



LAUREA
UNIVERSITY OF APPLIED SCIENCES

Prime Mover

Sustainable Tourism Development in post- war Rwanda:Case Gisenyi

Varhela, Angela

2013 Kerava

Laurea University of Applied Sciences
Kerava

Sustainable tourism development in post- war Rwanda: case Gisenyi

Angela, Varhela
Degree Programme in Tourism

Bachelor's/degree Thesis
Feb, 2013

Laurea University of Applied Sciences
Kerava
Degree Programme in Tourism

Abstract

Angela,Varhela

Sustainable tourism development in Post- war Rwanda:case Gisenyi.

Year	2013	Pages	43
------	------	-------	----

The main aim of the thesis is to reflect the current status of Tourism development in Rwanda post war, familiarized with sustainable local development and sustainable economic development and how the tourism can play a dynamic role for the country's development. Moreover, this thesis work reflects the theoretical concept of sustainable development in tourism industry.

This study will show in general how the tourism industry in Rwanda develops the economy sustainably and the analysis of some challenges met by this sector in post genocide Rwanda.

The results from the study discovered that to become an internationally recognized tourist destination, Rwanda requires to improve the infrastructure linked to tourism and hospitality, together with the amusement and leisure services in order to attract more tourists. In addition, it seems that there is still limited funding and investments in the tourism sector. Additional positive image, personnel with skills, effective destination marketing both at local and international level are required. Moreover, it was found that hotels of international standard are few, and mostly the cost of accommodation and the gorilla visit among others high for tourists. However, data disclosed that Rwanda is a safe country and is generally a low-cost destination. The people of Rwanda are friendly and hold an attractive rich culture.

This investigative study could assist in planning and deciding appropriate strategies to tourism directors in Rwanda. It can lead also to a competitive tourism industry. Hence, it is significant for the Rwandan government; policy makers and the stakeholders to address strongly the issues slowing down the tourism industry in Rwanda. It is expected that when these obstacles have been tackled, it will contribute toward sustainable tourism development in Rwanda.

Key words: Tourism, Tourism in Africa, Tourism in Rwanda, Tourism development, post war Rwanda, Sustainable Tourism, Sustainable development, Rwanda, Gisenyi.

Table of Contents

1	Introduction	7
1.1	Tourism policy Challenges in Ruanda	7
1.2	Thesis Structure	9
2	Research method in the thesis	10
2.1	Validity and reliability	11
3	Background Information on Rwanda	12
3.1	History.....	12
3.2	Geography	14
3.2.1	Figure 1 (Map of Rwanda, 2013)	14
3.3	Climate.....	15
3.4	Economy	15
4	Tourism	16
4.1	Tourism overview	16
4.2	Tourism in Africa	17
4.3	Tourism in Rwanda.....	18
4.3.1	Tourism development in Rwanda.....	19
4.3.2	Tourism Rwanda post war	21
5	Sustainable tourism development.....	24
5.1	Economic impact of tourism	26
5.2	Social impact of tourism	27
5.3	Sustainability.....	28
7	The possibilities of sustainable development-the example of Gisenyi Rwanda.....	30
7.1	The most visited touristic sites available in the Rubavu district	30
7.1.1	Gisenyi beaches.....	30
7.1.2	Bralirwa	31
7.1.3	Methane Gas to Electricity plant	31
7.1.4	Congo-Nile Trail	31
7.2	Benefits of tourism in Rubavu District.....	32
7.2.1	Economic benefits from tourism.....	32
7.2.2	Business linkages with other sectors of the economy	33
7.2.3	Tourism impact to sustainable environment and culture heritage	34
7.2.4	The constraint	35
8	Recommendation to the government of Rwanda.....	36
9	Conclusion.....	38
10	References	40

List of acronyms

DRC: Democratic of Congo

EAC: East African Countries

EDPRS: Economic Development and Poverty Reduction Strategies

FESPAD: the Pan-African Festival of Dance

GoR: Government of Rwanda

MINECOFIN: Ministry of Finance and Economic Planning

MINICOM: Ministry of Commerce, Industry, Investment Promotion, Tourism and Cooperatives

MSMEs: micro, small, medium enterprises.

PSF: Private Sector Federation

ORTPN: Office Rwandaise de Tourisme et Parcs Nationaux

RDB: Rwanda Development Board

RHRA: Rwanda Hotels and Restaurant Association

RTTA: Rwanda Tours and Travel Association

VNP: Virunga National Park

VAT: Value Added Taxes

VNP: Volcanoes National Park

UNEP/WTO: United Nation Environment Program/ World Tourism Organization

1 Introduction

Rwanda is a land of great variety and beauty. Popularly known as ‘the land of a thousand hills’, Rwanda has six volcanoes, twenty-three lakes and plentiful rivers, some forming the source of the great river Nile” The country lies 75 miles south of the equator in the Tropic of Capricorn, 880 miles “as the crow flies” west of the Indian Ocean and 1250 miles east of the Atlantic Ocean -literally in the heart of Africa (Oppong 2008, 8).

Rwanda is a landlocked central African country with an area of 26338 km². It borders Burundi to the south, the DRC to the west, Uganda to the north and Tanzania to the east. It is situated on the eastern rim of the Albertine Rift, a western arm of the Great Rift valley, on the watershed between Africa’s two largest river system: the Nile and the Congo. Rwanda is called the “pays de mille collines” or the “land of a thousand hills” because it is mountainous, the highest peak being Karisimbi (4507m) in the volcanic Virunga chains on the other hand numerous lakes are dotted around the country, some of which have erratic shapes following the contours of the steep mountains that enclose them. Among its population, 99% live in rural area and is estimated at 11 million today, it is among the most densely populated countries in Africa (Mmbando 2006, 80).

Rwanda is well known for its tourism industry’s development as well as the tragic genocide in 1994, which faded the image of the country for several years. The international community acknowledges however, that Rwanda has changed and the country is considered as one of the safest destinations in the region. The image of Rwanda goes hand in hand with the marketing of the country and in particular the tourism industry development. The renewal of hospitality industry demonstrates that with the right strategy and instruments, a post-genocide country can successfully focus on high-end tourism while contributing to economic sustainability through the involvement of communities as a priority.

Tourism is currently the leading sector in Rwanda, and the industry is continuing to develop. Rwanda is recognized for its mountain gorillas that occupy the Volcanoes National Park in the north, and is presently for international business and leisure travellers. The government has focused on organization tourism establishment and to build tourism industry as ecotourism and the methods to make the tourism sustainable environmentally are done by protecting the national parks and others sites (RDB 2012).

1.1 Tourism policy Challenges in Rwanda

Rwanda is faced with a mixture of physical difficulties arising from low incomes and productivity and especially on low production. The majority (90%) of the 11 million people in Rwanda

da lives in rural areas and about 60% of the population is below the poverty band of daily living. This was increased in gravity by the genocide 1994 which increased the numbers of helpless citizens, devastated considerably the infrastructure in different parts of country and reduced social capital. However, the most important in social capital development in Rwanda must be to dilute the potency of ethnic, tribal, and religious identities by building meaningful relations among individuals, civil society organizations, and the state (Colletta & Cullen 2000, 98).

The dominant high level of political and economic stability in Rwanda since 1994 has motivated investors to develop their business in tourism related projects, particularly in the hotel sector. The investors have started to believe that the political situation has begun to look promising to insure the confidence of the investors. Investors in the tourism sector are motivated by the fact that there were few hotels in Rwanda. In other words, the industry has been virgin land, with a market that was in its infancy. It is clear that the government's main motivation for investing in four-star and five-star hotels was to encourage the development of tourism through these hotels and to build an international level of service in Rwanda. Nonetheless, Rwanda has increased significantly in recent years, emphasizing the successful recovery of the tourism sector, availability data from RDB and ORPTN show that the number of hotel rooms increased from 650 in 2003 to 4,256 in 2009, more than 500 percent overall and 37 percent annually on average (Chuhan-Pole & Angwafo 2011, 244).

The respondents viewed the government's proactive involvement in creating an enabling environment for hospitality industry as the strongest motivation to invest in the sector. For example, tourism was designed as priority in October 2002. The government has, in addition, provided financial support for it and improved the tourism infrastructure and development in Rwanda.

Initially, the promotion of the hospitality industry was almost entirely focused and carried out by the government because the tourism is a growth industry. Regardless that Rwanda has experienced a true success after the genocide in 1994. Growth rates have been high, the economic situation is stable and social indicators have improved. Hospitality industry has been a significant contributor not only to the county's income, but also to the developed image of the country. Therefore, hospitality industry has from the onset been seen as a tool to develop economy of the country's sustainability (ULK 2008).

The tourism sector is a key of a sustainable economy of Rwanda, a country which does not dispose mineral or energy resources, but the majority of subsectors of tourism suffer from the poor furniture equipment of private homes and the lack of professionalism, the tourism marketing strategies are still at a low level. There is no evidence of any customer care training

having been undertaken because many surveys of visitors complain the service gets according to their perception and the e-commerce system is not available in all hotels that is why many Rwandan hotels are scored in low range. This places barriers to the Rwandan tourism industry in the international market. However, the Rwanda workforce development Authority (RWoDA) an Institution that is in the founding process, will guide workforce growth through reform vocational training and the establishment as well as the operationalization of manpower skills and training Councils (MSTCs) to ensure that skills created by training Institutions respond to industrial demands. Most importantly it will guide, coordinate and regulate Vocational training in the country to provide Quality assurance (IMF 2008, 59).

1.2 Thesis Structure

This thesis is presented in seven chapters. This first chapter introduces the research topic, Rwanda as the country and its importance to the tourism industry, and generally outlines the problem statement.

Chapter 2 details the research methodology and methods employed throughout this thesis. The chapter repeats the research aim and introduces the final objectives: examines the research plan, in particular the type of investigation and sampling strategy, presents the data collection, administration and analysis methods and identifies the research limitations.

In Chapter 3, researcher introduced background information of Rwanda, its history, geography climate and economic.

Chapter 4 provides a literature review on tourism from an international and Rwandan perspective. This section provides also information about the tourism in Africa and more specifically in Rwanda. Overall, the aim in this chapter is to explore tourism development in Rwanda post war. And identify the key success factors and difficulties documented by RDB and Rwandan Government.

Chapter 5 analyses and investigates sustainable tourism development and what it means. It also provides an in-depth analysis of economic and social impact of tourism.

Chapter 6 explores case study of Gisenyi and reviews the most visited touristic sites in the Rubavu district: Gisenyi Beach, Bralirwa and the Congo-Nile Trail. These places were selected mostly for their importance and success. In addition the chapter seeks to provide socio-economic information as well as cultural and environmental benefits of tourism in Rubavu region. Business linkages with other sectors of the economy are analyzed and the section con-

cludes with a detailed analysis of tourism's impact on sustainable environment, culture heritage and the constraint.

The final chapter concludes the thesis with Recommendation to the government of Rwanda and General Conclusion of whole thesis, and list of References.

2 Research method in the thesis

There are two basic methods for the data collection when writing a thesis or scientific article, quantitative and qualitative research. Quantitative research is organized and calculating. It is used for studying statistically measurable areas or questions. A qualitative on the other hand, cannot be measured. A qualitative research is useful when the problem or area of study is already known. Qualitative research is multi method in focus, involving an interpretive, realistic approach to its subject matter. This means that qualitative researchers study things in their natural settings, trying to make sense of, or understand, phenomena in terms of the meanings people bring to them. Qualitative research involves the studied use and collection of a variety of observed materials such as case studies, personal experiences, life stories, interviews, observational, historical, communications, and visual texts -the described routine and problematic moments and meanings in individuals' lives (Jha 2008, 43).

Based on the questions and aims of this thesis, a Quantitative research approach has been chosen. The data was gathered from already existing research and at this point quantitative data was found useful, for example the information on visitor movements to a certain destinations in Rwanda and the changes in them. In this research methodology no interviews were conducted. The data used in this study was based on already existing literature, books and articles.

Quantitative research is frequently referred to as hypothesis testing research. Characteristic of this tradition is the following common pattern of research processes in investigating, for example, the effects of a treatment or an involvement. Characteristically, studies begin with reports of theory from which research hypotheses are derived. That the subjects included in the study are selected at random is desirable to decrease error and to cancel preference. The sample of subjects is drawn to reflect the population. After the pretest measures are taken, the treatment lead and posttest measures taken, a statistical analysis reveals findings about the treatment's effects. In this study the researcher have used this method on statistics of RDB to demonstrate the revenues from visitors have increased by 32% of addition in leisure purpose. To support repeatability of the findings, one research usually is conducted and statistical techniques are used to determine the probability of the same differences occurring over and over again. These tests of statistical significance result in findings that approve or

counter the original hypothesis. Theory revision or improvement follows. This would be a true experiment. These measures are logical in nature, contributing to the scientific knowledge base by theory testing. This is the nature of quantitative methodology. Because true experimental plans require firmly controlled conditions, the richness and depth of meaning for participants may be sacrificed. As a validity concern, this may be a limitation of quantitative designs (Jha 2008. 49).

Generally, once the theory stage is reached, the next step, in both qualitative and quantitative research, is to do a review of the literature. However, there are certain qualitative researchers who believe that one should not enter the research with preconceived notions, that the data should be free from the partiality of the researcher's prior knowledge and expectations. Two examples from the literature demonstrate this view. The aim was to give an example of development of tourism in Rwanda after genocide. Case studying the Gisenyi area the objective was to show what kind of development has been made for direct and indirect tourism purposes. Also including Gisenyi to this project was natural since the researcher herself had born and lived there and had an opportunity to visit the place after the genocide of 1994. Also the sustainable development opportunities of Gisenyi are investigated in order to gain more thoughts for Rwanda for the future purposes and through case studies to see what change approaches can be used to gain benefits from the development in a sustainable manner.

2.1 Validity and reliability

Validity always refers to the degree to which empirical evidence and theoretical rationales support the adequacy and appropriateness of interpretations and actions based on test scores. According to Mesick (1989) he defined validity as an integrated, evaluative judgment of the degree to which empirical proof and theoretical rationale support the competence and appropriateness of implications and actions based on test scores. One could add the term: "on-going" to his definition in order to emphasize that validity is not a one-time judgment. Instead, it is a matter of continual collection of evidence to support the intended inference. Validity determines whether the research truly measures that which it was intended to measure or how truthful the research results are. In other words, does the research instrument allow you to hit "the bull's eye" of your research object? Researchers generally determine validity by asking a series of questions, and will often look for the answers in the research of others.

Reliability refers to the regularity of such measurements [tests or scales] when the testing process is repeated on a population of individuals or groups (Mesick 1989, 25).

The extent to which results are consistent over time and an accurate representation of the total population under study is referred to as reliability and if the results of a study can be reproduced under a similar methodology, then the research instrument is considered to be reliable. Therefore the test-retest method is to be done at two different times. This attribute of the instrument is actually referred to as stability. If one is dealing with a stable measure, then the results should be similar. A high degree of stability indicates a high degree of reliability, which means the results are repeatable. However, the definitions of reliability and validity in quantitative research reveal two strands: firstly, with regards to reliability, whether the result is replicable. Secondly, with regards to validity, whether the means of measurement are accurate and whether they are actually measuring what they are intended to measure. However, the concepts of reliability and validity are viewed differently by qualitative researchers who strongly consider these concepts defined in quantitative terms as inadequate. In other words, these terms as defined in quantitative terms may not apply to the qualitative research paradigm (Joppe 2000, 1).

Reliability is the degree of stability and dependability an experiment or outcome, that is, if an experiment is done today by A and a later time done by B. Are the results or outcomes with each other. What is the connection between the two same experiments done on the same sample with two different individuals? Reliability can be realized by carefully planning, organizing and doing sampling correctly. For example, a reliable measurement of tourism in Rwanda might not be reliable to tourism in Finland. Validity is the degree to which an experiment or measurement really represents what it is meant to represent. Validity can be realized by taking a large sample enough so that it adequately represents the population being studied. In other words the validity means that the desired results were reached with the chosen research methods, and reliability shows that the results are reliable because they stay the same over time whenever the research is repeated.

One part of this research is the ethics. Aspects like plagiarism, honesty and the individual's rights were also thought of in this thesis plan. The results obtained were not cast in any way but documented as they were originally presented. The aim of this research is to stay neutral and give a comprehensive image of a phenomenon. Laurea's codes of ethics were followed in this thesis process (Laurea 2007).

3 Background Information on Rwanda

3.1 History

By the late 19th century, Rwanda was a Kingdom headed by a king. Like most countries in Africa, Rwanda was also colonized. The country was first colonized by Germans in 1885. The

Germans were impressed by Rwanda's well-organized and structured monarchy. In pre-colonial eras Rwanda was already extremely controlled and hierarchical country. The structure was founded on division between province, district, hill and neighborhood levels. For every level, a chief was selected who ruled that sector. Therefore, the Rwandan population was divided into three groups: the TWA, who comprised only 1% of the population, The HUTU, who were the vast majority, and TUTSI who made up to 7% of population. However, these groups could not be labeled as different tribes: they spoke the same language, shared religion and lived in the same area. The Germans followed a policy of indirect rule and allowed Rwandan's monarchy to carry on. Germans colonial rule continued the TUTSI dominance and confirmed the position of power of TUTSI's, nevertheless After the Second World War, Rwanda was taken under the care of Belgium (Grünfeld & Huijboom 2007, 28).

As mentioned Hutus and Tutsis lived together as neighbors before the colonial influence. Nevertheless, Belgian rule solidified the racial divide. In 1931, an ethnic identity card was officially authorized and administrative documents methodically detailed each person's "ethnicity". Each Rwandan had an ethnic identity card "Tutsi", "Hutu" or "TWA" were indicated on identity card (Mitchell 2012, 174).

The First catholic missionaries, "White fathers" arrived in Rwanda in 1900 and faced the traditional beliefs of the Rwandese. The missionaries with an order of Roman Catholic church worked according to "clear-cut" missionary principles: to achieve a deep knowledge of the people, they created a four-year "catechism" according to model of ancient church, and made effort to adapt the supreme political authority first, who would help to change the great masses. Rwanda was well-organized society headed by a King as absolute ruler, an ideal place to apply these principles.

The "white Fathers" continued their missionary work into the 1920's and provided the new designs for structuring the Rwanda society and by 1994 the Roman Catholic Church controlled more than half of all primary and secondary schools and supported a large number of hospitals (Melton & Baumann 2010, 2483).

In 1962 Rwanda received independence from Belgium and the Hutu elite took over the leadership of Rwanda. Gregory Kayibanda, the leader of Paremihutu becomes the first president of independent Rwanda. In a coup d'état in 1973, Major Juvenal Habyarimana exiled President Gregory Kayibanda.

In 1994 the Rwanda presidential airplane, carrying the presidents of Rwanda and Burundi who were returning from meetings in Dar Es Salaam for the Arusha peace agreement. The plane shot down by a missile over the Kigali airport. All on board were killed. Instantly, "read

blocks” were put in place across the city of Kigali and systematic massacre of Tutsi began. Between April and July of 1994 some five hundred thousand to one million Tutsi’s were killed, along with pro-democracy Hutu. On July 4, 1994 the RPF took control of Kigali and put an end to the genocide (Ubaldo and Totten 2011, 3-8).

Before the genocide tourism was Rwanda's third biggest foreign exchange earner. Currently, the tourism sector is growing at an incredible level but profits from tourism remain lower than before the 1994 disaster.

3.2 Geography

Rwanda is a landlocked republic in Equatorial Africa, located on the eastern rim of the Albertine Rift, a western arm of the Great Rift Valley, on the watershed between Africa’s two largest river systems: the Nile and the Congo (RDB 2010).



3.2.1 Figure 1 (Map of Rwanda, 2013)

Rwanda is a land of natural phenomena, it has a landscape of beautiful, rolling hills and an amazingly comfortable climate for a country situated so close to the equator. Dense mountain rain forest and savanna grasslands are home to more than 80 species of creatures, including gorillas, elephants, lions, giraffes, hippopotamuses and crocodiles as well as hundreds of bird species. Not to forget the lakes and rivers, volcanic mountains, coffee and tea farms.

Rwanda is placed in the very heart of Africa, it is 2,000 km east of the Atlantic Ocean and 1,415 km west of the Indian Ocean. With a population of more than 8 million people and population density of 319 per square km. Rwanda is bounded by Democratic Republic of the Congo on the west, on the north by Uganda, on the East by Tanzania and on the south by Burundi (King 2006, 8).

3.3 Climate

Altitude is a significant influence on climate in Rwanda. In the Great Rift Valley in the west the average annual temperature is 23°c. And the average annual rainfall is about 76 cm. In the mountains the temperature decreases with altitude to an average of about 17°c. And rainfall increases to an average of 147 cm. On the central plateaus the temperature and rainfall averages are between those dissipation. In terms of climate Rwanda has four seasons: two wet and two dry. There is a short rainy season from October to December, followed by a short dry season in January and February, the long rain season extends from march to May, and he long dry season lasts from June to September (King 2006, 10).

3.4 Economy

Rwanda is a poor country with about 90% of the populations engaged in agriculture as a primary maintenance. The country is determined to rebuild its economy with coffee and tea production being its main sources of foreign exchange after the 1994 genocide destroyed this fragile economic base. Close to two thirds of the population lives below the poverty line. The international aid given to Rwanda has been mainly devoted to rebuilding of the country's infrastructure and renewal and improvement of government institutions and services. With only few natural resources to feat, the Rwandan economy is almost completely based on agricultural productions (Rwanda Profile 2006, 277).

Agriculture produces 41% of GDP and the industrial sector being the tiniest economic sector in Rwanda, represents 19% of the country's GDP. There are only a handful of big industrial enterprises; in 2004, growth in industry (7%) was created by the construction sector, in 2004 the construction was, mainly residential but also some main roads and major construction projects were carried on (Government of Rwanda, 2000).

According to the World Bank (2005) Rwanda's economic progress has achieved development since the 1994 genocide, but the country has remained one of the poorest countries in the world with Gross Domestic Product (GDP) per capita US \$ 258 in 2000. The population of Rwanda was estimated to be 10,117,029 in 2009, which makes Rwanda one of the most compactly populated countries in Africa.

As a nation developing from genocide and war, Rwanda is determined to rebuild itself economically, socially and politically to realize its “Vision 2020” campaign, that targets Rwanda to become a middle income country with a per capita GDP of US\$ 900 by 2020. To achieve that, Rwanda needs to change its economy from an agro-based economy to a human resource productivity-led economy.

In addressing the challenges of economic growth and poverty reduction, the Government of Rwanda has recognized the potential of tourism. Since 1994, the industry has experienced a significant overhaul as the country has required establishing itself strategically as a tourism destination in Africa and is competing against the attractions of more established African tourist destinations. In 2006 and 2007, tourism was the third largest earner of foreign currency next to coffee and tea (Mazimhaka 2007, 5).

4 Tourism

4.1 Tourism overview

Tourism is the temporary short-term movement of the people to destinations outside the places where they normally live and work, and activities during their stay at these destinations, it includes movement for all purposes as well as day visit or excursions. (Holloway & Taylor 2006, 5).

As tourism becomes increasingly important to communities around the world, the need to develop tourism sustainably also becomes a concern. While a lot of people have different reasons to travel, it is not continuously easy to know who to categorize a tourist and how to separate between business travel and leisure travel. There is however, an assumption that differences can be experienced by travelling to specific locations, which are related with specific communities (Richards & Hall 2000, 4).

Tourism is one of the names of power. The noun tourism is the informal form given to the complex set of representative and technical devices that linking the visible and the expressible (Deleuze, 1986, 1-2), allow certain group of people to spend their leisure time away from their quotidian, including what they do at those places and developments induced. In fact, tourism created meanings and realities, especially in those contexts where its economic potentialities are highlighted as the only means for development (Burns and Novelli 2008, 141).

Tourism can be defined as the science, art and business of attracting visitors, transporting them, accommodation and kindly catering to their requirements. The concept of tourism is mostly defined as the movement of people from one place to another. According to the World Tourism Organization (WTO) tourists can therefore be described as people who travel and stay in a place outside of their usual environment for a period of longer than 24 hours.

Definitions of tourism proposed by the League of Nations in 1937, defined a tourist as someone who travels for 24 hours or more outside their normal country of residence. It included those travelling for business in addition to pleasure, health or other purposes, and it also introduced the 'excursionist' as someone who stays in a destination for less than 24 hours (Richard & Sharpley 2004, 21).

4.2 Tourism in Africa

Early forms of tourism in Africa can be traced far back to the Roman occupation of Egypt. The Roman explored the loss of Thebes and tombs in the Valley of the Kings. Followers of Islam and Christian missionaries also traveled widely in sub-Saharan Africa. The colonial era laid the foundations for nature-based tourism in forms of several safaris in east and southern Africa. Nevertheless, cultural tourism is very significant element of contemporary tourism in Africa in spite of the industries relatively small size compared with other regions, as well as the size of the continent (Dallen & Gyan 2009, 170).

The geographical, historical, and cultural diversity of Africa makes it a region with huge potential for economic development using tourism as a tool for diversification beyond the main traditional economic activities. The region remains arguably the poorest on all economic and human development indices.

UNDP (2008) and World bank (2007b) ranked sub-Saharan Africa as the World's poorest region with respect to per capita gross national product (GNP), low literacy rates, high infant mortality, and comparatively short life expectancy.

The region has some of the fastest population growth rates in the world with populations doubling every twenty to twenty-five years, beside that political issues such as massed and long-drawn-out civil wars, military interventions and corruption have combined with destructive health and medical issues and natural disasters (drought and famine) to decrease economic development. However, there is common belief that tourism can contribute in significant ways to sustainable economic development and certainly can support to alleviate poverty in most African countries. Sustainable tourism eliminates poverty in developing countries. The main objective of UNWTO's program Sustainable Tourism Eliminating Poverty

(STEP) is to contribute to poverty reduction through the founding of community-based tourism development missions that respect the environment and benefit the most disadvantaged inhabitants (WTO 2005).

Over the past half century, tourism has grown into one of the world's most powerful, so far controversial, socio-economic forces. As ever, larger numbers of people have reached the ability, means, and freedom to travel, not only has tourism become gradually democratized but also both the scale and scope of tourism have grown inevitably.

Problems facing developing countries are the outcome, not the cause of underdevelopment. Nevertheless, it is also an obscure to what extend particular developmental vehicles, such as tourism, are sentimental as means of addressing those issues and challenges. It is also important to observe that there is a huge diversity of countries that comprise the developing world as geographical, historical, political, economic and social culture characteristics and structures all effects a country's level or rate of development as well as its tourism development potential. However developing countries are typically classified according to national and per capita income (Telfer, & Sharpley 2008, 1-8).

The sub-Saharan Africa's tourism potential is largely unfulfilled, this can attributed to basic transport network, the general poor organizational framework, and the low level of industry development of most countries, however, some African countries have identified tourism as an area for expansion to attract foreign currency and enhance their economic position this has been most evident in southern Africa and some of the Island of the India Ocean, but most of the countries of West and central Africa have been less successful (Boniface and Cooper 2009, 452).

4.3 Tourism in Rwanda

After the Genocide, tourism in Rwanda is reflected as a potential tool for economic growth. It has been accepted by the government to be one of the main concern sectors to develop. While the country has several attractions for tourists, there are many obstacles for tourism development that still need to be addressed. This chapter presents a brief view of tourism in Africa and particularly in Rwanda. It presents important background information on Rwanda as a country, the history, the geography and the economy among others. The chapter also clarifies the development of tourism in Rwanda, and provides ideas on the organizational structure of tourism in Rwanda with its key players. It is concluded by clarifications on challenges in protected areas of Rwanda and a review of studies on limitations to tourism development in Rwanda.

Tourism has increasingly turned out to be a favored development tool in many developing countries. With the relative ease of entry into the tourism market and its purported facility to generate foreign exchange and produce employment, it is no wonder that it is being pursued. (Telfer, & Sharpley 2008, 205).

According to the International Monetary Fund (2008, 71,) Tourism is another important sector for both employment and foreign exchange earnings. The tourism sector has grown gradually to become the second source of exports (behind coffee but ahead of tea and mining) Rwanda has a substantial advantage in the advantages and limitations into account. The government of Rwanda has developed a strategy that focuses on high-end eco-tourism and invites investments into the developing sector. The strategy focuses on the primate product (Rwanda's unique selling proposition) and diversification with "add-on" products than can be cross-sold to the tourist. Important for this type of tourism is the conservation of Rwanda's natural environment and especially its national parks. Before of the outbreaks of ethnic conflict between the Hutu and Tutsi that characterized the 1990's, tourism was best developed in Rwanda, and once called the "Switzerland of Africa" on account of their lake and mountain landscape. The dense forests of the Akagera and volcanoes national parks provided refuge for gorillas, and attracted Western tour groups for this reason. The destruction caused by civil war has put this resource at numerous risks. The situation is equally serious in the neighboring Democratic Republic of Congo. The most important resources are the Virunga national park, which Rwanda shares with neighboring Uganda, the remarkable Ruwenzori Mountains with their extraordinary high altitude vegetation and then the forest and Two of African's largest lakes (Boniface and Cooper 2009, 450).

4.3.1 Tourism development in Rwanda

Tourism is large business and growing bigger. In 20 years from 1980 to 2000 global tourism receipt increased at an annual rate of nearly 8 per cent, considerably faster than the rate of World economy growth of around 3 per cent. In 2000, income from tourism combined with passage transport calculated more than US \$575 billion, making it the world's number one export earner, beyond automotive production, chemicals, petroleum and food, so it is no surprise that people are paying attention to tourism when they dispute how the world can move to a more sustainable pattern of development (Lanza, Markandya and Pigliau 2005, 1).

In recent years, tourism has been increasingly recognized for its economic potential to contribute to the decrease of poverty in developing countries. Its geographical growth and labor concentrate on nature to spread employment that can be relevant in remote and rural areas. (WTO 2004, 2).

The government had made the market in conducive environment and establishes the political, security situation. Rwanda is known as a safe destination in East Africa. Firstly, the tourism had been implemented initially by the government because the private investors have lacked capacity and funding or are not well organized. The government had involved the private sector in cooperation with PSF to start the tourism business. The private stakeholders were invited and they participated in elaboration of the strategy and help to put it in action. The first meeting between the government and the private investors involved in the development of the tourism sector was held in 1999. From 2000 onwards, Rwanda participated in major tourism fairs in ITB Berlin trades and WTM London. Being visible and well presented in these fairs improved Rwanda's image considerably at an international level (Nielsen & Spenceley 2010).

Mazimhaka (2007) suggested sensitizing the importance of tourism through tour campaigns and study programs in primary and secondary schools. The negative Rwandan connotation to tourism is changed by refining the image of tourism in the country where the domestic visitors are improved in arrivals visitors to Akagera National Park (ANP) and the local communities participate in tourism activity because they recognize the benefits from tourism.

According to the statistics of RBD (2010) demonstrate that the revenues from the visitors have increased by 32% with 33% of addition in leisure purpose. This is due to the rate, which is stable compared to the previous year even though Rwanda had been affected by international finance crisis in 2009 with inflation's rate of 0.3%. The number of hotels has increased by 3.7% each year (ORTPN, 2008).

The statistic of market response on UNEP/WTO guidelines, the majority of tourists expect diversified experiences during their holidays. Rwanda is known for the famous mountains gorillas and the visitors choose the hotels suited for easy access to gorilla safaris at Kigali and near the VNP. The duration of visitor stay is between 3 or 4 days maximum (RDB), the diversification of tourism products bring more visitors in different parts of country.

The tourism is a key of poverty reduction for developing countries, which have few resources of economy. The Rwandan government with other stakeholders have elaborated and strengthened the sustainable tourism development master plan for 10 years since 2009. In this document, the roles of each side are shown with the specific objectives: Product development and diversification, marketing and awareness, capacity building, communities and MSMEs, access to Rwanda as a destination, framework of regulation, infrastructure development, land, environmental sustainability and investment and financing. To achieve the objectives, the budget is proposed, law and code are legislated by tourism investors and the government (Minicom, 2009).

The implementation of strategies is done especially the importance of customer care in all services, the standardization of prices of services and augment the times an international aircraft lands to Rwanda 4 times in a week and the flight to airdromes (Gisenyi, Kamembe) of the country are available for tourism purposes and even the private aircrafts are available for tourists (Akagera lodges helicopter). The tourism activity is done at international expectation levels.

Rwanda needs ecotourism for its sustainable development. The vision of Rwanda 2020 is built on an economy of services in a sustainable environment and the diversification of its economy from agriculture. The development plan for Rwanda was recognized as the Vision 2020. It is a strategic plan designed by the Ministry of planning which integrates long-term vision, practicality and flexibility with respects to the availability of resources (Government of Rwanda, 2000).

This effort has led to tourism becoming one of the three pillars of Rwanda's economy. The main objective is to increase GDP per capita from \$250 to \$900 between 2000 and 2020. Rwanda needs to change its economy from an agro-based economy to a human resource productivity-led economy. For Rwanda, tourism symbolizes a job-intensive, locally consumed export which will bring quality jobs and foreign currencies to a large proportion of Rwandans, beside with other benefits such as creating a better image for Rwanda, generating public awareness of the industry and encouraging Private-Public Sector partnerships. While the industry is succeeding, and while views of the country as a destination are improving, the instability of the Great Lakes Region threatens the sustainability of the industry. An over-reliance on international visitors and on Rwanda's main product, the well-known mountain gorillas, also poses a threat to the industry's long-term success. The development of a domestic tourism industry, as has been demonstrated in other countries, offers the opportunity to generate a more diverse and economically sustainable tourism industry (Mazimhaka 2007, 5).

4.3.2 Tourism Rwanda post war

Rwanda is a country given with beautiful physical features. Early European travellers who were shown to its beauty describe it as "a land of almost ideal beauty", "the Switzerland of Africa" and "the Pearl of Africa" Rwanda has also been mentioned as "the land of a thousand Hills" and "the Land of Gorillas" (Adekunle 2007, 4).

Its remarkable volcanoes, mountains and natural resources are important economic assets to the country, in addition to long history as well as natural and physical beauty. Nonetheless, not much has been written about Rwanda's culture and customs. A series of sociopolitical problems facing Rwanda culminated in the ethnic conflict that happened in 1994.

Genocide of 1994 had stopped many economic activities of the country, and also the tourism industry was affected by the war. Well-known tourist attractions were lost or damaged during the genocide like Volcanoes National Park and the Nyungwe forest, and there was not enough staff to work at the tourism office. Because Rwanda is a developing country and has a history of genocide, the government had focused in security establishment and reconstruction of existing structures and in creation of new framework. Rwanda is still recognized as “land of the Thousand Hills” and “Land of Gorillas” but it is also known for its dark past as the “Land of violence” and the land of Genocide (Adekunle 2007, 4).

The tourist industry has only recently activated to develop itself as Rwandans slowly rebuild their society in the aftermath of the 1994 genocide. It has been argued by number of authors that tourism has the potential to make a contribution to understanding and resolution by improving relations and providing opportunity for building a culture of peace. Most of that argument is naturally concerned in successful cases where tourism has been used as a substance to promote exchanges and increase contacts between nations or region that are in conflict. (Skinner 2012, 83 and Moufakkir 2010, 206).

After the Genocide, tourism in Rwanda is measured as possible tool for economic development. It has been recognized by the government to be one of the important sectors to develop. Although the country has many attractions for tourists, there are many obstacles for tourism development that need to be addressed.

As a continuously growing industry worldwide, tourism has often established its role as an important tool in the development of economies through direct local and foreign exchange earnings and through the service and asset opportunities. African countries, mostly in sub-Saharan Africa, Rwanda in specific often depend on one or more sectors for economic development. They have acknowledged the potential of the tourism industry to increase local economies and contribute to poverty alleviation, economic regeneration and stability. This offers many Africans, the opportunity to join in and benefit from tourism (RDB 2010).

Rwanda has nominated tourism as one of the key economic drivers for poverty decrease, attraction of foreign stakeholders and economic development. The development of tourism industry has been established in other countries, and it offers the opportunity to create a more varied and economically sustainable development industry (RDB 2010).

There are several aspects that have contributed to the successful recovery of the tourism and hospitality industry in Rwanda. First and foremost, the government has shown a clear commitment to the development of tourism sector and Rwanda has been recognized as a safe

destination in the region. The early development method and policy confirmed this commitment.

Saurabh (2006) had suggested that the overall tourism product is a package and might be defined in terms of five main components:

- Destinations and attractions
- Destination facility services (including transport)
- Images
- Brands and perceptions
- Price to customer

For destination facilities especially transport, tourism development in Rwanda is influenced by transport services and they play a significant role in helping tourists to move around and to reach their destinations. The government rebuilt the main roads and reconstructed the countryside roads, so that the tourism transportation companies can have easier access. There are four transport companies for tourism in Rwanda: Gorilla Safari, Gorilla Land Safari, Sagturu travel agency and Virunga.

The transport is not the only destination facility service required, there was a lack of accommodations and restaurants. Foreign investors are owners of five and four-star hotels while the local investors own three star hotels.

After the security establishment, the government of Rwanda competed against the image of a country of genocide. For the guests of some international conferences and games like CECAF, FESTIPAD, the visitors get the occasion to visit different parts of the country safely. Going back to their home country, they will give a good image of Rwanda. Rwanda had selected the ecotourism for mass tourism in order to get the sustainable environment the tourism is subdivided into three groups: eco-tourism travelers and individual business travelers.

Concerning the price to the customer, many hotels of Rwanda have high prices compared to others of neighboring countries. According to the investment code, tax releases are granted to investors who invest US\$ 100,000 or more.

Airplanes imported to transport tourists are tax exempt and specialized vehicles such as hotel shuttles are discharged from import and excise duty. An investor in the tourism and hotel industry is also exempted from payment of import duties on equipment, such as bedroom fittings, swimming pools and outdoor leisure equipment. (Nielsen & Spenceley 2010, 8).

Others measurements are also taken to decrease the price of services, the public and private stakeholders have formed some associations where they elaborate the tariffs, laws, according to different tourism companies, they put nearly the same price as other East African countries (EAC). The tourism is the key to reduce poverty and the sector must be promoted. The government has made strategies to make it sustainable (RDB 2010).

5 Sustainable tourism development

The term sustainable development has been discussed in many international conferences addressing the problem of conflicts between environment and development goals. In report of the world commission on environment and development (1987), our common future, they formulate the definitions of the sustainable development as following:

Sustainable development is a process to meet the needs of the present without compromising the ability of future generations to meet their own needs. (UNEP/WTO)

Sustainable tourism has become progressively a popular field of study since the late 1980's. on the other hand, the sustainable tourism dispute is variable, disjointed and often defective with wrong rules and arguments.

Sustainable tourism is trying to solve how to maintain tourism industry businesses over a long term setting. This view suggests that the most important task is to build and manage a set of tourism businesses that can continue themselves over a long term period, emphasizing on maintaining promotional platforms to make sure that the number of tourists visiting an area continues to rise while maintaining the health of individual businesses. This may be viewed as a worthy social goal. However this perspective does not necessarily recognize tourism as a tool to improve economic opportunity, protecting a community's cultural and natural heritage and preserving a desired quality of life (McCool and Moisey 2008, 4).

According to McCool & Moisey (2001), the meanings devoted to the expression sustainable tourism have varied significantly, with slight apparent agreement among authors and government institutions. The authors state that sustainable tourism can be viewed as a guiding action, that is, an expression which roles and is respected in general debates, as long as the definition is unclear. Nevertheless, while more defined definitions are needed to assist in everyday actions, there will be no agreement between different interest groups.

Bramwell et al. (1996) quoted that sustainable tourism is tourism which grows rapidly, taking into account the current accommodation capacity, the local population and the environment, In addition sustainable tourism that respects the environment and it a significance does not

support its own dis-appearance. Sustainable tourism meets the needs of present tourists and host regions while protecting and enhancing opportunity for the future (UNWTO 1993, 7).

Sustainable tourism requires that related organizations both now and in the future operate within natural capacities for the regeneration and future efficiency of natural resources, identify the influence of people and communities, customs and lifestyles, contribute to the tourism practice; accept that local people and communities in the host areas need to have a reasonable share in the economic benefits.

Sustainable tourism means that it can sustain local economies without damaging the environment on which it depends. It must be capable of adding to the display of economic opportunities open to people without adversely affecting the structure of economic activity. Tourism should not affect existing methods of social organization. To conclude, sustainable tourism must respect the limits forced by ecological communities (Butler 1999, 10).

Travis (2011) redefined sustainable tourism as responsible long term use and re-use, for tourism purposes, of human resources, heritage and natural, and cultural resources. According to Travis, sustainable tourism is built to meet effective consumer demand within the limits of the capacities of those resources, for the benefit of both the tourist and the permanent resident communities at the tourist destinations.

Some observers feel that trying to produce meanings of sustainable tourism is risky because: In general definitions can give the impression of simplicity in what is a complex area. Tight definitions might also limit the range of issues to be recovered under the heading of sustainable tourism, definitions tend to be irrelevant, misleading, and ever-changing (Richards & Bramwell et al. 1996).

Equally, the lack of widely known and accepted definitions can lead to some confusion over what sustainable tourism means, in report about sustainable tourism education on an ATLAS project funded by the European Union, offered several example of this phenomenon. The report contained examples of definitions offered by tourism academics and practitioners in Europe, including the following: sustainable tourism is tourism which develops as quickly as possible taking account of current accommodation capacity, the local population and the environment. The development of tourism and new investment in the tourism sector should not detract from tourism itself. New tourism facilities should be integrated with the environment (Richards & Bramwell al. 1996).

The above definition, however, is not what is generally implied by the term sustainable tourism. Rather, based on the current literature, what is normally meant by that term is as fol-

lows: tourism which is developed and maintained in an area (community, environment) in such a manner and at such a scale that it remains sustainable over an infinite period and does not damage or change the environment (human and physical) in which it exists to such a degree that it forbids the successful development and wellbeing of other activities and practices .In other word sustainable tourism development is a development of tourism done respecting the social, economic and environmental sustainability (Butler 1993: 29).

5.1 Economic impact of tourism

Tourism is a powerful economic a force providing employment, foreign exchange, income, and tax revenues.

The economic impact of tourism spending is a function of the number of domestic and international visitors and their expenditures. Because of the economic importance of tourism, the United Nations World Tourism Organizations (UNWTO) maintains statistics by region and country on tourism arrivals, and both tourism expenses (what country spends) and receipts (what country receives from visitor expenditures). Tourism industry becomes increasingly competitive as more and more destinations look at tourism to become the new economic generator replacing declining activities in agriculture, mining, and manufacturing (Goeldner & Ritchie 2009, 38).

UNWTO has reviewed the tourism potential in Africa very recently, and concluded that tourism could have a significant impact on economic growth in the continent. Currently Africa has less than 4 per cent of world tourist and less than 2 per cent overall tourist receipts. Therefore there is significant potential for growth, if African countries can better provide response to consumer preferences in originating markets, tourism could have strong impact on economic growth, policies to inspire tourism would include those aimed at improving public health and safety, air policy, human resource development, institutional building capacity and environmental protection (Markandya, Taylor & Pedroso 2005, 228).

Christie and Crompton (2001), also revised projects on tourism supported by the IFC, the valuation showed that hotel related projects produced a real ex post economic rate of return of 12 per cent, which is adequate but not as high as the private sector demand in developing countries due to the risky nature of investment and the shortage of capital furthermore, it is essential to note that the return on hotel investment derives largely from the additional direct costs of visitors outside the hotel complex.

The same authors continue that the multiplier effects of tourism spending on total output and employment are significant. Tourism has significant impacts on a number of industries, espe-

cially transport, food, construction, handcrafts and financial services. It also presents opportunities for SME (small to medium enterprise) participation. Even though developed tourism has several positive effects there are a lot of limitations to reach sustainable tourism development.

5.2 Social impact of tourism

Any country is developed socially when its people are wellbeing, have a basic education and infrastructures, access to proper water and has reduction of infant mortality (Richard & Sharpley 2004).

THE UNEP/ UNWTO (2005) statistic of market response show that the tourists are attracted in wellbeing and varied experiences at host community. The factors contribute to social development of local people of tourist sites.

In order to involve the local community in tourism activity, a share of tourism is used to support the activities aiming at the development of the area around the national parks, lakes, others national resources (schools, roads, water tanks), the co-operatives of peasants farmers and ex-poachers. Investors in their turn, build hotels, which accommodate tourists, consume the agricultural products of the area and create jobs with peasants.

The area around the national parks is recognized for its inhabitants who dealt formerly with the pottery (indigenous people). They were sensitized in order to work in the co-operative and received a financing of 6,000,000 Rwfrs RDB. (Militery 2012).

As a requirement for building the visitor's accommodation, water and energy supply is needed. MINIFRA in collaboration with RDB ensures that the touristic regions are well supplied. The people living around the site get the opportunity to be alimanted. Furthermore, there must be a health center in the region, the distance between the villages and health center is reduced and the majority of population is able to pay their treatment due to the mutual health insurance program where the patient pay a third of the services.

Business/conference travelers and holiday visitors dominate the Rwandan tourism market. The population of Gisenyi has modernized attitude due the circulation of visitor of different countries especially from Congo, because the population of Gisenyi has a similar culture as the Congolese. The similarities in cultures can be seen in their cooking style, speaking, and attitudes.

The personnel working in fields related with tourism must have a basic knowledge (reading and writing skills, understanding Kinyarwanda, English, French or Kiswahili), some of them are

specialized in tourism activities, and others will get a technical training during the workdays. Those people live often in the region around the destination site. This has caused that the rate of analphabetic is reducing in the region.

There is another part of population, which is vulnerable and does not work in tourism sector or any other sector. The personnel of tourism help them. For example, Lake Kivu Serena hotel host different (CSR) projects. In one of projects they support the local Nyundo orphanage. The staff pays regular visits to the orphanage as well as supplying food, clothing and educational equipment. In another project they support the Twisungane widow's cooperative. The hotel works with an association of widows, specifically in the provision of organic agricultural seeds that are not available locally. The organic produces are provided to the hotel and sold in the local markets. The staff also pays regular visits to the local Gisenyi hospital, host seasonal events and support those patients who are not able to pay for their treatment. (Serena 2012).

5.3 Sustainability

The definition was originally created by the World Commission on Environment and Development, recognized as the Brundtland Commission after its chair of 1987, Gro Harlem Brundtland. In the report the commission stated that sustainable development means development that meets the current needs without compromising the needs of future generations. (Yanarella, and Richard 2011, 22-25).

According to Richards and Hall (2000, 5) the most natural environments are culturally created and local communities and economic systems may hold the key to their existence or devastation. In this sense, environmental sustainability is unavoidably linked with concepts of economic, social, cultural and political sustainability. In this way there is an understood acknowledgment that to be truly sustainable, the preservation of the natural environment must be grounded in the communities and societies, which exploit and depend upon it.

6 The definition of sustainable development

Since the late 1980's, sustainable development has become a vague word in development in general and in tourism development. However, Harrison (1996) argues that sustainable tourism is occasional, fragmented and at times weak. While Brundtland Commission Report (1987) defined sustainable development as development that meets the needs of the present without compromising the ability of future generations to meet their own needs (WCED 1987, 43).

The Commission highlighted that sustainable development is not a fixed state of harmony, but quite an active process of changes which are all in harmony and develop both current and future potential to meet human needs and ambitions (WCED 1987, 46).

The word “the sustainable development” had been argued in many international conferences talking the problem of conflicts between environment and development goals; in report of the world commission on environment and development (1987), our common future, they express the definitions of the sustainable development as following. Sustainable development is a method to meet the requirements of the present without compromising ability of future generations to meet their own needs (UNEP/WTO).

Sustainable development means sustainable growth while producing the entire minimum of pollution, fixing the environmental damages of the past, using far fewer nonrenewable funds, producing much less waste, and spreading out the opportunity to live in pleasant and healthy environment to the whole population (Salkin 2001, 40).

Harris (2000, 5), suggested that for development to become a sustainable development, we must check the positives changes in three aspects: economic, environmental and social.

Firstly, an economically sustainable system needs to be able to produce goods and services on a continuing basis, to preserve controllable levels of government and external debt, and to dodge extreme sectorial inequalities, which damage agricultural or industrial production.

Secondly, an environmentally sustainable system must maintain a stable resource base, escape over-exploitation of renewable resource systems or environmental descend utilities and reduce non-renewable resources only to the extent that investment is complete in adequate substitutes. This includes looking after biodiversity, atmospheric stability and other ecosystem functions not ordinarily ranked as economic resources.

And thirdly, a socially sustainable system must achieve distributional equity, suitable donation of social services including health and education, gender fairness, and political liability and contribution.

To conclude with the definitions above, sustainable tourism development is a development of tourism through respecting the social, economic and environmental sustainability. To analyze the sustainable tourism development in Rwanda, I figure out the acknowledgment of those three aspects in Rubavu district for tourism industry.

7 The possibilities of sustainable development-the example of Gisenyi Rwanda

Gisenyi is the town of Rubavu district, characterized by business travelers for being the bridge between the two neighboring countries of Rwanda: D.R.C and Uganda. Gisenyi touches directly the border of D.R.C at Goma border and is near Uganda's Cyanika border of Burera district. Rubavu has more than 59 accommodations including hotels, lodges inn and guest-houses and has a big selection of attractions in different areas (RDB 2011).

Gisenyi is as more prepared for up market tourism than any urban center outside of the capital, and it thus forms a decent alternative base to Kigali from which tourists can drive themselves to visit the gorillas, at the same time as also possessing a seductive tropical atmosphere that makes it great place to settle in for few days.

Good roads connect Ruhengeli and Gisenyi to Kigali and southern Uganda, and the area as a whole has a pleasant moderate year-round temperate and consistently attractive mountain landscape. Gisenyi is divided into an upper and lower town, of which the former consists of an ordinary grid of busy roads centered on a small market with a northern skyline controlled by the distinctive volcanic outline of Nyiragongo, whose activate crater burps out smoke by day and glows gloomily at night. The lower town is a more roomy and atmospheric cluster of banks, government buildings, old colonial homesteads and hotels, beside a shore lapped by the water of Lake Kivu. The waterfront, with its red sandy beaches pleasing mismatch of architectural styles, and shady palm-lined avenues, has the charming Centre of Gisenyi (Briggs & Booth 2009, 167-175).

Geographically, the city lies 60 km to the west of Musanze and the Volcanoes National Park, and 110 Km north of Karongi. It is a 160 km journey to Kigali, Gisenyi is a leisure and sport entertainment center especially with possibilities to swim in the lake, play beach volley or ride a luxury boat. In addition, there are culture heritage and historical attractions in Gisenyi like the residence of bishop Bigirumwami, ibere rya bigogwe (RDB 2012).

7.1 The most visited touristic sites available in the Rubavu district

7.1.1 Gisenyi beaches

Sometimes referred to as the "St. Tropez of Africa", this tropical place competed with palm trees has several hotels and community campsites and three sandy beaches around Lake Kivu. These beaches are good for swimming, boat rides and sun bathing, as well as a variety of water sports or even taking a long stroll along the beachfront.

Gisenyi public beach is a beautiful place to relax in Gisenyi town. It's a sandy beach lined with palm trees. This beach is in the heart of Gisenyi town. Lake Kivu is a contributor to the great lake region and lies within the Albertine Rift eco-region and the Great Rift Valley. The lake is shared between the DRC and Rwanda. It covers an area of 2,700 km² and lies 1,460 m above sea level; it's 89 km long, 48 km wide, with an average depth of 220 m and a maximum of 485 m (RDB 2012).

7.1.2 Bralirwa

Bralirwa also known in France as Brasserie et Limonaderies du Rwanda. It is internationally recognized and the largest brewery and beverage company in Rwanda. It produces several local beers like Primus and Mutzing, as well as international brands like Amstel, Guinness and a range of soft drinks. Bralirwa brewery is located at the shore of Lake Kivu.

7.1.3 Methane Gas to Electricity plant

The first gas electricity plant, was developed in Rwanda from 2005, the station started producing power in 2008. The plant is considered a tourist attraction due to its ecological value. There is also a rig, which can be seen in the distance on Lake Kivu.

7.1.4 Congo-Nile Trail

The Congo-Nile Trail is a 227 km route stretching along the shores of Lake Kivu in the western province. It goes through Rubavu, Rutsiro, Karongi, Nyamasheke and Rusizi districts. The whole route takes 10 days by foot, 5 days by mountain bike and 3 days by 4x4 vehicles. The route combines a number of tourism attractions along the way, as it bends along the shores of the lake. It is planned for development as a major stop for tourists.

The Congo-Nile divides watershed in Rutsiro district, a high point where the Nile Basin separates from the Congo Basin. This site offers beautiful scenery of the Lake Kivu positioned in the Western Rift Valley mountain range.

The competitions known as the "Tours du Rwanda" are meant for vehicles and mountain bikes. The competitors pass through the Congo-Nile trail because of its slopes.

The area is also famous for its tea. The one type of tourism done in Rwanda is individual business traveler and Rwanda is known for best teas, like those from Pfunda Tea Estate and Factory. The estate lies below the Virunga volcano soil makes contribute to a higher quality of tea.

The tea route experience is a unique eco-tourism attraction because of its involvement with the local community. The estate is situated 9 km's from Gisenyi city center on the road towards Musanze (RDB 2010).

7.2 Benefits of tourism in Rubavu District

7.2.1 Economic benefits from tourism

Tourism is the key of encouraging the youth employment; to increase foreign exchange earnings from hotels, restaurant and tourism related groups such as guiding and to increase the employment of informal sector. Tourism also increases access to foreign direct investment, revenues from under exploited natural resources and possibilities for differential taxation of tourists. (Taylor & Pedroso 2005, 227).

Minicon, (2012) has highlighted that the service sector including tourism augmented the GDP by 7.4% in replacing the agriculture as the major contributor. As the government had involved the private sector in tourism industry, according to (RDB, 2012) Gisenyi holds 59 accommodations (hotels, restaurant, lodges) around the attractions sites, among them, there is a one chain of hotels in Rwanda Lake Kivu Serena Hotel of four stars by the shore of lake Kivu.

During the construction of the infrastructure the local people had benefited from being engaged in different parts of the process; as engineers, mechanists and builders among other positions. And at the operation period, the investor has engaged personnel of waiters/waitresses, guides, tour operators and chefs that consist of people from the surrounding area.

The handicraft has become an interesting activity for the locals due to the increased tourism because the visitors shop handicraft as gifts and souvenirs for their visit in Rwanda. Some people are handworkers and others are employed by selling the products in the art shops and galleries.

The figures for numbers of people employed in tourism industry are currently not readily available, but the number of hotels, lodges or restaurant initiated each year is increasing. There is a lot of local employment in tourism by people who do not live by agricultural activity and whose income is engaged in tourism industry. The gross development production (GDP) per capita has grown, so the level of poverty has reduced in the region (ESCAP 2007).

Income taxes

The Rwanda revenue authority (RRA) fixes the value added taxes for all services since 2005. The revenue from tourism industry in 2011 is expected to increase by 28% in comparison to 2010 (RDB 2011).

Apart from common taxes TVA/VAT (value added taxes) of 18%, the tourism industry business and their employees pay the business tax rate of 30% and income tax of 20-30% respectively.

The overall number of tourism businesses, and therefore those employed in the sector, will boost the economy of the country and reduce poverty. The net effect will result in the growth of the revenue derived from tourism on an annual basis.

7.2.2 Business linkages with other sectors of the economy

The tourism industry is also significant in increasing the economics base through its linkage with the agricultural, industrial and service sectors. Its role has become particularly important in developing countries (ESCAP 2007).

Tourism inspires a wide range of other creative economic sectors from agriculture fisheries, food and beverage processing, handicrafts, distributive trades, printing and other services. As the tourism economy grows, business opportunities for supplying the sector with goods and services raise accordingly.

This process helps to spread the benefits of tourism more generally within the economy. Although such supply value-chains develop gradually, contributing to increase the economy as a whole, they can also be caused and strengthened through a variety of involvement that aim at increasing the awareness of business opportunities and increase market access local Small and Medium Enterprises (SMEs) in particular. Such initiatives are still in their beginnings, but will begin to multiply once the growth rate of the hospitality economy speed up following the injection of investment on a larger scale.

Rwanda has experienced a true boom since the genocide in 1994. Growth rates have been high, the economic situation is stable and social indicators have enhanced. Tourism has been a significant contributor not only to export revenues, but also to the improved image of the country. Regardless of its difficult post genocide 1994 situation, the country has prospered in establishing the right strategies and instruments to sustain maintenance as one of its priorities. In addition, tourism has since the onset been seen as a tool to reduce poverty and involve the communities (Minicom 2000).

7.2.3 Tourism impact to sustainable environment and culture heritage

The one target of sustainable tourism is to minimize the adverse socio-cultural and environmental impacts of tourism while enhancing its role in the conservation of the natural environment, including the promotion of green tourism and preservation of the cultural heritage, among others, promoting the adequate regulatory framework (ESCAP 2007).

The impacts of tourism to environment are positive and negative. In this work, we intend to look for the positive outcome of tourism to environment. Rwanda is landlocked country with small surface. The tourism of Rwanda is based on environmental and natural resources. The tourism practiced in Rwanda is subdivided in three types: explorers, eco-tourists and business travelers.

In Gisenyi the hotels, restaurants and lodges are built in environmental structure where they have a large garden and for some of them they conserve natural regional flora, others are planted. The buildings must have a clean atmosphere; all waste of the buildings is deposited in different composts, the sewage flows to their disposal pass through the covered pipes to avoid contamination. It is forbidden by REMA's law for any hotel to let the sewage flow to river, marine or open pipes used by local people (REMA). As those establishments use different types of energy, the use of diesel-fuelled generators and charcoal is needed which emit the dust in atmosphere. Those establishments are first using the conservation energy for fighting the air pollution.

The protected zones of Rwanda are safeguarded for protection and re-creation of ecosystem. Some researchers are done for reproduction of medical, agricultural plants. The agriculture is forbidden in Virunga national park and Gishwati forest, which is excellent for bird watching, as the forests accumulate the precipitation. The region of aforementioned attraction sites has a colder climate.

The beaches are goods for swimming, boat rides and sun bathing, as well as a variety of water sports. RDB analyzes the situation of hydro-flora and fauna very carefully in coordination with the guides and tour operators specialized in hydrologic, with this measurement the natural resources in water are safe (RDB 2010).

As there is a diversification of tourism products, the inauguration of culture tourism had reinforced some values in traditional culture. The ministry of sport and culture is in charge of safeguarding the rich value and mix the traditional culture with other cultures to get the best values (Sport & Culture 2008).

The celebration of Labor Day (umuganura) is a big national fest, although for 10 years after the war it was meaningless. In addition, during Kwita Izina (gorilla name) ceremony, there is an introduction of traditional culture with the national Intore dancing troupe (drums, song, dance), during the walking on Musanze district, the tourists reach the culture village center (peace village). The umwami place Urukari at Nyanza district is made as a center of culture tourism. The recent Rwandan generation knows the traditional culture through those ceremonies.

7.2.4 The constraint

There is no industry, which gets any achievement for its development without limitations. The tourism industry is run by the private sector with the majority is the investors interested and focused in hospitality and the travels sector. The lack of professionalism, market strategies and workforce skilled are the weaknesses in this sector.

Apart of the international foreign investors, the hospitality business has low building capacity. Majority of the hotels, including some of the more recently established ones are poorly maintained and suffer from a number of constructions and operational challenges. The majority of hotels lack the levels of comfort expected by international tourists. Furniture tends to be of domestic (private, homemade) rather than hotel design and quality, bathrooms are small and poorly equipped, inadequate planning and design is evident which causes operational problems with the flow of goods, flow of service, and flow of customers, and inadequate space being allocated to back of house areas. There is a definite lack of professionalism in the interior design in many hotels, poor marketing, and major deficiencies in food availability, variety, and quality with restaurant service being slow and unprofessional. In addition the staff is pleasant but with inadequate levels of English or French and poorly trained in basic service delivery skills particularly in the areas of reception and food and beverage.

The use of information technology in tourism is still low. The online booking and information for many attractions in the country remains to be unavailable. The tourism industry has only been classified since 2000 and therefore is a new industry. The petition of tourism course in secondary or university curricula is new and the personnel qualified in this field are still few. The investors in the tourism industry are interested for the money more than professionalism. With the multi-effect impact of tourism, the foreign tourism investors employ the persons from their own country of origin, the money which benefits the local people in employment contribute to the income revenues of others countries. (Richard & Sharperly 2004).

In addition, the research taken by ULK, 2008 shows that many accommodation facilities do not dispose the required equipment of leisure and entertainment for clients. After the visits, the tourist want to relax with high quality entertainment like the night clubs, which are es-

essential to avoid that the time is seem too long for the tourist during the night. Those facilities are suited in particular to be placed in different of hotels or lodges. The most famous night club is known New Cadillac which is located at Kimihurura, 5 km from Milles Collines hotel and 7 km from the Kigali Serena Hotel. To fund the facilities like this in countryside is almost impossible.

The standardization and the high quality service in all tourism sectors are needed. (RDB/the Rwanda focus)

- The customer care habits will improve the number of nights per stay. (RDB/the Rwanda focus)
- More effort in culture tourism, in order to diversify the tourism products. (Mazimhaka 2007).
- The sustainable development of tourism must be done with the culture heritage safeguarded.
- Dedication and focused conservation on the key species is important. But the contribution to the habitat and ecosystem conservation has also ensured. Long term dedication and partnerships in conservation (research, protection, and tourism), which are essential. (REMA)
- Further, it is important to support the Rwandan tourism investor in their businesses because huge tourism campaigns are owned by the foreign direct investor. Those campaigns employ foreign qualified personnel. This reduces the employment rate of Rwandan people (Richard & Sharperly 2004).

8 Recommendation to the government of Rwanda

The development of tourism industry in Rwanda could possibly have a significant role in boosting countries economic. It seems reasonable that since Rwanda is relatively small, there are greater possibilities that hospitality sector will come to dominant the social and economic environments. There is a national tourism policy, but standard facilities and institutional elements to effectively operate the tourism industry are still unsuitable.

The tourism industry is by its nature somewhat different from other sectors of the economy and therefore necessitates careful planning. Proper tourism planning coupled with consistency in government policies are major determinants of investor's decisions. The government

of Rwanda needs to specify exactly what it wants to achieve through the RDB and carefully design policy packages that can be more attractive to the investors and tourism service suppliers. Since the analysis of the current situation in Rwanda has been done in this thesis, and broad objectives have been set on the national level through the country's vision 2020 and Rwanda tourism strategy, the approach to develop hospitality in Rwanda may be taken into 4 steps:

The first step will be to analyze the tourist market based on a survey. This involves understanding domestic and international person's needs. Since tourism involves hospitality, the planning for various Hospitality facilities must be based on the needs of the guests. A common technique will be to establish market targets that specify the number and types of tourists that each area can attract. To achieve its ambitious goals Rwanda needs to create experiences that fulfill the needs of both target visitors and other partners. Based on the needs and accessibility, the most attractive visitors to Rwanda will be eco-tourists, explorers and individual business travelers. To capture international tourists Rwanda must offer an assurance of safety, fulfill the needs of visitors and guarantee a unique experience for their clients.

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

The third step will be to develop action guidelines. Tourism planners in Rwanda should develop tourism slowly, gradually and selectively, thus control the rate of growth and discourage mass tourism due to its geographical constraints. The development and growth of the tourism sector must fit within the plans for national, regional and local development. Every specific province should formulate a land use plan for tourism attractions. The public and private sector must invest together to improve specific parts of national and regional tourism platform. There is limited access to financial capital in Rwanda, thus it is of paramount importance to

improve financial services. This can be done by means of facilitating new investments in tourism facilities, related projects and others tourist's support services across the country. As the country's financial resources are limited, the guaranteed funds for supporting the domestic investors are important. Based on the fact that tourism investments require huge capital, it is very difficult and risky for Rwandans to invest in the support of multinationals.

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

9 Conclusion

The researcher has developed this topic in order to show the possibilities of sustainable development of tourism in Rwanda. Recall that the fundamental objectives of the research were to examine the sustainable development of tourism industry after genocide in 1994. In fact the Rwanda tourism industry development shows a positive evolution after the disordered event of the genocide.

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

Challenges are inevitable in a developing industry but it is crucial to identify these challenges to consider sustainable development. Rwanda throughout the early stage of its tourism growth is facing several constraints. The results from the study revealed that to become an internationally recognized tourism destination, Rwanda needs to improve the entertainment and leisure services required by clients. In addition, it appears that there is still limited funding and investment in the tourism business. A more positive image, qualified personnel together with an effective promotion both locally and internationally are required.

This exploratory study will assist in planning and deciding suitable strategies to tourism managers in Rwanda. It can also lead to a competitive industry. This research has described some procedures to reach sustainable tourism in this unique country. Therefore, it is important for

the Rwandan government policy makers and the stakeholders to address vigorously the issues lowering down the tourism industry in Rwanda. It is expected that when these challenges have been tackled, it will contribute toward sustainable tourism development in Rwanda and develop the economy of Rwanda.

The research has explored some of the main challenges related with the post-conflict recovery process, taking Rwanda as illustrative of the many situations of fragility in sub-Saharan Africa, which seek to harness their tourism potential to aid economic growth and advance institution-building. The paper argued how Rwanda's ambitions of leveraging tourism in the national post conflict reform agenda as an economically, environmentally and socially sustainable sector, is challenged by the difficulties of a unstable political situation and feeble institutions and governance in areas such as tourism, planning, environmental management and human resource development.

Overall this thesis procedure has been very informative and as any a good research can be. The aims set in the beginning of the procedure were reached from the understanding that there is potential in tourism industry, which could lead the country in international marketing level. Therefore, explaining how tourism can be used in promoting Rwanda as country, and what Rwanda's views on sustainable tourism are in the future to come. Hopefully this thesis has opened up the international visitors and stakeholders. And the opportunities that sustainable tourism offers for the host community.

10 References

Literature:

Adekunle, J. 2007. Culture and Customs of Rwanda. USA: Greenwood Press.

Burns, P. M. & Novelli, M. 2008. Tourism Development: Growths, Myths and Inequalities. CABI: Wallingford.

Boniface, B. & Cooper, C. 2009. Worldwide Destinations: The geography of travel and tourism. Fifth Edition. Oxford: Butterworth-Heinemann.

Booth, J. & Briggs, P. 2004. The Bradt travel guide. 2nd edition. Rwanda: Chalfont St. Peter.

Bramwell, B. & Lane, B. 1993. Sustainable Tourism: An Evolving Global Approach, Journal of Sustainable Tourism, 1, 1-5.

Colletta, N. J. & Cullen, M. L. 2000. Violent Conflict and the Transformation of Social Capital. Lessons from Cambodia, Rwanda, Guatemala, and Somalia. Washington: The World Bank

Chuhan-Pole, P. & Angwafo, M. (eds.) 2011. Yes, Africa Can: Success Stories from a Dynamic Continent. Washington: The World Bank.

Dallen, J. T. & Ntaupane, G.P. 2009. Cultural Heritage and tourism in the developing World. London: Routledge.

Fennell, D.A. 2003. Ecotourism: An Introduction. (2nd ed.). London : Routledge.

Goeldner, C.R. Ritchie, J.R.B. 2009. Tourism: Principles, Practices, Philosophies. (11th ed). New Jersey: John Wiley & Sons.

Grünfeld, F. & Huijboom, A. 2007. The Failure to Prevent Genocide in Rwanda: The Role of Bystanders . Leiden, NLD: Martinus Nijhoff.

Hall, D. R. & Brown, F. 2006. Tourism and Welfare: Ethics, Responsibility, and Sustainable Well-Being. Wallingford : CABI.

Holloway, C. J. & Taylor, N. 2006. The business of tourism. (7th ed). England: Pearson Education Limited.

Harris, J.M .2000. Basic principles of sustainable development. Medford: Tufts University.

Jenkins, L.C & Lickorish, L .J.1997. Introduction to Tourism. OXFOD: Butterworth-Heinemann.

Joppe, M. 2000. Understanding Reliability and Validity in Qualitative Research (eds). Toronto: Nahid Golafshani.

Jha, N.K.2008. Research Methodology.Chandigarh, IND: Global Media

King, D.C. 2006. Rwanda. Culture of the World. NY: Marshall Cavendish.

Kivuva, M. & Mmbando, J.S. 2006. Longman secondary Atlas for East Africa.

Lanza, A, Markandya, A. & Pigliau, F. 2005. The Economics of Tourism and Sustainable Development. UK: Glensanda House.

McCool, S. F. & Moisey, N. R. 2008. Tourism, Recreation, and Sustainability: Linking Culture and the Environment. Wallingford: CABI.

Messick, S. 1989. Validity. In R. L. Linn (Ed.) Educational measurement (3rd). New York: Macmillan.

Mazimhaka, J. 2007. Diversifying Rwanda's tourism industry: a role for domestic tourism. Development Rwanda.

Moufakkir, O. 2010. Tourism, Progress, and Peace. Wallingford : CABI.

Markandya, A. Taylor, T. & Pedroso, S. 2005. Tourism and sustainable development: lessons from World Bank experience. Cheltenham, UK: Edward Elgar publisher.

Mitchell, M. 2012. Hope for a Better World. Bloomington, USA: Universe.

Melton, J.G. & Baumann. M. 2010. Religions of the World (2 ed). A Comprehensive Encyclopedia of beliefs and practices. California: ABC- CLIO.

Militerny. N. O.2012. Tourism industry and local development around the Volcanoes National Park in Rwanda. Kigali.

Nielsen, H. & Spenceley, A. 2010. The success of tourism in Rwanda: Gorillas and more. Washington: The World Bank.

Oppong, J.R.2008. Rwanda. New York: Infobase.

Richards, G. & Hall, D.R.2000. Tourism and sustainable community development. Loondon: Routledge.

- Rwanda Profile, 2006. Walden Publishing Ltd. World of Information: Cambridge.
- Salkin, P.2001. Sustainable Federal Facilities: A Guide to Integrating Value Engineering, Life-Cycle Costing, and Sustainable Development. Washington.
- Sourabh, K. D. 2006. Promise and Perils in hospitality and tourism management. New Delhi : Aman Publications .
- Sharpley, R. & Telfer, D.J. 2004. Tourism and development: concepts and Issues.UK: Channel view Publications.
- Skinner.J.2012. Writing the Dark Side of Travel. New York : Berghahn Books.
- Travis, A. S. 2011. Planning for Tourism, Leisure and Sustainability: International Case Studies. Wallingford: CABI.
- Totten, S. & Ubaldo, R.2011. Genocide, Political Violence, Human Rights : We Cannot Forget : Interviews with Survivors of the 1994 Genocide in Rwanda. USA: Rutgers University Press.
- UNEP /UTWO, 2005. Making tourism more sustainable. A guide for policy makers. Paris
- World Bank, 2001. Global Economic Prospects and the Developing Countries: Making Trade Work for the World's Poor. Washington: The World Bank
- World Bank, 2006. World Bank report 'Doing business in. Washington D.C: The World Bank.
- Yanarella, E. J. & Richard, L. S.2011.Anthem environmental studies: City as Fulcrum of Global Sustainability. London: Anthem Press.

Articles:

- Butler, R.W. 1999. Sustainable tourism: A state-of-the-art review, Tourism Geographies: An International Journal of Tourism Space, Place and Environment, 1, 7-25.
- ESCAP review No.26, 2007. Bali declaration on sustainable tourism development. New York. Accessed 1.2.2013
- KIST, 2001. Kigali Institute of Science and Technology, Economic Development Strategy. Final Report. Novem: Kigali. Accessed 1.2.2013
- Richard W. Butler 1999. Sustainable tourism: A state-of-the-art review, Tourism Geographies: An International Journal of Tourism Space, Place and Environment. 1, 7-25.
- ORTPN, 2008. The news times, newspapers No.1566, the rooms of hotels increase in Rwanda. Accessed 14.1.2013

Sharpley, R. 2000. Tourism and Sustainable Development: Exploring the Theoretical Divide, Journal of Sustainable tourism. 1, 1-19.

ULK, 2008. scientific The protected areas of Rwanda. Review No.9. Kigali independent university: Kigali. Accessed 5.12.2012

ULK, 2008. The contribution of hotels in urban redenomination. Scientific review No.11. Kigali independent university: Kigali. Accessed 5.12.2012

Electronic sources:

MINICOM, 2009. Rwanda tourism policy. Kigali. viewed on 17.1.2013
<http://www.minicom.gov.rw/>

MINECOM, 2004. Rwanda: Investment Promotion Policy. December: Kigali. viewed on 17.1.2013
<http://www.minicom.gov.rw/>

Map of Rwanda.2013.Lonely planet viewed on 26.3.2013
<http://www.lonelyplanet.com/maps/africa/rwanda/>

RDB, 2010-2012.Highlights of Tourist Arrivals in Rwanda. viewed on 4.1.2013
<http://www.rdb.rw/rdb/tourism-and-conservation.html>

RDB, 2012. RUBAVU destination tourist map. RDB: Kigali. viewed on 10.4.2013
<http://www.rdb.rw/Rubavu>

RDB, 2012.The Rwanda focus, newspapers, Rwandan hotels. viewed on 10.4.2013
<http://www.rdb.rw/hotel>