are broadly adequate, the air transport connection to the country is still limited. A new airport is currently being planned, which could attract more international carriers to offer direct flights, especially from Europe.

One gap that needs to be addressed is the lack of research on the specific challenges faced by African countries in promoting their tourist destinations. Studies of Kwizera (2011) and Makambo (2009) have focuses on engaging local communities in conservation of National Parks of Rwanda and community partnership for conservation, “International Gorilla Conservation Program. However, there is a need for

more research that specifically addresses development outcomes of tourism policies in Rwanda and exactly visit Rwanda brand in Musanze District.

### **1.3 Objectives of the study**

This study consists of general and specific objectives

#### **1.3.1 General objective**

The general objective of this research is to investigate the development outcomes of tourism policies as case study of visit Rwanda brand in Musanze District.

#### **1.3.2 Specific objectives**

The research was guided by the following specific objectives;

- (i) To analyze the strategies of doing branding and tourism promotion policy in Musanze District.
- (ii) To find out the extent to which tourism promotion policies contribute to development of rural communities of Musanze District
- (iii) To find out the challenges based on branding and tourism promotion policies in Musanze District.
- (iv) To set the strategies that can help to overcome the challenges faced by branding and tourism promotion policies in Musanze District.

### **1.4 Research questions**

This research has been carried out with the following research questions

- (i) How branding and tourism promotion policy is done in Musanze District?
- (ii) How tourism promotion policies contribute to rural communities of Musanze District?

(iii) What challenges are faced in the branding and promotion, of tourist destinations in Musanze District?

(iv) What are strategies to overcome the challenges faced by branding and tourism promotion policies in Musanze District?

## **1.5. Scope of the study**

The research is scoped in terms of domain, geography and time, this is done to make the research remained clearer and focused.

### **1.5.1. Geographical scope**

The case of this study is Musanze District, it has chosen because Musanze District is one of the 5 Districts of the Northern Province created by the organic law n°29/2005 dated on 12/23/2005 related to administrative entities of the Republic of Rwanda. Musanze is one of the largest and fastest growing urban centers in Rwanda and is a central hub for businesses, trade, and tourism. The PNV with its famous mountain gorillas, the Buhanga eco-park, and the Ruhondo Lake are found in Musanze and make the city a popular destination for national and international tourists (RoR, 2017).

Musanze is the most mountainous part of Rwanda and contains the largest part of the Volcanoes National Park. Five of the eight volcanoes of the Virunga chain, Karisimbi, Bisoke, Sabyinyo, Gahinga and Muhabura, are within the district boundaries. Karisimbi is the tallest point in Rwanda at 4,507m and is the sixth tallest peak in Africa. The Rwanda-Democratic Republic of Congo border crosses over the peak of Karisimbi (RoR., 2013).

### **1.5.2. Time scope**

A National Tourism Policy was put in place in 2006. This Policy promotes a planned and consistent approach to the development and support of tourism activities and the creation of Destination Management Plan partnered with various levels of government and industry. But the study covered the period of seven years from 2018 - 2024. The focus was the period of Visit Rwanda campaign which is started in 2018. Therefore, the study aimed at evaluating the development outcomes of tourism promotion policies based on visit Rwanda campaign more especially case study of Musanze District. Data were collected in 2024, it means that the study covered a period of around 6 years.

### **1.5.2. Scope in domain**

The study brought on the socio-economic development and mainly focuses on the development outcomes of tourism promotion policies as case study of visit Rwanda brand in Musanze District. Therefore, the focus was based mainly on study objectives and mainly emphasis on how tourism has been and continues to be one of the key channels for alleviating poverty in developing countries, Rwanda inclusive. Though tourism growth is not universally inclusive of the poor, our understanding of how tourism affects the poor is largely based on partial and superficial analysis. It has been observed that Tourism can not only lead to the socio economic development, environment & sustainable development, rural development of the country but also help in reducing poverty of a population in a given area.

### **1.6. Significance of the study**

The study might have significance and act as useful document to many stakeholders interested or involved in tourism and National Park Conservation, Musanze District local Leaders, local and international conservation NGO's, conservation policy makers and community as whole, the researcher herself and other scholars with interest in protected areas conservation.



Findings of the present study might be useful to Musanze District Local Leaders in relation to the usefulness of the program in relation to whether it promotes income-generating activities among the community and community social welfare development.

The result of the study might benefit the NGOs in terms of promoting activities related to the tourism outcomes.

The findings of the study are expected to highlight the usefulness of tourism revenue sharing program to the community in terms of direct and indirect benefit gotten from the program.

The study is beneficial to conservation regulator (Rwanda Development Board) and other concerned bodies, because this will act as guidance to the way that local communities can benefit more from tourism revenue sharing and identify adaptations required to increase its effectiveness and efficiency.

The researcher hoping that this study is beneficial owing to the fact that, it will create current awareness about community attitude towards tourists and tourism activities.

Most importantly, academicians, researchers and other scholars within or outside Rwanda will gain empirical knowledge with regard to tourism outcomes throughout tourism policies.

Finally, the study will serve as secondary source of information, which will be available to the researcher's academic institutions, and this information will be used as academic reference.

### **1.7. Organization of the Study**

The research is consisting five chapters. The first chapter presents the introduction and background to the study. The second chapter presents the review of related literature while the third presents the research methodology. Chapter four dealt with analysis, interpretation, discussion, the collected data while chapter five presents the summary of the findings, conclusion and recommendations of the study.

## CHAPTER 2: LITEARTURE REVIEW

### 2.0. Introduction

This chapter presents the review of literature related to investigate the development outcomes of tourism promotion policies with the focus visit Rwanda campaign. The review of literature was done in relation to the study objectives and therefore the researcher looked the reason of branding and tourism promotion policies Musanze District, demonstrate the potential that Rwanda tourism has to develop a unique niche market, highlight the impact of the Visit Rwanda campaign on tourism of Musanze District and examine the impact of community based Tourism in rural communities of Musanze District.

### 2.1. Conceptual review

Different concepts related to independents and dependent variable are defined for more understanding the theme under the study.

#### 2.1.1. Development

Development is basically an economic concept that has positive connotations; it involves the application of certain economic and technical measures to utilize available resources to instigate economic growth and improve people's quality of life. In the 1950s and 1960s, development was largely referred to as economic growth, which meant a quantitative rather than qualitative change in economic performance. Consequently, development theories were designed to activate and accelerate the process of economic growth and move developing nations along the path charted by the industrial ones of the West, from relying primarily on agricultural activity to relying primarily on industrial production and trade (Chambers, 2013). It is worth mentioning, however, that since my days as a graduate student, I have argued that the "economic development" concept was misconceived from the beginning. No plan or amount of money can develop an economy if it leaves out culture, which governs the attitudes and the

ways of thinking of the people who would be managing the proposed development strategies and programs (Esteva, 2015).

ILO postulates that Development is a comprehensive societal process to move the underdeveloped nations from their state of economic backwardness and slow socio-cultural change to a dynamic state characterised by sustained economic growth and socio-cultural and political transformation that improves the quality of life of all members of society (ILO, 2017). Mehta (2016) opines that the people must become stewards of development and the main beneficiaries of the societal change that is thereby produced. Mehta (2016) postulates that changes to government systems, the rules of the game and the mindset of the general public are required for a development project to attain success (Mehta, 2016).

Development is a form of social change that leads to progress, acquiring knowledge and having access to resources for decent living. Development can be perceived as improvement in the lives of a people at the individual and societal levels (Chambers, 2013).

The vision of the liberation of people and peoples, which animated development practice in the 1950s and 1960s has thus been replaced by a vision of the liberalization of economies. The goal of structural transformation has been replaced with the goal of spatial integration..... The dynamics of long-term transformations of economies and societies [has] slipped from view and attention was placed on short-term growth and re-establishing financial balances. The shift to ahistorical performance assessment can be interpreted as a form of the post-modernization of development policy analysis (Gore, 2010).

### **2.1.2. Outcome**

The terms “outcome” and “impact” are ubiquitous in development evaluation discourse and in program documents of development interventions. However, there are many competing definitions and uses for these terms that cannot easily be reconciled. This leads to confusion, undermines efforts to improve

learning and accountability, and may negatively affect the effectiveness of public programs and policies. In international development, the most widely used and internationally accepted definitions are those of the Organization for Economic Co-operation and Development (OECD, 2012) in which outcomes are defined as short- and medium-term changes and impacts as longer term changes resulting from a development intervention. We show in this article that these influential definitions, and many other definitions by different organizations and communities, are ambiguous and lack the conceptual clarity and precision needed for understanding, planning, and evaluating the complex development interventions, programs, and policies of our time (OECD, 2010).

While there is widespread agreement in the evaluation community about the unsatisfactory state of affairs regarding outcome and impact terminology, there is only isolated systematic analysis of the problem publication of a set of harmonized definitions intended to be used across the entire United Nations (UN) system (Roche, 2019). However, those definitions do not live up to the good practices and recommendations developed in this article and have not been adopted widely across the international development community. A year later, the ECG, representing the evaluation units of the major multilateral development banks and other international financial institutions, issued its own set of definitions, much shorter, with a minimal consensus regarding the term impact (as discussed later) and important differences in meaning from UNDG's, for example, regarding the causal perspectives adopted. Clearly, the unsatisfactory state of affairs regarding outcome and impact terminology has not yet been but urgently needs to be resolved. Because achieving international consensus on a new set of sounder definitions may be challenging, advice is needed to mitigate problems associated with current definitions (Collins, 2017).

### 2.1.3. Tourism

Tourism is a highly complex phenomenon and can be fully understood only by adopting a multidisciplinary approach (Candela, 2012). Tourism as a social force and institution is impacting the life of people and many are associated with the industry directly or indirectly. Concordantly, while tourism causes some changes and transformations in many subject (such a cross-cultural interaction, free from prejudices, contribution to peace environment etc.), it also changes in itself. In this study, it is focused on some essential definitions, which are “travel”, “tourism” and “tourist”, referring to changing meaning of travel, tourism and tourist (Hannam, 2014).

When looking at classical definitions of tourism, travel and tourist, it is understood that it is necessary to revise them according to the current changes. In this regard, “travel” refers to the activity of travelers. A traveller is someone who moves between different geographic locations, for any purpose and any duration. Travel comprises all journeys from one place to another. It includes all journeys made by people who enter a country for leisure, to work, reside, study or who just pass through a country without stopping. “Tourism” means the temporary short-term movement of people to destinations outside the places where they normally live and work, as well as their activities during their stay at these destinations. It should be noted that all tourism should have some travel, but not all travel is tourism. “Tourist” is a person who travels to destinations outside his/her residence and working place, and stays for at least 24 hours, for the purpose of leisure or business (Huang, 2016).

These definitions are insufficient depending on technological developments. One of the most important technological developments is virtual reality application. Virtual reality (VR) has given a contribution in the context of video games, architecture and tourism, but the applications are so vast and extend to different forms of entertainment, education or education and to other sectors which enables living experiences with relevance (Guerra et al., 2015). It has been obliged to change meaning of tourism, travel

and tourist definition by virtual reality applications (Hannam et al., 2014). Because these applications effects on visitor/ tourist experiences (Uriely, 2005; Jung et al., 2016) and tourism marketing (Huang, 2016), planning and management, entertainment, education, accessibility, heritage preservation, communication and information flow (Schegg, 2017), travel types (Guttentag, 2010). In other words, both tourism demand and supply have continuously changed in parallel with VR technologies. So tourism researchers and professionals need to redefine tourism, travel and tourist definitions.

#### **2.1.4. Tourism Policies**

A tourism policy is a public policy specifically for a country's tourism sector. A tourism policy is a stated course of action in the tourism field and provides a guiding framework for decisions about the future tourism governance, development and/or promotion of a country (Costa, 2014). A tourism policy document details what governments choose to do or to not do with respect to tourism. The policy may present an aspirational vision for tourism in a country with overarching guidelines for how it can be achieved, or it may refer more specifically to rules and regulations for the operation of the industry, or it may do both. For instance, a policy statement could quite broadly be to 'boost tourism activity and profitability', and to 'generate quality employment', or it can be more focused such as to 'work towards the deseasonalisation of tourism' and to 'diversify the tourism product from being mainly wildlife-based' (Dredge, 2017). Some policy statements will also allude more specifically as to how they will be achieved, for example, a policy aim to 'bring about growth in the tourism industry through the encouragement of the private sector' and to 'take a strategic approach on visitor visas making it easier for people to travel and holiday here'. It is important to remember that a policy does not automatically constitute a law; laws may be introduced or changed as a result of policy, but policy is not a law in itself (Uriely, 2005).

Whether a policy document presents broad aims or more specific objectives, it presents government's intentions with regards to the sector, and provides a framework within which tourism stakeholders can evaluate their conduct and make decisions about how they will behave in the future (Edgell, 2013). The terms policy and planning are often used interchangeably, though it is important to note a subtle distinction in meaning. Planning is a continuous process, which in this context can be referred to as the policy-making process, whereas the policy itself is the formal manifestation of the decisions made as a consequence of that planning/policy-making process. Confusingly, tourism policy documents are not always named as policies and instead are often labeled as tourism plans and tourism strategies (Hall & Kramer, 2018). Tourism plans and strategies should outline the more operational decisions and responsibilities for implementing the tourism policy aims. Whatever the document is called, for tourism policy, it is important to check that the document presents the overarching tourism policy aims, in order to consider a document as the object of tourism policy analysis (Wanhill, 2017).

Policy-making is concerned with planning for the future and involves hypothesizing about future circumstances and deciding how to achieve certain goals. A public policy is a statement of intent; it sets out desired future conditions and presents the guiding principles for decision-making to achieve these conditions. Public policy-making is usually considered the role of government and is termed 'public' policy-making because government agencies are responsible for implementing the policy decisions (Hall & Kramer, 2018). A public policy statement or document is the formal expression of a course of action that government chooses to address a given problem. This means that public policies are essentially about whatever a government's position is on an issue and what they choose to do. It is important to note that a public policy statement can also be the articulation of what government chooses not to do; policies are about commitments to action and to non-action. Furthermore, policy statements can be pro-active measures, made in anticipation of future changes and needs, and should not only be seen as reactive efforts to solve contemporary problems (Hall & Kramer, 2018).

### **2.1.5. Tourism promotion policies**

Hall states, every government must have a policy for tourism both at the national and local levels (Hall, 2015). Thus, public tourism policy is whatever governments choose to do or not to do with respect to tourism. Tourism policy is basically a developmental policy which is a result of organized action of state and its organizations and institutions (Dogan & Aslan, 2017). Policy formulation is aimed at accomplishing general and specific tourism development goals. These can be of economic and non-economic nature, while their implementation should enable maintenance or increase in competitiveness of the destination in the global tourism market or some its segments. Starting from the fact that the tourism policy is based upon the tourism destination developmental goals, we may divide it into two levels the fundamental and supplementary tourism policy (Jafari, 2016).

Tourism has been identified as a priority sector to achieve Rwanda's development goals as set out in Vision 2020. With the application of previous tourism policies, the country has been able to make significant progress in developing and managing its tourism sector in recent years. In 2008, the number of foreign visitors to Rwanda reached just under one million from about 826,000 in 2007, an increase of 30 per cent. Estimates indicate that tourism revenues significantly increased between 2007 and 2008, from \$138 million to \$209 million (ORTPN, 2014).

### **2.1.6. Policies for Tourism promotion**

Tourism has been identified as a priority sector to achieve Rwanda's development goals as set out in Vision 2020. With the application of previous tourism policies, the country has been able to make significant progress in developing and managing its tourism sector in recent years. In 2008, the number of foreign visitors to Rwanda reached just under one million from about 826,000 in 2007, an increase of 30



per cent. Estimates indicate that tourism revenues significantly increased between 2007 and 2008, from \$138 million to \$209 million (RDB, 2018).

### **2.1.7. Product development and diversification Professional**

Over the years, there has been a dependency on the gorilla product as a major source of tourism revenue, and over 90 per cent of the industry's earnings are driven by gorilla tours. Whilst recognising the importance of this iconic product, much effort is needed on diversifying the industry to include a wide range of other products (Bano, 2021). This diversification may consider strengthening. As signed by Ministry of Trade and Industry (2019), Meetings, Incentives, Conferences and Exhibitions (MICE) tourism, birding, culture, agro-tourism, adventure products and others, in relation to the market demand and the resource base of Rwanda (MTI, 2009).

According to recent research by RDB and SNV the most frequent length of stay for international visitors in Rwanda is four days. Rwanda is seen as an add-on to an East African safari tour, principally to visit the gorillas. The availability of high quality alternatives to the gorilla product will be essential to ensure these visitors decide to stay longer. For example, currently only 11 per cent of international visitors go to chimpanzee trekking in Nyungwe National Park, 6 per cent experienced mountain biking, compared to 65 per cent who visit the genocide memorial centre<sup>8</sup>. The frequency of visitors experiencing alternative products is key to the long run development of the industry (Briggs, 2014).

The present economic crisis has affected all major tourist producing countries, and this result in intense competition which lead in at best a static or at worst a decreasing market. Value for money is the important consideration for visitors. Holidaymakers not come to Rwanda if they find it expensive or, more importantly, believe it to be poor value for money (Mavondo, 2017). Quality that ensures value for money (rather than price) is the cornerstone to visitor satisfaction, particularly for the discerning higher

spending tourist. At the present time, value for money is not perceived as strength of Rwandas tourism sector. This is a key challenge facing Rwanda tourist enterprises that will need to become increasingly competitive in value for money through the cost control of inputs, the quality of services and facilities and innovation. In order to enforce that tourists get value-for-money services, the tourism associations in collaboration with government should develop industrial specific codes of conduct that should be adhered to by association members (Potjana, 2013).

### **2.1.8. Marketing and awareness**

Although the image of the country has considerably improved in the recent past, the country is not well known in the key tourism source markets. Despite the current stability, safety and security of the country, the civil unrest of 1994 still underlies dominant perceptions people have in source markets. Rwanda needs to become more visible as a tourism destination, by providing information about the tourism attractions, products and services, and making it a competitive destination for tourists and tourism operators. The private sector needs to put in place a tourism marketing levy fund which will be also supported by government (Rylance, 2016).

The travel trade and the web are recognised as the most cost-effective means of reaching the potential visitor and will be the principal channels of distribution in international and regional markets. Editorial publicity and word-of-mouth recommendation are also recognised as more effective and cost-efficient than advertising. Rwanda must utilise these channels to good effect.

With the rise of e-commerce globally, it is important for Rwanda to have the capacity to provide tourism information, secure bookings and accept payments online. Use of international credit and debit cards at Rwandan ATMs and businesses is currently limited and should also be made possible. The focus should

not only be on European and American markets, but also on travellers from Asia, the rest of Africa and also domestic travel by Rwandan residents (Townsend, 2012).

### **2.1.9. Capacity building and developing human resources**

There is an acute shortage of trained manpower in Rwanda and the hospitality sector is no exception. The approach and implementation of capacity building and the development of human resources has so far been fragmented (Xu, Wang, Tang, & Ye, 2022). The quality of tourism professionals, including hotel employees, guides, waiters and other key personnel is inconsistent and below par when compared with regional competitors. According to research by IPAR, more than 80 per cent of those who have experienced customer service in Kenya say it is better than in Rwanda (Rao, 2010).

The training facilities currently operated have poor equipment, limited books and internet, inconsistent curricula, and a lack of qualified staff. Tourism is a people-to-people activity where human interaction plays an important role. For any tourism destination to emerge as an important stop on the itinerary of the international tourist, the human factor and the quality of service is very important. Capacity building is also needed at all levels of government on tourism including local administrations, and also in destination-level communities (Adamowicz, 2010).

### **2.1.10. Small, medium and micro enterprise (SMME) and community development**

Although registering a business has become easier for entrepreneurs recently, particular difficulties still relate to the financing, management, and commercial viability of the companies in the long term (Flecher, 2019). There is a need to support the development of viable SMMEs that meet the needs of the market, and operate with quality standards in a sustainable way. Greater understanding of tourism supply chains is

needed, and mechanisms to stimulate growth in tourism and related businesses in response to demand (Gerosa, 2013).

Tourism should also be developed to value, invest in and develop local cultures and protect them from over-commercialisation and over-exploitation. Local communities will also have a responsibility to become actively involved in the tourism industry, to practice sustainable development and to ensure the safety and security of the visitors. Effectively, a pro-poor approach will be taken, to ensure that tourism results in increased net benefits for poor people (Rao, 2010).

#### **2.1.11. Access to Rwanda as a destination**

Despite increased regional connections to neighbouring countries and South Africa, Rwanda still has limited airlift from her main tourism source markets of North America, Europe and Asia. To improve capacity and access from these key source markets, a more pro-active approach to the airlines serving Rwanda and other airlines will have to be taken in an effort to increase the number of flights and extent of connectivity (Ngobo, 2018). Currently the cost of flights to Rwanda is expensive when compared with other competing destinations, and this should be addressed (Rao, 2010).

Direct flights from Europe have previously been operating two times a week (though this has now increased to four times), from North America tourists must go through Europe or South Africa, and from countries such as Japan in Asia flights can change three or four times before reaching Rwanda. This inconvenience to tourists is likely to put them off visiting Rwanda when there are alternative destinations to visit (Ghimire, 2011).

### **2.1.12. Framework for regulation of the industry**

It is vital that the tourism industry develops in an orderly manner to ensure that the services provided are regulated for the protection of tourists, the public, the private sector, and the state. Hotels in Rwanda have been developed at a lower standard, while charging higher prices than would be expected by visitors to our neighbouring countries (Ngatchou & Tsafack, 2019). A system of classification is required in order to promote and provide incentives for better quality of service provision. Regulation is also required to ensure that construction is sustainable and that when operational, tourist facilities operate in an environmentally sound manner (Adamowicz, 2010).

### **2.1.13. Infrastructure development**

As with all other industries, tourism requires basic infrastructure to function. Whether the supply of electricity or water, telecommunications or waste services, tourism developments require a set of utilities in order to function properly. Furthermore, tourists travelling around Rwanda should expect a quality of roads as well as of transport provision to take them speedily and comfortably to their destinations. Infrastructure development in Rwanda is led by the Ministry of Infrastructure (MININFRA). RDB and MINICOM should ensure that there is co-ordination with MININFRA in the development of infrastructure that impacts on the tourism industry. This requires the spread of infrastructure to create and complete tourist circuits (including roads, ports, airports etc.). With this supporting infrastructure, people will be encouraged to travel further, for longer, and more often around the country (Nyirabahizi, 2019).

### **2.1.14. Land access and tenure**

Land is extremely scarce in Rwanda and so understandably there are differences in interests in how it should be distributed. Land in Rwanda is now privately owned by the people, and the majority of

Rwanda's tourism products are land-based. A framework to facilitate and guide access to land by tourism investors is needed, for land both within and outside protected areas. Land tenure security and land rights for all stakeholders need to be clarified and strengthened to facilitate investment (Nyirabahizi, 2019).

#### **2.1.15. Environmental sustainability**

This policy proposes sustainable tourism as the key guiding principle for tourism development, to ensure environmental, social and economic sustainability. This implies a proactive approach by tourism industry partners to develop, market and manage the tourism industry in a responsible manner so as to create a competitive advantage. Sustainable tourism implies tourism industry responsibility to the environment through the promotion of balanced and sustainable tourism and focus on the development of environmentally-based tourism activities (e.g. game-viewing) (RDB, 2018).

It also aims to use local resources sustainably and avoid waste and over-consumption. This means responsibility of government and business to involve the local communities that are in close proximity to the tourism plant and attractions through the development of meaningful economic linkages (e.g. the supply of agricultural produce to the lodges, out-sourcing of laundry, etc.) (RDB, 2018).

#### **2.1.16. Quality investment and financing**

There is a need for effective capital investment support, financial and other incentives for product development. There is also a need to establish and nurture cooperative trade networks, and support business development. Emphasis is needed on investment and financing that is able to develop and promote quality and sustainable tourism products, minimize revenue leakage, and provide significant beneficial impact to local communities (Tusabe, 2019).

### **2.1.17. Determinants of Sustainable tourism promotion policies**

Most studies assessing tourism activities often deal with one aspect of tourism. For instance, the economic impact of tourism activities is usually estimated on the basis of data on number of arrivals, receipt per tourist, average length of stay and other economic indicators (Blazquez, 2016). In order to correctly estimate tourism activity and tourism's impact on national economies, some studies have developed tourism account methodologies (e.g. Frechtling, 2019). Other studies have focused on the use of tourism resources (natural, cultural, etc). However, a growing literature deals with the sustainability assessment, trying to develop indicators and provide methodologies for sustainable tourism. For instance, Miller (2011) focuses on the development of indicators measuring tourism sustainability. Unlike many studies that cover only the physical and human environment, Miller (2010) presents several indicators covering all aspects of sustainability: environmental issues (physical and human), employment, financial leakages and customer's aspects (satisfaction levels, etc.).

Another notable attempt to create a comprehensive methodology to assess sustainable tourism is found in Ko (2004). After a review of the existing literature, he argues that "methods of systemic sustainability assessment are not currently used in tourism" (Ko 2004). He finds that most studies on sustainable tourism development are descriptive, based on qualitative data and subjective in their conclusions, thus lacking a rigorous methodology to assess sustainability issues in the tourism sector. After identifying this gap in the literature, he develops a conceptual framework for tourism sustainability assessment based on eight dimensions: political, economic, socio-cultural, productionrelated aspects, environmental impact, ecosystem quality, biodiversity and environmental policies. Each dimension is assessed on the basis of several quantitative and qualitative indicators which are scaled and clustered to assess the sustainability of a tourist destination.

### **2.1.18. Branding and promotion of Tourist Destinations**

Tourism constitutes one of the largest sectors worldwide, though often faced with challenges and difficulties (Luiz, 2017). The growing demand for holiday and leisure activities has significantly led to an increase in the demand for tourism destinations, as this has changed the way and nature in which the tourism sector was, giving way to the need for marketing so as to get customers informed about the touristic potentials of their various tourism destinations. This has led to the use of several marketing tools, such as branding and promotion in order to boost the marketability of these tourist sites (Buhalis, 2016).

Branding and promotion are essential components of a successful tourism business. While branding has to do with the process of creating a unique identity for a business, promotion has to do with the process of communicating with potential customers (Buame, 2019). Like branding, promotion involves communicating the brand's identity to potential customers, which can be done through various channels such as advertising, public relations and social media. Promotion should be tailored to the target audience and focus on the unique experiences the business or brand seeks to offer. Branding is the foundation of any successful tourism business. It involves creating a unique identity that distinguishes the business from its competitors (Kiper & Şimşek, 2019). A country's tourism sector in itself is a brand, especially with the role it plays in that economy as such, the tourism brand is considered to be a unit in the development strategy of the country (Mbai, 2018). Tourism branding is building and identifying a tourist destination's distinct and unique characteristics. Luiz (2010) defines branding as a combination of all products and services of different industries such as agriculture, tourism, sports, arts, education, and technology investment related to the travel destination (Luiz, 2017).

The concept of branding in tourism aims to transmit a favourable image of the tourist destination to the tourist, which influences their preferences and the tastes of different target groups. Branding not only improves the image of the tourist destination but on the ways of life of the inhabitants as they have to



adapt to the changes to suit the needs of the tourism industry (Lopes, 2018). Due to fierce competition from the tourism industry, it is important to take measures by putting out a strong brand. In branding the tourism destination, the image of the tourism destination is the most crucial weapon for the stakeholders in the tourism industry as the destination image enhances the effective influences which affect the customers' awareness, conviction and emotional relationship with tourism destinations (Liu, 2017).

Thus, tourism brands should be catching the attention of people by crafting eye catching headlines that are not too long nor too short but selling a compelling and attractive story about the destination. This can be related to the case of the Eiffel Tower in Paris and the Oktoberfest in Germany, where compelling emotional stories are being told to boost its brand's image and promotion (Hosany, 2006). They further assess that for tourism brands to stay in the competition and up to date with the changes in the tourism industry, they must keep improving and putting in place strategies for the branding and development of the tourism destination.

In staying up with the competition, (Mbai, 2018) identified a five-phase model for launching and relaunching a destination brand. Phase one represents a market investigation, gathering and collecting important data and the core values of the destination and evaluating how significant and appropriate the brand might be for the tourism economy. The model also insinuates that a destination brand must be durable, relevant, communicable to potential tourists and therefore have a strong position in the tourism market (Morgan & Pritchard, 2004). The second phase is brand identity development, where assets and characteristics of the tourism destination are modelled into brand identity, which will then communicate the vision to the final consumer. Stakeholders must efficiently distribute their brands and products directly to their target consumers through advertisements, campaigns and social media promotion. The fourth stage is implantation, which is extremely crucial and leads to the fifth stage, monitoring and controlling the lifecycle and behaviour of the brand (Lopes, 2018)..

### **2.1.19. Brand identity in branding and promotion of Tourist Destinations.**

Tourism is a well-accepted phenomenon that contributes immensely to the growth and development of a nation's economy through public and private sector investments in facilities and infrastructure development (Dogru, Bulut, Kocak, Isik, Suess, & Sirakayak, 2020). It generates substantial revenue, which aids in developing and managing tourism destinations in the country. With the increasing number of tourists and tourist destinations globally, there is a need to promote, market, and establish a strong brand identity for these destinations due to intense competition (George, 2015).

While branding has been extensively used as a marketing tool for products and services, destination branding is more complex as it involves various elements such as actual sites, culture, customs, and history (Buhalis D. &, 2013). As tourism destinations compete with each other in the industry worldwide, it becomes crucial to effectively manage and create a unique brand identity that showcases the outstanding physical features and benefits of a destination, differentiating it from its competitors (Liu, 2017).

The concept of branding has often been associated with products and services, but when it comes to tourism destinations, it takes on a whole new meaning. Brand identity is crucial to establishing a brand's core values and image. It represents the most important phase in the process of image creation, encompassing the development and preservation of a unique set of ideas and perceptions (Wang, 2019).

Brand identity is created from the sender's or destination promoter's perspective, while the tourists perceive the brand image (Ritchie, 2013). In promoting and marketing tourist destinations, tourism promoters and strategists develop a brand identity based on the unique characteristics of the destinations. The goal is to create a memorable brand image in the minds of visitors and tourists (Kotler, 2017). Tourists form a destination image based on the brand identity projected by destination promoters or

marketers, who strive to establish and enhance brand identity based on their understanding of the tourist's brand image of a particular destination.

In the context of branding and promoting, tourist destinations, developed a conceptual model of destination brand identity and image consisting of three stages: destination brand identity, communication of destination brand identity, and destination brand image, (Yazdi, 2015). This model seeks to explain that brand identity represents the destination and is communicated through marketing strategies, ultimately forming a destination image among tourists. Brand identity evokes emotions and influences behaviours among tourists and visitors, as the brand holds social and emotional value for them (Honey, 2019).

Destination brands are more complex than product brands as various stakeholders consume them for different purposes, including investment, employment, and identity creation (Balmer & Greyser, 2006). Identity encompasses how a destination or tourism provider aims to identify or position itself and its products. An effective brand identity promotes the destination's unique character and value proposition, conveying it distinctively and evoking emotional connections, rather than being merely a mental image (Kotler, 2017). The control of identity primarily lies in the hands of the stakeholders of the tourism destinations. Brand identity also relates to how brand owners want the destination to be perceived, encompassing its features, beneficial attributes, and the symbolic, experiential, social, and emotional values embedded in the brand (Little, 2013).

#### **2.1.20. Development outcomes of tourism promotion**

The development of Rwanda's tourism industry is based on an acknowledgement by the government of Rwanda that the industry could play a more significant role in the rebuilding of the country's economy and on improving the country's international image. Being one of the world's poorest countries and

emerging from the devastating effects of the 1990-1994 war and genocide, Rwanda stands to benefit from a boost in the tourism industry which will contribute significantly to poverty alleviation through job creation and in turn lead to higher standards of living. Currently, the country's over-dependency on agriculture does not bode well for economic stability. A diversified economy is more likely to be sustainable and to provide a greater chance to achieve poverty alleviation goals in the country, a top priority for the government.

Governments in the developing world support and promote tourism due to its high multiplier effects in terms of generating employment, increasing foreign exchange earnings, having a positive impact on the balance of payment, and stimulating the supply sectors of tourism; also, all these activities help to alleviate poverty.

#### **2.1.20.1. Tourism and Economic Growth**

Tourism can play a dynamic role in the economic growth of developing as compared to developed nations (Liu, 2016). Tourism development is viewed as an instrument of employment generation and income. Tourism enhances foreign exchange earnings through commodities trade and importing of capital goods, required services, and manufacturing segments of an economy (Khalil, 2017).

The trends suggest three types of the economic impact of tourism development: direct, indirect, and induced. An example of the direct economic impact of tourism is the increased revenue of hotels, restaurants, and tourism organizations (Spurr, 2010). The indirect impact occurs from flows such as hotel and restaurant purchases supplies by firms at the destination. Induced impact occurs when the beneficiaries of direct and indirect impacts (such as firm owners, employees) spend their income. Hence, tourism development influences various sectors of the economy through multiplier effects (Cheong, 2010).

Moreover, scholars have applied various methodological approaches and sets of variables to measure the economic impact of tourism development. For instance, Khalil, Kakar (2017), in a bivariate analysis, found that tourism caused economic growth in Pakistan in the short run (Khalil, 2017). However, Ohlan and Al-mulali, Fereidouni (2013), found that tourism and economic growth Granger-cause each other irrespective of model specification (Lee, 2013). Katircioglu (2009), found no co-integration and causality between tourism and gross domestic product (GDP) for Turkey and rejected TLG and growth led tourism hypothesis (GLT). The literature suggests bidirectional, unidirectional, and no causal relationship between tourism and economic growth (Katircioglu, 2009). Scholars are indifferent to the relationship between tourism and economic development; hence, due to inconclusiveness, this area of research is still open for discussion. Tourism development and its impact at the community level can be linked with national-level poverty reduction through economic growth, and Sustainable Development Goals (SDGs) 8 and 12 deal directly with sustainable economic growth (Liu, 2016).

#### **2.1.20.2. Tourism and Capital Development**

Trends suggest that tourism is a determinant of foreign direct investment (FDI) in a country. The common characteristics of internationalization bind tourism and FDI in one sphere. An increase in tourists demands more tourism-related amenities and facilities (such as hotels, bars, casinos, beaches, theme parks) that would require more investments. International restaurants, hotels, and food chains are investing in every potential corner of the globe to meet the increased tourism demand. Sanford and Dong suggest that foreign investors visit the destination country to identify potential investment opportunities. Investment in tourism leads to better infrastructure, new tourist attractions, and better transportation (Sanford & Dong, 2010).

Moreover, researchers have used different approaches and techniques to quantify the relationship between tourism and FDI. For instance, Tang, Selvanathan (2017) used Granger causality in the vector

autoregressive (VAR) framework and found a unidirectional relationship between FDI and tourism in China, and suggested that the rapid growth in tourism was due to FDI (Tang, Selvanathan, & Selvanathan, 2010). Sanford and Dong (2010) used a Tobit model and found that tourism led to FDI in the USA, indicating that tourism development attracts FDI in the USA. By using panel data for developing countries in the vector error correction model (VECM) framework, Samimi, Sadeghi (2017) reported bidirectional causality between tourism and FDI in the long run, proposing that tourism potential in developing nations attract FDI, and FDI has improved tourism infrastructure and amenities (Samimi, Sadeghi, & Sadeghi, 2017). Rabindra (2019) suggested a significant long-term association between capital formation and tourism in Nepal. The literature also shows that little research has been conducted to investigate the relationship between tourism and FDI (Nepal, al Irsyad, & Nepal, 2019). Tourism development relies on good public and private infrastructure. The tourism industry can influence public policy for infrastructure upgrades and can provide the required capital investment by attracting tourists and foreign investments. Moreover, SDG 9 specifically concentrates on attracting foreign direct investment for tourism infrastructure development and sustainable innovation (UNWTO & UNDP., 2017).

### **2.1.20.3. Tourism and Energy Development**

The tourism industry requires energy at every step to carry out daily operations; for instance, tourists and suppliers use energy for transportation, and restaurants and hotels use it for food preparation and accommodations, hence, the increased demand for more energy development. The supply of energy directly influences the expansion or stagnation of the tourism industry (Frantal & Urbánková, 2014). Tourism and hospitality organizations are using innovative energy-production and saving solutions (such as using solar panels, wind, and waste systems for energy production, and using energy-saving appliances in accommodations) to minimize the environmental impact (Naukkarinen, 2009).

Scholars have applied various approaches to analyzing the relationship between tourism and energy consumption or development. Tiwari, Ozturk (2010) used a trivariate model and suggested that shocks in tourism impact energy consumption in Organization for Economic Cooperation and Development (OECD) countries (Ali & Frew, 2010). Tourism is considered to play a key role in tackling current energy challenges, including reducing the carbon footprint, protecting local environments, cutting costs for businesses, and creating local economic opportunities (Sanford & Dong, 2010). Using renewable energy is considered a fundamental way to increase the eco-efficiency of a destination and achieve sustainable tourism development. Hence, the tourism industry can help in the development of sustainable energy by adopting renewable technologies such as bioenergy, solar, wind, small hydro, tidal, geothermal, and wave energy based on the facility location. As a sector, tourism is energy-intensive; it can accelerate the shift toward an increased share of renewable energy in the global energy mix by promoting investment in clean energy sources. SDG 7 explicitly focuses on affordable and clean energy (UNWTO & UNDP., 2017).

#### **2.1.20.4. Tourism and Agriculture Development**

Pakistan is an agriculture-based economy; 68% of its population depends on agriculture, which contributes to the livelihood of 44.7% of the labor force, and earns 21.8% of GDP and 60% of foreign exchange (Islam, Arif, Javed, & Shah, 2011). Tourism has significant backward links with the agriculture sector. In rural areas, tourism is being used as a strategy for agriculture and community development. The literature on the empirical investigation between tourism and agriculture development is quite silent. In a multivariate analysis using ARDL and the Granger causality mechanism, Vanegas Sr, Gartner (2013) suggested a unidirectional causality running from tourism development to agriculture development in Costa Rica and Nicaragua, proposing that tourism leads to agriculture development (Torres, 2013). Scholars have suggested that tourism increases the demand for local food products, which provides support for agriculture development, hence increases the economic multiplier effects. Torres and Momsen

argued that through an integrated production approach, institutional procedures, infrastructure, strategic alliances, and marketing mechanisms could develop sustainable links between tourism and agriculture to fight poverty and hunger in rural areas (Momsen & Torres, 2014). Sustainable cuisine is essential for an authentic tourist experience, supporting local agriculture production [38]. Enhanced links between agriculture and tourism present significant opportunities to stimulate local production, retain tourism earnings in the locale, and improve the distribution of economic benefits of tourism to rural people (Engle & Granger, 2017). These demands can result in a variety of positive outcomes. Agro-tourism can generate additional income while enhancing the value of the tourism experience; SDG 2 (no hunger) particularly concentrates on sustainable agriculture to fight against hunger (UNWTO & UNDP., 2017).

#### **2.1.20.5. Tourism Development and Poverty**

There is a lack of empirical investigation in the literature on tourism development and poverty alleviation. Tourism is considered an essential tool for developing economies, noticeably in generating foreign exchange, attracting international investment, increasing tax revenue, and providing job opportunities (Zhao & Ritchie, 2017). Croes and Vanegas (2018)], in a multivariate analysis of economic growth, poverty reduction, and tourism using the Engle and Granger (2017) co-integration approach, found that tourism development helped to reduce poverty in Nicaragua (Vanegas & Croes, 2018). Vanegas Sr, Gartner, in a multivariate framework and applying the ARDL mechanism, reported that tourism development caused poverty reduction in developing countries (Arbache, Sinclair, & Teles, 2008). Vanegas and Croes (2017), in a multivariate investigation of capital investment, human capital, economic growth, poverty, tourism, and export, by using the Johansen and Juselius and Johansen (2009) approach to co-integration, found that tourism significantly Granger-causes poverty. These studies suggest that tourism development helps to alleviate poverty in developing countries through increased income, skill development, and infrastructure development (Johansen & Juselius, 2009). By using a computable



general equilibrium (CGE) model, Blake, Arbache (2018) reported that tourism development helped reduce poverty in Brazil (Blake, Arbache, Sinclair, & Teles, 2018). Croes (2014) researched a multivariate framework and found that tourism led to poverty alleviation. Thus, the tourism industry is well-positioned to foster economic growth and development at all levels by creating jobs, promoting entrepreneurship and small businesses, and empowering less privileged groups, particularly youngsters and women, hence it helps reduce poverty at the national level (UNWTO & UNDP., 2017).

#### **2.1.21. Strategies used to brand, promote and market Tourist Destinations.**

Tourism considerably contributes to the world economy, accounting for 10.4% of global GDP and employing 330 million people (Dwyer, 2019). However, the sector is incredibly competitive, with sites from all over the world vying for the attention of travellers. To differentiate themselves from the competition, venues must implement substantial and successful marketing tactics that highlight their distinctive characteristics and attractions.

In recent years, travel influencers have emerged as an important tool in the tourism industry. Working with tourism influencers with a significant social media following can help destination promoters reach a broader audience. Influencers can draw attention to the destination's unique features and build buzz among their followers. This may increase interest and, as a result, the number of tourists (Okello, 2014). By optimising their websites for relevant keywords, tourism destinations may increase their online visibility and attract more organic visitors. Keyword research, website content optimisation, and backlink construction can help (Fyall, 2015). Furthermore, most tourists are looking for the best offer. Offering enticing packages and promotions may help tourism destinations attract more tourists. This might be achieved by collaborating with hotels, airlines, and other travel companies to provide all-inclusive

packages or discounted rates. Tourism destinations may also offer seasonal promotions or last-minute discounts to encourage bookings (Mugomba, 2017).

Furthermore, trade shows and events are fantastic places to network and promote a tourism destination's specific benefits. Attending industry events allows tourist destinations to meet with travel agencies, tour operators, and other industry professionals. This can lead to new business partnerships and more reservations (Allan, 2004). Dwyer, (2019) highlights sustainable tourism as a brand marketing approach that is becoming increasingly popular among travellers. Tourism destinations that encourage sustainable and responsible tourism may attract environmentally conscious visitors. This may be achieved through supporting ecologically beneficial activities, aiding local communities, and reducing garbage and carbon emissions. User-generated content (UGC) refers to any content submitted by visitors, such as reviews, photographs, and videos, and is one of the most often used tactics by tourist destination advocates. Tourism destination promoters may use UGC to exhibit actual passenger experiences and build trust among potential travellers. This may be performed by presenting UGC on the tourism destination's website, sharing it on social media, incorporating it into marketing materials, and sharing it on social media (WTTC, 2020).

The local community may be a valuable resource in promoting tourist attractions. Attractions may develop relationships and market themselves to a large audience by connecting with the local community. This may be achieved through arranging community events, assisting local companies, and working with community groups (WTTC, 2020).

Lei (2016) conducted a study to analyse the role of storytelling and social media in destination branding. The study focused on South African Tourism's Facebook page and utilised a content analysis approach. The study's findings suggest that storytelling and social media are effective tools in destination branding. The study identified several important storytelling elements, such as emotional appeal and visual

imagery, in destination branding. The study also highlighted the role of social media in reaching a wider audience and engaging with tourists (Lei, 2016).

#### **2.1.21.1. Improved Marketing Channels**

Every marketing effort should begin with a plan; tourism marketing is no different. The marketing plan is your road map and details the attractions in your area. It forces you to set a budget for your promotional spending. At the end of each tourism season, you can use your marketing plan to set goals and make changes for the next year (Lima, 2018).

Tourism marketing can be expensive, particularly if you want to attract national or international tourists. Typical funding sources are state tourism agencies and taxes, including hotel taxes. Suppose there are several tourist attractions in a specific county or across several neighbouring counties. The entire area can be marketed to potential visitors as an appealing weeklong destination by combining advertising and other marketing activities. Partnerships can give tourists a fuller travel experience (Lima, 2018). Marketing in the tourism industry has distinct characteristics from other marketing plans. Because tourists are temporary, they are exposed to an area's goods and services for shorter periods. But tourists are counting on having a good time, so marketers should consider strategies that appeal to the emotions, such as treating kids to a memorable experience (Lima, 2018). Tourism means travelling to a particular destination and includes all activities undertaken during the stay (Little, 2013).

A solid marketing strategy is crucial in any business, and the tourism industry is no different. Tourism is one of the fastest-growing industries in the world and is also one of the best ways to boost a country's economy (Mbambo, 2015). With more and more destinations realising this and seeking to attract more tourists, the industry is becoming increasingly competitive. This is why ensuring your marketing strategy

is up to scratch is more important than ever . The reasons why a good marketing strategy is vital to the tourism business (Lima, 2018):

**Identify the ideal target market:** The first step to developing a successful marketing campaign is identifying the ideal target market. Depending on the experience on offer, the customer will vary. Attract new customers and develop loyalty. Once the ideal target market has been identified, a strategy to reach these potential customers must be developed. Because customer loyalty is key, a lot of time must be devoted to building brand awareness and creating ongoing, interconnected campaigns that target previous guests and attract new ones (Lima, 2018)..

**Understand the customer journey:** In tourism, the ultimate goal is selling an experience, not a material object. This means that the customer journey to purchase is rather different and comes with challenges. Understanding the journey that the customer takes before purchasing is critical to a successful marketing campaign (Lima, 2018).

**Stand out from competitors:** As the tourism industry becomes increasingly competitive, ensuring that your business stands out is important. Highlighting what is unique or different about the business is one of the best ways to achieve this. A good marketing strategy can communicate these points effectively to the customers in a way that speaks to them (Lima, 2018)..

**Hone in on the most effective tactics:** Using research and analytical tools, a marketing strategy allows you to assess which resources are best helping to reach your audience, and then focus on those resources to ensure the best ROI possible. At the end of the day, having a good marketing strategy in place allows you to feel confident, knowing that all your business's marketing needs are being carefully looked after (Lima, 2018).. Tourism marketing contributes to the growth of local and national economies worldwide. In fact, one-fifth of all global jobs created over the past decade have been within the travel sector. Nearly 10 percent of all jobs are supported by this industry (Allan, 2004).

They also make sure that information on restaurants, hotels and other venues is easily accessible and up-to-date (Iorgulescu, 2016). Tourism marketing drives business growth. Customers who are satisfied with your services spread the word about your facility, whether it's a local pub or a hotel. This will bring you more clients and give you a competitive edge (Iorgulescu, 2016). Considering these facts, it's no wonder that travel professionals invest billions in marketing.

Marketing in tourism is just a way to describe the experiences that potential customers can expect if they buy the respective product. The stages in marketing strategy are: Identify the market customers; transmit information; determine the most appropriate way to reach those customers; closing the transaction and develop and implement a post-visit strategy.

Marketing strategies depend largely on budget. Marketing means a lot of money spent on a relative percentage of buyers of the tourist product. A marketing strategy focused on a particular market segment can bring more buyers, even if it means a higher cost per person. The complexity of the tourism industry, and the specific nature of the tourism business's activity, bound to consider all other tourism-related activities, leads to the need for an appropriate marketing approach (Moumbeh, 2012).

#### **2.1.21.2. Buying Behaviour of Tourist Destination.**

New consumer trends, political changes, new technology, the fragmentation of markets, globalisation, vertical, horizontal and diagonal integration, environmental concerns, economic integration and many other key developments are all adding to the complexity of corporate management in tourism. Today and in the future, the tasks of strategic management extend well beyond finding or creating new markets. Tourism managers must adjust to all sorts of changes to ensure a sustained inflow of resources and a continuing outward flow of services. Under today's pressures, tourism executives charged with strategic management must be alert to an increasing diversity of impacts that result from the strategy, policy and

management design they select. This process encompasses searching for, purchasing, using, evaluating and disposing of products and services (Arrey-Mbia, 2020).

The tourist buying decision presents some unique aspects: it is an investment with no tangible rate of return, and the purchase is often prepared and planned through savings made over a considerable period. That is, the vacation tourist will invest with no expectation of material and economic return on his or her purchase of an intangible satisfaction CB remains one of the most researched areas in the marketing and tourism fields, with the terms 'travel behaviour' or 'tourist behaviour' typically used to describe this area of inquiry. Few comprehensive reviews of the literature on CB concepts and models exist in the field of tourism. Exceptions include, who reviews the social and psychological influences on individual travel behaviour to develop a model of tourist behaviour (Arrey-Mbia, 2020).

Travel decisions, therefore, are very much affected by forces outside the individual, including the influences of other people. The forces that other people exert are called social influences. According to Arrey-Mbia et al, 2020, these social influences can be grouped into four major areas: (i) role and family influences; (ii) reference groups; (iii) social classes; and (iv) culture and subculture. The analysis of consumer behaviour requires the consideration of various processes, internal and external to the individual. Hence, to understand purchasing behaviour, one needs to examine the complex interaction of many elements present at different stages, from arousal to decision, as well as from purchase to post-purchase experiences.

The time a tourist spends deciding the purchase during the journey and the time gap between the moment of purchase and the moment of payment influences the purchasing behaviour. For example, the tourist does not pay as much attention to details when the time to decide on the purchase is short. Generally speaking, the purchase decision is adopted more easily when the time gap between the purchase and the payment is larger (Okumu, 2021).

The second event listed in the figure above is the hallmark event. This term describes a certain type of event; nevertheless, it can hold various meanings. According to Rampersad (2019), hallmark events are those that possess such significance, in terms of tradition, activeness, image or publicity that the event provides, the city, community or destination with a competitive advantage. Ritchie (2013) defined it this way: Major one-time or recurring events of limited duration, developed primarily to enhance a tourism destination's awareness, appeal and profitability in the short and/or long. Such events rely for their success on uniqueness, status, or timely significance to create interest and attract attention” An example of a hallmark sport event could be Wimbledon, the tennis tournament in London or the Grand Prix Formula One in Monaco (Rampersad, 2019).

Private firms and small businesses dominate the tourism industry across various sectors, including transport, accommodation and attractions. However, the public sector has a key role in successfully developing tourism in a particular locality (Pizarro-Ruiz, 2020). Public sector intervention is necessary to ensure that the associated benefits of tourism are maximised, and any potential problems are minimised for the benefit of the economy, society and environment, as well as for the long-term interest of the tourism industry itself. The role of tourism in developing countries poses serious questions. While many developing economies desperately need the financial receipts from tourism, the social and environmental costs imposed by inappropriate forms of tourism development simply cannot be ignored (Pizarro-Ruiz, 2020). Image libraries will be available for home viewing that will contain all the world's best art. Inexpensive flat panel display devices will be available, throughout the house, with a resolution so good that viewing a projection will be jar new product looms in the 21st century in the form of space travel (Holland, 2016).

Categories of tourism products (Pizarro-Ruiz, 2020). *Nature tourism*: exploring conservation areas by walking or riding in the forest, or on the mountain or beach, navigation in rivers, lakes and the sea,

observation of flora, fauna and other natural attractions such as waterfalls, caves, etc. *Experiential cultural tourism*: living with native communities, including participation in daily life activities and various cultural events, such as music, dance and arts, rites or religious holidays, etc. *Agri-tourism*: visiting rural communities to participate in agricultural production, livestock, handicrafts other traditional agricultural activities. *Historical tourism*: visiting special sites to see monuments, sculptures, architecture, civil, military or religious artefacts, archaeological remains of ancient cultures, local museums and sites of paleontological interest. *Health and wellness tourism*: today, increasing interest in fitness, disease prevention, maintaining good health, new age remedies and alternative treatments to alleviate various types of stress are key tourism motivators. Such tourism may include visits to holy sites with communities; participation in rituals and treatments with healers and shamans. *Medical tourism*: this has been defined as the practice of travelling across international borders to obtain health care. *Religious tourism*: also commonly called “faith tourism”, this involves travel for reasons of faith, for pilgrimage, missionary and other related purposes. *Sports tourism*: recreational fishing and hunting, sports that require specialized training and equipment: canoeing, climbing, rappelling, etc. *Scientific tourism*: observation and study of flora, fauna and geology, local food plants and ancestral medicinal knowledge and its applications in the conservation of biodiversity.

#### **2.1.22. Tourism Constraints and Hindrances based on branding and tourism promotion policies**

A key hindrance to the development of tourism for the local population is the lack of activities on offer. While some Rwandans enjoy nature-based activities and exploring Rwanda’s national parks, informal research has indicated that these are very few compared to the majority of the population that prefers cultural-based activities and relaxation (Birori, 2015). The current attractions, according to Birori, are attractive to potential domestic tourists but there is a need to emphasise activities involving weekend getaways to the lakeside. Ruzigandekwe (2015) adds that local tourists have already expressed an interest



in Akagera National Park (which is a more relaxed, game viewing excursion) and the Lake Kivu region, which is encouragement enough for tour operators to improve on the products offered in these areas (Ruzigandekwe, 2015). Lake Kivu encompasses the cities of Kibuye, Gisenyi and Cyangugu, all potential relaxing spots for Rwandans who enjoy such experiences. Currently, however, there is not much to do at the lake. While there are nice lakeside hotels, particularly the Kivu Sun hotel in Gisenyi which was opened in July 2004, some of these are “beyond the reach of many Rwandans” (Ruzibiza, 2015).

At Kibuye, while there are more affordable hotels, there is also very little to do in terms of activities. There are no boats or water sports available for tourists, so thus making a trip to Kibuye is dull (Birori, 2015). While Birori (2015) noted that the lack of a tourism culture on the part of Rwandans is a hindrance to the growth of the sector, the availability of products and the strengthening of the tourism culture go “hand in hand”. As Birori says, one cannot sell what one doesn’t have, and tourists are convinced to travel based on what is on offer. If the products are available for the tourists, it is much easier to promote a culture of holidaying in one’s own country (Birori, 2015). Mbae believes that since domestic tourism is so prevalent around the world, “there is no reason why it cannot be so for Rwanda” (Mbae, 2015). This optimism is echoed by Rwigamba (2015): “there is so much that Rwandans have to discover about their own country”; the numerous sites, their own culture and a history that has so much to offer, and until Rwandans are willing to discover Rwanda, she cautions, “our tourism will always be somebody else’s tourism” (Rwigamba, 2015).

As discussed earlier, for years, Rwanda’s tourism industry concentrated mainly on gorilla tourism, which is still the country’s most popular tourist attraction. More recently, however, Rwanda’s tourism industry has had to develop a new strategy outlining a more diversified tourism experience for potential tourists. The country’s small size and the fact that few people know Rwanda, except for its 1990-1994 tragic events, were among the major hindrances faced by Rwanda’s Tourism Working Group (TWG) in its

attempt to rebuild the industry (ORTPN, 2014a). The group, however, is managing to turn these hindrances into benefits. The limited knowledge of Rwanda as a country and more so, as a tourist destination meant that the industry could start afresh by promoting itself through offering unique experiences directed to specific types of clientele. This strategy has been working thus far through the initiatives of ORTPN, the country's main tourism office, and through strong support from the government and private sector.

For a country like Rwanda with limited economic resources, however, these efforts must be extended to move beyond international tourism and include domestic tourism (ORTPN, 2014a). As this research report has shown, a strong domestic tourism industry provides a country with a more dynamic and diverse base, protecting it from any unforeseen developments that could threaten to keep international tourists away from the country. Rwanda faces many such threats, including political instability along the country's borders and infrastructural issues that threaten to slow down the growth of the industry. Developing a domestic tourism industry would serve to mitigate many of these threats and also create a new market that can significantly contribute to the country's tourism economy (ORTPN, 2014b).

### **2.1.23. Strategies to overcome the challenges based on branding and tourism promotion policies**

Rwanda's domestic tourism industry so far has begun to show signs of development, but it is still thought of by many in the country's tourism industry as not being utilised to its fullest potential. There is still plenty of room for improvement. The next chapter, the conclusion, will summarise the information provided so far, and will suggest policy recommendations (Ryan, 2013).

Currently, many of Rwanda's main tourist sites still require some infrastructural adjustments including the betterment of main roads; putting in place reasonably comfortable, affordable, and adequate accommodation at or near the main tourist sites; proper information dissemination, as well as the creation of a variety of activities at the specific sites (Hall & Weaver, 2019). Through its Vision 2020 report, it is

clear that government is committed to building a strong tourism industry. Its envisaged support to develop these needs is, therefore, expected to make it easier in the long run to promote domestic tourism by making the country's hidden treasures, including Rwanda's magnificent geographical and climatic diversity, inviting enough to potential and real domestic tourists. At present, domestic tourism is still in its formative stages. What is critical at this stage is for Rwanda to sell its tourism products well, through promotion of tourism experiences and activities exclusive and unique to Rwanda and targeting expatriates as well as to foreigners residing in Rwanda. These can easily be reached through their embassies, embassy newsletters, or at hotels (Burns & Novelli, 2018).

Private sector and public partnerships should be strengthened in a number of areas such as tourism expansion planning, policy formulation and implementation, monitoring and assessment, infrastructure improvement and investment for the tourism sector, tourism promotion, marketing and product growth, environmental management of tourism and preservation of cultural heritage, human resources development, accessibility, facilitation of travel, risk management in tourism, pro-poor tourism initiatives, and alertness about tourism's role in the socio-economic development (Boniface & Cooper, 2019).

## **2.2 Theoretical review**

Tourism development stimulates growth by attracting new foreign direct investment (FDI) and building new facilities. The relationship between tourism and capital investment is twofold: potential business tourists are attracted by investment opportunities through information, business-friendly environments, and available human capital; and foreign investors develop tourism facilities such as hotels, resorts, parks, and energy and transportation amenities. Moreover, tourism is highly dependent on energy to carry out its daily business activities. Scholars suggest that an increase in tourism activities leads to a higher demand for energy development. Through a backward integration strategy, tourism supports the agriculture sector,

which is considered as a backbone in developing countries. Hence, tourism plays a vital role in economic growth and overcoming poverty in developing nations.

### **2.2.1. The Social Exchange Theory**

The social exchange theory explains how people react to and support tourism development (Ritchie, 2013). Most of the studies have focused on how residents assess the benefits and costs of tourism development and have explained residents' support for future tourism development in particular region based on their evaluations of the benefits and costs of tourism. Social exchange theory can be applied to residents' attitudes on the basis that residents seek various benefits in exchange for what they are able to offer to different tourism agencies, such as resources provided to tourism developers, tour operators, and tourists; support for tourism development; and being tolerable towards the negative impacts created by tourism (Yoon, 2010).

### **2.2.2. Stakeholder Theory**

Ioannides (2001) applied a stakeholder framework concept to analyze varying stakeholder attitudes toward tourism and sustainable development at different stages of destination development (Ioannides, 2001). Stakeholder identification and involvement has been recognized as a key step toward achieving partnerships and collaboration within tourism in the studies of both Jamal and Getz (2000) and Bramwell (Jamal, 2000). The application of Stakeholder theory to tourism so far has been mostly superficial, with the exception of Hardy and Beeton (2001) who applied Stakeholder theory both to identify stakeholder groups and understand their perceptions of sustainable tourism (Hardy, 2001).

Stakeholders in tourism have different interests and priorities. It is important to understand these interests and priorities in order to develop and implement tourism policies and programs that are beneficial to all stakeholders (Rivera, 2009).

The 'Tourism Development Impacts' constructs shows significant positive relationship with the construct of 'Tourism Support' (Busby, 2016). It was evident from the empirical data that the younger generation people and elderly people are less supportive for tourism than the middle aged people. It was hypothesized that tourism stakeholders who have a desire and interest in participating in tourism planning and benefits are more likely to support tourism development. In addition, the results showed a significantly strong positive relationship between the constructs 'community participation' and 'stakeholders' support for destination competitive strategies' (Jamal, 2000).

### **2.2.3 The Butler Theory of Tourist Area Life Cycle**

The Butler Theory of Tourist Area Life Cycle is a conceptual framework that describes the evolution of tourist destinations over time. The theory suggests that tourist destinations go through several stages of development, including exploration, involvement, development, consolidation, stagnation, and decline. Different factors and challenges characterise each stage, and understanding these stages can be useful for planning and developing sustainable tourism (Timothy & Olsen, 2016).

Butler, in 1980, proposed a theory of tourism development, which is still being used in tourism research to date (Butler, 2011). This can be seen in the works of (Tomvasyan, 2020). Butler's model of the Tourism Area Life cycle is very similar to the product life cycle theory. He explained that tourist attractions, just as products from other fields such as the automobile industry, indicate how slowly a new product is accepted, then there is a general rise in enthusiasm which leads to rapid growth in sales, and

eventually, grows tired of the product and sales start to decline. Below is a diagram of the original TALC model as proposed by Butler in 1980.

The theory was developed mostly to explain how the performance of resort destinations could be sustained. Key to its underpinnings was the concept of the critical range of elements of capacity. It argued that if the relative capacity of the resort is exceeded, then the destination's appeal will decline and become less competitive. There will be a need for intervention to improve these capacities. Such interventions include but are not limited to reinvestments in physical and financial resources, including branding and promoting of the touristic destinations (Warren, 2014).

The tourism area branding theory proposed focused on creating a unique identity for a destination that is attractive and appealing to tourists (Buttler, 2011). The theory proposes that destinations should create a unique identity based on their unique assets, such as cultural heritage, environment, and attractions. This identity should be supported by a consistent and coordinated marketing approach that uses symbols and imagery to create a strong, positive, and memorable impression of the destination.

Additionally, Butler suggests that destinations should develop a strong, consistent brand that can differentiate them from other destinations in the same area. Branding and promotion are what is done in the reorientation phase of the modified Tourist Cycle Evolution Model of Butler.

As the number of visitors to a touristic area grows, it reaches a point of consolidation and then stagnation. At this point, there is a need for stakeholders to reinvent ways by which the attraction can be stimulated and new visitors attracted. Branding and promotion are among the strategies that can be implemented to achieve this. The result of reorientation can be positive or negative, in which case there is a need for a further stage to extend the life cycle of the touristic destination.

This theory shows simply how tourism, in general, is a product which is sort after by consumers, but also that specific tourist attractions cannot remain the same over the years, but they must innovate, become more appealing, increase awareness, have a compelling story and be able to offer an experience to visitors as thrilling as that of competitors both local and international. Today's world has become increasingly digital, making digital media paramount. In the context of marketing, promotion, and branding of tourist attractions in Cameroon, the Butler Theory can be applied to understand the current stage of development of these attractions and to identify appropriate marketing strategies. For example, if a tourist attraction is in the early stages of development, it may require more investment in infrastructure and promotion to attract visitors. If it is in the consolidation stage, it may require a more focused marketing campaign to attract repeat visitors and build a strong brand (Kiper, 2019).

Additionally, the Butler Theory can help identify potential challenges and opportunities for tourism development in Cameroon. For example, if a tourist attraction is stagnating, it may be necessary to identify new markets and attractions to revitalise tourism in the region. On the other hand, if a tourist attraction is in the early stages of development, it may be necessary to focus on sustainable development practices to ensure that tourism growth is managed in a way that is environmentally and socially responsible (Gartner, 2007).

In conclusion, the Butler Theory of Tourist Area Life Cycle can be a useful framework for researching Cameroon's marketing, promotion, and branding of tourist attractions. It can help to identify appropriate marketing strategies, as well as potential challenges and opportunities for tourism development in the region.

The theory has been developed entirely around resort tourist sites. However, above that, there are widely different aspects of tourism. Butler (2011) argued that the theory might fail in accuracy in specific locations or resorts. However, Butler (2004) explained that the focus should be on whether the theory

remains relevant in twenty-first-century research examining tourism. As such, with many researchers still using it, making references and adapting the theory to specific circumstances shows that the theory is still useful rather than focusing on whether the theory explains all examples of destination development.

#### **2.2.4 Chaos Theory**

The chaos theory is a mathematical theory that explores the behaviour of complex and dynamic systems. The chaos theory was developed by Edward Lorenz, a meteorologist from the Massachusetts Institute of Technology (MIT), in the 1960s (Atsabah, 2020). Lorenz first observed the phenomenon as early as 1961 when he was experimenting with computational models of the atmosphere. He observed the strange behaviour of a particular model and realised that small changes in the initial conditions of the model could result in large changes in the system's behaviour. This led him to develop the concept of a strange attractor, which is the basis of chaos theory. and assumes that systems are sensitive to initial conditions, nonlinear and have feedback loops (Tovmasyan, 2020).

Although it may seem that branding and promotion of tourism in Cameroon are not complex and dynamic systems, the chaos theory can still be applied to provide insights and help improve the effectiveness of these activities. One way to apply the chaos theory is to use the concept of sensitivity to initial conditions, also known as the butterfly effect (Okumu, 2021). This suggests that small changes in a system's initial conditions can lead to large and unpredictable outcomes over time. In the context of branding and promotion of tourism in Cameroon, this means that small changes in the marketing strategy or communication messages can have a significant impact on the behaviour of tourists and their perception of Cameroon as a tourist destination.

The main limitation is that chaos theory does not consider external factors, such as the political or economic environment, which can impact the tourism industry. Any analysis based solely on chaotic



models may overlook important details about how these external factors affect the success of branding efforts. Additionally, chaos theory does not provide insights into consumer behaviour or preferences which are essential elements for successful marketing campaigns and promotional activities geared towards increasing tourist arrivals to Rwanda.

Another limitation of using Chaos Theory in studying branding and promotion is its focus on short-term effects rather than long-term strategies that allow businesses to build sustainable customer relationships over time. While chaotic models can be used effectively for predicting immediate changes within a system, such as sudden shifts in demand due to seasonal variations or unexpected events like natural disasters, they lack predictive power when it comes to forecasting long-term trends since their predictions are too volatile due to the unpredictable nature of their inputs data sets. As a result, traditional methods like market research surveys remain more reliable sources providing valuable information regarding customer behaviours over extended periods (Tovmasyan, 2020).

### **2.3. Empirical review**

Rural tourism can help in creating sustainable development in some of our villages in rural areas. Governments should recognize importance of rural tourism at priority and help in creating healthy competitive business environment. Government should try to generate data for decision-making bodies investing for developing the human resources, create adequate facilities and suitable infrastructure like accommodation, roads, airport facilities, rail facilities, local transport, communication links and other essential amenities become essential for development of rural tourism (Lane, 2015).

Identification of stakeholders' involvement in destination tourism planning and development, as well as the factors that might influence their level of involvement, is not only important for tourism destination planners, but also the host community's support for destination tourism development and competitive

strategies (Roy, 2007). Tourism destinations need to plan their development strategies and actions to succeed internationally and gain a competitive advantage (Levi, 2019). Places that do not develop strategic planning of their destinations can suffer from economic, social, and environmental problems, as well as a decline in their competitiveness as a tourism destination (UNWTO(a), 2016). Rural tourism is a vital means of developing employment and income and can assist social and economic development of rural communities (Sharpley, 2018).

The development of strong platform around the concept of rural tourism is definitely useful for a country like India, where almost 74% of the population sites in its 7 million villages (Ministry of Tourism, Government of India). Each village has its own distinctive performing arts and handicrafts, the customs and traditions, colorful festivals, cuisine as well as different cultures and historical heritage (Sharpley, 2018).

According to Roy (2007), tourism should be blended with the environment and the local culture of an area. Tourism should evolve from the area's natural and historical/ cultural attractions. According to (Garcia Ramon et al. 2015), tourism would be the 'saver' to improve the quality of life in the countryside and slow down the rural migration especially in less developed regions. Tourism would generate additional income for farm and rural families and create new jobs, lead to the stabilization of the rural economy, provide support to existing business and services, and contribute to creating new ones (Garcia, 2015).

The high growth of tourism in recent decades has turned this activity into one of the most important industries in the globalized economy (WTTC, 2019). Low airfares, increased transportation connectivity and technological advances, as well as new business models, have fostered continued growth in tourism. Before the pandemic, tourism accounted for 10.4% of global GDP (\$9.2 trillion) and generated one in four jobs worldwide, up to 334 million jobs (WTTC, 2020), but economic activity of such dimensions has

a significant impact on the environment. For example, the relationship between tourism development and its contribution to global warming (measured through greenhouse gas emissions-GHG) is a well-documented issue (Govind, 2022). Climate change is one of the main environmental problems that not only affects humanity (IPCC, 2022), but also influences all organic life on Earth, and can generate a substantial change in the territories/ landscapes where tourism is developed (Varol & Tekin, 2022). Lenzen (2018) estimated that the tourism industry accounted for 8% of GHGs globally (2013). Transportation (49% of GHGs), services and hotels (14%) followed by goods production (12%) are the main hotspots of the supply chain, being visitors from high income countries those with the largest carbon footprints (Lenzen, 2018). Despite the importance of climate change, according to the World Tourism Organization (UNWTO), the tourism industry will not only continue to grow - multiplying by 1.5 and 1.7 times international and domestic arrivals between 2016 and 2030 - but it is also expected to face greater environmental pressure in terms of emissions, even under the most optimistic technological assumptions (UNWTO, 2020).

Energy usage is a critical part of the climate change backlash, especially fossil fuels (Becken, Nepal, & Laherrere, 2011). In order for a tourist to travel to a destination and enjoy goods, services and infrastructure (e.g., hotels, attractions), the use of different primary energy sources is required (Nepal et al., 2019). In other words, the tourism supply chain is highly dependent on the use of energy carriers (i.e., diesel, gasoline, gas, electricity) (Becken, 2008; Becken, 2011). This dependence is especially worrisome in a context where peak oil (Murray and King, 2012; Alvarado et al., 2021; Laherere et al., 2022) represents a real threat to the current economic model based on non-renewable sources that are being depleted (Becken, Lennox, Sun, Gossling, & Humpe, 2023). It is therefore urgent to move toward sustainable tourism models that reduce dependence on fossil fuels, increase the weight of renewable energy, and improve their environmental efficiency (Hall et al., 2015; Dogru et al., 2020). In this sense, the debates on the energy and environmental sustainability of tourism are complex and there is no single

position on this matter. On the one hand, many authors consider that the main challenge is the continuous improvement of efficiency and circularity measures that allow both reducing emissions and decreasing the number of materials and energy needed to support the tourism activity (Dogan and Aslan, 2017; Bano et al., 2021; Pata and Balsalobre- Lorente, 2021; Xu et al., 2022). On the other, some researchers defend that sustainability requires, irremediably, the decrease of tourism to adjust to the planetary biophysical limits (Flecher et al., 2019; De Luis Blanco, 2011; Blazquez, 2016; He et al., 2023)

#### **2.4. Critical review and research gap**

One gap in the literature that needs to be addressed is the lack of research on the specific challenges faced by African countries in promoting their tourist destinations. Studies by Ngobo (2018) and Ngatchou and Tsafack (2019) have identified some of the challenges faced by the tourism industry in Cameroon, such as inadequate infrastructure, political instability, and poor marketing strategies. However, there is a need for more research that specifically focuses on the branding and promotion of tourist destinations in Africa.

Another gap in the literature is the lack of research on strategies that can be used to improve the branding, and promotion of tourist destinations in Cameroon. Studies by Mavondo et al. (2017) and Kiper and Şimşek (2019) have identified some strategies that can be used to improve tourism in general, such as improving infrastructure and investing in marketing campaigns.

The literature was, however, gathered in settings and the findings may not apply in the Rwandan setting. In addition some of the literature was gathered long time ago and many changes have taken place since then and other literature is generalized and theoretical, hence cannot be easily applied to the Rwandan setting. The identified gap called for a more current empirical study to ascertain the influence tourism

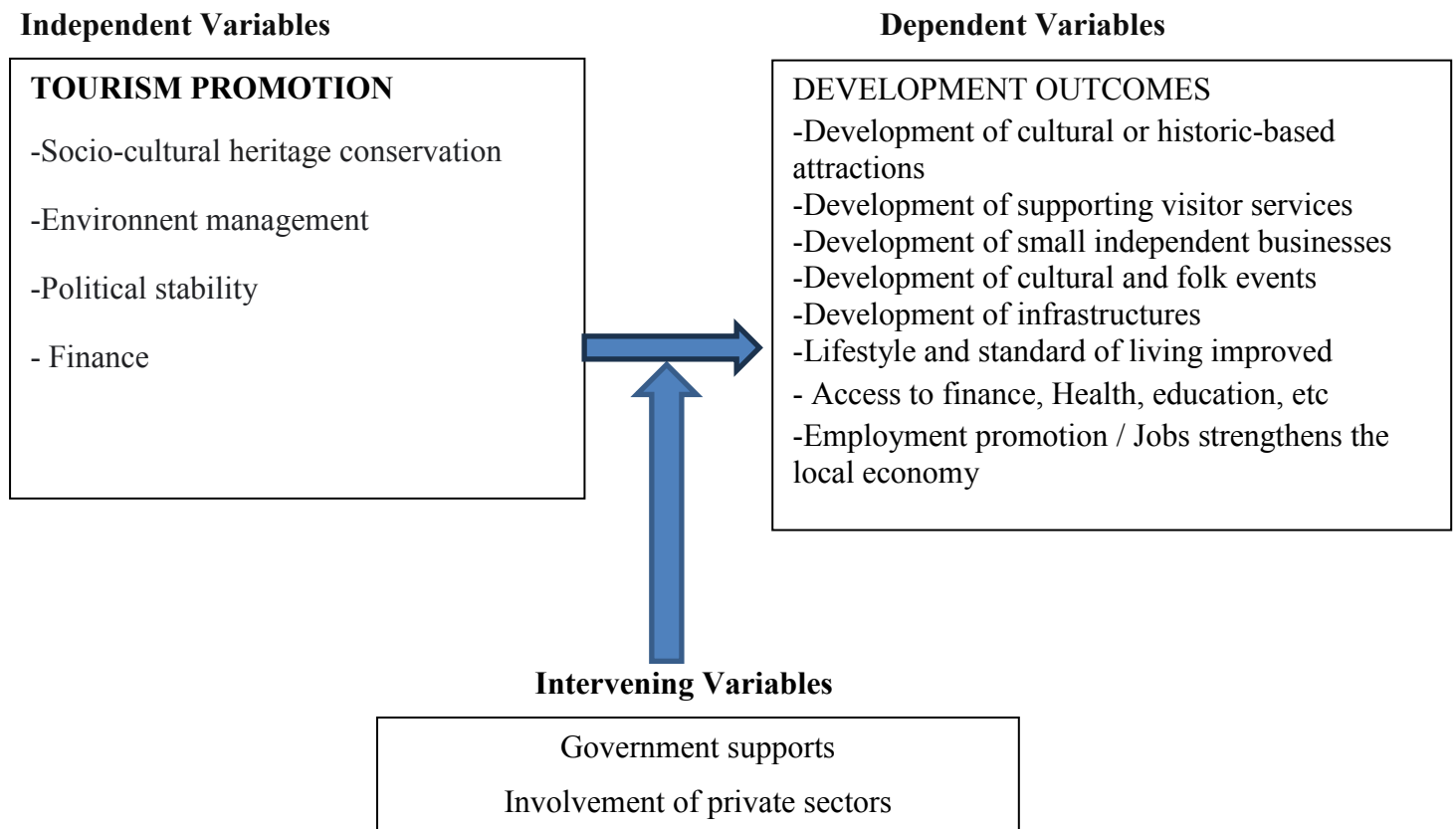
revenue sharing benefits on the community attitude towards national park conservation in contemporary Rwandan setting.

Kwizera and Musana (2019) have studied local resident's attitudes toward protected areas, especially in developing countries, under the assumption that sustainable, more responsible, whilst others did not conduct a proper study on community attitude towards the protected flora. The literature is also theoretical and over generalized and refers to contexts different from the VNP (Kwizera & Musana, 2019).

The literature on the branding, and promotion of tourist destinations in Rwanda, particularly in Musanze District is lacking. There is a need for more research that specifically addresses the challenges and opportunities faced by historical tourism in rural areas of Rwanda and provides actionable recommendations for improving the branding and promotion of their tourist destinations. This will not only help these countries attract more tourists and generate revenue but also contribute to the sustainable development of the tourism industry in Africa as a whole.

## 2.5. The conceptual frame work

This partition entitled conceptual framework presents the types of variables to be used in collecting, processing and analyzing information from the field. In order to stick to scientific rigor, this study used selected independent and dependent variables and their relationship were analyzed and statistical significance computed.



Source: Researcher's design, 2024

A conceptual framework illustrates the expected relationship between research variables. Socio-cultural heritage conservation, environment management, political stability and finance influence the independent variable. Furthermore, the dependent variable is sourced by development of cultural or historic-based attractions, Employment promotion / Jobs strengthens the local economy and other related outcome while intervening variable link to variable independent and dependent.

## CHAPTER 3: RESEARCH METHODOLOGY

### 3.0 Introduction

In this chapter, the researcher was mainly concerned with presentation of the methods that the researcher used to carry out the research. It presents the researcher design, the target population, sample size, sampling method and techniques. Sources of data, data collection tools, ethical considerations, validity and reliability of the study, methods that were used to present and analyze the collected data are also presented.

### 3.1 Research design

Babbie (2019) defines research design as a plan for a study, providing the overall framework for collecting data. Fraenkel and Warren (2012) define it as a plan for selecting subjects, research sites, and data collection procedures to answer the research question(s). They further indicate that the goal of a sound research design is to provide results that are judged to be credible (Fraenke & Warren, 2012). Research design is a strategic framework for action that serves as a bridge between research questions and the execution, or implementation of the research strategy (Wong, 2019).

### 3.3 Target population

Alvi (2016) described a target population, saying that: "a target population refers to all the members who meet the criteria specified for a research investigation. The author further attest that the target population corresponds to a portion of the population about which one intends to conclude, thus part of the population whose characteristics are an interest to the investigator " (Alvi, 2016). A target population needs to be exclusive enough to avoid having participants who do & represent the study needs which will misrepresent the population of interest (Casteel, 2021). The authors further emphasise that the target

population must be a complete subset of the population of interest members of the target population must also be described by the boundaries of the population of interest (Casteel, 2021).

Therefore, the targeted population of this study refers to the 268,912 population of Musanze District distributed in 15 sectors. The focus was residents of 15 sectors of Musanze District, including managers of hotels, managers of private companies are often invited to host and facilitate tourists in Musanze District and local authorities of Musanze District. Population of the study consists BUSOGO: 15382; CYUVE: 34663; Gacaca: 22330; Gashaki: 8600; Gataraga: 13863; Kimonyi: 15324; Kinigi: 18565; Muhoza: 34272; Muko: 14719; Musanze: 26671; Nkotsi: 9567; Nyange: 18069; Remera: 10579; Rwaza: 13004 and Shingiro: 13304 where the total is of population in 15 sectors is 268,912.

### **3.4. Sampling design**

This is included the sample size as well as the sampling technique.

#### **3.4.1. Sample size determination**

Sampling is concerned with the selection of a subset of individuals from within a statistical population to estimate characteristics of the whole population. Interpretation to the whole can be done by examining a part of it is only possible through sampling. The main purpose of sampling is to provide various type of statistical information, which can be of qualitative or quantitative in nature by examining a few selected units or participants.

Therefore, a sample had to be determined. If the sample is selected property, the information collected about the sample may be used to make statements about the whole population (Cochran, 1963) cited by (Smith M. , 2020). For reason of convenience, data collected from some selected respondents from the study population. The person who allowed participating in this study had to be at the age of 21, to be a man or woman who lives or works (private or public) in Musanze District for at least more than a year. This is to obtain accurate and reliable information. The sample of the study described selected using



Yamane's formula (Yamane, 1967) cited (Glenn, 2019). According to his method the following formula was applied:

$$n = \frac{N}{1 + N(e)^2}$$

This method gives a confidence interval of 95% and a margin error of 5%, which error is tolerable in research.

N= Population of study, K= Constant (1), e = degree of error expected, n= sample size

$$n = \frac{N}{K + N(e)^2} = \frac{268,912}{1 + 268,912 (0.05)^2} = \frac{268,912}{1 + 268,912 (0.0025)} = 400 \text{ respondent s}$$

### Sampling and sample size

No	Sectors	Population	Sampling	Sample size
1	Busogo	<b>15382</b> *	400 / 268912	23
2	Cyuve	<b>34663</b> *	400 / 268912	52
3	Gacaca	<b>22330</b> *	400 / 268912	33
4	Gashaki	<b>8600</b> *	400 / 268912	13
5	Gataraga	<b>13863</b> *	400 / 268912	21
6	Kimonyi	<b>15324</b> *	400 / 268912	23
7	Kinigi	<b>18565</b> *	400 / 268912	28
8	Muhoza	<b>34272</b> *	400 / 268912	51
9	Muko	<b>14719</b> *	400 / 268912	22
10	Musanze	<b>26671</b> *	400 / 268912	40
11	Nkotsi	<b>9567</b> *	400 / 268912	14
12	Nyange	<b>18069</b> *	400 / 268912	27
13	Remera	<b>10579</b> *	400 / 268912	16
14	Rwaza	<b>13004</b> *	400 / 268912	19
15	Shingiro	<b>13304</b> *	400 / 268912	20
	<b>TOTAL</b>	<b>268,912</b>		<b>400.0</b>

Source: Demographic report of Musanze District 2022-2023

As the above-mentioned formula demonstrates, the numbers of people to be surveyed were 400 respondents. The focus was about the residents of 15 sectors of Musanze District, including managers of hotels, managers of private companies are often invited to host and facilitate tourists in Musanze District and local authorities of Musanze District. This was done so that every level of the population in Musanze District has its representative.

### **3.4.2. Sampling techniques**

The study used stratified sampling technique and convenience sampling for data collection. Stratified sampling technique helped the total population is divided into smaller groups or strata to complete the sampling process. The strata formed based on some common characteristics in the population data such as sectors where people live and their occupation. After knowing the number of respondents in each sector that makes up the Musanze District, the researcher wishes to know the number of respondents in given sector. Later, the residents grouped according to the sector they live in and the occupation they belong too and selected those using purposive techniques.

### **3.5. Data collection instruments**

Research employs various tools and methodologies to gather data, each serving distinct purposes and offering unique advantages. Among these tools, the questionnaire is one of the widely utilized instruments for collecting data from respondents. While our previous discussions centered on interviews and their merits compared to questionnaires, this essay aims to look deeper into the concept of questionnaires. The study employed structured formal interview, key informant interview, and documents analysis as method of data collection. The research instruments were questionnaire, key informant interview guide and documents review guide.

### **3.5.1. Documentation technique**

Asiamah defined documentation as the careful reading, comprehension, and analysis of written documentation for a specific purpose such as social research. Documentation is a technique for gathering secondary data. Secondary data is information gathered by someone other than the user and obtained through documentation (Asiamah, 2017).

The researcher used some documents during the documentary analysis process, and after understanding and analyzing the relevance of texts to this study, researcher classified them on manuscripts and later type them on a computer for compilation. This is significant because it examines the literature and seeks global perspectives in order to create a comparative framework for readers' analysis and evaluation.

### **3.5.2. Questionnaire technique**

The researcher used a self-administered questionnaire as the main tool to collect primary data. For respondents who could not read and write it was administered as a face to face formal interview. A questionnaire was developed and modified to be administered as both a self-administered questionnaire and interview schedule. The questionnaire had three sections: Section A, included the respondent's socio-demographic profile, Section B focused on the general and closed ended statements which were in accordance with the objectives of the study. Section C had open ended questions, as shown in Appendix. According to Khotari (2004), semi-structured questionnaire is appropriate since it is flexible, not expensive, and not biased.

### 3.5.3. Interview technique

In social science, interviews are a method of data collection that involves two or more people exchanging information through a series of questions and answers (Reed & Slaichert, 2020). The questions designed by a researcher to elicit information from interview participants on a specific topic or set of topics.

In this study, Key informant interviews are qualitative in-depth interviews with people who know what is going on in the community. The purpose of key informant interviews is to collect information from a wide range of people including community leaders or residents who have firsthand knowledge about the community. These community, with their particular knowledge and understanding, provide insight on the nature of problems and give recommendations for solutions.

One of local authorities in Musanze District quoted that “the Tourism strategies aimed at developing Business tourists is very essential because the number of tourists returning to a given region is deeply determined by the level of their satisfaction during the first visit to the region. We said this because in common thought tourism is usually perceived as an activity of leisure of fun, but the facts speak of billions of Rwandan francs in tourism business around the country”.

This technique was helpful while finding solutions related to the importance of hotels in Musanze District. It quoted by hotels managers that on the economic promotion side, Hotels lodge have done a lot to promote the economic wellbeing of the community. As quoted by one of leaders hotel, the lodge has financed a rural electrification project covering 3500 houses, set up a tourist community walk activity enhancing local crafts and business and built a community cultural center. Other community income generating projects that have been supported by Hotels lodge are providing financial and technical support to local bee keepers, establishing and supporting a local pig and sheep rearing project. Furthermore, the lodge has purchased land for a poultry project for widows of genocide, set up carpentry and micro enterprises for the community, set up a vegetable garden the community farming project.

### 3.6. Reliability and validity

In quantitative research, reliability refers to consistency of certain measurements, and validity to whether these measurements “measure what they are supposed to measure”. Things are slightly different, however, in qualitative research.

#### 3.6.1. Validity

The researcher with the help of the supervisor developed relevant instrument and used the Content Validity Index (CVI) which is a scale developed by computing or rating the relevant items in the instrument or questionnaire by checking their clarity, their meaningfulness in line with all objectives stated dividing by the total number of items. After the computation, the instrument would be considered valid when the CVI is greater than 0.6 as recommended by (Rashid, 2022). 0.77 was validity.

$$CVI = \frac{\text{Relevant Items}}{\text{Total Number of Items}} = \frac{23}{30} = 0.77$$

#### 3.6.2. Reliability

According to Kawulich, Barbara (2017) validity and reliability in research design refer to the need to ensure that concepts used in the study measure what they are actually intended to and that this measurement is consistent and stable for all respondents (Kawulich, 2005). The study relied on instruments developed in other related studies as well as concepts generated from a broad range of appropriate literature. Content validity based on the extent to which a measurement reflects the specific intended domain of content. This study used content validity to examine whether the content of the research instrument covers representative sample of construct domain to be measured. The researcher used professional or experts in the strategy field to assess the concept the instrument is trying to measure and also determine whether the set of items or checklist accurately represents the concepts under the study.

### **3.7 Data processing**

It is desirable to have a well thought out framework for the processing and analysis of data prior to their collection. After collecting data, these ones are to be processed, analyzed and interpreted. For the better analysis of collected data, some of tabulating, editing and graphing as well are to be used.

#### **3.7.1. Editing**

According to Wilkinson (2019), editing is the process of going through the questionnaire to ensure that the skip patterns followed and required questions are filled out. Editing involves the inspection and if necessary, connections of each questionnaire or observation form; the basic purpose of editing is to impose some minimum quality standards on the raw data (Wilkinson, 2019). The research went through all questionnaires to ensure that all questions have been clear answered by respondent.

#### **3.7.2. Coding**

According to Roopa and Menta, (2018), coding is the procedure by which data are categorized. The purpose of coding in the survey is to classify the answers acquired coded and tallies used to determine the frequencies of each response. Similar responses would be grouped according to their different categories. The researcher classified the similar answers from different respondents into the same categories by giving them the same code and it helped to determine the frequencies (Roopa & Menta, 2018).

#### **3.7.3. Tabulation**

According to Sreejesh (2018), tabulation refers to the part of technical process on statistical analysis of data that involves counting to determine the number cases that fall into various categories. Thus, after eliminating errors, codes assigned to each answer (Sreejesh, Mohapatra, & Anusree, 2018). This stage led to the construction of statistical tables showing frequency distribution of answers to questions addressed

to respondents. The statistical tables used to compare the number of occurrences of each answer to questions asked. Up to this level, it did through mathematical and statistical tables that the number of occurrences of each answer in relation to the questions asked to be converted into percentages which made it clear. Each table accompanied by explanations about the nature of relationship between the variables that indicated in tables.

### **3.8. Methods of data analysis**

Data analysis is defined as a process of cleaning, transforming, and modeling data to discover useful information for business decision-making (Lacey & Luff, 2020). The purpose of Data Analysis is to extract useful information from data and taking the decision based upon the data analysis. Whenever we take any decision in our day-to-day life is by thinking about what happened last time or what will happen by choosing that particular decision. Data analysis is the process of systematically applying statistical and/or logical techniques to describe and illustrate, condense and recap, and evaluate data. The process of evaluating data using analytical and logical reasoning to examine each component of the data provided (Creswell, 2004). Data from various sources gathered, reviewed and then analyzed to form some sort of findings or conclusion. During data analysis, the computer helps in the mathematical part i.e. calculation of the various statistical methods. There are various softwares available for calculation purposes like MS-Excel, and SPSS 16 are being popularly used for research data analysis.

### **3.9. Limitation of the study**

The many respondents heisted to participate to the study guessing that the survey aimed to harm them. The researcher dealt with the issue by assuring them that the information treated with the utmost confidentiality and used solely for academic purposes. Other respondents may wish to be compensated for their time spent filling out questionnaires, which may have skewed the intended results, but the

researcher persuaded them of the importance of the research to them.

### **3.10. Ethical consideration**

The researcher adheres to free expression by respecting the respondents' rights and privacy. When it comes to human subject's research, ethical behavior is essential. For example, permission obtained and concerned parties were informed of the research objectives. Respondents were chosen freely and fairly, with no discrimination based on religion, gender, function, or other factors. The information provided in this research kept confidential, and the findings used to further the goal of this research study, as stated in the introduction.



## CHAPTER 4: PRESENTATION AND DISCUSSION OF THE FINDINGS

### 4.0 Introduction

In this chapter, the findings of the study are analysed and discussed. The analysis was made on the responses of 400 respondents as the simple size from different categories such as residents, hotels managers, managers of private companies and local authorities of Musanze District. This chapter presents the results of data analysis and findings compiled from the field. It is divided into three main sections. The first section deals with the identification of the respondents, the second section presented the findings from the study while the third section discusses the findings.

### 4.1. Demographic characteristics of respondents

The demographic section sought information on the respondents ages, gender and education levels attained. The response for all the respondents on age, gender and levels of education has been presented in table below.

**Table 4.1. Age of respondents**

Age	Frequency	Percent
21-35 years old	159	39.8
36-55years old	152	38.0
Above 56 years old	87	21.8
Missing	2	0.5
Total	400	100.0

*Source: Primary data, 2024*

Table 4.1 presents the age of the respondents. In this regard, 39.8% of the respondents are in the range between 21 and 35 years old. 38.0% of the respondents are in the range between 36 and 55 years old. 21.8% of the respondents are above 56 years old. In fact, the majorities 39.8% of the respondents are

between 21-35 years old and are followed by 38.0% with between 36-55 years old. This number is in category of dynamic people who can afford to the development since they are helped, they can contribute to the social and economic development of the area and especial country.

The results of this study show that, the majority of respondents were between the ages of 21-55. These years belong to dynamical people and have the will to work and strive to improve themselves economically and socially, so they are well aware of the benefits of tourism especially visit Rwanda promotion.

**Table 4.2. Gender of respondents**

Gender	Frequency	Percent
Male	214	53.5
Female	186	46.5
Total	400	100.0

*Source: Primary data, 2024*

Table 4.2 presents the gender of the respondents. Therefore 53.5% of the respondents were male while 46.5% of the respondents were female.

The findings of the study show that both men and women have approximately equal role and participation in the information provided on development outcomes of tourism policies especially role of Visit Rwanda brand in Musanze District.

**Table 4.3. Education background of respondents**

Education level	Frequency	Percent
Primary level	48	12.0
Secondary level	241	60.2
University level	111	27.8
<b>Total</b>	<b>400</b>	<b>100.0</b>

*Source: Primary data, 2024*

Table 4.3 presents the educational level of the respondents. In this context, 60.2% of the respondents have secondary education level 12.0% of the respondents have primary level and 27.8% of the respondents have attended university education.

Therefore, education level of respondents is an important variable to the extent that it enables to analyze the perceptions of respondents considering their level of education. The educated people are open and have the capacities to recall easier the past events. Based on educational level of respondents, it shows that the answers they gave are reliable and contain the truth because they know the value and benefits of tourism for the development of Musanze District.

**Table 4.4. Working or living (Experience) in Musanze District**

Statement	Frequency	Percent
Less than 1 year	11	2.8
1 to 5 years	92	23.0
6 years and above	297	74.2
Total	400	100.0

*Source: Primary data, 2024*

The results of table 4.4 show how long respondents have been working and living in Musanze District. The results showed that 2.8% of respondents have been worked and lived in Musanze District for less

than one year, 23.0% have been worked and lived in Musanze District for between one and five years and 74.2% of respondents have been worked and lived in Musanze District for six years and above.

Results from the survey revealed that majority of respondents have been worked and lived in Musanze District for six years and above. This means that, the information collected can be relied upon in providing a conclusion about the study. This, therefore, increases the validity and reliability of the information collected.

#### **4.2. Findings related to specific objectives**

This section based on 3 specific objectives of the study namely: to analyze the strategies of doing branding and tourism promotion policy in Musanze District; to determine the extent to which tourism promotion policies contribute to development of rural communities of Musanze District; to find out the challenges based on branding and tourism promotion policies Musanze District and to propose the strategies to overcome the challenges by branding and tourism promotion policies in Musanze District.

##### **4.2.1. Strategies of tourism promotion policy in Musanze District**

This section show different strategies used to insure that tourism industry has emerged as a key force in boosting a Musanze's economy and to insure that the great growth of tourism activities over the years is associated with outstanding economic and social benefits. The table below shows respondent's views.

Regarding to the leisure tourism, Musanze District has focus on the promotion of different tourism activities aimed at strengthening the local economy.

##### **4.2.1.1. Tourism for leisure & holiday tourists**

For Leisure tourism, Musanze District focuses on tourists who want take a break from daily routine life. Leisure tourists usually enjoy beauty and nice hotels and resorts, enjoy atmosphere of beaches. The table below shows different strategies puts in place to ensure tourists satisfaction.

**Table 4.5: Tourism strategies for leisure & holiday tourists**

Statements	SD		D		N		A		SA	
	N	%	N	%	N	%	N	%	N	%
Design products that are attractive to leisure tourists and families	12	3.0	8	2.0	33	8.3	79	19.8	268	67.0
Develop activities suitable for short stay visitors including excursionists	5	1.3	15	3.8	18	4.5	64	16.0	298	74.5
Develop social media based marketing content targeting individual and family travel	21	5.3	23	5.8	41	10.3	74	18.5	241	60.3
Establish Intraregional promotion campaign building on existing domestic tourism promotion drives	29	7.3	19	4.8	20	5.0	92	23.0	240	60.0
Development of unique and differentiated products targeting the domestic and regional tourists.	31	7.8	27	6.8	22	5.5	64	16.0	256	64.0
Ensure adequate internet connectivity to enhance ‘word of mouth recommendation’ through Social media	12	3.0	40	10.0	33	8.3	79	19.8	236	59.0
Design products that are attractive to African families/couples and leisure travellers	21	5.3	39	9.8	20	5.0	64	16.0	256	64.0
Identification of domestic and EAC as top core markets	37	9.3	14	3.5	41	10.3	74	18.5	234	58.5

Source: Primary data, 2024

The results from table 4.5 show that 74.5% confirmed that tourism in Musanze District focus on development of activities suitable for short stay visitors including excursionists. Also, 67.0% confirmed that Musanze District designed products that are attractive to leisure tourists and families. Moreover, 64.0% of respondents confirmed that Musanze District focused on the strategy of development of unique and differentiated products targeting the domestic and regional tourists and design products that are attractive to African families/couples and leisure travellers respectively. Furthermore, 60.3% of respondents confirmed that Musanze District focused on the strategy of developing social media based marketing content targeting individual and family travel. Thus 60.0% of respondents confirmed the strategy of establishment of Intraregional promotion campaign building on existing domestic tourism promotion drives. Lastly 59.0% of respondents confirmed they knew the strategy of ensuring adequate

internet connectivity to enhance ‘word of mouth recommendation’ through Social media while 58.5% of respondents confirmed that they knew the strategy of identification of domestic and East Africa Community countries as top core markets.

According to the UNWTO (2016), that can generate economic activity such as changes in sales, changes in regional income, and changes in employment, if they are travelling for recreation, health, sport, holiday, study or religious purposes, their visit could be categorized as leisure. Sharpley (2018) argued that with the current Pro-poor tourism initiatives that seek to alleviate poverty through tourism developments, it is therefore clear that tourism, whether cultural or any other type of tourism can be seen as a way to improve the quality of life of both the host and the tourist.

#### 4.2.1.2. Tourism for Business

Tourism for business in Musanze District boosts the revenue, creates thousands of jobs, develops the infrastructures, and plants a sense of cultural exchange between foreigners and citizens. Table 4.6 below shows different strategies aimed at serving daily tourists.

**Table 4.6. Tourism strategies for Business of destination sites**

Tourism strategies aimed at developing Business tourists	SD		D		N		A		SA	
	N	%	N	%	N	%	N	%	N	%
Identification and integration of tourism in business and shopping hubs	18	4.9	25	6.8	49	13.2	49	13.2	229	61.9
Development social media-based marketing content targeting business tourists	22	5.9	27	7.3	24	6.5	96	25.9	201	54.3
Public Private Partnerships in improving Tourism sector infrastructure-Roads and Hotel facilities.	16	4.3	22	5.9	28	7.6	30	8.1	274	74.1
Implementation of EAC Hotels and Restaurants classification system	18	4.5	17	4.3	20	5.0	54	13.5	291	72.8
Development packages for business tourists	24	6.5	13	3.5	28	7.6	44	11.9	261	70.5

*Source: Primary data, 2024*

Table 4.6 shows the respondents’ views on tourism strategies aimed at developing Business tourists in Musanze District. The results indicated that 74.1% respondents strongly agreed the availability of Public

Private Partnerships in improving Tourism sector infrastructure-Roads and Hotel facilities. Therefore, 72.8% of respondents strongly agreed the implementation of East Africa Community Hotels and Restaurants classification. Hence, 70.5% of respondents were strongly agreed the development of packages for business tourists. Thus 61.9% of respondents strongly agreed the identification and integration of tourism in business and shopping hubs. Then 54,3% of respondents were strongly agreed the development social media-based marketing content targeting business tourists.

*One of local authorities quoted that the Tourism strategies aimed at developing Business tourists is very essential because the number of tourists returning to a given region is deeply determined by the level of their satisfaction during the first visit to the region. We said this because in common thought tourism is usually perceived as an activity of leisure of fun, but the facts speak of billions of dollars in tourism business around the country.*

Holloway (2019) declared that the advertising in tourism stands under the imperative sign of highlighting certain tangible elements, to help the tourists understand and evaluate the provided services. Hill, Jones (2009) supported the idea saying that profitability increases when horizontal integration lowers operating costs, increases product differentiation, reduces rivalry within an industry, and/or increases a company's bargaining power over suppliers and buyers.

#### **4.2.1.3. Tourism strategies for development of Meetings, Incentives, conferences and Events (MICE)**

Strategies of MICE development have become a key driver of economic growth and happiness around the country. This vibrant sector, which encompasses everything from corporate meetings and incentive travel to conventions and exhibitions, not only boosts local economies but also creates memorable experiences for participants. The table below shows respondents views about elaborated strategies.

**Table 4.7. Development of Meetings, Incentives, conferences and Events (MICE)**

Tourism strategies aimed at developing Meetings, Incentives, conferences and Events (MICE)	SD		D		N		A		SA	
	N	%	N	%	N	%	N	%	N	%
Establish mechanism to coordinate and engage with MICE organisers and promoters	10	2.5	12	3.0	44	11.0	80	20.0	254	63.5
Ensure events and meetings are adequately published, coordinated and harmonized with an annual calendar	18	4.5	17	4.3	20	5.0	54	13.5	291	72.8
Development a flexible/extended travel arrangements where tourism activities can be included in official program or be by individual arrangements	11	2.8	11	2.8	35	8.8	82	20.5	261	65.3
Development packages attractive to MICE tourists	13	3.3	14	3.5	55	13.8	84	21.0	234	58.5

*Source: Primary data, 2024*

Table 4.7 presents the respondents' views on Tourism strategies aimed at developing Meetings, Incentives, conferences and Events (MICE). The results indicated that 63.3% of respondents strongly agreed the availability of establishment of mechanism to coordinate and engage with MICE organisers and promoters. 72.8% of respondents strongly agreed the strategy of guaranteeing that events and meetings are adequately published, coordinated and harmonized with an annual calendar. Therefore, 65.3% of respondents strongly agreed the development a flexible/extended travel arrangements where tourism activities can be included in official program or be by individual arrangements while 58.5% of respondents were strongly agreed development packages attractive to MICE tourists.

*One of local authorities in Musanze District stated that the country focused on tourism strategies aimed at developing Meetings, Incentives, conferences and Events (MICE). This strategy targeting tourism people who are participating in a convention, a business conference, or some other kind of business or professional activity, as well as those who are taking a study tour under an expert guide or doing some kind of scientific research or study. All this is so that investors in all services will get benefits from the participants of different meetings. All this is done to ensure that the citizens get benefits from participating in meetings, workshops, research or events of different kind.*



Holloway (2019) said that MICE stand for Meetings, Incentives, Conferences or Congresses or Conventions and Exhibitions. This form of traveling is closely related to the term of business travel. Business tourism includes all aspects of the experience of travelers staying at least one night out of the places of permanent residence. Instead World Tourism Organization UNWTO (2016) argued that MICE as the business travel can have the characteristics of every other form of a travel.

#### 4.2.1.4. Tourism strategies for Visiting Friend and Relatives

It has been found that VFR travellers have unique characteristics in terms of their information search behaviors, trip planning, trip types, vacation activities, and spending patterns. As a result, it has been suggested that the Visiting Friend and Relatives market requires tailor-made marketing efforts. The table below shows respondents views about Development of Visiting Friend and Relatives tourism strategy.

**Table 4.8. Tourism strategies for development of Visiting Friend and Relatives (VFR)**

Tourism strategies aimed at developing Visiting Friend and Relatives (VFR)	SD		D		N		A		SA	
	N	%	N	%	N	%	N	%	N	%
Development of urban based and contemporary cultural products and activities	16	4.0	17	4.3	44	11.0	60	15.0	263	65.8
Design products that are attractive to families	11	2.8	15	3.8	31	7.8	52	13.0	291	72.8
Increasing awareness and expanding interests to diaspora tourists	13	3.3	14	3.5	56	14.0	84	21.0	233	58.3

*Source: Primary data, 2024*

Table 4.8 displays the respondents' views on Tourism strategies aimed at developing Visiting Friend and Relatives in Musanze District. The results indicated that 65.8% respondents were strongly agreed the development of urban based and contemporary cultural products and activities, 72.8% of respondents were strongly agreed that they knew design products that are attractive to families, 58.3% of respondents were strongly agreed they knew the increasing awareness and expanding interests to diaspora tourists. Among the tourism strategies taken by the country, the researcher focused primarily on the people who are visiting a particular place for sightseeing, visiting friends and relatives, taking a vacation, and having a good time. These

people spend their leisure time engaging in various sports, talking, singing, taking rides, touring, reading, or simply enjoying the environment, quoted by District authority.

Lane (2015) asserts that by having a better understanding of the Visiting Friend and Relatives, tourism businesses could be better informed to plan their operations. So, for example, hotels could better understand what facilities guests might be seeking and tourist attractions can understand what provisions may be needed for these types of tourists. But UNWTO, (2020) stated that there are several different reasons for the growth in the visiting friends and relatives market around the world. This includes globalisation, a growing expat population, migration, freedom of movement, education and the desire to travel.

#### 4.2.1.5. Tourism of sport

In Musanze District, sports tourism has become an increasingly popular way for individuals to explore new destinations, experience different cultures, and engage in sports-related activities. Whether it is attending major sporting events, participating in amateur or professional sports tournaments, or engaging in adventure sports, sports tourism offers a unique way to challenge oneself physically and mentally while creating memorable experiences. The table shows respondents views.

**Table 4.9. Tourism strategies for sports**

Tourism strategies aimed at facilitating Sports tourists	SD		D		N		A		SA	
	N	%	N	%	N	%	N	%	N	%
Establishment mechanism to coordinate and engage with sports bodies, organisers and promoters	15	3.8	17	4.3	41	10.3	47	11.8	280	70.0
Ensure sports events are adequately published coordinated and harmonized with an annual calendar	22	5.5	27	6.8	20	5.0	83	20.8	248	62.0
Development urban based and contemporary cultural products and activities	25	6.3	25	6.3	56	14.0	33	8.3	261	65.3
Development social media based marketing content targeting sports tourists	12	3.0	14	3.5	21	5.3	69	17.3	284	71.0

*Source: Primary data, 2024*

Table 4.9 shows the respondents' views on tourism strategies aimed at facilitating sports tourists. The results indicated that 70.0% of respondents strongly agreed the establishment mechanism to coordinate and engage with sports bodies, organisers and promoters. Moreover, 62.0% of respondents strongly agreed that they knew availability of sports events adequately published coordinated and harmonized with an annual calendar. 65.3% of respondents strongly agreed they knew the development urban based and contemporary cultural products and activities while 71.0% of respondents strongly agreed they knew the development social media based marketing content targeting sports tourists.

“The fact that our country has developed tourism based on sport or entertainment has played an important role in the development of the country and different Districts in general and our District included. Strengthening the relationship between sport and tourism made a positive impact all over the country. The nation is making efforts to boost its sports tourism industry because they play a predominant role as economic generators, creating positive social and cultural effects. Economic impacts include employment opportunities, investment, development and foundation of infrastructure. Social impact includes improvement of communities, cultural and social identities, reinforcement of social cooperation, creating a more positive image of the host event and the improvement of social structure especially the stadiums and roads that have been built in abundance in our country as a way of attracting sports tourists. Cultural impacts include the promotion of the host culture internationally, the exchange of culture and information and the transformation, restructuring and development of culture” quoted by District officer.

Musanze District focuses on how popular tourism destinations utilize the combination of the sport sector with the tourism through appropriate strategic positions that will lead their visitors to enjoy a sporting event in peace and well-being.

From the sport event, the new innovations that kept customers coming to visit Rwanda's tourism are several but the outstanding is the visit Rwanda print on Arsenal Jersey and PSG agreements where

Rwandan coffee sold in the stadium of Paris Saint Germain in France and the continuation of Kwita Izina ceremony. Mice tourism is also a key tool to attract visitors to Rwanda. The Royal ride by H.E. Paul Kagame has strengthened confidence and security in the tourism industry.

Therefore, Ritchie (2013) in his report confirmed that Sports tourism promotes local businesses, creating demand in areas such as transportation, hotels and restaurants. Thus, local populations can avail jobs and income opportunities. Wang (2019) supported the statement saying that the travel and tourism industry is important because it drives economic growth, creates jobs, promotes cultural exchange, and contributes to infrastructure development. It is vital for both local economies and global commerce to enhance mutual understanding among different cultures.

#### 4.2.1.6. Tourism of Education

Educational tourism offers many benefits for all parties involved, including travelers, the host community, and the host region. It has the power to drive the growth of many sectors and help develop entire regions and communities. With this in mind, let's see the more specific strategies this type of tourism Musanze District brings.

**Table 4.10. Tourism strategies aimed at facilitating Education tourists**

Tourism strategies aimed at facilitating Education tourists	SD		D		N		A		SA	
	N	%	N	%	N	%	N	%	N	%
Establishment of public and private tourism schools	11	2.8	15	3.8	31	7.8	52	13.0	291	72.8
Development of capacity building and developing human resources, skills training with regional educational establishments	24	6.0	28	7.0	31	7.8	44	11.0	273	68.3

*Source: Primary data, 2024*

Table 4.10 shows the respondents' views on Tourism strategies aimed at facilitating Education tourists. The results indicated that 72.8% of respondents strongly agreed to the establishment of public and private

tourism schools. Similarly, 68.3% strongly agreed they knew availability of development of capacity building and developing human resources, skills training with regional educational establishments.

One of the officers mentioned that Government of Rwanda has established a program that teaches tourism, Management, and Hotels Operation, secondary schools and various universities were put in place to ensure qualified personals in in tourism industry.

The creation of “a knowledge-based and technology-led economy” for which ‘comprehensive human resources development is considered to be one of the necessary pillars for Rwanda to reach the status of a middle income country. Regarding to the tourism for education, Musanze District has Cbs/Kinigi school of Hotel Operation in Musanze/Nyange and G.S.Kigombe, school of Hotellerie in Musanze/CYUVE and one Rwanda Polytechnic.

To Jafari (2016) Educational, tourism helps change the perspective or worldview, increase independence and self-confidence, enhance cultural awareness and dispel stereotypes, and facilitate intellectual and cognitive growth. In the same way, Hall (2015) contined by saying that tourism and travel courses will deepen your understanding about tourism as an activity, how the tourism industry is organised and developed, and how tourism influences society locally, nationally and globally.

#### **4.2.1.7. Medical tourism**

Medical tourism greatly benefits the economy, big or small. In turn, a strong economy can invest in community development and improve infrastructure. The table below shows different strategies put in place to ensure medical tourism facilities.

**Table 4.11. Tourism strategies for Medical tourists**

Tourism strategies aimed at facilitating Medical tourists	SD		D		N		A		SA	
	N	%	N	%	N	%	N	%	N	%
Incentives for local and international medical schools	25	6.3	9	2.3	43	10.8	75	18.8	248	62.0
Increased intake of medical students with focus on selected specialties	33	8.3	13	3.3	18	4.5	60	15.0	276	69.0
Partnerships with reputable hospitals and specialists	15	3.8	22	5.5	33	8.3	65	16.3	265	66.3
Identify local talent offer scholarship/loans/compulsory training by companies entering Rwanda	24	6.5	13	3.5	28	7.6	44	11.9	261	70.5

*Source: Primary data, 2024*

Table 4.11 shows the respondents' views on tourism strategies aimed at facilitating Medical tourists. The results indicated that 62.0% of respondents strongly agreed to the establishment of incentives for local and international medical schools. However, 69.0% of respondents strongly agreed that they again knew the availability of development of increased intake of medical students with focus on selected specialties. 66.3% of respondents strongly agreed the establishment of partnerships with reputable hospitals and specialists while 70.5% strongly agreed the identification of local talent offers scholarship/loans/compulsory training by companies entering Rwanda. Of course, when you think about tourism, you also have to think about the health of your travelers. This is the main reason why the country is investing in medical services. Medical tourism facilitators/brokers assist interested patients with selecting hospitals abroad, visa applications and other paperwork, making travel and tourism arrangements, and sometimes also with organizing follow-up care at home.

Rylance (2016) stated that many patients engage in medical tourism because the procedures they seek can be performed in other countries at relatively low cost and without the delay and inconvenience of being placed on a waiting list. In addition, Townsend (2012) stated that faster access to the required care is provided through medical tourism. For instance, it allows cardiac patients to receive quality medical

treatment while having their operations completed more quickly and at a lower cost (Pata & Balsalobre, 2021).

#### 4.2.1.8. Religious tourism

There was a repeated theme that religious sites seldom generate community-led social capital, when considered as tourism venues or attractions. Table 4.12 shows different strategies for religious tourism attraction.

**Table 4.12. Tourism strategies for religious tourists**

Tourism strategies aimed at facilitating Religious Tourists	SD		D		N		A		SA	
	N	%	N	%	N	%	N	%	N	%
To encourage representatives of religions and churches to build temples and mosques that meets the requirements	17	4.3	12	3.0	21	5.3	57	14.3	293	73.3
Encouraging representatives of religions and churches to practice cleanliness	19	4.8	16	4.0	63	15.8	35	8.8	267	66.8
To have a stable relationship between the state, religion and churches	21	5.3	25	6.3	50	12.5	55	13.8	249	62.3

*Source: Primary data, 2024*

Table 4.12 shows the respondents' views on Tourism strategies aimed at facilitating Religious Tourists. The results indicated that 73.3% of respondents strongly agreed to the strategy of encouraging representatives of religions and churches build temples and mosques that meet the requirements. Furthermore, 66.3% of respondents strongly agreed the strategy of encouraging representatives of religions and churches to cleanliness culture. Also 62.3% of respondents agreed the strategy of having a stable relationship between the state, religion and churches.

Respondents argued that it was very good to think about tourism based on faith and religion. This aims to satisfy human and faith needs and an opportunity for acquaintance and knowledge of people's

experiences and customs, and contribute to reviving the national economy. There are tourists who come to visit the temples but end up visiting the volcanoes.

The true value of religious sites lies in supporting basic tourism products outside pilgrimage destinations, as churches, cathedrals and monasteries attract many visitors, including those who are not travelling for religious purposes only. For tourists who are not driven by religious motives, religious sites are no different than any other tourism attraction they need to attract tourists' attention in order for them to decide to include those sites in their future trip. Rivera (2019) confirmed the idea that many religious buildings dedicating a quiet area for visitors who wish to engage in contemplation and reflection. Busby and Timothy, (2016) said that one of the aspects of travel are religious excursions and tourists, which can have a significant impact on the development and economic prosperity of different areas, while Warren (2014) quoted that employment and possible new and diversified skills in rural locations, as well as opportunities for volunteering.

#### **4.2.1.9. Tourism of cultural**

Cultural tourism has several benefits in the tourism industry. It contributes to district development, provide employment and business opportunities, foster culture and arts, and improve national discipline. Tourism development and the arrival of tourists have created new social and economic functions and opportunities for the residents of the villages. On the other hand, the developments of residential constructions and changes in the type of traditional rural houses and their materials have created new jobs in rural areas. As highlighted by the respondents tourism has positive and favorable effects for rural areas in the recent decades.



**Table 4.13. Tourism strategies for Cultural**

Tourism strategies aimed at facilitating Cultural Tourists	SD		D		N		A		SA	
	N	%	N	%	N	%	N	%	N	%
Promotion Handicrafts and visual arts	10	2.5	32	8.0	33	8.3	81	20.3	244	61.0
Promotion Gastronomy and culinary	15	3.8	17	4.3	18	4.5	64	16.0	286	71.5
Promotion Social practices, rituals, and festive events	8	2.0	28	7.0	37	9.3	74	18.5	253	63.3
Promotion Music and performing arts	20	5.0	36	9.0	49	12.3	52	13.0	243	60.8
Promotion Oral traditions and expressions	21	5.3	25	6.3	50	12.5	75	18.8	229	57.3
Promotion Knowledge and practices concerning nature	19	4.8	16	4.0	63	15.8	35	8.8	267	66.8

Source: Primary data, 2024

The above table shows the respondents' views on Tourism strategies aimed at facilitating Cultural Tourists. The results indicated that 61.0% of respondents were strongly agreed the Promotion Handicrafts and visual arts. However, 71.5% strongly agreed to the strategy of promotion gastronomy and culinary. Again, 63.3% of respondents strongly approved the promotion of social practices, rituals, and festive events. The table shows that 60.8% of respondents strongly agreed the promotion of Music and performing arts, 57,3% confirmed specified that need for promotion of oral traditions and expressions, while 66.8% agreed the promotion knowledge and practices concerning nature connect with culture.

Levi and Kocher (2019) stated that the cultural services and jobs provided by the monuments and museums imply both their maintenance and utilisation. They create, in turn, jobs for the public utilities, private entrepreneurs and for free lances. Lane (2015) stated that the personnel employed for a monument consists of the maintenance workforce, the workforce for welcoming the visitors and related services and the workforce for secondary services to the visitors, such as the souvenir shops or the proximity trade network.

#### **4.2.2. Contributing of tourism promotion policies to development of rural communities of Musanze**

The study would like know particularly the role that tourism policies have played in the development and well-being of the people in the Musanze region. People from different economic sectors asked and

involved in this research to insure the liability of information. This is as a result of more research being undertaken into the range of impacts tourism creates and the ways in which these impacts can be managed more carefully.

#### 4.2.2.1. Contribution of tourism promotion policies on social development

The study found that tourism provides cultural exchange between hosts and guests, encourages the preservation and celebration of local festivals and cultural events. Facilities and infrastructure developed for tourism can also benefit residents. The table below illustrates how residents of Musanze district were socially developed.

**Table 4.14. Tourism contributing to social development**

Socio Impact of tourism	SD		D		N		A		SA	
	N	%	N	%	N	%	N	%	N	%
Mobilization of women artisans in the active participation in the tourism programme	12	3.0	8	2.0	33	8.3	79	19.8	268	67.0
Effective skill building of the women community	5	1.3	3	0.8	18	4.5	64	16.0	310	77.5
Documentation of the crafts, arts and folk lore among youth	1	0.3	7	1.8	41	10.3	74	18.5	277	69.3
Tourism encourages a variety of cultural activities by the local population	3	0.8	3	0.8	8	2.0	92	23.0	294	73.5
Constructing schools, health centers, residential houses, water reservoirs and financing electricity distribution in the district.	4	1.0	12	3.0	18	4.5	64	16.0	302	75.5

*Source: Primary data, 2024*

The results of table 4.14 show the respondents' views on social impact of tourism. The results indicated that 67.0% strongly agreed that tourism policies contributed on mobilization of women artisans in the active participation in the tourism programme. Again, 77.5% of respondents strongly agreed that tourism policies seemed to them as way of effective skill building of the women community. Furthermore, 69.3% of respondents strongly approved the tourism policies developed documentation of the crafts, arts and

folk lore among youth. Thus, 73.5% of respondents strongly agreed that tourism encourages a variety of cultural activities by the local population.

*One of the major motivating factors for travel is to meet new people and learn about different cultures and tourism often leads to a greater understanding between people living in different societies. So, Very often, tourists benefit from new and improved facilities which are provided for tourists. This may include attractions and catering facilities there is nothing stopping people living in a tourist destination from enjoying themselves in restaurants or visiting attractions built mainly for tourist use. Tourists often gain a greater respect for the lifestyle of the people living in the area they are visiting. Increased tourism also leads to local communities improving their skills and improving their social status. In well-managed tourism developments local people are encouraged to undertake education and training to enable them to feel part of the development. “quoted by local authority in Musanze District”.*

As stated by one of the officers, in 2020 to 2022, Hotels lodges spent approximately USD2.5 million on socio-economic development projects. The money given by the lodge has been used to the following projects. On the side of social development, five schools providing education to 3200 students have been refurbished. The money has also been used to reconstruct a local primary school of 71 class rooms housing 2500 pupils, providing school fees for 120 children from the poorest families and constructing and equipping a computer laboratory for the community. Hotels lodges also have facilitated the community of Musanze district to get clean water. Water tanks and water collection points have been constructed in addition to protecting water dispersal systems and erosion control. The above country lodge has further more constructed a healthy center, 91 houses for survivors of genocide and for other poor people including ex-poachers and has been paying money for medical insurance of 4000 needy people in the area where its located.

These Musanze District lodges are also supporting the socio-economic development of the community in different ways. For instance they have by initiated and are financing different projects like constructing schools, health centers, residential houses, water reservoirs and financing electricity distribution in the district. The lodges also are directly involved in providing technical and financial support to different income generating community projects.

Arrey-Mbia (2020) in his report said that tourism promotion policies greatly benefit the Social and cultural benefits include improved quality of life and social cohesion. Okumu (2021) supported the impression by saying that the role of tourism is crucial for community development and enrichment. In the report of ILO (2017) tourism promotion policies highligh the essential role firstly, promotion is necessary to communicate information about offerings to target markets and consumers, including the travel trade. Secondly, effective promotion helps in attracting both domestic and foreign tourists, contributing to the economic growth of a country.

#### 4.2.2.2. Contribution of tourism promotion to cultural expansion

The study wants to see the role that tourism has played in cultural expansion since Cultural heritage is an invaluable asset that encompasses the tangible and intangible aspects of human civilization, representing the collective memory, traditions, and knowledge of a society.

**Table 4.15. Tourism promoting the expansion of Culture**

Contribution of tourism to culture expension	VL		L		M		H		VH	
	N	%	N	%	N	%	N	%	N	%
Development of cultural heritage and create a sense of pride among residents	15	3.8	14	3.5	28	7.0	30	7.5	313	78.3
Conservation of cultural values Music, literature, poetry, art, architecture, dance, folklore, films	7	1.8	3	0.8	17	4.3	35	8.8	338	84.5
Investing in preserving cultural heritage and generate cultural capital	14	3.5	11	2.8	38	9.5	33	8.3	304	76.0

Source: Primary data, 2024

The table shows the respondents' views on cultural impact of tourism. The results indicated that 78.3% of respondents very highly confirmed that tourism policies contributed to the development of cultural heritage. Moreover, 84.5% of respondents very highly agreed that tourism policies contributed to the conservation of cultural values Music, literature, poetry, art, architecture, dance, folklore, film. While 76.0% of respondents very highly approved the tourism policies developed to the creation of idea and practice of investing in preserving cultural heritage and generate cultural capital.

The respondents argued that in some cases, tourism helped to preserve traditional customs such as music, dance and theatre, as well as creating a demand for locally-produced foods and drink. Tourism also stimulates the production and sale of local arts and crafts to meet the needs of visitors and at the same time contribute to the continuation of traditional crafts and skills. Tourism also has an important role to play in reinforcing a region's cultural identity. This happened when Visit Rwanda was implemented because many of the investors tried to find solutions in order to welcome tourists to our District.

Furthermore, Yoon (2010), in showing the benefits of tourism promotion, said that proponents of cultural tourism say that it gives the local population the opportunity to benefit financially from their cultural heritage and thus to appreciate and preserve it, while giving visitors the opportunity to broaden their personal horizons. While UNWTO (2015) adding that when tourists interact with locals and learn about their culture, they often develop a sense of empathy and respect for their way of life; this can help to break down stereotypes and misconceptions, fostering a more harmonious relationship between different nations. The report of UNDP (2017) supported that tourism have a significant impact on the traditional way of life of a local community. On art, music, and folklore: Tourism can lead to the commodification of traditional art, music, and folklore, as these cultural expressions are often packaged and sold to tourists as part of the local cultural heritage.

#### 4.2.2.3. Contribution of tourism promotion policies to environmental sustainability

The study wants to see the role that tourism has played in environmental sustainability since environment is important to preserve resources like clean air, water and wildlife for future generations.

**Table 4.16. Tourism contributing to environmental sustainability**

Environmental Contribution of tourism	VL		L		M		H		VH	
	N	%	N	%	N	%	N	%	N	%
Promotion of beautiful natural landscapes and unique flora and fauna	12	3.0	8	2.0	33	8.3	49	12.3	298	74.5
Tourism helped to ensure higher water quality and better protection of nature and local natural resources	5	1.3	3	0.8	18	4.5	60	15.0	314	78.5
Change makers like government institutions and businesses, from individuals taking small actions like cleaning trash or planting trees.	1	0.3	7	1.8	41	10.3	67	16.8	284	71.0
Tourism promoting sustainability, reducing waste, conserving energy and water resources, protecting biodiversity and ecosystems, and raising awareness about environmental issues	1	0.3	7	1.8	41	10.3	60	15.0	291	72.8

*Source: Primary data, 2024*

The results of table 4.16 show the respondents' views on environmental impact. The results indicated that 74.5% of respondents very highly agreed that tourism policies contributed to the promotion of beautiful natural landscapes and unique flora and fauna. Then, 78.5% of respondents very highly agreed that tourism helped to ensure higher water quality and better protection of nature and local natural resources. Moreover, 71.0% of respondents very highly approved that change makers like government institutions and businesses, from individuals taking small actions like cleaning trash and planting trees. While, 72.8% of respondents very highly agreed that tourism promoting sustainability, reducing waste, conserving energy and water resources, protecting biodiversity and ecosystems, and raising awareness about environmental issues.

The study found out that the design and operations of country lodges in Musanze district based on key eco-tourism principles. These are conserving environment, culture and promoting social economic development of the community. Most of the lodges were supporting the conservation of volcanoes national park by planting trees in its buffer zone and have adopted power and water saving practices in their daily operations. The architectural design of each of lodges depicts the culture of Rwanda.

It is observed where some room amenities such as shampoo, soap, lotion, and coffee can all wreak havoc on the environment. To avoid damaging the environment, Mountain Gorilla nest lodge and Kwitonda lodge and Kazana house have switched to natural and organic toiletries in biodegradable or recyclable packaging and are using these items in bulk dispensers to cut back on needless waste. Another great way to reduce waste in guest rooms has been swapping plastic and paper cups used for coffee and drinks with reusable glasses and mugs.

Linen reuse programs for hotels and resorts are another great idea in terms of reducing water and energy waste. All country lodges in Musanze district have linen and towel reuse program which offers guests the option to reuse their towels and linens more than once. Guests are encouraged to reuse their towels, sheets, and bedding so housekeeping can cut back on how many times they need to use the washing machines and electric dryers every day. These lodges provide pillow cards, towel cards, do not disturb signs so that guests can easily let the staff know when they plan to reuse their linens. With this initiative, lodges can significantly reduce the amount of water and electricity needed to launder linens and towels on a daily basis, which help conserve natural resources.

Townsend (2018) in his research envisaged that tourism promotes responsible and sustainable travel practices, supports conservation efforts, and provides economic benefits to local communities, making it an important form of tourism in today's world. Torres (2016) support the statement saying that tourism

reduce negative footprints by using less plastic, creating less waste, using natural resources responsibly and adopting green travel methods.

#### 4.2.2.4. Contribution of tourism promotion policies to economic development

While assessing development outcomes of tourism policies, the study wishes to identify the impact and position of tourism in the economic development. The table below provides the answers from respondents.

**Table 4.17. Economic development impact of tourism**

Economic development impact of tourism	VL		L		M		H		VH	
	N	%	N	%	N	%	N	%	N	%
Tourism leads to the redistribution of national income between tourist-generating markets and receiving destinations.	3	0.8	13	3.3	33	8.3	79	19.8	272	68.0
Tourism contributed to diffusing technical knowledge, stimulating research and development, and accumulating human capital.	4	1.0	12	3.0	18	4.5	64	16.0	302	75.5
Tourism boosts the revenue of the economy, develops the infrastructures of a country, and plants a sense of cultural exchange between foreigners and citizens.	8	2.0	11	2.8	59	14.8	91	22.8	231	57.8

*Source: Primary data, 2024*

Table 4.17 displays the respondents' views on Economic development impact of tourism. The results indicated that 68.0% of respondents very high agreed that tourism leads to the redistribution of national income between tourist-generating markets and receiving destinations. Over 75.5% of respondents were very high agreed that tourism contributed to diffusing technical knowledge, stimulating research and development, and accumulating human capital. Consequently, 57.8% of respondents were very high approved that tourism boosts the revenue of the economy, develops the infrastructures of a country, and plants a sense of cultural exchange between foreigners and citizens.



Employment generation, income, improvement and infrastructure seemed to be a positive impact of tourism. Infrastructures developed through tourism opportunities include tarmac road and feeder roads improvements, electricity development and improvements in utilities, such as water supply and telecommunications. Through these, local people benefited from the improved facilities, which provided for tourists.

Spurr (2016) categorically argued that tourism boosts the revenue of the economy, creates thousands of jobs, develops the infrastructures of a country, and plants a sense of cultural exchange between foreigners and citizens. In addition, Smith (2018) ongoing saying that tourism to generating income and jobs, the tourism industry also has a major impact on infrastructure including airports, railways and roads, utilities, telecommunications and more. These facilities not only improve the experience of visiting travellers, but the quality of life of the locals.

#### **4.2.2.5. Contributing of tourism promotion policies to employment development**

In assessing development outcomes of tourism policies, the study wishes to identify the impact and position of tourism in the development of employment. The table below highlights respondent's views.

**Table 4.18. Employment development impact of tourism**

Impact of tourism to the employment development	VL		L		M		H		VH	
	N	%	N	%	N	%	N	%	N	%
Accommodation establishments, such as hotels and hostels, require a diverse workforce, ranging from skilled managers and financial operators to housekeeping and culinary teams	7	1.8	11	2.8	26	6.5	63	15.8	293	73.3
Tourism creates the opportunities for Small-scale enterprises, such as guesthouses and restaurants, can provide direct income to impoverished communities, fostering economic growth.	1	0.3	9	2.3	27	6.8	42	10.5	321	80.3
Tourism offering the opportunities for people such as travel agency staff, guides, taxi and bus drivers, food and beverage suppliers, laundry workers, textile workers, gardeners, souvenir shop staff, and airport employees.	3	0.8	6	1.5	34	8.5	23	5.8	334	83.5

Source: Primary data, 2024

Table 4.18 shows the respondents' views on impact of tourism to the employment development. The results indicated that 73.3% very highly agreed that tourism is a channel of employment opportunities through accommodation establishments, such as hotels and hostels, require a diverse workforce, ranging from skilled managers and financial operators to housekeeping and culinary teams. 80.3% very highly agreed that tourism creates the opportunities for small-scale enterprises, such as guesthouses and restaurants, can provide direct income to impoverished communities, fostering economic growth. 83.5% very highly approved that tourism offering the employment opportunities for people such as travel agency staff, guides, taxi and bus drivers, food and beverage suppliers, laundry workers, textile workers, gardeners, souvenir shop staff, and airport employees.

It is evident that tourism generates income for a variety of businesses and creates a wide range of employment opportunities. Within the Musanze District, it is estimated that inbound tourism and domestic tourism, including day trips and staying visits contribute 30% of annual the budget. In terms of employment, it is estimated that in this district more than 39.2% jobs are directly related to tourism. Since inauguration of visit Rwanda promotion, large number of moving visitors into an area pushes up the number of different sellers

from different products and services of tourism related, meaning that local people have to benefit more from food, drinks, transport etc. Often shops provide products for tourists opened more than those they save local people, meaning that more gift shops and restaurants might open rather than shops providing goods and services for people living in the area. This means that many people employed in restaurants, cafes, shops and in the transport industry owe their jobs to the people who visit tourism different destinations.

Sanford and Dong (2010) stated that tourism industry is a powerhouse, generating numerous employment opportunities that positively impact global economies and societies. Despite the challenges posed by the pandemic and staff shortages, tourism remains essential for economic growth, poverty alleviation, and social inclusivity. Sugiyarto (2015) said that tourists visit a destination and spend money on accommodation, transportation, food, shopping, and various services. This expenditure stimulates the local economy, increasing business activities and new jobs. Also Ruzigandekwe (2015) argued that tourism is a major source of Rwanda's foreign exchange earnings and tends to generate a higher proportion of formal sector jobs than other sectors.

#### **4.2.2.6. Relationship between tourism promotion policies and outcome**

The relationship between tourism policies promotion and its outcomes (social, economic and environmental) in Musanze District was below shown in the table; however, the reliability of the linear model also depends on how many observed data points are in the sample.

**Table 4.19. Correlation matrix between tourism promotion policies and economic development**

Control Variables		Tourism leads to the redistribution of national income between tourist-generating markets and receiving destinations.	Tourism contributed to diffusing technical knowledge.	Tourism boosts the revenue of the economy, develops the infrastructures
Economic development				
Tourism leads to the redistribution of national income between tourist-generating markets and receiving destinations.	Pearson Correlation Sig. (2-tailed) N	1  400		
Tourism contributed to diffusing technical knowledge	Pearson Correlation Sig. (2-tailed) N	.924** .000 400	1  400	
Tourism boosts the revenue of the economy, develops the infrastructures	Pearson Correlation Sig. (2-tailed) N	.911** .000 400	.878** .000 400	1  400

\*\* . Correlation is significant at the 0.01 level (2-tailed).

The findings in table 4.19 present the relationship between tourism promotion policies and economic development in Musanze District by considering the relative importance of financial development. It is shown that the inbound tourism spurs economic growth in Musanze District both in long-run and short-run. Firstly, it is suggested that tourism stimulates investments in new infrastructure, human capital and increases competition. Secondly, tourism creates jobs and hence stimulates earnings.

**Table 4.20. Correlation matrix between tourism promotion policies and employment development**

Control Variables		Accommodation establishments	Tourism creates the opportunities for Small-scale enterprises	Tourism offering the employment opportunities
Employment development				
Accommodation establishments, skilled managers and financial operators to housekeeping and culinary teams	Pearson Correlation Sig. (2-tailed) Sum of Squares and Cross-products Covariance N	1  300.560 .753 400		
Tourism creates the opportunities for Small-scale enterprises, , can provide direct income to impoverished communities, fostering economic growth.	Pearson Correlation Sig. (2-tailed) Sum of Squares and Cross-products Covariance N	.931** .000 232.120 .582 400	1  206.678 .518 400	
Tourism offering the opportunities for people such as travel agency staff, guides, taxi and bus drivers, food	Pearson Correlation Sig. (2-tailed) Sum of Squares and Cross-products Covariance N	.919** .000 238.760 .598 400	.950** .000 204.583 .513 400	1  224.398 .562 400

\*\* . Correlation is significant at the 0.01 level (2-tailed).

The findings in table 4.20 indicate that Pearson correlations are positive strong and significant between the study. Since The correlation coefficient can range from -1 to +1, with -1 indicating a perfect negative correlation, +1 indicating a perfect positive correlation, and 0 indicating no correlation at all. A variable correlated with itself always have a correlation coefficient of 1.

The results confirmed that tourist arrivals significantly impact the hospitality labour market in Musanze District as employment in the hospitality industry is linked to the domestic and foreign tourist arrivals. The demonstrated validity of substantial tourism-led employment has implications for job creation and economic growth, focusing on domestic tourists.

**Table 4.21. Regression model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.858 <sub>a</sub>	.737	.735	.45079	.737	369.677	3	396	.000

a. Predictors: (Constant), Social development, cultural expansion, environmental sustainability, economic development, and employment development.

b. Dependent Variable: Tourism promotion policies

In the interview with Chief Park Warden, he revealed that a number of direct and indirect benefits need to be highlighted. A variety of different projects were implemented. The construction of Mountain gorilla view Hotel, the Gorilla Nest hotel are benefited to local community and that 80% of its staff are from sectors neighboring the Park. He added that the construction of high-end Sabyinyo Silverback Lodge which is fully owned by the communities. This was supported by Mbambo (2020)) and Mudingu, (2017) in their literature who ascertained that the Sabyinyo Silverback. Lodge is located at periphery of the Volcanoes National Park allows people who live close to the Volcanoes National Park to benefit from tourism in three main ways: equity in a tourism business, employment at the lodge, the supply of goods and services, and dividends from profits. The lodge employs 45 local people, who receive training and experience in hospitality and tourism. Local agricultural produce is purchased for the lodge, and there are plans for traditional dancing, a cultural centre, community walk, and handicraft sales. The joint venture plans to use funds from the lodge to finance social infrastructure in the area, including roads. An interviewee from Kinigi sector revealed that Volcanoes Lodge is a traditional building that provides a regular employment to our communities in providing local material and manpower.

**Table 4.22. ANOVA Table**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	225.368	3	75.123	369.677	.000 <sup>a</sup>
	Residual	80.472	397	.203		
	Total	305.840	400			

a. Predictors: (Constant), economic development, and employment development

b. Dependent Variable: Tourism outcomes

From the ANOVA statistics in table 4.30, the processed data which is the population parameters, had a significance level of 0.000 which shows that the data is ideal for making a conclusion on the population's parameter as the value of significance (p-value) is less than 5%. This is an indication that Social development, cultural expansion, environmental sustainability, economic development, and employment development are the outcomes of tourism promotion policies outcomes in Musanze District. Some community members have benefited directly from tourism through direct employment as park rangers, trackers and guides. Others have received regular income from tourism as porters, and through selling of arts and crafts, honey and other products to tourists Interview with (interview with Community conservation officer)

**Table 4.23. Coefficients of regression model on tourism promotion policies outcome**

<b>a Dependent Variable: Tourism promotion policies outcome in Musanze district</b>						
		<b>Unstandardized Coefficients</b>		<b>Standardized Coefficients</b>		
		B	Std. Error	Beta	t	Sig.
<b>Model parameters</b>						
1	(Constant)	1.758	.156		4.860	.000
	Tourism impacts socio-cultural development	.221	.071	.016	.219	.000
	Tourism impacts economic development	.185	.048	.270	3.720	.050
	Tourism impacts employment development	.378	.051	.343	7.476	.000
	Tourism contributes environmental sustainability	.515	.048	.608	10.653	.000

Source: Primary data, 2024

This table 4.23 gives the individual regression model coefficients on extent to which dependent variable as socio-cultural expansion, environmental sustainability, economic development, and employment development in Musanze district influenced by tourism promotion policies through implemented strategies.

The study revealed that the P-value was less than 0.05 in all the variables, which shows that all the independent variable were statistically significant and thus in position to make conclusion for the study. From the findings on the coefficient of determination, the study found that at 91.9% confidence interval, great variation in the socio-cultural expansion, environmental sustainability, economic development, and employment development in Musanze district is accounted to changes throughout tourism promotion policies based on implemented strategies.  $Y = 1.758 + 0 + 0.221x_1 + 0.185x_2 + 0.375x_3 + 0.515x_4 + \epsilon_i$ .

Where: X1: Tourism impacts socio-cultural development, X2: Tourism impacts economic development, X3: Tourism impacts employment development, X4: Tourism contributes environmental sustainability and  $\epsilon_i$  = error term.

- a) X1 is positively related to Y, implies that a one unit increase in X1 will increase Y by 0.221
- b) X2 is positively related to Y, implies that a one unit increase in X2 will increase Y by 0.185.
- c) X3 is positively related to Y, implies that a one unit increase in X3 will increase Y by 0.378
- d) X4 is positively related to Y, implies that a one unit increase in X4 will increase Y by 0.515

1.758 is a Constant or the tourism outcome can't be done without tourism promotion policies.

It is envisaged that this new tourism promotion policies increase revenue figures even further, contributing to tax revenue, boosting the balance of payments, and contributing to the sustainable economic growth and equitable distribution of wealth for the benefit of Musanze district citizens.



**Table 4.24. Assessing the effect of tourism promotion policies on development outcomes in Musanze District**

	N	Mean	Std. Deviation	Std. Error Mean
Tourism promoted the development of social and expansion of culture	400	4.5950	.76971	.03849
Tourism contribute to environmental sustainability	400	4.3575	.07313	.05166
Tourism promotion policies contribute to economic development	400	4.4800	.87551	.04378
Employment development impact of tourism	400	4.6400	.79497	.03975

Source: Primary data, 2024

Table 4.24 indicates that the majority of the respondents agree at a very high level (Mean =4.64 and STD=0.79) with the idea that tourism promotion policies contribute to employment development. They also agree at a very high level (Mean =4.59 and STD=0.76) that tourism promotion policies contribute to development of social and expansion of culture. This table also shows that the majority of respondents agree at a very high level (Mean =4.48 and STD=0.87) that Tourism promotion policies contribute to economic development. Finally, the results from this table reveal the majority of respondents agree at a high level (Mean =4.35 and STD=0.73) that Tourism contribute to environmental sustainability. Therefore, tourism promotion policies contribute development outcomes.

**Table 4.25. Chi-Square test for the effect of tourism promotion policies on development outcomes**

	Tourism promoted development of social and expansion of culture	Tourism contribute to environmental sustainability	Tourism promotion policies contribute to economic development	Employment development impact of tourism
<b>Chi-Square</b>	110.300a	104.700a	112.900a	98.900a
<b>df</b>	4	4	4	4
<b>Asymp. Sig.</b>	0.000	0.000	0.000	0.000

Source: Primary data, 2024

The findings from Table 4.25 show that tourism policies is meaningful to development of social and expansion of culture, has statistically significant with ( $\chi^2(2) = 110.300$  a, sign=0.000<0.05). tourism policies is meaningful can strongly contribute to environmental sustainability, has statistically significant with ( $\chi^2(2) = 104.700$  a, sign=0.000<0.05). Tourism promotion policies can strongly contribute to economic development,

this has statistically significant with ( $\chi^2(2) = 112.900a$ ,  $\text{sign}=0.000<0.05$ ), and Tourism promotion policies have a great effect on Employment development, has statistically significant with ( $\chi^2(2) = 98.900 a$ ,  $\text{sign}=0.000<0.05$ ). In all tests of significance just generated, Asymptotic Significance, or p-value is less than 0.05, the p-value in our chi-square output is  $p = 0.000$ , we can confirm that there is a statistically significant relationship between the two variables. Therefore, the statistics test has provided enough evidence that the relationship between Tourism promotion policies and development outcomes is statistically significant since the p-value for the difference between the two variables is less than 0.05 so the study conclude that the mean difference is statistically significantly different from 0.

#### 4.2.3. Challenges based on branding and tourism promotion policies Musanze District.

The respondents asked to indicate any tourism related challenges that affect the community environmentally. The other major challenges are seasonal changes due to climate change and the cost of advertising outside Rwanda is a test for a growing destination like Rwanda.

**Table 4.26. Challenges on branding and tourism promotion policies Musanze District**

Statements		SD	D	N	A	SA	N
Natural disasters, health crises (pandemics)	Freq	7	13	30	69	281	400
	%	1.8	3.3	7.5	17.3	70.3	100.0
Infrastructure issues, and security and cross border regulations.	Freq	64	24	27	31	254	400
	%	16.0	6.0	6.8	7.8	63.5	100.0
Increased crime in the area, such as prostitution, illegal gambling and drug dealing and robbery	Freq	27	14	46	57	256	400
	%	6.8	3.5	11.5	14.3	64.0	100.0
Shortage of appropriate and specialized core and skilled personnel	Freq	17	30	44	78	231	400
	%	4.3	7.5	11.0	19.5	57.8	100.0
Erosion of constructed sites by tourists	Freq	49	32	34	73	212	400
	%	12.3	8.0	8.5	18.3	53.0	100.0
Costly to market abroad	Freq	15	47	44	57	237	400
	%	3.8	11.8	11.0	14.3	59.3	100.0

*Source: Primary research, 2024*

The table 4.26 illustrated the distribution of respondents according to their views on challenges on branding and tourism promotion policies Musanze District. The results indicated that 70.3% strongly

agreed to the statement of natural disasters, health crises (pandemics), followed. 64.0% strongly agreed to the affirmation of increased crime in the area, such as prostitution, illegal gambling and drug dealing and robbery. 63.5% very high agreed that tourism in Musanze District suffer from infrastructure issues, and security and cross border regulations, 59,3% of respondents were very high agreed that tourism suffer from costly to market abroad. While 53.0% very high agreed that tourism in Musanze District suffer from Erosion of constructed sites by tourists.

The researcher noticed that some local residents resent the congestion and disturbance, which occurs when major events take place mostly in Kwita Izina ceremony. As a former port and industrial city, some workers do not have the skills required to be employed in tourism related jobs and remain unemployed.

The study found that among negative social impacts of tourism in different destination Management Area of Musanze District include increased crime in the area, such as prostitution, illegal gambling and drug dealing and robbery. Very often, this is not related to local people, but occurs as a result of criminal gangs moving into the area to exploit tourists and sometimes local people as well. In some destinations, local people have been obliged to move away from where they have traditionally lived to make way for tourism development. Impacts of Tourism another common issue is the matter of seasonal employment, or more realistically unemployment. Many tourist areas are developing strategies to maintain a flow of visitors throughout the year thus reducing the impact of seasonal unemployment. These issues are more common in areas of mass tourism in certain destinations.

There is an acute shortage of trained manpower in Musanze and the hospitality sector is no exception. The approach and implementation of capacity building and the development of human resources has so far been fragmented. The quality of tourism professionals, including hotel employees, guides, waiters and other key personnel is inconsistent and below par when compared with regional competitors.

Potjana (2013) said that the major issues faced by the tourism industry relate to entry formality (visa), safety and security of tourists, lack of tourism infrastructure, lack of cleanliness and hygiene in tourist spots, lack of connectivity, high and multiple taxation, etc. While Okello (2014) specified the challenges of the modern tourism such as natural disasters, health crises (e.g., pandemics), political instability, and security concerns can disrupt travel plans and impact the tourism industry.

#### 4.2.4. The strategies to overcome the challenges of tourism promotion

Musanze City tourism promotion Strategy is a plan that encompasses specific, longterm objectives that can be achieved with the evolution of a successful brand of “The Best City of Trade and Leisure”, the two combined components of Musanze Secondary City’s character that make it identifiable. Musanze Brand development is the process of creating and strengthening professional services brand with focus on “City of Trade and Leisure”. As District helps firms develop their brands, we divide the process into phases.

**Table 4.27. The strategies to overcome the challenges of tourism promotion**

Strategies to overcome the challenges of tourism promotion		SD	D	N	A	SA	N
Develop a range of quality tourism products and services, capable of attracting and meeting the needs of international, regional and domestic visitors	Freq	8	11	64	93	224	400
	%	2.0	2.8	16.0	23.3	56.0	100.0
Project a clear, distinctive, image of Rwanda as a wildlife, eco-tourism, cultural and conference destination that is attractive to a high-value market	Freq	43	14	17	75	251	400
	%	10.8	3.5	4.3	18.8	62.8	100.0
Develop systematic, high quality training, to create a skilled workforce in value jobs at every level of the tourism and hospitality industry	Freq	31	12	20	94	243	400
	%	7.8	3.0	5.0	23.5	60.8	100.0
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	Freq	17	16	24	69	274	400
	%	4.3	4.0	6.0	17.3	68.5	100.0
Develop incentives and a financial architecture that supports investment in the tourism industry.	Freq	11	48	43	47	251	400
	%	2.8	12.0	10.8	11.8	62.8	100.0

Source: Primary research, 2024

Table 4.27 shows the respondents' views on the strategies to overcome the challenges of tourism promotion. The results indicated that 56.0% strongly confirmed that it is essential to develop a range of quality tourism products and services, capable of attracting and meeting the needs of international, regional and domestic visitors. 62.8% strongly confirmed that it is very vital to have a clear project, distinctive, image of Rwanda as wildlife, eco-tourism, cultural and conference destination that is attractive to a high-value market. 68.5% strongly confirmed that it is crucial to 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. 65.3% strongly confirmed that it is indispensable to develop incentives and a financial architecture that supports investment in the tourism industry.

*One of the district officer quoted that “We are tried to give a focus on tourism promotion in the district but we still straying basing on tourism modern market. Therefore, our primary focus was firstly development of infrastructures such as increase ICT access, penetration and literacy at Local Level; Construction of Road Networks and Bridges; Distribution, Extension and Maintenance of Water Supply Networks; Extension and connection of electricity (on grid); secondary Implement the marketing and communication strategy such as Regular Community Radio Live Talks (RCs); Regular National Radio and Television Live Talks and Shows; Documentary Film for Musanze City Brand; Dissemination and Promotion Materials; Newspapers, Magazine, Online and Social Media Dissemination. The implementation works were required a lot of investments and more commitment on the behalf of public and private sectors as well as the local community. In this regard fund mobilization strategies was initiated, developed, promoted and supported by all stakeholders and partners”.*

Potjana (2019) declared that one of the best ways to promote the town is to create radio and television ads, focusing on the slogan for the town and the points discussed in the marketing plan; make a tourist

map; another great way to promote the town is to create a detailed map for tourists and place them in local malls, restaurants, and bars. Rosenzweig (2016) added that tourism promotion involves marketing a destination to attract visitors and encourage travel to that particular location. It is a multi-faceted process that relies on various elements and strategies to effectively promote a destination.

From the first objective which was “to analyze the strategies of doing branding and tourism promotion policy in Musanze District”. The results of this study is nearly to those of Dwyer, (2019) highlights that sustainable tourism as a brand marketing approach that is becoming increasingly popular among travellers. Tourism destinations that encourage sustainable and responsible tourism may attract environmentally conscious visitors. The study's findings of Lei (2016) suggest that storytelling and social media are effective tools in destination branding. The study identified several important storytelling elements, such as emotional appeal and visual imagery, in destination branding. The study also highlighted the role of social media in reaching a wider audience and engaging with tourists.

The second objective of the study was “to determine the extent to which tourism promotion policies contribute to development of rural communities of Musanze District”. The results of the study was supported by those of Khalil, Kakar (2017), in a bivariate analysis, found that tourism caused economic growth in Pakistan in the short run. The indirect impact occurs from flows such as hotel and restaurant purchases supplies by firms at the destination. Induced impact occurs when the beneficiaries of direct and indirect impacts (such as firm owners, employees) spend their income. Hence, tourism development influences various sectors of the economy through multiplier effects (Cheong, 2010).

The report of UNWTO and UNDP, (2017) suggested that tourism development relies on good public and private infrastructure. The tourism industry can influence public policy for infrastructure upgrades and can provide the required capital investment by attracting tourists and foreign investments. Moreover,

SDG 9 specifically concentrates on attracting foreign direct investment for tourism infrastructure development and sustainable innovation.

Islam, Arif, Javed, and Shah, (2011), went far and talked that in rural areas, tourism is being used as a strategy for agriculture and community development. Tourism has significant backward links with the agriculture sector. In rural areas, tourism is being used as a strategy for agriculture and community development. By using a computable general equilibrium (CGE) model, Blake, Arbache (2018) reported that tourism development helped reduce poverty. The research Arbache is confirmed by Croes (2014) researched a multivariate framework and found that tourism led to poverty alleviation.

The study found that tourism has played in cultural expansion since Cultural heritage is an invaluable asset that encompasses the tangible and intangible aspects of human civilization, representing the collective memory, traditions, and knowledge of a society.

Respondents strongly agreed that tourism policies contributed on Mobilization of women artisans in the active participation in the tourism programme, development of effective skill building of the women community, developed documentation of the crafts, arts and folk lore among youth, and tourism encourages a variety of cultural activities by the local population.

The third objective of this study was “to find out the challenges based on branding and tourism promotion policies Musanze District”. The results of the study of Caldicott (2020), suggested that the effects involved may include overcrowding, increased crime, an increased cost of living, friction between tourists and residents, and changes in the host way of life (Caldicott et al., 2020). According to Arintoko et al. (2020) the lack of consideration of the environmental impacts could pose as a threat to the sustainability of the tourism in the Bawa community. Chang et al., (2018) note that rural communities, such as the Bawa of Butterworth, are a cause for great concern because of the increase in the negative environmental

impacts of tourism. If these challenges are not well managed, they may cause a problem which becomes a major issue in the protection of the environment.

The study of Ruzibiza, (2015) suggested that account must also be taken of the impact of the many millions of motorists using private and hire cars for their holidays and short breaks. While congestion is the more visible problem arising from the expansion in the numbers of vehicles at popular tourism destinations, pollution resulting from the concentration of exhaust gases in both city and rural tourist destinations can seriously affect the health of tourists and residents alike. This idea supported by Mbae, (2015) where he said that tourists visiting national parks and wilderness areas can disrupt wildlife behaviour to an extent that the natural soundscape is hard to appreciate. Apart from this, ORTPN declared that for a country like Rwanda with limited economic resources, however, these efforts must be extended to move beyond international tourism and include domestic tourism (ORTPN, 2014a). Failure to maintain the quality of the environment in other directions can also lead to a massive loss of tourist business.

At the local level, some form of public control is also essential to ensure that each new building is well designed and all existing buildings of quality are carefully preserved and restored. Heritage is also a sustainability issue, one that goes beyond the interests of tourism alone. It underpins the very fabric of a society and, in nations with a wealth of heritage buildings, each building lost through failure to protect it or enforce its restoration becomes an irreparable loss to the culture of those nations.

The fourth objective of this study was “to propose the strategies to overcome the challenges by branding and tourism promotion policies in Musanze District”. The results indicated that 56.0% of respondents strongly confirmed that it is essential to develop a range of quality tourism products and services, capable of attracting and meeting the needs of international, regional and domestic visitors. 68.5% of respondents strongly confirmed that it is crucial to 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. Also 65.3% of respondents strongly confirmed that it is indispensable to develop incentives and a financial architecture that supports investment in the tourism industry.

Hall and Weaver, (2019) quoted that tourism require some infrastructural adjustments including the betterment of main roads; putting in place reasonably comfortable, affordable, and adequate accommodation at or near the main tourist sites; proper information dissemination, as well as the creation of a variety of activities at the specific sites. Boniface and Cooper (2019) supported the idea saying that private sector and public partnerships should be strengthened in a number of areas such as tourism expansion planning, policy formulation and implementation, monitoring and assessment, infrastructure improvement and investment for the tourism sector, tourism promotion, marketing and product growth, environmental management of tourism and preservation of cultural heritage, human resources development, accessibility, facilitation of travel, risk management in tourism, pro-poor tourism initiatives, and alertness about tourism's role in the socio-economic development.

## **CHAPTER 5: SUMMARY OF FINDINGS, CONCLUSIONS AND RECOMMENDATIONS**

### **5.0 Introduction**

This chapter covers summary, conclusion and recommendations arising out of the findings in line with the objectives.

### **5.1. Summary of findings**

The main purpose for this study was to investigate the development outcomes of tourism policies as case study of visit Rwanda brand in Musanze District. In particular, it analyzed the strategies of doing branding and tourism promotion policy in Musanze District; to determine the extent to which tourism promotion policies contribute to development of rural communities of Musanze District; to find out the challenges based on branding and tourism promotion policies Musanze District and to propose the strategies to overcome the challenges by branding and tourism promotion policies in Musanze District.

#### **5.1.1 Strategies related to branding and tourism promotion policy in Musanze District**

The results from table 4.5 show that 74.5% of respondents confirmed that tourism in Musanze District focus on development of activities suitable for short stay visitors including excursionists. 67.0% of respondents confirmed that Musanze District designed products that are attractive to leisure tourists and families. Also 64.0% of respondents confirmed that Musanze District focused on the strategy of development of unique and differentiated products targeting the domestic and regional tourists and design products that are attractive to African families/couples and leisure travellers respectively. In addition 60.0% of respondents confirmed the strategy of establishment of Intraregional promotion campaign building on existing domestic tourism promotion drives.

In this regard, the study found that leisure tourism is a type of tourism that focuses on enjoying leisure activities, such as reading, watching TV, playing video games or going for walks. This type of tourism is popular in developed Musanze destination sites and is more profitable businesses. Therefore, 59.0% of respondents confirmed they knew the strategy of ensuring adequate internet connectivity to enhance 'word of mouth recommendation' through Social media and 60.3% of respondents confirmed that Musanze District focused on the strategy of developing social media based marketing content targeting individual and family travel.

Strategy of development of Business of destination sites, The results indicated that 74.1% respondents strongly agreed the availability of Public Private Partnerships in improving Tourism sector infrastructure-Roads and Hotel facilities. Moreover, 72.8% of respondents were strongly agreed the implementation of EAC Hotels and Restaurants classification. In addition 70.5% of respondents were strongly agreed the development of packages for business tourists. Furthermore, 1.9% of respondents were strongly agreed the identification and integration of tourism in business and shopping hubs. Also 54,3% of respondents were strongly agreed the development social media-based marketing content targeting business tourists.

At the level of MICE, one of local authorities quoted that the Musanze District focused on tourism strategies aimed at developing Meetings, Incentives, conferences and Events (MICE). This strategy targeting tourism people who are participating in a convention, a business conference, or some other kind of business or professional activity, as well as those who are taking a study tour under an expert guide or doing some kind of scientific research or study.

About development of Visiting Friend and Relatives, the results of table 4.8 indicated that 65.8% respondents were strongly agreed the development of urban based and contemporary cultural products and activities. Likewise, 72.8% of respondents strongly agreed that they knew design products that are attractive to families, 58.3% of respondents strongly agreed they knew the increasing awareness and expanding interests to diaspora tourists.

Through tourism strategies aimed at facilitating Sports tourists, Musanze District focuses on how popular tourism destinations utilize the combination of the sport sector with the tourism through appropriate strategic positions that will lead their visitors to enjoy a sporting event in peace and well-being.

Indeed, from the sport event, the new innovations that kept customers coming to visit Rwanda's tourism are several but the outstanding is the visit Rwanda print on Arsenal Jersey and PSG agreements where Rwandan coffee sold in the stadium of Paris Saint Germain in France and the continuation of Kwita Izina ceremony.

Regard to tourism strategies aimed at facilitating education tourists. The study found that they are the creation of "a knowledge-based and technology-led economy" for which 'comprehensive human resources development. This strategy is considered as one of the necessary pillars for Rwanda to reach the status of a middle income country. Therefore, Musanze District has Cbs/Kinigi school of Hotel Operation in Musanze/Nyange and G.S.Kigombe, school of Hotellerie in Musanze/CYUVE and one Rwanda Polytechnic.

At the level of tourism strategies aimed at facilitating medical tourists: First, the results of table 4.44 indicated that 62.0% of respondents strongly agreed the establishment of incentives for local and international medical schools. Moreover, 69.0% of respondents strongly agreed that they knew availability of development of increased intake of medical students with focus on selected specialties. Additionally, 66.3% of respondents strongly agreed the establishment of partnerships with reputable hospitals and specialists. While 70.5% strongly agreed the identification of local talent, offer scholarship/loans/compulsory training by companies entering Rwanda.

### **5.1.2. Tourism promotion policies and contribution to development of rural communities of Musanze District**

The study would like to know in particular the role that tourism policies have played in the development and well-being of the people in the Musanze region. People from different economic sectors asked and involved in this research to insure the liability of information.

The study found that 67.0% of respondents strongly agreed that tourism policies contributed on Mobilization of women artisans in the active participation in the tourism programme. In addition, 77.5% of respondents strongly agreed that tourism policies seemed to them as way of effective skill building of the women community. Therefore, 69.3% of respondents strongly approved the tourism policies developed documentation of the crafts, arts and folk lore among youth. Lastly, 73.5% of respondents strongly agreed that tourism encourages a variety of cultural activities by the local population.

Therefore, Musanze District lodges are also supporting the socio-economic development of the community in different ways. For instance, they have by initiated and are financing different projects like constructing schools, health centers, residential houses, water reservoirs and financing electricity distribution in the district. The lodges also are directly involved in providing technical and financial support to different income generating community projects.

Tourism promoted the expansion of cultural; the respondents argued that in some cases, tourism helped to preserve traditional customs such as music, dance and theatre, as well as creating a demand for locally-produced foods and drink. Tourism also stimulates the production and sale of local arts and crafts to meet the needs of visitors and at the same time contribute to the continuation of traditional crafts and skills. Tourism also has an important role to play in reinforcing a region's cultural identity. This happened when Visit Rwanda implemented because many of the investors tried to find solutions in order to welcome tourists to our District.

About environment development, 74.5% of respondents very high agreed that tourism policies contributed to the promotion of beautiful natural landscapes and unique flora and fauna. Again, 78.5% of respondents very high agreed that tourism helped to ensure higher water quality and better protection of nature and local natural resources. However, 71.0% of respondents very high approved that change makers like government institutions and businesses, from individuals taking small actions like cleaning trash and planting trees. Whereas 72.8% of respondents very high agreed that tourism promoting sustainability, reducing waste, conserving energy and water resources, protecting biodiversity and ecosystems, and raising awareness about environmental issues.

The study found that tourism contributed to economic development. The results of table 4.17 indicated that 68.0% of respondents very high agreed that Tourism leads to the redistribution of national income between tourist-generating markets and receiving destinations. Otherwise, 75.5% of respondents very high agreed that tourism contributed to diffusing technical knowledge, stimulating research and development, and accumulating human capital. Moreover, 57.8% of respondents very high approved that tourism boosts the revenue of the economy, develops the infrastructures of a country, and plants a sense of cultural exchange between foreigners and citizens.

As well as generating employment and income, another positive impact of tourism is improvements in infrastructure. These include tarmac road and feeder roads improvements, electricity development and improvements in utilities, such as water supply and telecommunications. Through these, local people can benefit from the improved facilities, which provided for tourists.

Tourism promotion policies contribute to employment development. Firstly, the results of table 4.18 indicated that 73.3% of respondents very high agreed that tourism is a channel of employment opportunities through accommodation establishments, such as hotels and hostels, require a diverse workforce, ranging from skilled managers and financial operators to housekeeping and culinary teams.

Secondly, 80.3% of respondents very high agreed that tourism creates the opportunities for Small-scale enterprises, such as guesthouses and restaurants, can provide direct income to impoverished communities, fostering economic growth. Thirdly, 83.5% of respondents very high approved that tourism offering the employment opportunities for people such as travel agency staff, guides, taxi and bus drivers, food and beverage suppliers, laundry workers, textile workers, gardeners, souvenir shop staff, and airport employees.

It is evident that the respondents that tourism generates income for a variety of businesses and creates a wide range of employment opportunities. Within the Musanze District, it is estimated that inbound tourism and domestic tourism, including day trips and staying visits contributes 30% of annual budget. In terms of employment, it is estimated that in this district more than 39.2% jobs are directly related to tourism. Since visit Rwanda promotion, Very often a large number of moving visitors into an area pushes up the number of different sellers from different products and services of tourism related, meaning that local people have to benefit more from food, drinks, transport etc. It is often the case that in rural areas, shops provide products for tourists more than they do for local people, meaning that more gift shops and restaurants might open rather than shops providing goods and services for people living in the area. This means that many people employed in restaurants, cafes, shops and in the transport industry owe their jobs to the people who visit tourism different destinations.

### **5.1.3. Challenges based on branding and tourism promotion policies Musanze District**

The study found that among negative social impacts of tourism in different destination Management Area of Musanze District include increased crime in the area, such as prostitution, illegal gambling and drug dealing and robbery. Very often, this is not related to local people, but occurs as a result of criminal gangs moving into the area to exploit tourists and sometimes local people as well. In some destinations, local

people have been obliged to move away from where they have traditionally lived to make way for tourism development. Impacts of Tourism another common issue is the matter of seasonal employment, or more realistically unemployment. Many tourist areas are developing strategies to maintain a flow of visitors throughout the year thus reducing the impact of seasonal unemployment. These issues are more common in areas of mass tourism in certain destinations.

#### **5.1.4. Strategies to overcome the challenges of tourism promotion**

The results indicated that 56.0% of respondents strongly confirmed that it is essential to develop a range of quality tourism products and services, capable of attracting and meeting the needs of international, regional and domestic visitors. However, 62.8% of respondents strongly confirmed that it is very vital to have a clear project, distinctive, image of Rwanda as wildlife, eco-tourism, cultural and conference destination that is attractive to a high-value market. Again, 68.5% of respondents strongly confirmed that it is crucial to 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. Whereas 65.3% of respondents were strongly confirmed that it is indispensable to develop incentives and a financial architecture that supports investment in the tourism industry.

One of the district officer quoted that “We are tried to give a focus on tourism promotion in the district but we still straying basing on tourism modern market. Therefore, our primary focus was firstly development of infrastructures such as increase ICT access, penetration and literacy at local level; construction of road networks and bridges distribution; extension and maintenance of water supply networks; extension and connection of electricity (on grid). Secondly, the focus was to the Implementation of marketing and communication strategy such as regular community radio live talks; regular national radio and television live talks and shows. Thirdly, the emphasis was to documentary film



for Musanze city brand; dissemination and promotion materials. Finally, newspapers, magazine, online and social media dissemination put in place. The implementation works were required many investments and more commitment on the behalf of public and private sectors as well as the local community. In this regard, fund mobilization strategies was initiated, developed, promoted and supported by all stakeholders and partners.

## **5.2. Conclusion**

The main purpose for this study was to investigate the development outcomes of tourism policies as case study of visit Rwanda brand in Musanze District. Particularly, the study analyzed the strategies of doing branding and tourism promotion policy in Musanze District; to determine the extent to which tourism promotion policies contribute to development of rural communities of Musanze District; to find out the challenges based on branding and tourism promotion policies Musanze District and to propose the strategies to overcome the challenges by branding and tourism promotion policies in Musanze District.

The sample size was 400 respondents selected using cluster sampling method from the total population of 268,912 including managers of hotels, managers of private companies and local authorities of Musanze District. Descriptive statistics were used where distribution (frequencies, percentages) through statistical package for social sciences (SPSS, 23.0). Regarding to the strategies of tourism promotion policy in Musanze District, the study found that tourism industry has emerged as key force in boosting Musanze's economy and to insure that the great growth of tourism activities over the years is associated with outstanding economic and social benefits. Is in this framework many and diverse strategies were implemented such as strategy aimed at promoting leisure & holiday tourists, strategy of development of Business of destination sites, strategy of development Meetings, Incentives, conferences and Events (MICE), tourism strategy of development of Visiting Friend and Relatives; tourism strategies aimed at

facilitating sports tourists; tourism strategies aimed at facilitating education tourists; tourism strategies aimed at facilitating medical tourists and tourism strategies aimed at facilitating religious tourists.

After respondents view's, the study found that promotion of sustainable tourism, through the development of policy tools, capacity building and awareness-raising programmes, local involvement, guidelines for good practice and actual implementation remain essential goals since tourism has been pivotal in social progress as well as an important vehicle of widening socio-economic and cultural contacts throughout human history.

Concerning to the extent to which tourism promotion policies contribute to development of rural communities of Musanze District; the study has shown a dynamic relationship between tourism promotion policies and social, cultural and economic growth of Musanze District since sustainable tourism aim to directly support poverty eradication and sustainable production and consumption.

Furthermore, tourism today has become an important segment of Musanze economy contributing substantially to sustainable development of the District. Musanze District has succeeded in becoming the most preferred place amongst domestic travelers. Tourism exposes international travelers to Musanze with diverse culture. The tourism sector has been instrumental in generating foreign exchange, employment opportunities and household income for Musanze residents, as it has in many other developing economies. Thus, the development of the tourism sector appears to have been as important as the development of other sectors of the Musanze economy as agriculture and other SMEs businesses directly and indirectly.

The study revealed that tourism promotion policies bring the opportunity of infrastructure development. The overall development of any country or region depends especially on the improvement of road, vehicles, communication, water supply, airports and electricity.

The study found that tourism promotion policies contribute to the ecotourism since ecotourism contribute to the conservation of natural areas and maintain species and their habitats by either directly contributing to conservation and/or indirectly, by providing revenue to the local community. The provisions are sufficient for local people to value and therefore protect the wild life heritage as a source of income. Ecotourism are planned and managed to improve the quality of life of residents and strive to preserve natural and cultural resource capital.

It is evident that the respondents that tourism generates income for a variety of businesses and creates a wide range of employment opportunities. Within the Musanze District, it is estimated that inbound tourism and domestic tourism, including day trips and staying visits contributes 30% of annual budget. In terms of employment, it is estimated that in this district more than 39.2% jobs are directly related to tourism. Since visit Rwanda promotion, Very often a large number of moving visitors into an area pushes up the number of different sellers from different products and services of tourism related, meaning that local people have to benefit more from food, drinks, transport etc. It is often the cases that in popular tourist areas shops provide products for tourists more than they do for local people, meaning that more gift shops and restaurants might open rather than shops providing goods and services for people living in the area. This means that many people employed in restaurants, cafes, shops and in the transport industry owe their jobs to the people who visit tourism different destinations.

Concerning the challenges based on branding and tourism promotion policies in Musanze District, tourism can often have damaging impacts on the environment such as increased water use, increased pollution loadings through waste and emissions, and direct and indirect disturbance to wildlife and vegetation. The “demonstration effect”, especially on young people, of imitating the dress and behavioral patterns of tourists may generate social problems and loss of cultural identity. Local social problems such as theft, drugs, alcoholism and prostitution may also arise are other tourism related in Musanze District.

Regarding to the strategies to overcome the challenges by branding and tourism promotion policies in Musanze District, the study found that tourism should be promoted by augmenting infrastructural facilities at existing tourist centers; promotion and development of places of local importance and identifying new areas with tourism potential; evolving a programme for publicizing with the appropriate use of films, newspaper, magazines and websites; providing facilities for recreation and adventure sports at select tourist places for attracting tourists from other states and abroad; encouraging the private sector participation to provide adequate accommodation and travel facilities and also to set up amusement and theme parks; appointing marketing agents inside and outside the country for effective promotion of tourism and producing quality guides qualified persons.

### **5.3. Recommendations**

There cannot be a limit to the extent tourism can contribute to the process and there cannot be an end to its contribution towards environmental conservation because as long as tourism exists, the negative impacts of tourists will be evident on the natural environment. There is no doubt accepting the fact that tourism brings in money. But even then, care must be taken to make sure that the economic growth brought by the tourism industry must contribute to the natural environment processes and the sustainable use of natural resources.

Therefore, having analyzed, discussed and interpreted collected data of this study, the researcher recommends the following:

#### **To the Government**

- (i) Resolving Internal Crises: Address internal crises and conflicts that impact tourism promotion. It is important to create a stable and secure environment that attracts tourists and instils confidence in both domestic and international visitors.

- (ii) Highlight the necessity for community-based tourism products to be accessible and marketable; this has to be done jointly with beneficiaries.
- (iii) Target enterprise support at SMEs and micro-enterprises. There are many SMEs that need financial support, among them, arts and craft. These need additional funding to make the business boost.
- (iv) Encourage RDB and NGOs to help small and medium-sized and micro enterprises;
- (v) Sensitize the private sector, tourism agencies, environmental agencies and NGOs to the importance of communities involvement in tourism development
- (vi) Let people living nearest tourism destinations have a representative voice in all tourism structures at national, provincial and local levels

#### **To NGOs**

- (i) Assist communities and community groups in organizing themselves, preparing themselves for tourism and implementing tourism projects
- (ii) Attract funding from donor agencies to develop specific community-based tourism projects

#### **To MUSANZE District**

- (i) Focus on domestic tourism: Develop a national tourist ideology that prioritizes the local population as the primary target audience. Build awareness among the locals about the importance of tourism and empower them to become tourism brand ambassadors and marketers to attract foreigners.
- (ii) Enhance tourism infrastructure: Build recreational facilities such as restaurants, hotels, and parks around tourist sites to improve visitor experiences and encourage longer stays.
- (iii) Construction, Distribution, Extension and Maintenance of Roads, water and energy supply Networks
- (iv) Mobilize local community on off- farm jobs
- (v) Increase ICT access, penetration and literacy at Local Level

**To the Community**

- (i) Identify potential tourism resources and attractions within their communities
- (ii) Exploit opportunities for tourism training and awareness, finance and incentives for tourism development
- (iii) Seek partnership opportunities with the established tourism private sector
- (iv) Work toward enhancing the positive benefits of tourism and minimize the negative impacts
- (v) Actively participate in and promote responsible tourism

**5.4. Areas for further researchers**

Further research needs to be conducted on participation of residents in conservation of the park; using a comparative study of three national parks in the country surrounded by the communities of different occupation. Therefore, other researchers should investigate on relationship between tourism and poverty alleviation in Rwanda.

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# APPENDICES

**Appendix 1: Questionnaire addressed to the residents and private companies of Musanze District**

I am **UMUTONI LATIFA Claudine**, a student at Kigali Independent University ULK in Master of Development Studies (MDS). In partial fulfilment of the academic requirements for the award of Master's Degree, I am conducting a research on "DEVELOPMENT OUTCOMES OF TOURISM POLICIES: CASE STUDY OF VISIT RWANDA BRAND IN MUSANZE DISTRICT" (2018-2024). Therefore, I would like to request for your participation in collection of necessary data to achieve the objectives of this research. It is with pleasure to be with you and the information collected will be of an incommensurable importance. I will use them solely for work and we promise you that they will remain confidential.

### Section A. Identification of respondents

**Instructions:** Please tick with  the appropriate response

#### Age of the respondents

- a) 21-35 years old
- b) 36-55years old
- c) Above 56 years old

#### A) Gender of the respondents

- a) Female
- b) Male

#### B) Level of education

- a) Illiterate
- b) Primary level
- c) Secondary level
- d) University level and above

#### C) Years of working or living in Musanze District

- a) Less than 1 year
- b) 1 to 5 years
- c) 6 years and above

SECTION B 1: Strategies of doing branding and tourism promotion policy in Musanze District.

**Rate the level of agreement with the statements in the following Table using: Strongly Disagree= SD; Disagree= D; Neutral= N; Agree= A; and Strongly Agree= SA**

Statements	SD	D	N	A	SA
<b>1. Focus on Leisure &amp; holiday tourists</b>					
1.Design products that are attractive to leisure tourists and families					
2.Develop activities suitable for short stay visitors including excursionists					
3.Develop social media based marketing content targeting individual and family travel					
4.Establish Intraregional promotion campaign building on existing domestic tourism promotion drives					
5. Development of unique and differentiated products targeting the domestic and regional tourists.					
6.Ensure adequate internet connectivity to enhance 'word of mouth recommendation' through Social media					
7.Design products that are attractive to African families/couples and leisure travelers					
8.Identification of domestic and EAC as top core markets					
<b>2. Business tourists</b>					

1. Identify and integrate tourism in business and shopping hubs					
2. Develop social media-based marketing content targeting business tourists					
3. Implementation of EAC Hotels and Restaurants classification system					
4. Develop packages for business tourists					
5. Public Private Partnerships in improving Tourism sector infrastructure- Roads and Hotel facilities.					
<b>3. Meetings, Incentives, conferences and Events (MICE)</b>					
1. Establish mechanism to coordinate and engage with MICE organisers and promoters					
2. Ensure events and meetings are adequately published, coordinated and harmonized – with an annual calendar					
3. Develop a flexible/extended travel arrangements where tourism activities can be included in official program or be by individual arrangements					
4. Develop packages attractive to MICE tourists					
<b>4. Visiting Friend and Relatives (VFR)</b>					
1. Design products that are attractive to families					
2. Develop urban based and contemporary cultural products and activities					
3. Enhanced communication by family and friends on packages					
4. Convert diaspora tourists into tourism ambassador's in their respective resident countries					
<b>5. Sports tourists</b>					
1. Establish mechanism to coordinate and engage with sports bodies, organisers and promoters					
2. Ensure sports events are adequately published coordinated and harmonized with an annual calendar					
3. Develop urban based and contemporary cultural products and activities					
4. Develop social media based marketing content targeting sports tourists					
<b>6. Education tourists</b>					
1. Establish mechanism to coordinate with education institutions					
2. Enhance youth travel through celebrity marketing – opinion influencers					
3. Capacity building and developing human resources - skills training with regional educational establishments					
<b>7. Medical tourists</b>					
1. Establish mechanism to coordinate and engage with health service providing organisations					
2. Develop complementary activities and wellness					
3. Comprehensively profile and develop customised packages for medical tourists					
<b>8. Religious Tourists</b>					
1. Establish mechanism to coordinate and engage religious institutions					
2. Diversify religious tourism products beyond journey					
3. Increase use of internet based and social media marketing					
<b>9. Cultural Tourists</b>					
1. Establish mechanism to coordinate and engage with cultural institutions					
2. Develop contemporary based cultural products					
3. High use of internet based and social media marketing					

**SECTION C: To assess the extent to which tourism promotion policies contribute to development of rural communities of Musanze District**

Use five point linked scale. Refer to the first table above but in this case use: VL= Very Low; L= Low; M= Moderate; H= High; and VH= Very High

Statements	VL	L	M	H	VH
<b>I. Socio-Cultural Impact of tourism</b>					
1.Mobilization of women artisans in the active participation in the tourism programme					
2.Effective skill building of the women community					
3.Documentation of the crafts, arts and folk lore					
4.Tourism encourages a variety of cultural activities by the local population					
<b>II. Community Participation</b>					
1.The government usually consults us about tourism planning					
2.Public involvement in planning and development of tourism					
3.Active Participation of the local community and youth					
4. Willing to invest talent or time to make the community an even better place for visitors					
5. I would be affected by whatever happens (positive or negative) in the community					
<b>III. Environmental impact</b>					
Promotion of beautiful natural landscapes and unique flora and fauna					
Tourism helped to ensure higher water quality and better protection of nature and local natural resources					
Change makers like government institutions and businesses, from individuals taking small actions like cleaning trash or planting trees.					
Tourism promoting sustainability, reducing waste, conserving energy and water resources, protecting biodiversity and ecosystems, and raising awareness about environmental issues					
<b>IV. Tourism promotion policies contribute to economic development</b>					
1. Tourism leads to the redistribution of national income between tourist-generating markets and receiving destinations.					
2. Tourism contributes to diffusing technical knowledge, stimulating research and development, and accumulating human capital.					
3. Tourism boosts the revenue of the economy, develops the infrastructures of a country, and plants a sense of cultural exchange between foreigners and citizens.					
<b>V. Tourism promotion policies contribute to employment development</b>					
1.Accommodation establishments, such as hotels and hostels, require a diverse workforce, ranging from skilled managers and financial operators to housekeeping and culinary teams					
2.Tourism creates the opportunities for Small-scale enterprises, such as guesthouses and restaurants, can provide direct income to impoverished communities, fostering economic growth.					
3.Tourism offering the opportunities for people such as travel agency staff, guides, taxi and bus drivers, food and beverage suppliers, laundry workers, textile workers, gardeners, souvenir shop staff, and airport employees.					

**SECTION D: Challenges based on branding and tourism promotion policies Musanze District.**

Rate the following statement using: SD= Strongly Disagree; D= Disagree; N= Neutral, A= Agree; and SA= Strongly Agree.

<b>Statements</b>	<b>SD</b>	<b>D</b>	<b>N</b>	<b>A</b>	<b>SA</b>
1. International awareness and perceptions of Rwanda not widely based on tourism					
2. Low capacity and under-skilled human resources					
3. Little involvement of communities and micro, small and medium enterprises (MSMEs) in the sector					
4. Expensive and difficult to access from key tourism source markets as a destination					
5. Under-developed regulatory framework for the tourism sector					
6. Constraints due to quality and quantity of infrastructure					
7. Difficulty of accessing land for tourism investments					
8. Little focus on the environment and sustainability					
9. Low availability of finance and partnership for private sector investment in the sector					

**SECTION E: The strategies to overcome the challenges by branding and tourism promotion policies in Musanze District.**

Rate the following statement using: SD= Strongly Disagree; D= Disagree; N= Neutral, A= Agree; and SA= Strongly Agree.

<b>Statements</b>	<b>SD</b>	<b>D</b>	<b>N</b>	<b>A</b>	<b>SA</b>
1. Develop a range of quality tourism products and services, capable of attracting and meeting the needs of international, regional and domestic visitors					
2. Project a clear, distinctive, image of Rwanda as a wildlife, eco-tourism, cultural and conference destination that is attractive to a high-value market					
3. Develop systematic, high quality training, to create a skilled workforce in value jobs at every level of the tourism and hospitality industry					
4. 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					
5. Develop incentives and a financial architecture that supports investment in the tourism industry.					

## **Appendix 2: Interview questions administered to local authorities of Musanze District**

### **Individual Interview Guide**

“Welcome! My name is **UMUTONI LATIFA Claudine**, a student at Kigali Independent University (ULK). I request for your participation in the interview about “**DEVELOPMENT OUTCOMES OF TOURISM POLICIES: CASE STUDY OF VISIT RWANDA BRAND IN MUSANZE DISTRICT**” (2018-2024). I just want to get your perceptions, opinions and thoughts about this issue. Your answers will be kept confidential and used to achieve the objectives of this study.

- (v) To analyze the strategies of doing branding and tourism promotion policy in Musanze District.
- (vi) To determine the extent to which tourism promotion policies contribute to development of rural communities of Musanze District
- (vii) To find out the challenges based on branding and tourism promotion policies Musanze District.
- (viii) To propose the strategies to overcome the challenges by branding and tourism promotion policies in Musanze District.
- (ix) What is the importance of promoting tourism products and services?
- (x) How can cultural heritage be used to promote tourism?
- (xi) How does Visit Rwanda contribute to the economy of Musanze District?
- (xii) What is the role of tourism services in developing tourism industry in Musanze District.
- (xiii) How can tourists benefit the places they visit?



Appendix 3: Administrative Map of Musanze District

