

UNIVERSITY OF RWANDA
COLLEGE OF ARTS AND SOCIAL SCIENCES (CASS)
Master's of Arts in Development Studies

**TOURISM AS A TOOL FOR SUSTAINABLE DEVELOPMENT IN
RWANDA.**

The Case of Poverty Alleviation around Volcanoes National Park (VNP).



Thesis submitted in partial
fulfilment of the requirements
for the Degree of **Master of
Arts in Development Studies**

By

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Huye, March 2014

DECLARATION

I, Robert KABANDA, do hereby declare that this thesis is my original work and has never been submitted or examined in any university as an academic requirement for any award.

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DEDICATION

To almighty God, who protected me,

To my familiars,

To my parents,

and

To all my relatives and friends.

ACKNOWLEDGEMENTS

This research could not be accomplished without the contribution of several people whom I would like to thank.

First and foremost, I would like to thank Dr. Gaspard RWANYIZIRI lecturers at the University of Rwanda (UR), who supervised this work. Their inspiring ideas and knowledge made this research more specific. Briefly, I would like to express my special gratitude for their proper guidance, encouragements, advices and suggestions during this research.

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Finally, God bless all persons who directly or indirectly, closely or distantly, earlier or so far participated to the accomplishment of this study.

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ABSTRACT

This study intended to analyze the role of tourism in promoting sustainable development around Volcanoes National Park with a particular emphasis on poverty alleviation. To make sure that findings are reached, an appropriate methodology was applied. The total population of two cells (Bisoke and Nyonirima) of Kinigi sector under study was 2340 households and a sample of 100 respondents was selected using a statistical formula. To reach this sample, random sampling method was used as all the population was homogeneous and each was given an equal chance of being selected within these two cells. In doing so, heads of households were the targeted respondents. A core-periphery factor was put into consideration and two cells were selected. Bisoke cell which is near VNP and Nyonirima which is a bit far away from the VNP.

The study had both general and specific objectives. Findings were collected in accordance to these objectives and both primary and secondary data showed that the projects put in place around VNP helped in reducing poverty within the community around VNP. Associations through which these community members solve their problems were formed and have so far helped in solving their problems hence reducing poverty. Electric grids were erected, houses for the vulnerable were built and roads and bridges were constructed. All these helped in improving the community standards of living. However, findings showed that residents near the park benefit more than those that are far away and it finally called for recommendations on provision of equal opportunities and benefits to all VNP community members.

Key Words: *tourism, poverty, poverty alleviation, sustainable development, local community, Volcanoes National Park.*

LIST OF ACRONYMS

AWF	African Wildlife Foundation
DFID	Department for International Development
EAC	Eastern Africa Community
GDP	Gross Domestic Product
IGCP	International Gorilla Conservation Program
MDGs	Millennium Development Goals
MICE	Meetings, Incentives, Conferences, and Exhibitions
MINICOM	Ministry of Commerce
NGO	Non Government Organization
NISR	National Institute of Statistics of Rwanda
ODI	Overseas Development Organization
OECD	Organization for Economic Co-operation and Development
ORTPN	Rwanda Office of Tourism and National Parks (French Acronym)
RDB	Rwanda Development Board
PPT	Pro-Poor Tourism
SACOLA	Sabyinyo Community Livelihood Association
SME	Short and Medium Enterprises
SLA	Sustainable Livelihoods Approach
SNV	Netherlands Development Organization (Dutch Acronym)
ST-EP	Sustainable Tourism as a tool for Eliminating Poverty
UNDP	United Nation Development Programme
UNEP	United Nations Environment Programme
UNWTO	United Nations World Tourism Organization
VNP	Virunga National Park
WB	World Bank
WHO	World Health Organization
WSSD	World Summit on Sustainable Development
WTO	World Tourism Organization

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Chapter One: INTRODUCTION

1.1. Background Information

Tourism is travel for recreational, leisure or business purposes. The World Tourism Organization (WTO) defines tourists as "people travelling to and staying in places outside their usual environment for not more than one consecutive year for leisure, business and other purposes" (UNWTO, 2012). Tourism has become a popular global leisure activity, and in some cases, vital for many countries. It was recognized in the Manila Declaration on World Tourism of 1980 as "an activity essential to the life of nations because of its direct effects on the social, cultural, educational and economic sectors of national societies and on their international relations" (Manila Declaration, 1980).

Tourism in most sub-Saharan African countries is hardly an industry since the tourism infrastructure is weak, tourism organization is poor, and net revenue is meagre. Almost all tourist arrivals consist of African national's resident abroad returning to visit friends and relatives, business visitors, and those visiting expatriate residents. The primary vacation or leisure tourism sector is undeveloped (Teye, 1991).

In fact, over the past two decades or more, there has been growing recognition in conservation circles that national parks and other protected areas cannot be managed successfully without consideration for the subsistence and economic requirements of their neighbouring communities (Hulme & Murphree, 2001; Kothari et al., 1998; Naughton-Treves, 2005; IUCN, 2003).

Protected areas worldwide have increased more than tenfold in respect of total coverage since 1980 (Zimmerer et al., 2004). During the period 1900-1949, there were fewer than 600 officially protected areas worldwide (Pelsler & Sempe, 2003), but this figure has increased exponentially over the past three decades. The impact of these expanding protected areas on the livelihoods of neighbouring communities has, however, largely been ignored by conservation authorities.

Conservation policy and practices over the past few decades have strongly emphasized the linkages between rural poverty and environmental degradation and, more specifically, the importance of reconciling the socio-economic needs and expectations of local communities

with the objectives of biodiversity conservation and protected-areas management. Several international agencies and organizations have come out in support of the idea that biodiversity conservation programmes should take into account the socio-economic needs of the local population. Protected areas are thus increasingly expected to cross the boundaries of conventional biodiversity protection and take their place on the national development agenda by contributing to poverty reduction among rural communities adjacent to parks and reserves.

With world leaders and development agencies increasingly coming out in support of poverty-alleviation initiatives, and the Millennium Development Goals (MDGs) particularly the first of the eight goals that aim to curb poverty significantly by 2015, it is important to understand and assess the role that protected areas may potentially play in this Endeavour.

Conservation had, almost without exception, concentrated on protecting the ecological biodiversity inside a demarcated and fenced area. This was achieved by segregating the local population from the protected area and preventing the utilization of biodiversity inside the proclaimed park or reserve (Algotsson, 2006). Local communities have traditionally been fenced out from such protected areas and have, in some instances, even been forcibly relocated for the sake of conservation. Some estimates set the total number of people worldwide who have been displaced as a result of the establishment of protected areas at more than ten million (Dudley et al., 2008). The main focus of protected areas fell on the conservation of biological biodiversity, the demarcation of boundaries and the provision of tourist facilities, with little consideration for the influence of these areas on the livelihoods of (often poor) local communities.

This approach fostered by the rapid expansion of protected areas during the second half of the twentieth century often conflicted with the developmental needs of rural populations in developing countries.

Nowadays the introduction of tourism in any region has been widely recognized for its contribution to the activation of economy, the expansion of employment and the reduction of poverty (Esteve and Fuentes, 2000). Tourism, especially in decaying regions, has been used as a strategic tool for fostering development. Generally speaking, local economic processes become activated by the arrival of tourists in any place. The extent to which a development process can be said to be sustainable stems from a range of social, economic, environmental and administrative factors. The definition given by the Brundtland Report 1987 (UN Commission on Environment and Development, 1987) states that sustainable development is "development that

meets the needs of the present without compromising the ability of future generations to meet their own needs".

Rwanda is well known for its mountain gorillas. First brought to international attention by the conservation efforts of Dian Fossey in the 1960s and 70s. In 2008, about 17,000 people visited the Volcanoes National Park (VNP) to see the gorillas, a large increase from the late 1980s and an impressive recovery from only 417 tourists in 1999 after the reopening of the park (ORTPN, 2008a).

Bush, Hanley, and Colombo (2008) note that the Virunga mountain gorilla represents an isolated island population in an upland area surrounded by a sea of humanity at some of the highest densities found on the African continent (in some areas of Rwanda, population density reaches 820 people per square kilometer), and much of the land surrounding areas where gorillas live is inhabited by extremely poor people who derive their incomes from agricultural activities. Gorillas are severely threatened by anthropogenic disturbances such as agricultural conversion and illegal extraction of resources (for example, snare setting for smaller mammals that entrap young gorillas). While gorillas are no longer hunted for their meat in the Virunga range, they are the focus of illegal animal trafficking. Members of gorillas groups are killed and wounded in an effort to trap infants for the black market, sometimes leading to the disintegration of groups. This hunting pressure currently represents the greatest threat to the survival of the mountain gorillas and the integrity of their habitat. Illegal hunting is mainly motivated by meeting subsistence needs for the poorest people around the VNP (Plumptre et al.2004).

1.2. Problem Statement

Rwanda is a home of approximately 10 million people and most of the population is earning less than US \$ 1 per day (NISR, 2008). Rwanda just like any other beautiful African country is a big market for tourism because it offers not only beauty of nature (country of one thousand hills) but also its cultures. In fact, tourism is the most profitable and entrepreneurial business, especially for people living in the touristic areas as it creates new job opportunities and reduces the unemployment level for them. Roads, parks, and other public spaces can be developed and improved both for visitors and local residents through increased tourism activity in a region.

Since 2005, the former Rwanda Office of Tourism and National Parks (ORTPN) (which was absorbed into the Rwanda Development Board, or RDB, in early 2009), with the support of the Government of Rwanda, has overseen a revenue-sharing scheme whereby 5 percent of tourism revenues from VNP fees are injected into local community projects around the national park to ensure that the local people feel some ownership of the parks. Although it is not known what proportion of the budget of local councils is represented by the shared revenue, it is clear that local governments must be actively involved in selecting local projects to finance (Uwingeli, 2009).

In addition to this, employment opportunities are offered through national parks. This is the case of guides, trackers, and anti-poaching agents. Moreover, some of the private tour operators also offer community-based tourism activities, such as stays with local families, village walks, banana beer production, and even volunteer opportunities in local communities (Uwingeli, 2009).

Between 2005 and 2008, nearly \$ 428,248 has been directly invested in community projects and used to empower communities. The total amount, however, equates to an investment of only \$ 1.45 per person since the program's inception, or an average of \$ 0.36 per person per year (ORTPN, 2008b). Projects for which funds have been used include education, environmental protection (tree planting, soil erosion control, and fencing in protected areas to limit access by poachers), food security, basic infrastructure, and water and sanitation. Specific community projects have included construction of schools, water tanks, and hospitals; basket weaving; establishment of culture centres; potato farming; tree planting; bee-keeping; milk cooler construction; goat rearing; and mushroom and pepper farming. Education projects have received the most funds because of the high priority education is given within the sectors in the Musanze district, near the VNP. The annual amount disbursed is directly correlated to tourism revenues collected in the previous year (Sabuhoro, 2009).

By 2008 seven districts bordering parks in Rwanda with a population of almost 300,000 people had been reached by the community project financing scheme (Bush, 2009). Although no formal study has yet been carried out to assess the impact of the scheme on the livelihoods of people living near the VNP, the RDB and local authorities indicate that the scheme has contributed to an increased awareness of tourism benefits to the community and to the need to protect biodiversity in the VNP (Spenceley et al, 2010).

To address local welfare needs to mitigate some of these poverty-related conservation threats, a key focus of contemporary conservation strategies is on local communities (Hulme and Murphee, 2001). Combining conservation with local development through integrated conservation and development projects is now a standard approach in area surrounding parks (Barrett and Arcese, 1995). Thus, this study fits now in the principle of assessing the role of tourism activities in sustainable development in Rwanda and much emphasis was putting on poverty alleviation around Volcanoes National Park (VNP) in Kinigi District.

1.3. Objective of the Study

1.3.1 Main Objective

The overall objective of this study is to analyze the role of tourism in promoting sustainable development around Volcanoes National Park with a particular emphasis on poverty alleviation.

1.3.2. Specific Objectives

Following the orientation of the general objective, this research was guided by the following specific objectives:

1. To investigate the current status of tourism activities in Volcanoes National Park (VNP);
2. To assess the role of tourism industry in alleviating poverty and its major challenges;
3. To propose alternative solutions to these identified challenges.

1.4. Hypotheses

The hypotheses considered in this research are stated as follow:

1. People who are living around VNP are benefiting from tourism activities.
2. Tourism plays a big role in poverty alleviation around VNP but it faces some challenges;
3. Revenue sharing policy is one solution, among others, towards poverty alleviation around VNP

In order to address and analyze this hypothesis, the present research will try to identify how Rwandan tourism has become a major bester not only for environmental protection but also for economic development.

1.5. Research Questions

Basing on the above hypotheses and specific objectives of this study, the following three questions will be answered:

1. What are main currently activities in Volcanoes National Park
2. Does tourism play a big role in poverty alleviation around Volcanoes National Park and face some challenges?
3. Does Revenue sharing policy is among others solutions towards poverty alleviation around VNP

Chapter Two: MATERIALS AND METHODS

This chapter describes how the study will be carried out. It deals with methods of the research that are used in the study together necessary information, analyzing and interpretation of it. It is the overall approach to the research process. Also it serves as the rationale for research and the standards or criteria research uses for interpreting data and reaching conclusions. This chapter therefore presents the study area Description, Data Collection Methods, Data analysis and interpretation.

2.1. Study Area Description

The study was carried out in Kinigi Sector of Musanze District of Northern Province. Musanze is Rwanda's most mountainous district, containing the largest part of the Volcanoes National Park, and its head office at Kinigi.

Five of the eight volcanoes of the Virunga chain (Karisimbi, Bisoke, Gahinga and Muhabura) are within the district boundaries. It is also in this district that most of Rwanda's mountain gorillas are found, making it the most popular tourist destination in the country. Around Volcano National Park the population is very high with a population density of Approx 500 persons/km² (prefecture report cited in Kayitare and Lanjouw, 2002). The 2002 population census indicated a total population of 492,350 persons living around the park hence creating enormous pressure on the park resources subsistence agriculture is the dominant economic activity (NISR, 2002).

Kinigi Sector is among the fifteen sectors of Musanze District out of which, four sectors are bordering of Virunga National Park. These four sectors are Kinigi, Bukamba, Mutobo and Mukura. Kinigi Sector borders with Bukamba sector in the North and mutobo in the South and east.

Therefore, Kinigi Sector is selected to represent the four Sectors neighbouring of the Park because the head office is at Kinigi. It has the total population of 5742 both female and male, with a surface of 24,3 sq km, the population density is 328 inhabitant per sq km.

Within Kinigi sector we choose two sector to represent the whole sector. These cells are Bisoke which is a big center of Kinigi and Nyonirima at the other side of the sector.

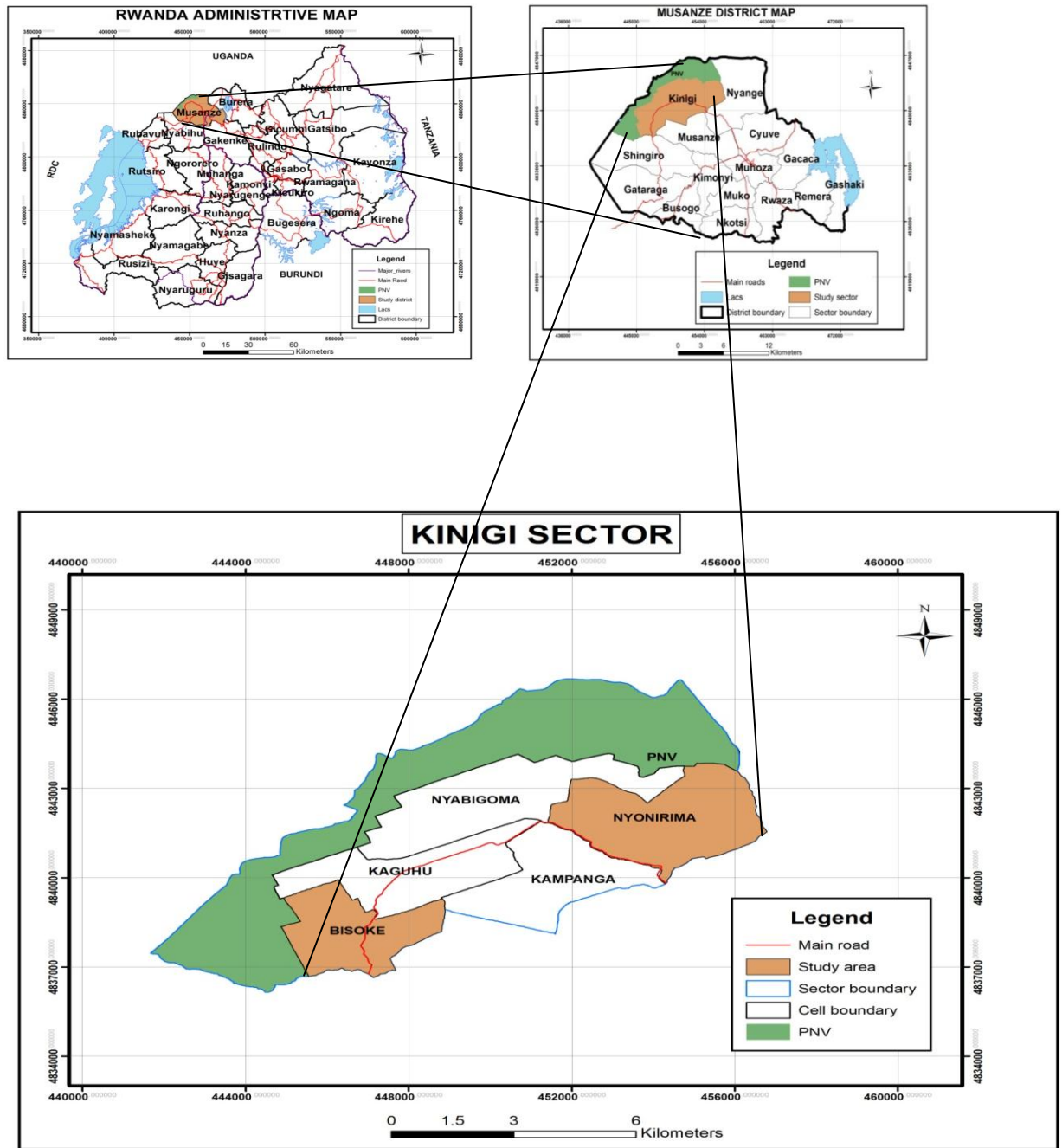


Figure 1: Geographical Location of Kinigi Sector in Musanze District (CGIS, 2013).

2.2. Data Collection Techniques

2.2.1. Secondary Data

Secondary data were collected through the review of literature. These data helped to clarify ideas and opinions supporting them. Ideas, quotes, proposed strategies, etc., already attempted by other researchers were the source of crucial information to help in this research.

2.2.2. Primary Data

Different techniques were used during the study in order to find out all information regarding the community living nearest VNP as primary data. Qualitative methods include direct observations, household questionnaire survey and individual interviews (Melanie, 2002).

2.2.2.1. Observation

Observation entails the systematic noting and recording of events, behaviors, and artifacts (objects) in the social setting for people that have been chosen for study. The observational record is frequently referred to as field notes detailed, nonjudgmental, concrete descriptions of what has been observed (Marshall, 2006). In this research, direct observation of situation of people living nearest VNP with field notes were used to compliment the questionnaires.

2.2.2.2. Household Questionnaire Survey

The questionnaire papers were distributed to the community according to the sample size and enabled us to collect necessary information and to work out correlatively with the explanatory variables. The sample was selected on the basis of the total number of households that are in Kinigi sector. A sample is a portion of the population selected to achieve the objectives of the study.

In this case our study used stratification sampling procedure and a sample of 100 household was interviewed. The following formula was used to determine the sample size

$$n = \frac{Z^2 x P(1 - P)}{d^2}$$

whereby

n = Sample size, **N**= The population size, and **P**= Probability of failure (0.5) **d** = Margin error
According to KOTHAR, the margin error varies between 0% to 10% depending on the type of study. Then our sample size was

$$n = \frac{(1.6)^2 * 0.5(1 - 0.5)}{0.08^2} = 100$$

To determine the sample Size of two cell which are Bisoke and Nyonirima within Kinigi sector we use the PPS formula: $nh = n * \frac{Nh}{N}$

Where by nh stand for the household in cell (Stratum). n = to sample sample size corrected, Nh = stratum size and N = population size.

Table 1: Sample size of each cell of Kinigi Sector

Cell	Total Household	$nh = n * \frac{Nh}{N}$	Sample
Bisoke	1324	$nh = 100 * \frac{1324}{2340}$	57
Nyonirima	1016	$nh = 100 * \frac{1016}{2340}$	43
Total	2340		100

Source: Author (2013).

2.2.2.4. Interviews

The interview will enable us to make contacts with several people living nearest VNP and get different views of local authorities from this sector. we will also interviewed the project managers in place to support the local population.

2.3. Data Analysis

The work comprised both quantitative and qualitative data and the researcher used descriptive and regression techniques suitable in the analysis. Accordingly the information regarding the findings of this study have been presented in tabular, graphical as well as numerical format using SPSS and Excel as software tools. With reference to this study the researcher analyzed data collected based on the number of respondents. This was calculated in percentages on which the researcher based on to design the conclusion and recommendations of the study.

Chapter Three: LITERATURE REVIEW

3.1. Definition of Concepts

3.1.1. Poverty

While in narrow terms poverty is related to income, what does income signify if other essential pre-conditions of well-being such as education, health and freedom are not met? Over the last decade or so, evolving concepts of poverty brought in a multitude of new dimensions, including: self organization, vulnerability, deprivation, lack of access to basic resources, lifespan, freedom etc.

Today the World Bank notes: "poverty is hunger. Poverty is lack of shelter. Poverty is being sick and not being able to see a doctor. Poverty is not having access to school and not knowing how to read. Poverty is not having a job, is fear for the future, living one day at a time. Poverty is losing a child to illness brought about by unclean water. Poverty is powerlessness, lack of representation and freedom".

These many different facets of poverty make it all the more difficult to measure and track. Chambers (2006) notes that the definition of poverty depends on "who asks the question, how it is understood, and who responds". Indeed what poverty represents to someone in one country is very different to what it means to someone in other country. Poor people are themselves not a homogeneous group. Thus, in many societies because of inequitable distribution of resources and wealth, different groups (e.g. ethnic minorities or women) may be poorer than others.

The essence of poverty can possibly best be summarized as being a lack of opportunity or an inability to achieve one's potential. It has been suggested that in fact, rather than one 'poverty' there is a multitude of 'poverties'. The concept of well-being has also made its appearance in the literature, generally closely assimilated to poverty reduction. UNEP suggests that: "there is widespread agreement that well-being and poverty are the two extremes of a multi-dimensional continuum".

A flurry of new definitions, frameworks and conceptual models has emerged to try to unravel the dimensions of poverty. These definitions of poverty were all proposed by those far-removed from it. In order to obtain the view of those directly affected, in 1999 the World Bank undertook a comprehensive study called "Voices of the Poor" targeting 60,000 people

across 60 countries to collect their expressions of poverty. Such factors as access to land, protein malnutrition and joblessness were all raised by the poor surveyed

One approach to the assessment of poverty which has retained its appeal is the Sustainable Livelihoods Approach (SLA), promoted by the UK Department for International Development (DFID). It places the individual at the centre of development and identifies a number of factors or 'capitals' that are available to improve their development. These are:

- **Human capital:** which represents the skills, knowledge, ability to work and good health that together enable people to pursue different livelihood strategies.
- **Social/political capital:** which are the social resources which people draw upon including networks, memberships and various relationships that support everyday life
- **Physical capital:** which includes the basic infrastructure needed to support livelihoods such as transport, shelter, energy, etc.
- **Natural capital :** which refers to the stock of natural resources.
- **Financial capital :** which refers to the financial resources that people use to achieve livelihood objectives.

Along similar lines, the Organization for Economic Co-operation and Development (OECD) suggested a framework that provides a well-balanced approach solidly grounded in the three pillars of sustainable development. It highlights human, environmental and economic dimensions divided under five categories:

- **Economic :** which covers income, livelihoods, decent work;
- **Human :** which includes health and education;
- **Political :** which includes empowerment, rights, voice;
- **Socio-cultural :** which includes status and dignity;
- **Protective :** which covers insecurity, risk and vulnerability.

The World Health Organization (WHO) also expressed concerns about our understanding of poverty and the consequent approach to its reduction. In 1997, WHO promoted the following definition of poverty: "poverty exists when individuals or groups are not able to satisfy their basic needs adequately", with 'basic needs' being composed of food, social and cultural life, primary education, health, favorable living and environmental conditions (clothing, shelter, water, air, etc.).

UNEP goes even further and identifies ten basic constituents of well-being, i.e. being able to be adequately nourished, to live in an environmentally clean and safe shelter, to be free from avoidable disease, to have adequate and clean drinking water, to have clean air, to have energy to keep warm and to cook, to use traditional medicine, to continue using natural elements found in ecosystems for traditional cultural and spiritual practices, to cope with extreme natural events including floods, tropical storms and landslides, to make sustainable management decisions that respect natural resources and enable the achievement of a sustainable income stream.

It recognizes that the list is incomplete and that the final selection of constituents of well-being and their relevance must be determined by the communities or individuals concerned through participatory processes.

According to Karel Van den Bosch (2001) poverty is "a situation where people lack the economic resources to realize a set of basic functioning's" and to him this ties capability deprivation firmly to poverty.

The European Commission (1984) defines the poor as "the persons, families and groups of persons whose resources (material, cultural and social) are so limited as to exclude them from the minimum acceptable way of life in the Member State in which they live".

According to the World Bank (2000), "poverty is pronounced deprivation in wellbeing". This begs the questions of what is meant by well-being and of what is the reference point against which to measure deprivation. It goes further to say that, one approach is to think of well-being as the command over commodities in general, so people are better off if they have a greater command over resources. The main focus is on whether households or individuals have enough resources to meet their needs. Typically, poverty is then measured by comparing individuals' income or consumption with some defined threshold below which they are considered to be poor.

According to Amartya Sen (1995), poverty is defined as the failure of some basic capabilities to function-a person lacking the opportunity to achieve some minimally acceptable levels of these functioning.

He goes further to say that the functioning's can vary from such elementary physical ones as being well nourished, being adequately clothed and sheltered, avoiding preventable morbidity and so forth to more complex social achievements such as taking part in the life of the

community, being able to appear in public without shame and so on. The opportunity of converting personal income into capabilities to function depends on a variety of personal circumstances (including age, gender proneness to illness, disabilities and so on) and social surroundings (including epidemiological characteristics, physical and social environments, public services of health and education, etc.).

3.1.2 Tourism

Since the beginning of time humans have travelled. Food, water, safety or acquisition of resources (trade) were the early travel motivations. But the idea of travel for pleasure or exploration soon emerged. Travel has always depended upon technology to provide the means or mode of travel. The earliest travelers walked or rode domesticated animals. The invention of the wheel and the sail provided new modes of transportation. Each improvement in technology increased individuals' opportunities to travel. As roads were improved and governments stabilized, interest in travel increased for education, sightseeing, and religious purposes. One of the earliest travel guides was written by Pausanias, a Greek, which was a 10 volume Guide to Greece, for Roman tourists in 170 A.D.

Tourism is a collection of activities, services and industries that delivers a travel experience, including transportation, accommodations, eating and drinking establishments, retail shops, entertainment businesses, activity facilities and other hospitality services provided for individuals or groups traveling away from home. The World Tourism Organization (WTO) claims that tourism is currently the world's largest industry with annual revenues of over \$3 trillion dollars.

Mathieson and Wall (1982) created a good working definition of tourism as "the temporary movement of people to destinations outside their normal places of work and residence, the activities undertaken during their stay in those destinations, and the facilities created to cater to their needs".

According to Macintosh and Goeldner (1986) tourism is "the sum of the phenomena and relationships arising from the interaction of tourists, business suppliers, host governments and host communities in the process of attracting and hosting these tourists and other visitors".

Other terms of interest in tourism are:

- ✓ **Excursionist:** Persons travelling for pleasure in a period less than 24 hours (Macintosh and Goeldner, 1986).
- ✓ **Foreign Tourist:** Any person visiting a country, other than that in which he/she usually resides, for a period of at least 24 hours (Committee of Statistical Experts of the League of Nations, 1937).
- ✓ **Travel:** The act of moving outside one's home community for business or pleasure but not for commuting or travelling to or from school (Macintosh and Goeldner, 1986).
- ✓ **Visitor:** Any person visiting a country other than that in which he/she has his/her usual place of residence, for any reason other than following an occupation remunerated from within the country visited (United Nations Conference on International Travel and Tourism, 1963).

3.1.3. Pro Poor Tourism

Development economists and policy makers use the language of pro-poor to differentiate between economic developments in general and form of economic development which impact positively on the lives of poor people and which enable them to rise out of poverty. Pro-poor tourism is used to refer to interventions that specifically focus on addressing poverty which move beyond “trickledown” theory and generates net benefits for the poor. Pro-Poor Tourism (PPT) is not a specific tourism product or sector, it is an overall approach designed to unlock opportunities for the poor.

Tourism is pro-poor if it provides:

- Economic gain through the creation of full or part-time employment or the development of SME opportunities through sales to tourism businesses or to tourists.
- Other livelihood benefits such as access to potable water, roads which bring benefits to poor producers through, for example, improved access to markets, improved health or education etc.
- Opportunities and capacity for engagement in decision-making in order that the poor are able to improve their livelihoods by securing better access to tourists and tourism enterprises.

In order to make a sound case for the benefits of tourism to the poor and poor communities there is a need to move beyond the language of multipliers and 'trickledown' and to identify specific benefits to poor individuals and communities. If claims are made about, for example, facilitating local community access to the

tourism market and building on and complementing existing livelihood strategies, there is a need to be able to identify which poor individuals and communities have benefited and by how much. This will require reliance on accountancy rather than on economics and to report in detail on the specific poverty impacts of tourism initiatives which are claimed to make a contribution to poverty reduction. In addition, there is a need to be able to identify specifically which poor people benefit and by how much.

Where these benefits are not specifically financial and cannot easily be translated into financial terms there is a need to use auditable quantitative methods. This analysis will be particularly important in convincing the development agencies and banks that tourism really can make a contribution to poverty reduction.

When assessing the positive impacts of tourism initiatives on the livelihoods and welfare of poor people the analysis must identify and report on any negative impacts which may result from initiatives for example through loss of access to grazing or water or through loss of access to beaches for fishing. These negative impacts need also to be assessed and measured in order to ensure that the net benefits of any initiative is honestly reported.

3.1.4 Sustainable Development

There are many definitions of sustainable development, including this landmark one which first appeared in 1987 "Development that meets the needs of the present without compromising the ability of future generations to meet their own needs".

The Long and the Short of it People concerned about sustainable development suggest that meeting the needs of the future depends on how well we balance social, economic, and environmental objectives or needs when making decisions today. Some of these needs are itemized around the puzzle diagram.

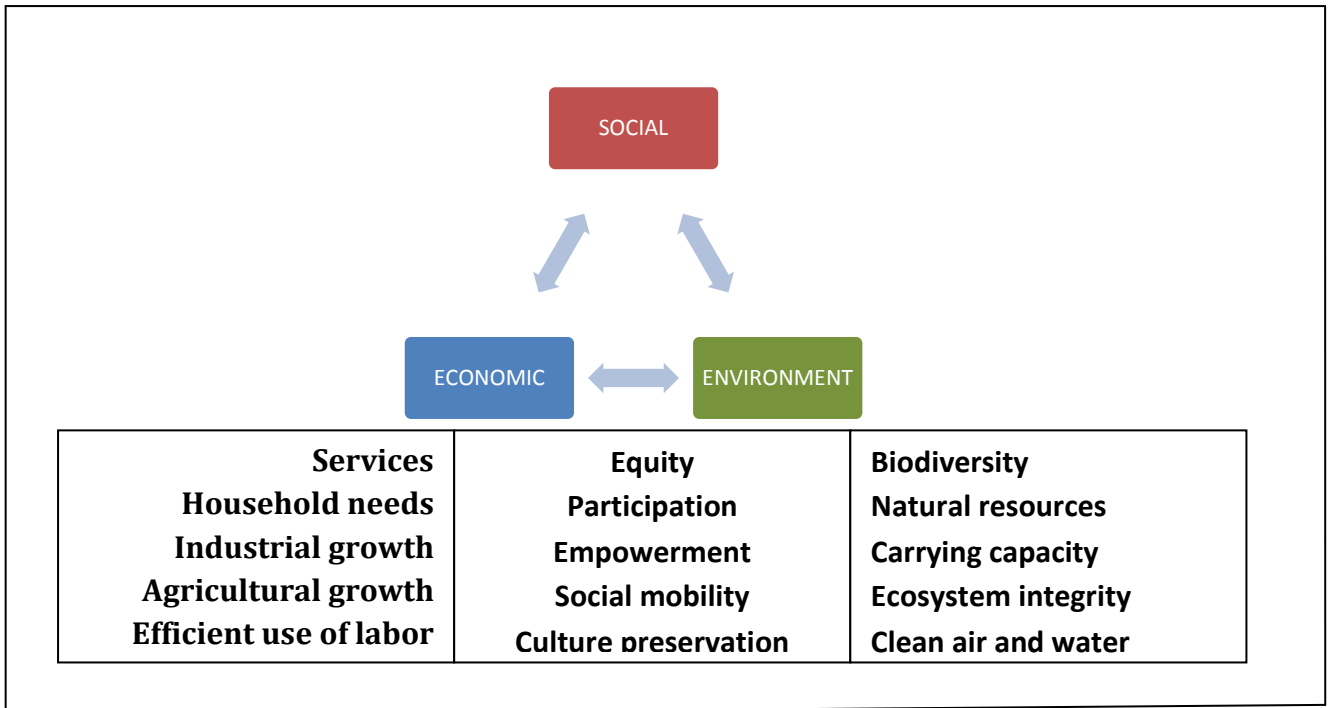


Figure 2: **Puzzle diagram of social, economic, and environmental needs**

Many of these objectives may seem to conflict with each other in the short term. For example, industrial growth might conflict with preserving natural resources. Yet, in the long term, responsible use of natural resources now will help ensure that there are resources available for sustained industrial growth far into the future.

The most frequently quoted definition is from Our Common Future, also known as the Brundtland Report, 1987 "Sustainable development is development that meets the needs of the present without compromising the ability of future generations to meet their own needs. It contains within it two key concepts:

- ✓ the concept of needs, in particular the essential needs of the world's poor, to which overriding priority should be given; and
- ✓ the idea of limitations imposed by the state of technology and social organization on the environment's ability to meet present and future needs".

All definitions of sustainable development require that we see the world as a system, a system that connects space; and a system that connects time.

3.3. Tourism Attractions in Rwanda

A tourist attraction is a place of interest where tourists visit, typically for its inherent or exhibited cultural value, historical significance, natural or built beauty, or amusement opportunities. Some examples include historical places, monuments, zoos, volcanoes, aquaria, museums and art galleries, botanical gardens, buildings and structures

While some tourist attractions provide visitors a memorable experience for a reasonable admission charge or even for free, others can have a tendency to be of low quality and to overprice their goods and services (such as admission, food, and souvenirs) in order to profit from tourists excessively. Such places are commonly known as tourist traps.

Some of Rwanda's major attractions for travellers include some of the best natural, historical, cultural and adventure sites in the country. These include all of UNESCO World Heritage Sites for Rwanda which represent the best of the world's cultural and natural heritage.

3.1.3.1 Volcanoes National Park (VNP)

The Volcanoes National Park (VNP) is a forested area in the Virunga Mountains that border Rwanda, Uganda and the Democratic Republic of the Congo. This is Rwanda's premier tourist attraction, with the mist-covered volcanoes of the Virungas being one of only two locations in the world where you can track a habituated family group of mountain gorillas (the other is Bwindi National Park in Uganda). It was here that Dian Fossey lived and died studying and protecting the gorillas, her efforts made famous in the film 'Gorillas in the Mist'. The opportunity to trek to a gorilla family and spend an hour in close proximity observing these remarkable creatures is one of the most thrilling wildlife experiences on Earth. Currently seven of the park's gorilla groups are habituated to tourists with eight permits available for each group every day. The park is also home to 75 other mammal species including elephant, buffalo and the endangered endemic Golden Monkey, a troop of which has also been habituated and can be tracked in the bamboo forests on the lower volcano slopes.

3.1.3.2 Akagera National Park (ANP)

Akagera National Park provides a traditional East African safari in a Rwandan setting, located in the savannah landscape along Rwanda's eastern border with Tanzania. Though quite a small park (and not in the same league as the famous East African reserves), it has populations of many of the African mammals of interest including elephant, buffalo, giraffe

and hippos, as well as small numbers of leopards and lions. There are also excellent bird watching opportunities with some 530 species noted such as shoebills and red-faced barbets.

3.1.3.3 Nyungwe National Park (NNP)

Nyungwe National Park covers some 1000 km² in the southwest of Rwanda and is an area of huge biodiversity. Primates are the main attraction here, with some 13 species identified, including some habituated groups of chimpanzees and colobus monkeys that can be viewed on guided treks through the park. Other primates include L'Hoest's monkey, owl-faced monkey, silver monkey and red-tailed monkey. It is also an excellent place for bird watching with some 270 species found here. There are many walking trails throughout Nyungwe Forest which can be explored on guided tours. Several of these depart from the Uwinka reception centre which includes the chance to walk along the new 200 metre canopy walkway which offers spectacular views of the forest. The longest trek in Nyungwe is the Congo-Nile Divide Trail, a 3-4 day trek along a ridge that forms the continental divide between the Congo and Nile watersheds.

3.1.3.4 Lake Kivu

Lake Kivu runs for 100km along Rwanda's western border with the Congo and is Africa's highest lake at 1460m. There are three main port towns on the Rwandan lakefront - Rubavu (formerly Gisenyi) on the northern shores with beaches on the lake and stunning views of the Virunga volcanoes is the most developed town for tourists, Karongi (formerly Kibuye) towards the centre of the lake is the most beautiful of the lake ports and easily reached on a good quality road from Kigali while Rusizi (formerly Cyangugu) in the south is the most remote and least visited. Lake Kivu is an excellent place for relaxation for a few days between gorilla tracking, safaris and trekking or simply to escape the big city of Kigali.

3.1.3.5 Huye / Butare

The southern city of Huye, formerly known as Butare, is the intellectual capital of Rwanda, being home to the National University, the Institute of Scientific Research and the National Museum which contains some excellent ethnographic collections and provides insights into Rwandan culture and history. Once the largest colonial settlement in Rwanda, today it is a sleepy, attractive town renowned for its colonial buildings and terrace cafes.

3.1.3.6 Genocide Memorials

Rwanda has made remarkable progress since the 1994 genocide but it's important for both Rwandans and visitors alike to learn about what happened and remember the victims. The

Kigali Memorial Centre, developed in association with the UK-based Aegis Trust, is a museum dedicated to telling the story genocide. It is an excellent but harrowing portrayal of the horrific events and a must see on any trip to Rwanda. The site at Gisozi is also the burial place for 250,000 genocide victims with several gardens and a Wall of Names also under construction. The churches at Nyamata and Ntarama south of Kigali were the sites of horrific massacres and are today disturbing memorials which contain the remains and possessions of thousands of the victims. Murambi near Gikongoro in southern Rwanda is perhaps the most disturbing of all the memorials - the school rooms which were the site of the slaughter of tens of thousands of Rwandans now contain hundreds of preserved bodies which were exhumed from mass graves at the site. An excellent new museum display at the site tells the story of the genocide, its build-up and victims.

3.4 Role of Tourism in National Economy

3.3.1. The role of Tourism in Rwanda's Economy

Rwanda has made remarkable progress in terms of economic growth since the genocide in 1994 (figure 14.9). Growth averaged 15.6 percent in the five years after the genocide in 1994, declined to an average of 6.6 per cent between 2000 and 2004, and increased again to an average of 8.4 percent between 2005 and 2008. A significant increase in GDP per capita has been recorded along the way, from \$142 in 1994 to \$313 in 2008 (both in 2000 prices). While the contribution of tourism to GDP remains small, the sector has become Rwanda's main source of export revenue. The category "restaurants and hotels" has contributed less than 2 percent to overall GDP and 4 percent to the services sector on average since 1999, but value added from restaurants and hotels (at constant prices) has recorded a steady increase of 21 percent on average.⁵ The main increase in the services sector came from wholesale and retail trade and other services (education, health, finance and insurance, and real estate). The measurement of tourism's contribution to GDP, however, is difficult, because transport services, for example, constitute a large share of tourism revenues but are not included in the "hotel and restaurants" category. Overall, exports of nonfactor services from Rwanda have outperformed exports of goods (such as coffee and tea) as Rwanda's main foreign exchange earner. Travel is the largest component of exports of non factor services; other categories include other transportation and freight and insurance. After a decline from \$19 million in 1993 to only \$6 million in 1995, revenue from tourism increased tremendously to \$202

million in 2008. A comparison with the pre-conflict period is difficult, because data on tourism revenue are available only for 1992 onward.

Rwanda has identified tourism in its Economic Development and Poverty Reduction Strategy as a national priority sector to eradicate poverty (Republic of Rwanda, 2007). According to rough estimates, each of the three big business hotels in Kigali 6 generates about \$500,000 per year in income for semiskilled and unskilled workers, food producers, and artisans. Tourists visiting the VNP and the Musanze area generate around \$1 million in income for poor workers and producers. In addition, the area receives large amounts of donations and grants⁷ (SNV and ODI, 2008). As much as possible, hotels source their supplies (particularly food products) from the local market to contribute to the economy. Estimates for 2009 indicate that the tourism industry directly employs 33,800 people in Rwanda, whereas indirect employment accounts for another 40,500 jobs, resulting in total travel and tourism related employment of 74,300 jobs. Tourism thus represents 4.0 % of total employment in Rwanda, only slightly below the Sub-Saharan African average of 4.6 %, and well below the amount in Kenya (7.1 %), Tanzania (7.1 %), and Uganda (6.6 %). Employment in the tourism industry (direct and indirect) has grown by 2.8 % on average in Rwanda over the past 10 years, compared with 3.4 % in Kenya, 2.5 % in Tanzania, and 2.4 % in Uganda (World Travel and Tourism Council, 2009).

3.3.2 Major Challenges to Tourism Development in Rwanda

There are a significant number of barriers to effectively using tourism development as a tool for poverty reduction. These barriers include:

- A lack of government programs targeted to the tourism informal sector which plays an essential role in providing tourism services and has the significant potential of helping to reduce poverty especially in urban areas;
- Within the Asian context there is very little recognition of the potential of tourism development by aid agencies. One of the challenges is too work with these agencies to demonstrate the essential role that tourism can play in helping to address key development issues such as poverty, gender, trafficking of women, infrastructure and the provision of health services;
- Few if any tourism and poverty officials have any education or training in using tourism as a poverty reduction tool;

- As in many instances the poor are lack access to credit which is essential in helping them to participate in the tourism economy;
- Governments as well as nongovernmental organizations lack the organizational capacity to respond to the opportunities provided by tourism development;
- The poor are very often have limited access to tourism infrastructure and assets;
- Governments and in particular regions and communities lack essential market knowledge to allow them to develop pro tourism strategies and products based on sound market information;
- Outdated regulations and red tape make it impossible at times to develop innovative products and services;
- Often the areas with the highest levels of poverty lack the necessary transportation and communications infrastructure essential to meeting the needs of the tourism industry.

The challenge is to overcome these barriers involving all the key stakeholders and employing a range of policies and development policies and practices.

3.4 Tourism in Protected Areas

The Rwanda Office of Tourism and National Parks (Office Rwandais du Tourisme et des Parcs Nationaux - ORTPN), which incorporates the former Institute of National Parks and Office of Tourism, is responsible for the management of national parks, special reserves and hunting reserves. ORTPN is administratively and financially autonomous and is under the direct control of the President of the Republic.

In 1925, Volcans National Park was established, straddling the northern mountainous border of Rwanda and Congo. The park was extended in 1929 to cover the rest of the mountain chain, and adjacent areas in the Congo. The Congolese border of the park includes the Virunga National Park, and the Uganda side has the status of a gorilla sanctuary. All remnant forest lands were set aside as official reserves in 1933, in response to the rapid conversion of montane forest to pasture land which had recently occurred. Rwanda is now one of the most densely populated countries in Africa, yet is one of the few nations in the world to have more than 10% of its land included within protected areas, most of which lies within the national parks. The protected areas system (excluding forest reserves) covers almost 17% of the country, in five reserves. Rwanda has ratified the 1968 African Convention on the

Conservation of Nature and Natural Resources, which provides definitions of strict nature reserves, national parks and special reserves. One site (VNP) is listed as a biosphere reserve under the UNESCO Man and the Biosphere (MAB) Programme.

To the southeast along the Burundian border, Nyungwe National Park hosts a large number of chimpanzees and a variety of other primate species in a highland rainforest environment.

The eastern border of Rwanda, along Lake Victoria and Tanzania, is the location of Akagera national Park and protects a variety of African fauna in a savannah ecosystem, giraffes, elephant, buffalo, baboons, gazelles and zebra. Lions originally inhabited the park but were exterminated by poisoning during and after the genocide. The park is currently being fenced in to allow the reintroduction of lions to be imported from South Africa in 2014.

3.4.2 Park Visits in Rwandan National Parks (2005 - 2011)

The majority of Rwanda's natural attractions are located within its three National Parks. These are the Volcanoes National Park in the northwest, where gorillas may be viewed in their natural habitat; in the southwest is the Nyungwe Tropical Forest, which offers good opportunities for hiking; and, the Akagera National Park in the north east, a popular destination, but still short on game that could be boosted in numbers for competitive advantage.

Rwanda's mountain gorillas have been the country's most recognizable tourism asset. As mentioned on the country's national tourism website, "there are only 700 mountain gorillas left in the world, and Rwanda is home about one third of the total population" (ORTPN, 2005a). Gorilla tourism in Volcanoes National Park has brought the largest numbers of international tourists to the country and continues to do so.

In this regard, the gorilla tourism experience has proved to be fundamental to the growth of the national economy. Tourism has been beneficial for the mountain gorillas as well as it "provides a mechanism for ensuring that the parks and the gorillas are valued for many reasons, and has probably saved the gorillas in the Virunga Volcanoes from further habitat loss or degradation" (Williamson, 2001).

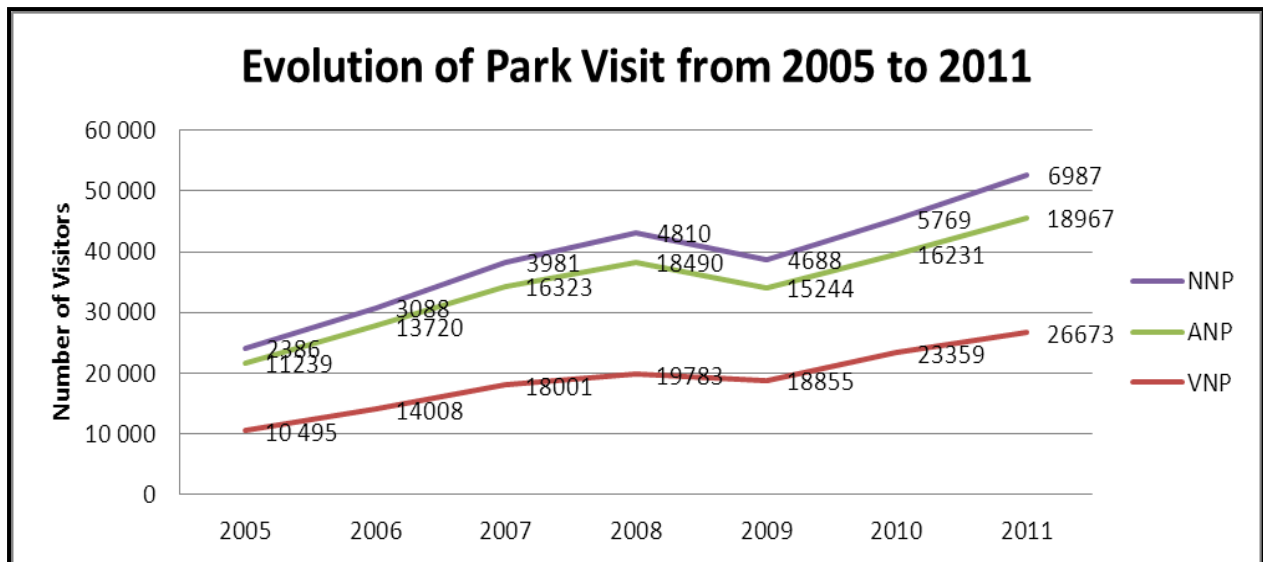


Figure 3: **Evolution of Park Visit from 2005 to 2011 (RDB, 2012).**

This figure shows that more than half of visitors came for VNP (50%) and Akagera with 36% of the total visitors.

3.4.2 Tourism Activities in VNP

Hundreds of people around the park were stealthily involved in full-time poaching. It took unwavering efforts of the government to put a stop to this encroachment.

It was the RDB and International Gorilla Conservation Programme (IGCP) that helped mobilize the over 50,000 people living around the park in Kinigi and Nyange Sectors to form the Sabyinyo Community Livelihood Association (SACOLA) through which they access benefits derived from tourism.

According to the SACOLA members the Association was initiated with an ultimate aim of stopping poaching and encroachment on the park. "This had to be done by improving people's socio-economic welfare, sensitizing them about the importance of conservation and find long-lasting solutions to the incessant conflicts that created corrosion between the communities and the park. Animals could destroy farms and individuals would poach from the park. This had to be stopped. A balance between conservation, human survival and development had to be struck. And SACOLA came into the equation to provide the answer" (Uwingeli, 2009).

The Association was supported by the government through RDB, the USAID, African Wildlife Foundation and the IGCP to build a high-end lodge, the Sabyinyo Silverback Lodge at the slopes of Sabyinyo Mountain. SACOLA as a Community Trust owns the Sabyinyo Silverback Lodge, launched August 2008, under the management of Governor's Camp, a Kenya-based regional hospitality institution.

People around VNP are now united enough to spread the benefits, fight poaching, exchange information with Park authorities and report the poachers to guarantee sustainable exploitation of the environment. The Lodge is SACOLA's main economic vein. It is an architectural icon amidst the jungle that seats there with a tweak of palatial aura; only that this one is surrounded by beaming and luxuriant communities of vegetation in perfect harmony with their time-honoured dweller birds, insects and animal the most fascinating of the dwellers being the mountain gorillas.

The orange exterior of this property of former poachers, combines with that thick green vegetation around that breathes the misty cold breezes to produce an idyll of the mind; like metaphysical drama, like frozen music, like a portrait of post-card beauty. The inside, suave, warm, with an inviting domineering brown, the toe-tap-inducing music and the aroma from coffee and unctuous meals under preparation all coalesce to give every space a shade of colour and grand satisfaction. The staff always pleasant and helpful. It is not a place you will be in a hurry to leave.

Ronald Harerimana, the Human Resources manager with Governor's Camp that runs the Lodge says that they have 40 employees, many of them professionals in the hospitality industry. No wonder then, tourists pay for the services with great satisfaction. The revenues so generated, about Rwf15 million per month, have been used to change many a people's lives in Nyange and Kinigi Sectors. Two villages have been built by SACOLA in Kinigi and Nyange and helped the construction of 30 houses for the very poor under the Bye-Bye Nyakatsi Programme by offering over 3,000 iron sheets. Others have been assisted to get power connections.

Other community activities done under the auspices of SACOLA include; giving out water tanks, training cooperative members in activities of their choice, planting bamboo trees around the park and the construction of a buffalo wall that stretches for about 10km on which about Rwf28 million has been spent. "We also pay school fees for about 40 children.

Community tourism is also getting increasingly popular. Tourists are introduced to the preparation processes of local cuisine, brews, crafts, and tours in villages among others. They pay a small fee for these activities and it's getting popular," SACORA report, 2009.

The Virunga National Park currently employs 180 people, working as guides, gorilla groups' trackers, and anti-poaching teams deployed in 5 protection sectors of the park. In addition, an estimated 800 community members around VNP are involved in day to day VNP management activities. A participatory process began in 2005 to transform the livelihoods of poachers towards farming, and then tourism. Part of the concept was to benefit conservation, by providing alternative livelihood opportunities from tourism compared to illegal hunting of buffalo and other wildlife in the national park. Part of the strategy was to hold meetings with poachers to gain their trust and insights RDB, 2009.

Taming poaching is a relentless effort as the Chief Park Warden, Prosper Uwingeri observes. "It is true we have brought many people in the loop. Some poachers lay snares to trap buffaloes and antelopes and end up injuring gorillas. So we have trained a special force to remove the snares, some former poachers are now working with the game rangers and part of the community patrols," says Prosper. He adds that they have harmonized the systems of intervention and are putting much emphasis on providing alternative sources of income.

Collaborating with the neighbouring countries where the mountain gorillas share the habitat is also another plus where RDB has excelled. Institut Congolais pour la Conservation de la Nature (ICCN), Uganda Wildlife Authority and RDB-Tourism and Conservation. Joint patrols are a major activity. When a gorilla group or family crosses from one country to another and it is visited in the receiving country, 50 percent of the revenue that accrues is remitted to the country of origin (RDB, 2009).

On the whole, a spirit of the park ownership, partnership and participation has been inculcated among Rwandans living around the Volcanoes National Park. The level of participation, the distribution of benefits, the change of mindset and the paradigm through which they view their environment is being reoriented to build a vibrant tourism industry, which, at the same time is sustainable. Conservation of both the habitat and the dwellers is at the heart of the efforts. Making everyone a winner is part of the equation. Sustainable tourism and development is then a sure answer. Such harmonized interventions are paying dividends.

3.4.3 Remaining Constraints and Emerging Possibilities for Tourism Development in Rwanda

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 neighbouring 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. Several other challenges confront the tourism sector:

- 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 (SNV and ODI 2008).
- 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 (RDB, 2009).
- 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, 2009).

- 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 (SNV and ODI 2008).

In the face of the challenges, several possibilities are emerging to diversify the tourism sector and increase its contribution to the economy. Regarding leisure tourists, primate tours, and birding in the Nyungwe Forest are the most promising areas of diversification. New experiences would extend the length of stay of tourists and eventually establish Rwanda as a stand-alone destination. Lessons learned from gorilla tourism regarding conservation, however, should be taken into account when developing tourism attractions in other national parks. The development concept of Rwanda's Destination Management Areas is identified in the Sustainable Tourism Development Master Plan (Republic of Rwanda, 2009b). Conference tourism could also be of great benefit to Rwanda. In this regard, the construction of a conference center that will accommodate up to 2,000 people is under way. Further, a draft action plan for the development of MICE (meetings, incentives, conferences, and exhibitions) tourism has been prepared by the Tourism Working Group.

3.5 Existing Government Policies in Promoting Tourism Industry in Rwanda

Bush, Hanley, and Colombo (2008) note that the Virunga mountain gorilla represents an isolated island population in an upland area surrounded by a sea of humanity at some of the highest densities found on the African continent (in some areas of Rwanda, population density reaches 820 people per square kilometer), and much of the land surrounding areas where gorillas live is inhabited by extremely poor people who derive their incomes from agricultural activities. Gorillas are severely threatened by anthropogenic disturbances such as agricultural conversion and illegal extraction of resources (for example, snare setting for smaller mammals that entrap young gorillas). While gorillas are no longer hunted for their meat in the Virunga range, they are the focus of illegal animal trafficking. Members of gorilla

groups are killed and wounded in an effort to trap infants for the black market, sometimes leading to the disintegration of groups. This hunting pressure currently represents the greatest threat to the survival of the mountain gorillas and the integrity of their habitat. Illegal hunting is mainly motivated by meeting subsistence needs for the poorest people around the VNP (Plumptre et al., 2004).

To address local welfare needs to mitigate some of these poverty-related conservation threats, a key focus of contemporary conservation strategies is on local communities (Hulme and Murphee, 2001). Combining conservation with local development through integrated conservation and development projects is now a standard approach in many developing countries (Barrett and Arcese, 1995). Some strategies are following:

3.5.1 Tourism Policy

Since 2005, the former ORTPN, with the support of the government, has overseen a revenue-sharing scheme whereby 5 percent of tourism revenues from VNP fees are injected into local community projects around the national park to ensure that the local people feel some ownership of the parks. Although it is not known what proportion of the budget of local councils is represented by the shared revenue, it is clear that local governments must be actively involved in selecting local projects to finance.

Selection criteria include positive impacts on local communities and on conservation of biodiversity in protected areas. Areas that register a large number of cases of conflict between protected areas and the community, according to the results of a ranger-based monitoring system, have preferential access to funds, as do areas that are located close to the protected areas. Sustainability of projects (gauged through the economical, social, and environmental indicators stated in the proposal and their likelihood of being achieved) and the proportion of community contribution are also considered (Tusabe and Habyalimana, 2010)

Since the tourism revenue-sharing scheme was initiated in 2005, a number of direct and indirect projects with social benefits of gorilla tourism for local communities living near the VNP have been implemented (Uwingeli, 2009):

- **Schools:** Ten schools have been constructed, with 56 classrooms and an average of 65 pupils per classroom per rotation (morning and afternoon). The school construction has reduced the distance travelled by children to the nearest schools, allowing them to spend more time on their studies after school.

- ***Water tanks:*** Thirty-two water tanks have been constructed. These provide 20 liters of water per person per day, and at least 1,250 people are served by each tank.
- ***Income-generating activities:*** Ten community associations have been supported directly through the revenue-sharing scheme, and a number of other projects, such as bee-keeping and basket weaving, have been implemented. In all of these projects, the focus has been on training for income-generating activities.
- ***New partnerships in conservation and community development*** brought to the construction of the Sabyinyo community lodge, which is owned by SACOLA, but managed by a specialized ecology company. At least 3,000 households are members of S ACOLA and benefit from the agreement with the managing company to pay SACOLA bed night fees and a percentage of monthly net income.

3.5.2 Tourism and Vision 2020

Contribution of Tourism to National Development Tourism is one of the key growth sectors of the economy of Rwanda. It is a versatile sector whose performance in the last couple of years.

Undoubtedly anchored the steady economic growth and contributed to the realisation of vision 2020 and ultimately the UN Millennium Development Goals (MDGs). The rapidly increasing number of visitors and improving revenues from tourism has made a significant impact on poverty reduction (MDG 1) and indirectly on improving ecological integrity and health of Rwanda's ecosystems through enabling protected area management (MDG 7).

Since the development of the National Tourism Strategy in 2002, the contribution of tourism to the Gross Domestic Product has been growing reaching the current level of 3.7% and is predicted to hit 6.5% by 2020 given its current potential. Direct Government revenue from tourism has also been raising recording US \$ 138 million in 2007 and US \$ 214 million in 2008 and is predicted to earn US\$ 700 million by 2020.

It is envisaged that the tourism policy (2009) have 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 all Rwandans. It has be balanced with conservation of the environment and support for society and culture. The new Policy comes into replacement of the 2006 Tourism Policy.

The new Rwanda Tourism Policy has contribute to the attainment of Vision 2020 objectives and EDPRS targets, through job creation, strengthening professional competencies, local community participation in the development of the sector for their own benefit, improved use of information and communication technology, rational use of existing physical infrastructure and development of new infrastructure, strengthening public–private sector partnerships, and the diversification of sustainable tourism products. This policy document is drafted within the context of the 2009 Sustainable Tourism Master Plan and will concentrate on addressing these issues within the sector.

3.5.3 Tourism and EDPRS II

As vision 2020, EDPRS II has to contribute to the National Development Tourism as key of growth sectors in the economy of Rwanda. It is a versatile sector whose performance in the last couple of years. Government of Rwanda has set priority area for development and includes tourism development. Some of these priorities are:

- ✓ **Priority Area 1: Interconnectivity of Rwanda’s economy through investments in hard and soft infrastructure**

Where Rwanda is committed to increase private sector investment by strengthening value chain inter-linkages in priority sectors. Supplier development programme in the hospitality and tourism, retail, construction services, agribusiness and mining sectors led by the RDB. Domestic supply constraints and value chain inter-linkages in priority sectors of the economy also will be strengthened

- ✓ **Priority Area 2: External connectivity of Rwanda’s economy and boosting exports**

In this area Rwanda is committed to accelerated growth of exports by finalising the Kivu Belt national road to complete the tourism circuit in Rwanda, thereby significantly contributing to the national objective of diversifying Rwanda’s tourism offering.

Chapter Four: RESULTS AND DISCUSSION

This chapter deals with presenting, analyzing and interpreting the data collected from the field. Different tables, graphs and charts were used in presenting the data, and then an analysis was conducted in reference to the study variables.

4.1. Current Benefits from Tourism Activities around VNP

The community around Volcanoes National Park have different benefits related to tourism. Many of these range from poverty reduction programs, social services, infrastructures and trainings of any sort that aim at poverty alleviation and improve people's living conditions.

4.1.1 Categories of Benefits from Tourism Activities

Benefits from tourism activities to the community in terms of poverty eradication are many. Some got jobs, started small businesses, market for agricultural products and infrastructures. The details are shown below:

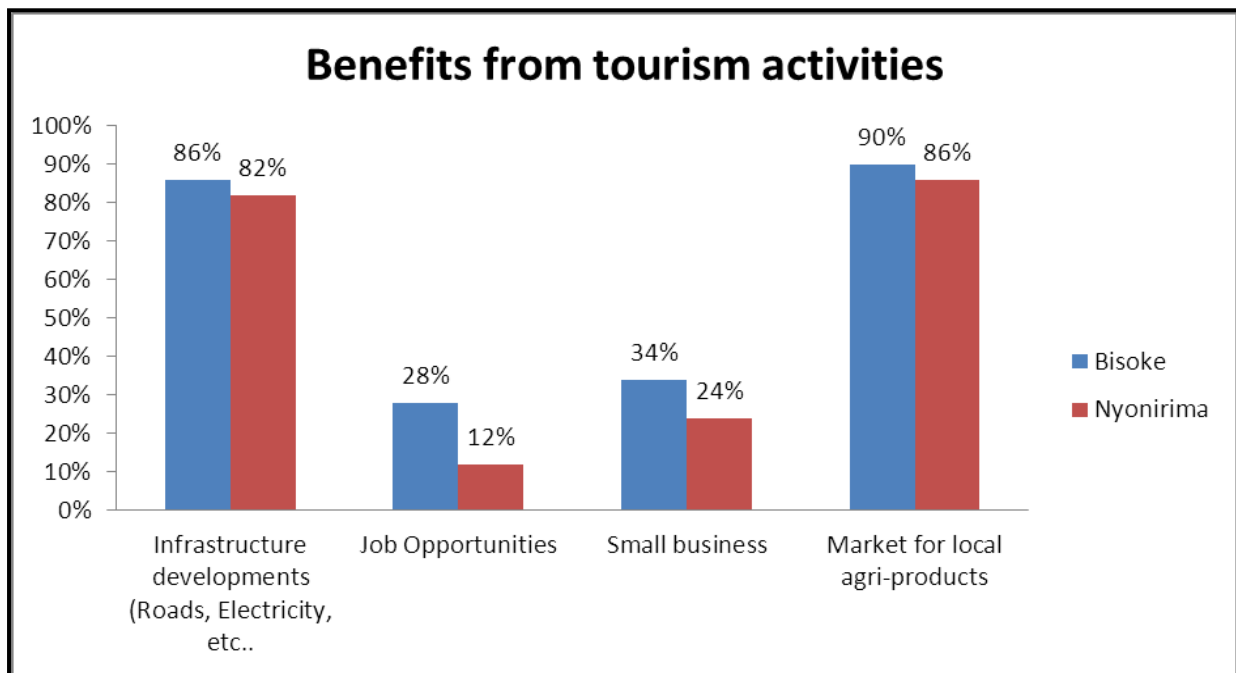


Figure 4: **Benefits from tourism activities around VNP** (Field Survey, August 2013).

The graph above shows the respondents views on how they benefited from tourism activities around VNP. They gave details on the categories of benefits from tourism. Respondents equivalent to 84% revealed that tourism helped them to access infrastructures like roads,

electricity and bridges. 20% confirmed that they got jobs as a result of tourism, 29% revealed to have started small businesses and 88% declared to have accessed markets for their agricultural products. Within the two selected cells in KINIGI sector, respondents from Bisoke declared to have benefited much compared to Nyonirima, This can be attributed to the proximity factor. This cell is near the main road to the park and all tourism reach this place before heading to the park. It finally gives it an advantage over other cells in the VNP surrounding area.

4.1.2 Local People's Perceptions towards Benefits from Tourism Activities

It was found important to collect data on how people perceive the benefits from tourism. The researcher had to ask the benefiting community on how they rate the benefits. The data was collected on the degree at which they think benefited from tourism.

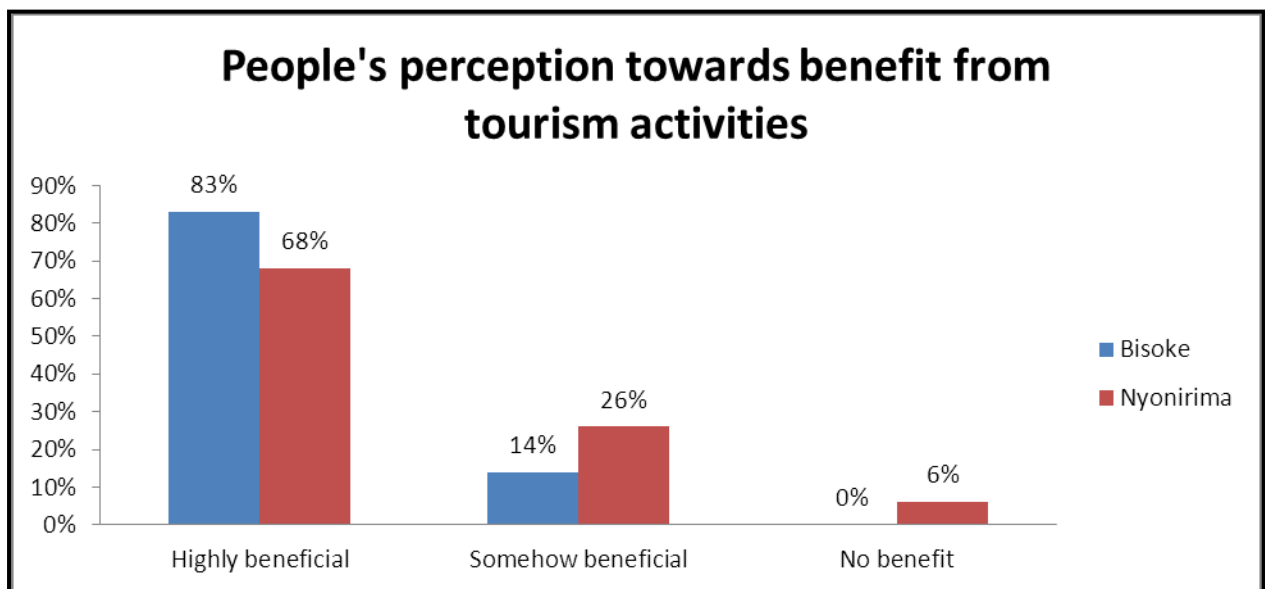


Figure 5: Respondents' degree of benefit from VNP (Field Survey, August 2013).

The figure above shows to what extent respondents agreed to have benefited from VNP. 76% of the respondents agreed to have highly benefited from tourism activities. With these figures, 83% are from Bisoke cell and 68% are from Nyonirima cell, 20% declared to have benefited at a minimum level and only 6% from Nyonirima declared to have not benefited. The high number of respondents who declared that they benefited made the research to conclude that tourism activities around VNP helped the nearby community to improve in their standard of living. However, the 6% respondents from Nyonirima cell which declared to

have not benefited from tourism can also bring us to the conclusion that Bisoke benefited much due to the proximity factor.

4.2 Role of Tourism Industry in Alleviating Poverty around VNP

Evaluating changes in poverty is done by looking at many factors. Among them, data was collected on improvement on social infrastructures, improvement on social welfare and increase in income. From the field, the following data was gathered and the findings are shown on each variable as below.

4.2.1 Infrastructure Development

To measure the contribution of VNP in poverty alleviation, it is necessary to look at how basic infrastructure has been put to peoples' access. The following graph has been used to show the infrastructures on which the VNP nearby community has access to. By doing this, two selected cells of Bisoke and Nyonirima were compared to find out if there is a correlation between poverty alleviation and proximity to the VNP.

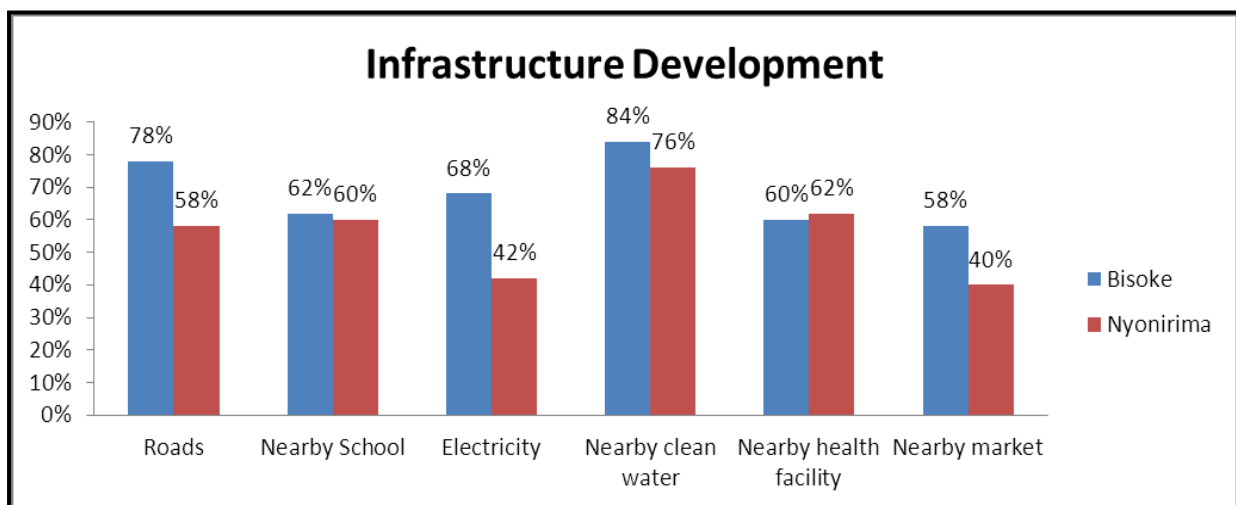


Figure 6: **Infrastructure Development around VNP** (Field Survey, August 2013).

From the graph above, it is shown that the majority of the respondents have nearby infrastructures due to NVP. These roads, health facility, schools, electricity, clean water and market were reported to be very important to the community as they help get where to sell their agricultural product, reaching to school by their children and even have easy access to hospitals. Respondents declared an association called SACOLA (Sabyinyo Community Livelihood Association) an association for people around the Volcano National Park in

Nyange and Kinigi sectors which has helped in the constructing of a three KM road from tarmac to a place called Ndabaruhuye in Bisoke and a bridge that cost 5 Million RwF . Some respondents informed the researcher that before extending electricity to Sabyinyo Silverback lodge, a lodge on Mountain Sabyinyo, they were first prioritized with electricity supply before extending it to the lodge. Also, they declared that KINIGI village which was built to them by SACOLA is electrified. 80% of the respondents reported to have access to clean water as a result of the Volcano National Park. SACOLA also is commended to have provided them with clean water and water tanks. 61% declared that they have access to a nearby health facility due to the fact it is electrified and they get some basic services nearby their home area. Of all the findings, Bisoke cell has a big number of respondents who accept to have had access to basic infrastructures due to the VNP. This evident due to the fact that Bisoke is semi- Urban in comparison to Nyonirima. This helps it access infrastructures especially roads because it is near VNP and all the road passes through this cell towards the park. Being near the park in this context poses an advantage as Bisoke benefits more than other cells that are away from the park.



Figure 7: **Part of the Kinigi Village built by SACOLA** (Photo R. Kabanda, 2013).

4.2.2. Socio Welfare Improvement

Any poverty reduction approach has to be diagnosed by improvement in beneficiaries' welfare. The researcher was interested in collecting data on how the welfare of people around the VNP was improved by different projects targeting them. This was measured in what the park helped them access ranging from employment to what they managed to purchase in their homes.

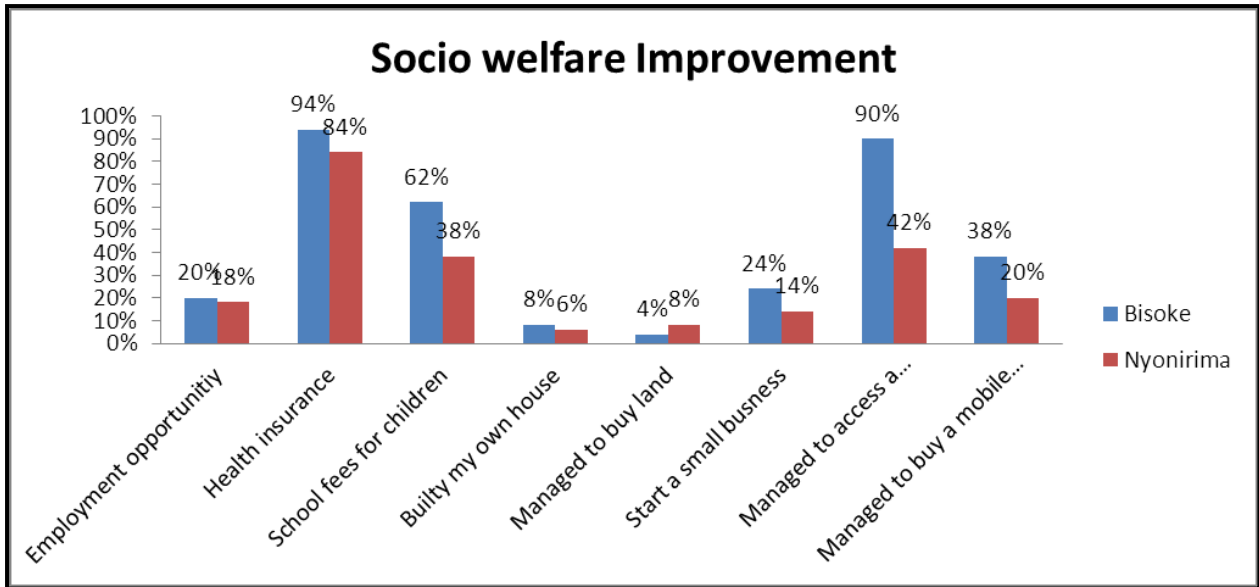


Figure 8: **Socio welfare development in Kinigi Sector** (Field Survey, August 2013).

From the graph above, it is shown that 19% of the respondents reported to have got employment due to VNP. Out of this percentage, the majority reported to be working with Sabyinyo Silverback lodge which was started by SACOLA, an association of people nearby the VNP. 89% of the respondents reported to have no problem with getting health insurance subscription fees due to different projects like bee-keeping which helps them earn income to meet all these needs. 50% of the respondents reported to have had the capacity to send their children to school due to income generated as a result of VNP, 6% managed to buy their own land as a result of VNP projects, 7% managed to built their own houses, 19% managed to start small businesses and they are in good progress, 76% of the respondents managed to have access to radios and 29% declared to have managed to buy mobile phones due to the fact that VNP has given them different opportunities to generate income. Findings have shown that Volcanoes National Park has had a big contribution to this improvement in welfare. It also revealed that people in Bisoke cell improved compared to Nyonirima. These people in Nyonirima enjoy more benefits as they are near the park in comparison to those of Nyonirima who are at the extreme end of the Park.

4.2.3 Income Generation

It was also necessary to know if being near Volcano National Park has helped the community around to have some increase in income. This could be an indicator of how VNP has helped the community around. Increase in income is a major indicator of poverty reduction.

Table 3: Increase in income of the community due to VNP

Response	Bisoke (%)	Nyonirima (%)
Yes	80	70
No	20	30
Total	100	100

Source: Field Survey (August 2013).

The table above shows that 80% of the respondents from Bisoke and 70% from Nyonirima agreed to have had their income increased. This is due to the fact that they enjoy some benefits like employment, market for their products like those from arts and crafts. Many of the respondents declared that they are employed on a daily basis by SACOLA. They are employed in park patrols, work as guides and even the planting of bamboo on the side of the volcanoes. Many of the respondents declared that they were previously employed in fencing the Volcano National Park to avoid poaching and prevent animals like buffaloes and antelopes from destroying their gardens. Many of the activities that they are doing were put in place by ORTPN to serve as an alternative to illegal hunting and poaching animals in the park.

Only 20% of respondents from Bisoke and 30% from Nyonirima answered that their income never increased because of tourism. Respondents revealed that the increase in income helped them to easily get school fees for children, getting health insurance and saving money on their bank accounts. They reported to be depending on other sources other than tourism related projects. Others in this category are illiterate and couldn't quantify and convert benefits like roads and other infrastructures into income. They also have no capacity to translate and correlate these infrastructures to income generation.

4.2.3.1 Source of Income for Community around VNP

It was important to collect data on the source of respondents' income as it could help in determining their economic status and how VNP helped in improving it.

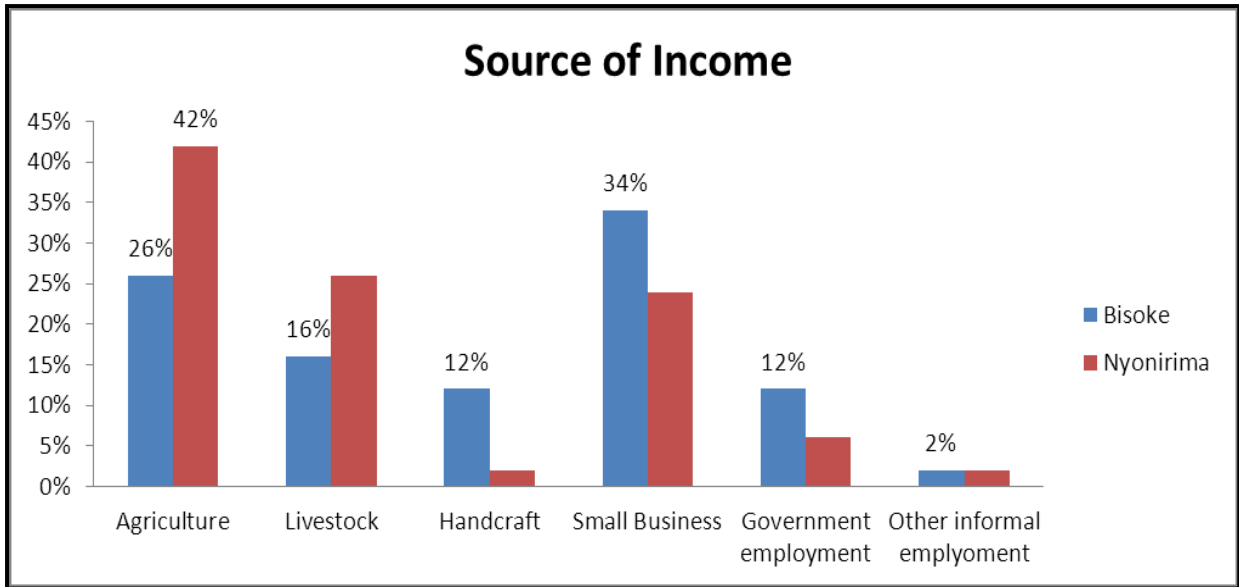


Figure 9: **Source of income of respondents** (Field Survey, August 2013).

The figure above shows the source of income of respondents. This helped to determine how people around VNP live. From the findings, it is shown that the majority equivalent to 34% with 26% from Bisoke and 42% from Nyonirima still depends on agriculture. However, there are other activities like Livestock, handcraft, small businesses, Government employment and other informal jobs.

The findings show that Bisoke has many people depending on other activities other than agriculture, and Nyonirima has the big number depending on agriculture. This is due to the fact that Bisoke is near the park as compared to Nyonirima. Diversification of income sources shows a big contribution by VNP. It provides markets for the handcraft artefacts; small businesses boom due to market access and infrastructures like roads, people access employment from different government agencies working in the park and finally get money to buy some domestic animals like cows.

4.2.3.2 Average Monthly Income

It was found important to know the average monthly income of beneficiaries before coming to a conclusion that VNP has helped in alleviating poverty among the nearby community. The following graph was used to present the data extracted from respondents.

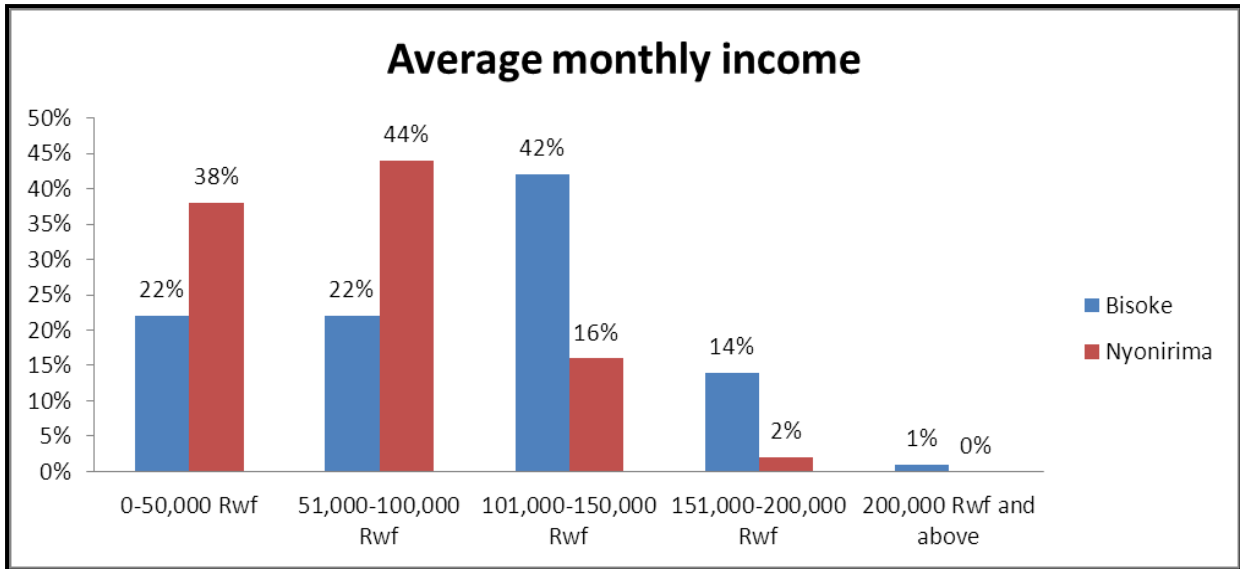


Figure 10: **Average monthly income of respondents** (Field Survey, August 2013).

From the graph above, it is presented that 30% of the respondents have a monthly income of between 0-50000 RWF. This income is not small to people living in rural areas given its purchasing power. 33% of respondents have income between 51000-100,000 Frw with 44% of the respondents from Nyonirima and 22% from Bisoke. 29% of the respondents earn between 101000-150,000 and within this range Bisoke has 42% of respondents and Nyonirima has only 16%. 8% of respondents earn between 1501000-200,000 Frw and only one respondent from bisoke declared to be earning above 200,000Frw. The majority of respondents that earn above 100,000 Frw are from Bisoke cell. Bisoke cell is near the Park and has improved welfare compared to other cells like Nyonirima. One can conclude on this element by saying that there is a significant relationship between being near the park and the increase in income. This is due to different factors like infrastructures like clean roads that are near the people within this cell. However, this does not mean that other cells do not benefit but they do not benefit like the ones next to the VNP.

4.2.4 Poverty Alleviation in General

Evaluating changes in poverty is done by looking at many factors. Among them, data was collected on improvement on social infrastructures, improvement on social welfare and increase in income. From the field, the following data was gathered and the findings are shown on each variable as below:

Data was gathered from the field on whether the benefits from tourism are enough, if not enough, what are the challenges and then what can be the possible solutions. On these elements, the following data which is both quantitative and qualitative was gathered.

Table 4: Role of Tourism Activities in Alleviating Poverty

Response	Bisoke (%)	Nyonirima (%)
Yes	38	40
No	62	60
Total	100	100

Source: Field Survey (August 2013).

From the table above, it is clear that 39% of the total respondents accepted that the poverty alleviation activities were enough in alleviating poverty with 38% from Bisoke and 40% from Nyonirima. 61% declared that the activities were not enough to alleviate poverty with 62% from Bisoke and 60% from Nyonirima. The respondents who declared that the activities were enough to eradicate poverty gave out arguments like flourishing of their businesses, decrease in level of poverty and high level of infrastructural development. For those who said no said that poverty is still prevailing around VNP in big numbers, low level of tourism revenue sharing policy which is 10% and lack of direct support to Small and Medium Enterprises. There is no significant difference in appreciation of what has been done between the two cells of Bisoke and Nyonirima. They all believed that VNP contributed a lot in poverty reduction but they did not appreciate at the same degree that poverty was fully reduced.

4.3 Challenges and Alternative Solutions

The research also looked on the challenges that poverty alleviation activities stemming on tourism might be facing. In doing so, alternative solutions were also proposed by the beneficiaries and they brought on the table what they think should be the way forward.

4.3.1 Major Challenges

Different findings were collected on the challenges faced by the community living around the Volcanoes National Park.

4.3.1.1 Extreme Poverty among Local People

With found rural communities stuck in a poverty trap, they are unable to make the investments in human capital and infrastructure required to achieve self-sustaining economic growth, they only derive their incomes from agricultural activities

4.3.1.2 Lack of Funds from RDB and its Partners

They declared that the tourism Revenue Sharing Policy is not convenient. They were not happy with the 10% out of the tourism revenue given to them. They declared that it was small and not enough to cater for the projects that can permanently eradicate poverty. Also, they said that these revenues are not harmonized with other government poverty eradication strategies (VUP, EDPRS, etc) to reduce poverty around VNP.

4.3.1.3 Lack of Coordination among Funders/Sponsors

Another problem declared was that the tourism Institution does not work closely with other Non Government Organizations and other partners to reduce poverty around VNP. They put it forward that there should be a sense of collaboration to avoid unnecessary duplication.

4.3.2 Alternative Solutions to the Identified Challenges

Respondents were asked to propose strategies of how poverty alleviation programs around Volcanoes National Park and they proposed the following:

- ✓ Combining Tourism Revenue Sharing Policy with other government strategies (VUP, EDPRS, etc) to reduce poverty around VNP
- ✓ Increasing the percentage from Tourism Revenue Sharing Policy (from 10 % to 50 %)
- ✓ Working closely with NGOs and other partners to reduce poverty around VNP.

Respondents were with the view that Rwanda Development Board has the capacity to fully eradicate poverty within the VNP surrounding community. They declared that they are grateful on what has so far been done but a lot remains to be done. They are not happy with the small percentage of revenue sharing between them and RDB. They want it to be raised to more than 10% which is given to them today. They also want these RDB funds to be in line with their needs. They want to be directly involved in deciding on the projects to be financed other than outsiders coming and decide on what local people need.

Chapter Five: CONCLUSION AND RECOMMENDATIONS

This chapter deals with summarizing the findings, drawing a concrete conclusion and recommend different stakeholders of Volcano National Park.

5. 1. Conclusion

This study was based on different study objectives, whereby each objective is discussed in line with the findings. In doing so, this created a good picture of what has been brought from the field. Also, literature was referred to in order to help coming to the conclusion while relating findings to what other researchers discussed.

The overall objective of this study was to analyze the role of tourism in promoting sustainable development around Volcano National Park with a particular emphasis on poverty alleviation. The findings from both primary and secondary data are evident that the Rwandan government through RDB has tried to put in place projects that are for the benefits of the community around the VNP. Among these benefits are schools, roads, Sabyinyo Silverback lodge which belongs to SOCOLA an association for the community around VNP. The incomes generated from all these activities circulate within the community hence improving their living conditions. Respondents within this study confirmed at a high percentage that their income increased and to a certain extent it multiplied due to these projects. Different schools were put in place by SOCOLA, a 3 KM road and also some homes were electrified.

Another objective was to investigate the current status of tourism activities in volcanoes National Park; From the data collected from the field, there are many activities in relation to tourism in VNP. These activities aim at promoting tourism but at the same time fighting against poverty among the community near VNP. Different roads, hospitals, lodges like Sabyinyo silverback were constructed to generate income to the community. Residents of two sectors of KINIGI and NYANGE were put together in a big association called SACOLA and through it, different projects are commenced to create employment, organize them into income generating activities with the aim of improving their welfare. With all these, peoples' incomes have been raised and this has increased school enrolment of children, access to medical insurance and savings into financial institutions.

The study also aimed at assessing the role of tourism industry in alleviating poverty and its major challenges. Within the two selected cells, different findings have been gathered on what

tourism industry has so far done in as far as poverty reduction is concerned. Many people in Bisoke and Nyonirima confirmed that their welfare dramatically improved as a result of VNP poverty eradication activities, access to market of their produce from tourists and due to good roads, tourism revenue sharing, and access to electricity and so on. Among these challenges, we can cite low level of access of electricity by the community near Volcano National Park. Though electric rollout increased, but the coverage has not reached at least 50% of the households; this shows that more efforts need to be put in such that on grid electricity be accessed by households around the VNP. In addition to this, roads within good conditions are still very few; there is a need to improve their conditions. For example MUSANZE-KABERE road is in bad conditions and cannot be accessed by vehicles. Another challenge is some residents of the two sectors of Nyange and Kinigi who still poach within the VNP. This has posed a big problem to the animals within the park. Buffaloes and Antelopes are targeted but poachers' traps also hurt and at times kill gorillas. Another challenge is the difference in benefit between areas near the park and those somehow far away from the park. Findings showed that there are some differences in benefits between nearby and far away areas. Areas like Bisoke benefit more than Nyonirima due to proximity factors. So there is a need of equally sharing the benefits between all members of the community around VNP.

With the findings from both primary and secondary data, one can conclude that the community around VNP has benefited from different projects and this has helped them emerge out of poverty. Different associations and cooperatives have been formed by the community around VNP. SACOLA a major association which put together the whole community has improved the well being. A lodge was constructed to the benefit of this association under the sponsorship of different partners the Government of Rwanda inclusive. The benefits from this lodge is used to raise the well being of the community, around 178 cows were distributed to the community under the GIRINKA program, a village of modern houses and 3000 iron sheets were given to the community in by bye Nyakatsi and all these are benefits to the community around VNP. Though there are still some challenges to address, a lot of efforts have been invested in and many community members have benefited in one way or the other. Looking into the Ubudehe category of the community households, there is no any single member in category one, a low level category. This is an effort is plausible and worth credit.

5.2 Recommendations

There are some observed problems, challenges and difficulties to fight against poverty around VNP. Different stakeholders need to be recommended for the betterment of different program of poverty alleviation. Therefore, the study comes out with the following recommendations:

➤ **To the Government**

- ✓ Identify and support commercially viable community based tourism initiatives that can make a contribution to poverty alleviation and conservation. This has to be done through road maintenance and access to electricity.
- ✓ Highlight the necessity for community-based tourism products to be accessible and marketable; this has to be done jointly with beneficiaries.
- ✓ 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.
- ✓ Encourage RDB and NGOs to help small and medium-sized and micro enterprises;
- ✓ Maximize the benefits of tourism to local communities in the Tourism Destination Areas and on the link corridors through the implementation of the Tourism Development Master Plan;
- ✓ Let people living nearest VNP participate in decision-making with respect to major tourism developments planned or proposed for the area
- ✓ Let people living nearest VNP have a representative voice in all tourism structures at national, provincial and local levels
- ✓ Sensitize the private sector, tourism agencies, environmental agencies and NGOs to the importance of communities involvement in tourism development

➤ **To NGOs**

- ✓ Assist the government, private sector and communities in implementing, monitoring and evaluating responsible tourism
- ✓ Attract funding from donor agencies to develop specific community-based tourism projects
- ✓ Assist communities and community groups in organizing themselves, preparing themselves for tourism and implementing tourism projects
- ✓ Deliver education, training and bridging courses to local communities

➤ **To the Community around VNP**

- ✓ Organize themselves at all levels (national, provincial and local) to play a more effective role in the tourism industry and interact with government and role players at all levels
- ✓ Identify potential tourism resources and attractions within their communities
- ✓ Exploit opportunities for tourism training and awareness, finance and incentives for tourism development
- ✓ Seek partnership opportunities with the established tourism private sector
- ✓ Oppose developments that are harmful to the local environment and culture of the community
- ✓ Work toward enhancing the positive benefits of tourism and minimize the negative impacts
- ✓ Work closely with NGOs to educate communities concerning tourism and engender tourism awareness
- ✓ Actively participate in and promote responsible tourism

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