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**THE DEVELOPMENT AND PROMOTION OF HERITAGE TOURISM IN
RWANDA**

By:

VALENCE GITERA

**Thesis submitted in fulfilment of the requirements for the degree Master of
Technology: Tourism and Hospitality Management in the Faculty of
Business at the Cape Peninsula University of Technology**

Supervisor: Michael K. Ng'etich

Cape Town

November 2008

DECLARATION

I, **Valence Gitera**, hereby declare that the contents of this thesis represent my own unaided work, and that the thesis has not previously been submitted for academic examination towards any qualification. Furthermore, it represents my own opinions and not necessarily those of the Cape Peninsula University of Technology.

Signed

Date

ABSTRACT

Taping into a growing global tourism market, the government of Rwanda has been marketing and promoting tourism as being considered as one of the sectors that will help the country achieve its economic targets through revenue gains and job creation. However, Rwanda's tourism product has understandably, been aimed largely at gorilla tourism so as to raise much needed foreign currency. While this has been proving positive as regards achieving industry targets, dependence on an exclusive product could be detrimental to the industry in the future.

This research that was carried out in Rwanda's Museums focused on a significant form of tourism in Africa, namely heritage tourism with specific reference to its development and promotion in Rwanda. The results reveal that heritage tourism, and domestic heritage tourism in particular, is experiencing growth with genocide museums playing a large part in this growth. The findings further suggest that the heritage management, especially marketing of heritage tourism can be improved. The research provides several procedures for improvement in management of heritage destination that include the assessment of heritage resources, the role of tourism managers, and different marketing strategies for heritage sites.

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The financial assistance of the Cape Peninsula University of Technology towards this research is hereby acknowledged. Opinions expressed in this thesis and the conclusions arrived at, are those of the author, and are not necessarily to be attributed to the Cape Peninsula University of Technology.

DEDICATION

To my parents,
For your love, support, encouragement, and inspiration.

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GLOSSARY

Abbreviations	Explanation
UNESCO	United Nations Educational, Scientific and Cultural Organisation.
WHC	World Heritage Centre.
ICOMOS	International Council on Monument and Sites.
WTO	World Tourism Organisation.
GDP	Gross Domestic Product.
ORTPN	Office Rwandais du Tourisme et des Parques Nationaux (Rwanda Office of Tourism and National Parks).
RNIC	Rwanda National Innovation and Competitiveness Programme.
NGO	Non-Governmental Organisation.
TWG	Tourism Working Group.
VIP	Very Important Persons.
MINICOM	Ministry of Commerce, Industry, Investment Promotions, Tourism and Co-operatives.
SPSS	Statistical Package for Social Sciences.

CHAPTER ONE

BACKGROUND TO THE STUDY

1.1 Introduction

Visiting historical and cultural heritage sites is one of the most popular tourist activities today. Families, seniors, groups, and even international visitors choose to frequent historic attractions when on vacation. Heritage tourism development seeks to create a “saleable tourism product” on the one hand and an “environment for living and working” on the other. Increased strain between the environment and economic development demands sustainable development as a reasonable means to achieve political, social and ecological stability (Burtenshaw, Bateman & Ashworth, 1991:218).

Heritage Tourism is defined as the phenomenon in which the cultural, historical and ethnic components of a society or places are harnessed as resources to attract tourists, as well as develop a leisure and tourism industry (Chang, 1997:47). As a result, destinations are paying attention to one of the fastest growing niche market segments in the travel industry of heritage tourism. This study focuses on the case of Rwanda as a destination country for heritage tourism.

Rwanda, a small central African country has experienced a series of civil wars, political strife, and ethnic clashes which resulted in the 1994 genocide. Between April and June 1994, an estimated 1,000,000 Rwandans were killed in the space of 100 days. Politics is only one aspect of any culture. Many people believe that just about everything that happens in a country can be considered a part of its culture. Researchers have postulated that tourism may be a positive force to reduce tension and suspicion by influencing national politics, international relations and world peace (Richter, 1989).

While it is true that many visitors come to Rwanda to see wild animals, particularly the famous mountain gorillas whose range is restricted to the slopes of the Virunga Volcanoes, it is equally true that most people who come to the country are hoping to find out what Rwandans are really like as people. Equally, an increasing number of tourists are travelling to Rwanda to experience and pay their respects to victims of genocide at popular memorials and cemeteries. There may be few people who have not heard of Rwandan Genocide, and many people are intrigued by our history and past politics. In addition to the country's cultural heritage, tragedy has become a destination.

1.2 Problem statement

Rwanda possesses much heritage which has not been fully developed and promoted and that needs to be incorporated within the overall package of tourist attractions. This study contends that, the heritage tourism potential have been given little attention by tourism managers and planners of the country. The growth of alternative tourism worldwide and a growing concern over conservation at destinations should draw a need for Rwanda to diversify the tourism product base in order to maintain competitiveness. Thus, heritage tourism seems to be one of the options, not only for widening Rwanda's product base, but also enhancing Rwandans' understanding of their identity and preserving their valuable heritage.

1.3 Background to the research problem

The tourism industry in Rwanda is still in its infancy, most of the parks reopened between 1998 and 1999. Visitor numbers are rising, but still remain lower than before the Genocide of 1994. This is perhaps due to international perceptions that Rwanda does not offer much in terms of tourist attractions and is still an unsafe destination. Rwanda has three National Parks; in the southwest is the Nyungwe tropical rain forest, which offers good opportunities for hiking, its

vegetation and famous for groups of colobus monkeys. The forest faces a variety of threats including the forest fires that have occurred in El Nino years and have destroyed large areas of the forest. In the northeast lies the Akagera National Park. This is poorly stocked with game, in comparison with regional competitors. In the northwest is the Volcanoes National Park known for its mountain gorillas that are sometimes prone to infiltrators poaching from Democratic Republic of Congo.

Rwanda needs an additional tourism alternative in order to sustain the regional competition in tourism services. Heritage may thus provide the means of satisfying a wide variety of aspirations to Rwandan economy and to her competitiveness in tourism services in the region. If one took a closer look at tour itineraries in Rwanda, randomly you will discover that principal among the tour destination in the country is the heritage type of tourism.

King's palace in Nyabisindu town, formerly known as Nyanza town, has substantial cultural significance to the Rwandan people since it is home to the traditional seat of Rwanda's feudal monarchy. Housed in an enormous domed construction made entirely from traditional materials, the impressive 19th century Royal Palace is now maintained as a museum and if marketed, may attract hundreds of tourist to Rwanda.

The National Museum, located in the southern region of the country, in the town of Butare, provides an engrossing display of traditional artefacts set in a fascinating selection of state-of-the art monochrome photographs. This provides an insight into the pre-colonial life styles and the subsequent development of Rwanda as a modern state with its varied archaeological and ethnological artefacts.

The Gisozi Genocide Memorial site in Kigali provides a grim check on the reality of the 1994 genocide in Rwanda. The site is chronicled with vivid images and horrifying video clips of the history of the Rwanda genocide in macabre details.

Leaving the sites, perhaps the finest exponent of Rwanda's claim to cultural tourism, would be the varied and dynamic traditional musical and dance styles, also a "must see" item on the various packages provided by the numerous tour and travel agencies.

In addition to the above mentioned attractions are the all too famous traditional Rwandan handicrafts. Locally produced, these artefacts range from ceramics and curios to wooden carvings and colourful tradition baskets like the famous Agaseke basket which has gained prominence on the international markets.

All the above heritage tourism potentials have been given little attention in their development and promotion. This research has identified the opportunities and proper management practices behind the development and promotion of heritage tourism as an emerging alternative generator of income to tourism institutions, tourist operators and communities across the country.

1.4 Research questions

In order for heritage tourism in Rwanda to be successful, questions regarding its development and promotion must be answered. This research was designed and carried out to study three main research questions:

- What is the status of heritage tourism in Rwanda?
- How can heritage tourism be developed in Rwanda?
- How can heritage tourism be promoted in Rwanda?

1.5 Objectives of the research

- To identify the status of heritage tourism in Rwanda
- To identify how heritage tourism can be developed in Rwanda
- To identify promotional strategies for heritage tourism in Rwanda

1.6 Clarification of basic terms and concepts

Development: means improvement in a country's economic and social conditions. More specifically, it refers to improvements in ways of managing an area's natural and human resources in order to create wealth and improve people's lives. Development can be considered in terms of either economic or human development, and ways of measuring development are called development indicators. Tourism development is the long-term process of preparing for arrival of tourists. It entails planning, building, and managing the attractions, transportations, services, and facilities that serve the tourist (Khan, 2005:9).

Promotion: is a form of corporate communication that uses various methods to reach a targeted audience with a certain message in order to achieve specific organisational objectives (Kotler & Keller, 2006:585). In order to market a product, it is necessary that information about the product reaches a prospective consumer. As applied to the tourism industry, the most important function of marketing is to bring about an awareness of the product in the minds of existing as well as prospective consumers in the overall market area (Khan, 2005:170). All this forms a part of overall tourism promotion. The basic function of all tourism promotional activities is to have an effective and meaningful communication with the consumer and the trade intermediaries.

Heritage tourism: is defined as the phenomenon in which the cultural, historical and ethnic components of a society or place are harnessed as resources to

attract tourists, as well as develop a leisure and tourism industry (Chang, 1997:47).

Sustainability: is linked very closely to carrying capacity. The sustainable development approach implies that the natural, cultural and others resources of tourism are conserved for continuous use in the future, while still bringing benefits to the present society. The sustainable development approach to planning tourism is important because most tourism development depends on attractions and activities related to the natural environment, historic heritage and cultural patterns of areas (Khan, 2005:31).

1.7 Delineation of the study

The research is limited to Rwanda, to those tourists visiting Rwandan museums, to the people working in Rwandan museums and to the Ministry of Sports and Culture which is responsible for developing and promoting cultural heritage.

1.8 Significance and contribution of study

The numbers of research studies related to this subject are still limited in Rwanda. In this context, the research is a significant source of information showing current and future management application of heritage tourism industry in the country. The document provides guidance on the development and promotion of heritage tourism to the tourism managers and planners of the country. The study helps tourism managers incorporate heritage issues in tourism planning and recognise the importance of heritage tourism as an alternative product for the diversification of Rwandan tourism industry.

1.9 Thesis overview

This research report is divided into six main chapters, which are structured as

follows:

The first chapter is the introduction, problem statement, background to the study, research questions, objectives of the research, clarification of basic terms and concepts, demarcation of the study, and the significance and contributions of the study.

The second chapter provide a broad account of tourism in Rwanda and a specific one for heritage tourism. It also provides an understanding of heritage tourism management practices which involve an introduction to the development of heritage tourism and consequently the promotion as related to the research topic, problem and questions.

The third chapter examines the methodology used.

In chapter four, questionnaires are coded, analysed and results presented.

Chapter five presents the findings and discusses the results.

Chapter six draw the conclusion and presents the recommendations on possible approaches to the development and promotion of heritage tourism in Rwanda.

CHAPTER TWO

REVIEW OF LITERATURE

2.1 Introduction

This chapter examines the literature on heritage management. It provides an introduction to many of the concepts and issues which heritage managers face and provides a framework to help understand the component of the heritage management system. The chapter will outline four basic issues that we need to understand in the management of heritage: first, the nature and meaning of heritage; second, the broad account of tourism development in Rwanda and a specific one on heritage tourism; third, the significance of heritage tourism; and fourth, the elements of the system by which heritage is managed, marketed and experienced.

2.2 The nature and meaning of heritage tourism

Definitions and descriptions of what constitutes heritage tourism are far from consistent. Silberberg (1995:361) uses a definition from the Economic Planning Group of Canada for cultural tourism: “visits by persons from outside the host community motivated wholly or in part by interest in the historical, artistic, and scientific or lifestyle/heritage offerings of the community, region, group or institution”. The Barcar and Pearce (1996) New Zealand studies synthesize some of the literature’s most interesting definitions of heritage tourism. They quote Yale (1991:21): “the fashionable concept of ‘heritage tourism’ really means nothing more than tourism centred on what we have inherited, which can mean anything from historic buildings, to art works, to beautiful scenery”. This reminds us that Glen (1991:73) writes that “if in doubt, call it heritage” and Candon (2000:610) refers to a potential for “vulgar heritagization.” Palmer (1999:315) does admit that “heritage” was the “‘buzz’ word of the 1990s”, but that heritage tourism “is a

powerful force in the construction and maintenance of a national identity” (Palmer, 1999:313).

Heritage is using the past for the present through the ‘production, consumption and regulation of the cultural, political and economic meanings of the past’ (Raivo, 2002:12). Lowenthal (1994:43) notes that ‘heritage distils the past into icons of identity, bonding us with precursors and progenitors, with our own earlier selves, and with promised successors’. In that sense, heritage is a set of ideas, symbols and events that establishes and reinforces the social cohesion and identity, real or imagined, of a group of individuals. However, it is crucial to note that heritage is not history. “Heritage has greater symbolic meaning than the object, time or place that is the historical reference” (Edson, 2004:338). The term ‘heritage’ is naturally controversial since it implies at worst, an arbitrary and selective bogus history that trivialises the historical variety of social experiences of class, gender, and ethnicity and at best offers a new kind of interest in and understanding of the past (Johnson, 1996; Raivo, 2002). It is hardly surprising, then, that heritage tourism is equally vexed (Knudsen & Greer, 2008:20).

Heritage tourism is often included under the banner ‘cultural and heritage tourism’ (Edgell, 2006). The strong relationship between the concepts of ‘culture’ and ‘heritage’ makes it sometimes difficult to separate the two terms when referring to tourism experiences. In Webster’s II New Dictionary (2001 edition) ‘culture’ is defined thus: “The totality of totally transmitted behaviour patterns, arts, beliefs, institutions, and all other products of human work and thought typical of a population or community at a given time.” In the same edition, ‘heritage’ is defined thus: “(1) Property that is or can be inherited; (2) Something passed down from preceding generations; (3) The status gained by a person through birth.”

Therefore, heritage is the things of value which are inherited. If the value is personal, we speak of family or personal heritage; if the value is communal or

national, we speak of our heritage. More often than not, heritage is thought of in terms of acknowledged cultural values. For instance, a residence is not usually deemed as heritage unless it can be seen as part of the symbolic property of the wider culture or community, as an element of that culture's or community's identity (Hall & McArthur, 1993:2).

The linkage of heritage and identity is significant. In this research the terms cultural and heritage tourism are not separated because much of the literature on the cultural and heritage tourism, especially in terms of economic impact, lumps them together. References to heritage typically propose a common cultural heritage. Distinguished old buildings are spoken of being part of our heritage. It is suggested that we metaphorically own them and that their preservation is important because are part of our identity (Wellington City Art Gallery, 1991).

2.3 The background of world heritage

2.3.1 Brief history

The idea of creating an international movement protecting heritage emerged after World War I. The Convention concerning the Protection of the World Cultural and Natural Heritage was adopted by the United Nations Educational, Scientific and Cultural Organisation (UNESCO) in 1972 seeking to encourage the identification, protection and preservation of cultural and natural heritage around the world considered to be of outstanding value to humanity (WHC, 2005).

2.3.2 Linking the protection of cultural and natural heritage

The most significant feature of the 1972 World Heritage Convention is that it links together in a single document the concepts of nature conservation and the preservation of cultural properties. The Convention recognises the way in which people interact with nature and the fundamental need to preserve the balance

between the two (WHC, 2007).

2.3.3 The world heritage list

In 1978, the first twelve sites were inscribed on the World Heritage List; by 1987, there were already 289 sites on the list, and ten years later, in 1997, the list had almost doubled to 552 sites. As of October 2006, the list includes 851 properties forming part of cultural and natural heritage. These include 659 cultural, 166 natural, and 26 mixed properties in 141 states parties (WHC, 2007). Every year the World Heritage Committee includes more sites on the list based on their outstanding value. As a result global travellers can admire the wonders of the world, learn more about other countries, their environments, cultures, values, and ways of life, and hence increase their international understanding (Edgell, 2006:58). For many countries, World Heritage Sites serve as icons and continue to influence current values (ICOMOS, 1993).

2.4 Heritage and the tourism industry

The tourism industry has grown phenomenally in the past few decades. Greater numbers of people are travelling nationally and internationally and concomitantly global spending on travel and tourism has more than doubled (Travel Industry Association, 1999). Coupled with the growth in tourism, is a booming interest in history, heritage and culture with the result that heritage and tourism have become inextricably linked throughout the world. Tourism is also used as an economic justification for the preservation of heritage, although tourism also serves to preserve artefacts and folklore life in the gaze of the tourists (Hewison, 1987; Boniface & Fowler, 1993; Hall & McArthur, 1993, 1996). Confer and Kerstetter (2000) support the view of Millar (1989), Hardy (1988) and Tighe (1986) that heritage tourism is about cultural traditions, places and values that groups throughout the world are proud to conserve.

Although the World Heritage List resulted from an international agreement aimed at identifying, recognising, and protecting those sites with global value, the World Heritage sites are increasingly used as a tool for national tourism marketing campaigns (Li, Wu & Cai, 2008:308). These campaigns draw vast numbers of visitors, and increase the international visibility of destinations through the promotional and informational policies generated by the private sector, the host country, and the World Heritage Committee (Drost, 1996). Being designated a World Heritage site is a coveted prize, and regarded as a means of increasing tourism. In 1998, a recorded annual visit to 116 of the World Natural Heritage Sites was roughly 63 million (Thorsell & Sigaty, 1998). This figure was almost one-tenth of international tourist arrivals, and all indications point to an increasing World Heritage Site visitation (WTO, 1999).

Tourism involves the 'transformation of the object and place into attractions, their gradual movement from a setting to a representation of a setting' (Wedow, 1977:201). Heritage tourism involves the connection of tourists with a sometimes constructed, often mythical, past by promoting 'a vicarious experience that depends on using objects or locations as means of entering into or living in the past' (Edson, 2004:337). Heritage tourism is a reflective action that both reaffirms and constructs identity and allows the telling of a "national story" through museums and other heritage sites' (Light, 2000:158). Of course heritage is itself the result of a discourse over 'which representation [of a place] from a variety of interpretations of a place, will dominate' and the sites themselves are this discourse materialised (Kruse, 2005:90).

Cultural traditions such as family patterns, religious practices, folklore traditions, and social customs attract individuals interested in heritage (Collins, 1983; Weiler & Hall, 1992) as do monuments, museums, battlefields, historic structures and landmarks (Konrad, 1982; McNulty, 1991).

According to Tassell and Tassell (1990), heritage tourism also includes natural

heritage sites such as gardens, wilderness areas of scenic beauty, and valued cultural landscapes. Regardless of the heritage attraction, Prentice (1993) argues that heritage tourism is about searching for something that links the past and present. It is integrally tied to nostalgia. For example, a family makes a weekend vacation of travelling to and visiting their ancestral homestead.

Heritage tourism is not merely tourist activity in a space where historic artefacts are presented. Rather, heritage tourism should be understood based on 'the relationship between the individual and the heritage presented and, more specifically, on the tourists' perception of the site as part of their own heritage' (Poria, Butler & Airey, 2004:20). Furthermore, the 'differences in perceptions of a site are reflected in differences in reasons for visiting a site... the *link between the individual and the site* is at the core of the understanding of heritage tourism as a social phenomenon' (Poria et al., 2004:26). At heritage sites, visitors experience a 'merging of the real and imagined which makes the visit more meaningful' (Kruse, 2005:89). As such, heritage sites are highly symbolic, for they connect visitors to the personal and collective memories that comprise their identities.

The attractiveness of heritage as a commodity has increased number of areas being promoted as heritage destinations (Herbert, 1989). Essentially, in tourism, the term heritage has come to mean landscapes, natural history, buildings, artefacts and cultural traditions that are "either literally or metaphorically passed on from one generation to the other, but those among these things which can be portrayed for promotion as tourism products" (Prentice, 1993:3).

According to an article in *Research into Action: History Promotes itself* (2000:2) the following facts regarding heritage tourism have been confirmed by means of research conducted:

- Heritage tourism is a growing segment of the total travel industry.

- Heritage tourism affects more than just historical and cultural sites.
- Heritage tourists tend to have more education and income than general travellers do. They tend to travel as couples or groups and are twice as likely to take group tours.
- Heritage tourists are more motivated by a search for heritage experiences than by a detailed interest in factual history.
- For heritage tourists, learning is more important than fun.

The growth in heritage tourism has brought some economical factors into play, specifically with regard to the assets of heritage. Graham, Ashworth & Turnbridge (2000) are of the opinion that heritage carries a cost as well as possessing monetary values and a capacity to earn revenue. Cost implications could vary from continuous maintenance of heritage assets to the existence of substantial financial commitments to those involved in the conservation of heritage assets. Heritage is worth money and also earns it, even if this economic value was neither the reason for its creation nor the prime justification for its maintenance. This value can be utilised to provide a return in profits, income and jobs.

2.5 Tourism development in Rwanda

In the Lonely Planet Guidebook for East Africa, Rwanda is described as a “beautiful yet brutalised country” (Finlay, Fitzpatrick & Ray, 2000:617). Any introduction in the context of tourism therefore needs to deal with both the historical events, as well as the current situation of political economy and developments in the tourism sector.

2.5.1 Brief history

Rwanda existed long before European colonisation. It had its political and socio-economic organisation, its culture and customs. It was a sovereign nation. In its organisation, clans or clan based structures played an important role because

they constituted important links in the commanding chain of that time (Remmie, 1972:49).

The Germans colonised Rwanda from 1899 to 1916 and after the First World War in 1916, Rwanda was assigned as a trusteeship to Belgium. The Belgians followed a policy of indirect rule favouring the Tutsi and this resulted in political and administrative monopoly in the hands of the aristocratic Tutsi overlords of the Nyiginya clan (Kagame, 1943:11). It was the colonisers who first used the term 'ethnic' to refer to the Hutus, Tutsis and Twa in the later part of the 20th century (Sebahara, 1998). Representing the Hutus, Tutsi and Twa as ethnic groups, the colonial powers shaped their policies accordingly. Thus colonisation brought with it more uniform social relations and a precisely defined hierarchy from coloniser to Tutsi to Hutu to Twa, each successive rung enjoyed privileges denied to those of the level below.

The colonisers also established a system of strict ethnic classification backed by compulsory identity cards specifying the holders' ethnic group. These compulsory identity cards were introduced in 1933. From then on, all Rwandese had to relate to their respective ethnic group. Thus under European colonisation, a politically motivated policy of ethnic identities was created. It became increasingly difficult for the Rwandese to alter one's social status or ethnic grouping. These cards stating the ethnic origin had still not been abolished by the post-colonial powers until 1994 and they were to play an important part in identifying the victims of the genocide. Thus by the time of decolonisation, at least 50 years of ethnic classification had created an atmosphere of division which was to form the basis of instability in the post colonial era (Sebahara, 1998:86).

While destinations were striving to turn ethnicity into local revenue and income (Li, 2000:115), in Rwanda it turned into bloodshed. Within a period of three months in 1994, an estimated one million people were killed based on their ethnic origin.

According to Ondimu (2002:1037), one primary purpose of ethnicity is that it enables people to organise into social, cultural, and political entities in order to compete with others for whatever resources are viewed as valuable in their environment. A people's past ways of survival is seen as a resource from which to develop cultural tourism. Bonik & Richards (1992) suggest that this is the kind of visit to a cultural attraction that involves the intention of satisfying one's cultural needs. Thus, its planning requires the identification of the heritage elements in a given community within a specific time period and coming up with measures on how best they can be developed to meet the market demand. Therefore, Rwanda's past history had all potentials of turning into revenue rather than hatred and killings.

2.5.2 Economy

Rwanda is a landlocked country with few natural resources and minimal industry (Government of Rwanda, 2002). Covering an area of 26 338 square kilometres with a population of 8.4 million people, 59 per cent of whom live below the poverty line, the country suffers from "abject poverty from which there is no obvious means of escape" (Waller, 1987:3). With only few natural resources to exploit, the Rwandan economy is almost entirely based on agricultural production of small, semi-subsistence and increasingly fragmented farms. Agriculture contributes 91 per cent of employment, 41 per cent of GDP and 72 per cent of exports. Additional export products consist of coffee and tea, and slowly increasing variety of fruits, potatoes and cut flowers (The Government of Rwanda, 2002).

The catastrophic 1990 – 1994 war and genocide severely damaged an already fragile economic base and badly affected the livelihood of the population. Further, the image of the country was damaged, which in turn had an impact on both local and foreign direct investments (Mazimhaka, 2007:493).

Since 1994 the country has faced the daunting task of rebuilding its economy. The reform efforts have brought about a surge of growth during the last decade, particularly in agriculture, which is the leading economic sector and contributes 41.6 per cent of national GDP (OTF Group, 2005a).

Although Rwanda continues to depend heavily on foreign aid to meet its numerous development challenges, it has also, in the post genocide years, made substantial progress in stabilising its fledgling economy which has been one of the fastest growing in Africa. Nevertheless, levels of poverty remain severe, and the government's main economic challenge is to stimulate new sources of poverty-reducing growth.

In addressing the challenges of economic growth and poverty reduction, the Government of Rwanda has acknowledged the potential of tourism. Since 1994, the industry has undergone a significant overhaul as the country has sought to establish itself strategically as a unique tourism destination in Africa and compete against the attractions of more established African tourist destinations such as Kenya and Tanzania (Mazimhaka, 2007:493).

2.5.3 Evolution of tourism in Rwanda

Owing to the lack of any records or data there is limited historical information on the growth and development of Rwanda's tourism industry. Some observers, however, suggest that tourism's origins go back to the early 20th century when Rwanda's varied flora and fauna, diverse primates, and in particular its rare mountain gorillas, began to attract the attention of several visitors, including naturalists, scientists and zoologists (Booth & Briggs, 2004).

In 1925 the Albert National Park was established, and subsequently renamed the Volcanoes National Park after political independence in 1962. Located within the Virunga Volcanoes mountain chain, it has been the focus of many studies of

mountain gorillas (Booth & Briggs, 2004:177). At the time of independence, the gorillas were already well known internationally and, despite the problem of overpopulation, Rwanda's new leadership vowed to maintain the park for tourists and researchers.

According to the ORTPN, several projects and studies were carried out over the years by various organisations to promote conservation mainly in this park. The work of the zoologist Dian Fossey from 1967 made the gorillas of Rwanda internationally renowned. Her life, as depicted in the 1988 film *Gorillas in the Mist*, "drew global attention to the plight of the mountain gorilla, and generated unprecedented interest in the gorilla tourism program" (Booth & Briggs, 2004:178).

For almost 30 years, Rwanda's most recognisable tourism asset has been its mountain gorillas. Of only 700 left in the world, Rwanda is home to about one-third (ORTPN, 2005a). Shackley (1995:68) observed that in the early 1990s gorilla tourism contributed an estimated 75 per cent of all national tourism revenue. By 2004 dependence on gorilla tourism had increased to 93 per cent of tourism income (ORTPN, 2005b:3).

Williamson (2001) noted that the gorilla has become a national symbol, with images of the animal being used on bank notes and by national companies and organisations. Indeed, 'gorillas play an essential role in contributing to the positive image of Rwanda and act as ambassadors on the international scene by raising the profile of the country' (ORTPN, 2005a). Not only do the gorillas contribute to improving the country's image, the continued increase in the numbers of international tourists who come to see them has played the biggest role in tourism growth.

Accordingly, protecting the gorillas' habitat is a strong priority for UNESCO as well as Rwanda. In 2006, Rwanda, together with the Democratic Republic of

Congo and Uganda, advanced a joint proposal to inscribe the Ecosystem of Virunga on the World Heritage List (UNESCO, 2007:6).

The year 1984 was recorded as the peak of international tourism in Rwanda, when the number of tourist arrivals reached a total of 39 000 persons (OTF Group, 2005b:1). As shown in Figure 2.1, between 1983 and 1988 Rwanda's annual international tourist numbers stabilised around an average of 35 000 visitors. The devastation caused by the 1994 genocide to the country's tourism economy is clear and only since 2000 has the trajectory of international tourism arrivals once again been positive. The most recent data suggests that international visitor arrivals reached 20 000 in 2004, a level which is almost half of the numbers recorded in 1984 (Mazimhaka, 2006).

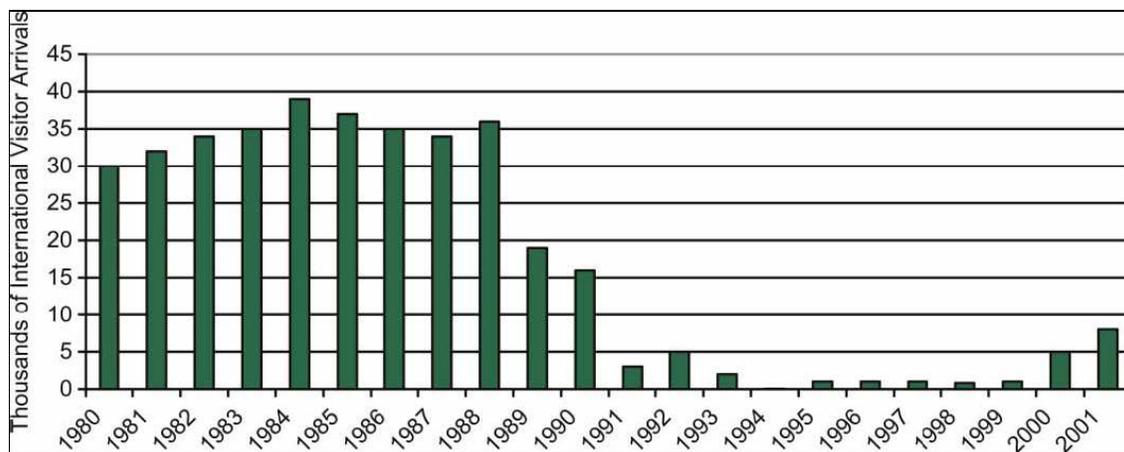


Figure 2.1: International tourist arrivals in Rwanda, 1980–2001.

Source: OTF Group, 2005b:1.

Since 2001 the Government of Rwanda has identified several priority sectors for economic development. The Rwandan Poverty Reduction Strategy Paper emphasises a need to 'develop other engines of growth and to transform the economy', including 'encouraging the development of tourism' (Government of Rwanda, 2002:9). Through the Rwanda National Innovation and Competitiveness (RNIC) programme, the OTF Group developed a National Tourism Strategy that

was adopted in 2001.

The strategy identified a long-term vision and defined several areas to be developed to promote tourism in Rwanda (OTF Group, 2004:1). A group of forty representatives came together from the private and public sectors with local NGOs to form Rwanda's Tourism Working Group (TWG), with a mandate to implement the strategy. Overall, this group articulated the following goal for Rwanda's tourism industry: "Generate \$100 million in tourism receipts [and 70,000 international tourists] in 2010 by focusing on creating high value and low environmental impact experiences" (OTF Group, 2005b:1).

The beginnings of the potential realisation of this goal were evidenced by increases in 2003–2004 in visitor arrivals to the three national parks by 39 per cent and by park receipts increases of 42 per cent. As shown in figure 2.2 on page 21, in the year 2007 Rwanda's tourism industry emerged the top foreign currency earner generating revenues worth US \$42.3 million overtaking coffee and tea industries for the first time after the genocide (Hitimana, 2008).

Nevertheless, it has become evident that 'the gorillas alone can not sustain Rwanda's tourism growth' (ORTPN, 2004a:1). Despite their enormous contribution to the country's tourism industry, the concern remains that Rwanda's tourism remains gorilla-centred and current growth is therefore unsustainable. This prompted the suggestion that Rwanda needs to move away from a Gorilla monoculture' (ORTPN, 2005b:1) and explains why Rwanda's tourism industry has to focus on providing a more diverse tourism experience for the visitors.

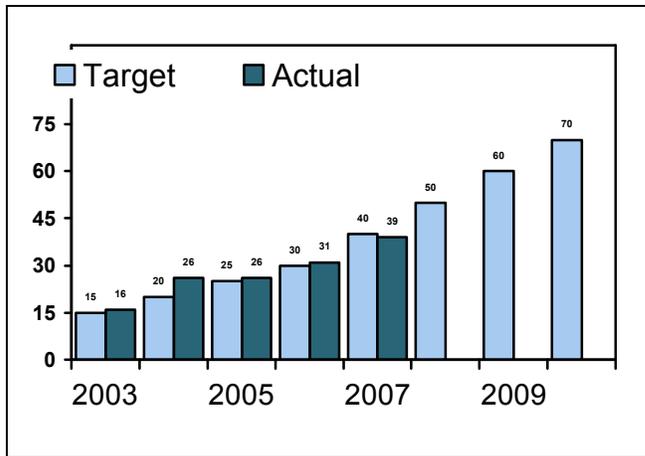


Figure 2.2: Tourism growth by numbers.

Source: ORTPN, 2007:3.

In October 2003, the ORTPN and the TWG held a National Tourism Launch in Kigali, designed to inform the local population of the industry’s latest efforts. The launch attracted several VIP guests, including the President and several cabinet ministers.

The aim of the event was to declare that, after the war and genocide, tourism is being launched again. “There is a future for Rwanda and a future for . . . tourism” (ORTPN, 2004b:15). During 2003, the ORTPN hired marketing and public relations firms to help the industry reach new markets (ORTPN, 2004b:15).

The role of these firms was to promote Rwanda throughout Europe and arrange for a successful re-launch of Rwandan tourism on the international market at the World Travel Market in London in November 2003. This re-launch was to be the official message to the international community that Rwanda was ready to offer a unique tourism experience to all tourists.

Whilst Rwanda’s National Parks remain the country’s most popular attractions, the industry’s efforts at diversification mean that other natural and cultural assets are also being promoted. Rwanda’s cultural attractions are viewed as critical for

the future growth of international tourism and for showcasing the diverse attractions of the country's tourism industry. The new images used to re-launch Rwandan tourism represent the re-emergence of Rwanda as a tourism destination and reflect its hospitality and enthusiasm for promoting its cultural heritage (see Figure 2.3 on page 23).

In February 2006, the Ministry of Commerce, Industry, Investment Promotion, Tourism and Cooperatives (MINICOM) of the Government of Rwanda released the Rwanda National Tourism Policy which is focused on 'tourism promotion, on improvement of tourist sites, on development of tourist infrastructure, as well as the development of an entrepreneurship spirit in the hotel and hospitality industry' (Government of Rwanda, 2006:6).

This policy document is a landmark as it represents the first national tourism policy adapted to address the pressing issues facing tourism in Rwanda. It was announced that MINICOM will work in conjunction with the United Nations World Tourism Organisation to develop an action plan for the rehabilitation of tourism (Government of Rwanda, 2006:6).

The development of the Tourism Policy and defining specific objectives for tourism are viewed as imperative to ensure that the industry can fulfil its potential while leveraging the country's natural and cultural endowments (Government of Rwanda, 2006:14).

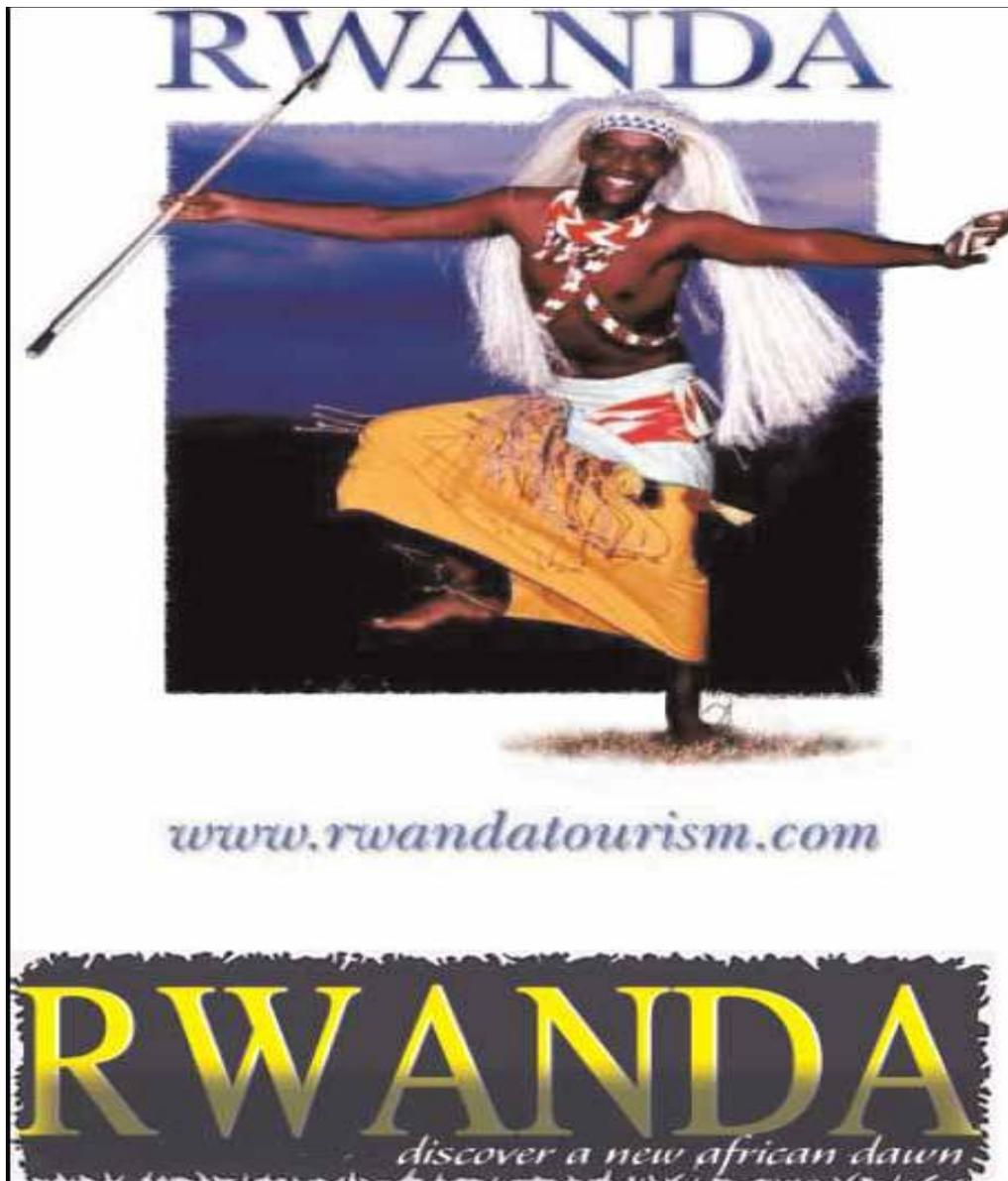


Figure 2.3: The image used to re-launch Rwanda's tourism industry in 2004. (Traditional dancer performing a dance often used to showcase Rwandan culture and hospitality).

Source: www.rwandatourism.com

Overall, it is evident that since 1994 Rwanda's tourism industry has faced several challenges to its growth and development. As the country continues to rebuild itself economically, tourism will continue to play an important role, being widely

considered one of the sectors that will help the country achieve its economic targets through revenue gains and job creation.

Thus far, Rwanda's tourism product has, understandably, been aimed largely at gorilla tourism so as to raise much-needed foreign currency, and while this has been proving positive as regards achieving industry targets, dependence on single product could be detrimental to the industry in the future.

The 2006 Tourism Policy is committed to encouraging 'high end ecotourism' with a focus on generating increased volumes of international tourism (Government of Rwanda, 2006). Only a brief mention is made of heritage tourism, stressing that tourists have not been able to experience this popular tourism. This research argues that if the tourism sector is to play a more considerable economic role than previously, heritage tourism must be developed and promoted efficiently. Its success will go a long way to boosting not just Rwanda's tourism industry but the country's economy as a whole.

2.6 Heritage tourism in Rwanda

In Rwanda, one of the significant places where heritage tourism is represented is at the country's museums. This is why the research was conducted in the museums. As urged by Lavine & Karp (1991:1), every museum's intention is to draw certain assumptions about the lives of the people represented through exhibits.

Below, the research explains the overall set-up of each museum in the study and provides a brief detail of the displays in the museums.

2.6.1 The National Museum of Rwanda

The National Museum of Rwanda is located in the town of Butare approximately

135 kilometres south of the capital city of Kigali. Butare is considered to be the intellectual centre of the country with its National Museum, arboretum, and several academic (university) and research institutions. The museum is situated on more than 20 hectares of land. The buildings themselves occupy 2,500 square meters. The remaining land has been made into gardens containing indigenous vegetation and a traditional craft training centre making the entire site an educational experience and a pleasure to visit.

The National Museum of Rwanda was created on April 20, 1989 by Presidential Order number 240/14. Its creation was the crowning achievement of a long process initiated in 1947. In 1947 the Centre of Social Sciences was created in Astrida (now called Butare). Starting that year Belgian researchers began gathering significant ethnographical and archaeological objects (Cuypers, 1996:1).

In 1955, the King of Belgium His Majesty Baudouin 1st visited Rwanda. After his visit the first exhibition was created. That exhibition marked the birth of the "Museum of Rwanda" (Cuypers, 1996:2).

During an official visit to Rwanda in 1970 King Baudouin visited the Institute for Scientific Research in Central African Museum. In light of the importance of this museum and its limited accommodations and resources, an official delegation agreed that Belgium would build a new and larger museum (Cuypers, 1996:2).

In March of 1972, the Rwandan Government ordered the creation of a national museum. However, building and work on exhibitions did not start until 1987. At that time a team of researchers from the Royal Museum for Central Africa in Tervuren began preparing the exhibitions in collaboration with the National Institute of Scientific Research. The work was not completed until 1989 (Cuypers, 1996:3).

The National Museum of Rwanda was inaugurated on September 18, 1989, and the following day the museum was opened to the public. In April of 1994, during the genocide and political massacres, the museum was closed. It was then reopened to the public in August of 1994. In spite of the tragedies of 1994, the museum has been expanded and enriched: in 1995 a ballet was created, in 1997 a training centre for crafts was opened and in 1998 a section for Modern Art was created (Cuypers, 1996:1-3). Generally, the National Museum of Rwanda has the following responsibilities:

- Protecting and making known the patrimony of Rwandan culture
- Carrying out research in art
- Teaching the population about Rwandan culture
- Promoting artistic creation and craft
- Establishing the branches of the National Museum all over the country
- Preserving the remains of the memory of the Genocide

The artefact collection seen in the museum is essentially historical, ethnographic, artistic and archaeological. The public collection is exhibited in seven rooms with the remainder of the artefacts in storage. Room I has a ticket counter-gift shop where handicraft items, booklets, etc. are sold. This room is also regularly used for temporary exhibitions. Exhibits are created around themes to arouse awareness in a given situation or a particular event. Room II is for maps, photos and graphics which provide geographic and linguistic information about Rwanda. Rooms III and IV display items used in various economic activities such as agriculture, cattle-breeding, bee-keeping, hunting, fishing, basketry, pottery and wood carving. Room V depicts various types of Rwandan architecture, past ways of living and social organisation. Room VI basically depicts traditional clothing, adornment and recreation. Room VII presents prehistoric information and shows the chronology of the kings (Bami) based on written and oral tradition. Also there are exhibits on metallurgy, traditional religious practices, marriage and music.

The museum is the finest ethnographic museum of East Africa. It reflects well the time spirit at the end of 19th Century when the East African Kingdoms came in contact with the first Europeans. The rich insights about Rwanda's traditional life and culture and the subsequent development during history contribute to a better understanding of African history.

2.6.2 The Pre-colonial History Museum

The pre-colonial History Museum or sometimes known as Nyanza Museum is located in the town of Nyanza in the Northern province of Rwanda about 90 kilometres from Kigali. This is the former *Mwami's* (King's) palaces which depicts how the monarchs lived. The complex comprises of the modern palaces constructed in 1932 for King Rudahigwa Mutara III.

Before the arrival of the Europeans, Rwanda was a centralized state complete with a monarchy. Traditionally, the Royal court of the kings (Abami) was mobile. Indeed, the first Rwandan kings established their residences mainly in the Nduga and Bwanacyambwe regions. King Yuhi V Musinga first resided in the Kamonyi, Gitwiko, Bweramvura and Mwima regions. It was only in 1899 that he chose Nyanza, which became his final residence. By the arrival of the Europeans, the palace had shifted to Nyanza. It was Nyanza that the first European met with the reigning Rwandan King Musinga (Goway, 2008:2).

Nyanza consisted of sixteen huts, each with a specific function, that were built inside a huge compound. The reconstructed palace contains the king's traditional bed made of an animal skin stretched over a wooden skin. The enclosure had only one entrance that gave access to an immense public area called Karubanda. This place was both a venue for big crowds of courtesans and their servants and a place for holding meetings and trying cases. Also 34 additional huts for the king's servants were built outside this compound. These accommodations were arranged in a half circle according to one's activity.

Apart from the royal residence, other huts were built on the Mugonzi, Gatsinsino, Gakenyeri, Mwima, Kavumu, Gihisi and Nyamagana hills. Some big huts were allotted to paramount chiefs. Smaller huts accommodated servants who accompanied important personalities to the royal court.

Several wives of King Musinga lived in the area surrounding the royal residence. Mukashema, mother of Kigeri V Ndahindurwa, lived at Kavumu. Kanyange, Nyirakabuga, mother of Rwigemera, and Kankazi, mother of Rudahigwa, lived at Mwima, the place where Mutara III Rudahigwa was born.

The royal court was the centre of intellectual and artistic life. As a cultural event, literary creations were highly regarded. Among the literary compositions were dynastic poetry, pastoral poetry, war poetry and historical narratives.

Songs and dances were also valued. In this respect, cithara players, singers and dancers daily animated the evening gatherings. During the day, the “Intore” trained themselves in jumping, javelin-throwing, bow-shooting, and dance. Originally a war dance, it has been perfected giving it a gracefulness and elegance of modern dance but retaining its originality and cultural identity (Goway, 2008).

The Nyanza court was also an area for exchange and redistribution of economic goods such as cattle, food and other items. Many craftsmen who produced baskets, pottery, and other objects made of bark materials, metal, wood, leather, etc. used to meet there.

Under Musinga, Nyanza was the most important centre of Rwandan life because it influenced politics, culture, economics, and the tourist industry. However, this position of influence was lost under the Belgian and the White Fathers' rule. The power of the monarch was considerably undermined, and the royal court lost its attractions.

It is worth noting that the early town of Nyanza, called Nyabisindu, coincided with the geographic area of Nyanza under Musinga. The king tacitly resisted Western civilization, especially Christianity. Consequently, the Belgian administration, in collaboration with the Catholic Church, deposed Musinga on November 31, 1931, and expelled him first to Kamembe and later to Moba in the Democratic Republic of Congo.

At the age of twenty, Rudahigwa succeeded his father. He immediately assumed the royal name of Mutara III. Because he was aware of the strength of the Belgian administration and the Catholic Church, he abandoned the policies of his father and ruled in close collaboration with these two white powers.

In 1935 Rudahigwa allowed the White Fathers to build a church at Kigabiro. It is worth noting that this location was an early residence of Musinga and was considered to be the headquarters of resistance against Christianity. In addition, the monarch dedicated Rwanda to Christ-the-King on October 27, 1946. A big statue of the Christ was constructed at this location, the seat of opposition to the Catholic Church.

The enthronement of Rudahigwa increased the power of the White Fathers in Rwanda and decreased the influence of Nyanza. At the same time Kabgayi, the headquarters of the Catholic Church, became the decision-making centre for the country.

Nevertheless, the Catholic Church kept collaborating with the Nyanza court until the end of the 1950s. At that time, the church and the Belgian administration started to prepare the Hutu elite that would end the monarchy on January 28, 1961.

With the end of the monarchy, Nyanza ceased to be the political capital. However, during the First Republic, Nyanza became so economically powerful

that a myth arose whereby people of Nyanza were considered to be the most successful in business in Rwanda. This belief spread all over the country.

Because political authorities of the Second Republic were jealous of the economic success of Nyanza, they reduced the number of weekly markets from six to two, then to one. Nyanza businessmen were unhappy with this reduction of market gatherings because the number of customers per day had also decreased. Many of the businessmen eventually chose to move to Kigali.

The 1994 genocide significantly curtailed the growth of Nyanza's population. Many of them were murdered, others fled, and some survivors went to settle in Kigali.

A number of changes are planned to restore the greatness of Nyanza. These include: the restructuring of the town of Nyanza, the increase in the number of secondary and primary schools, the asphaltting of the main road, and the location of Olympic city. The dynamism of the inhabitants and citizens of Nyanza, along with all these assets, will enable the city of Nyanza to become a centre of influence and attraction for cultural and tourist endeavours once again.

When the researcher was carrying out the survey, the museum was under the renovation in an attempt to house all the historical information on Rwanda from the 15th century. According to the museum curator, "the museum has been chosen to remind the role played by the Nyiginya monarchs in the growth and unification of Rwanda, an expansion that was stopped by the coming of Europeans at the end of the 19th century". Upon the completion of the construction the museum will be re-named: Rukari Rwandan Ancient History Museum. The new museum will be registered in accordance with Rwanda's general policy for safeguarding the past in a bid to consider culture as the basis of development and the salvation of Rwandan identity.

With the coming inauguration, the museum administration has prepared an exhibition which goes back to five centuries ago when oral tradition was filled with failures as well as successes of the Rwandan armies. Episodes and outstanding events have been retained as references, examples, lessons and verification of the spirit of patriotism in the country. Passages that have been judiciously chosen are intended to reconstruct significant steps in the annexation of different regions of the country and to show numerous physical and moral sacrifices made by both men and women in the unification of the country. These sacrifices required exceptional personal qualities, such as self-denial and courage motivated by a patriotic spirit. It also intends to safeguard the precious heritage which motivated and accompanied the youth from the beginning of the liberation war until the end of the genocide.

The second part will show the arrival of the White Fathers and colonizers who revised the Rwandan history and uprooted her culture. This part will show how colonizers destroyed the country's socio-political structures, overthrew traditional power structure and progressively imposed their religions.

This exposition also, will outline some outstanding events of the twenty five years reign of King Mutara III Rudahigwa: his enthronement, exchange visits with Belgian King Baudouin I, and his funeral. King Rudahigwa, who invested himself in safeguarding national unity and promoting the development of his country despite opposition and sabotage from colonisers, his zeal and sacrifices have awarded him the title of national hero. The museum curator is quoted here saying that:

“Our history is made up of examples of courage and a sense of dignity which should be followed by all Rwandans. It’s crucial for us to make them part of our daily life and transfer that heritage to future generations. This exhibition reflects our vision of constructing harmonious development in our country on the basis of our past cultural values. The main objective is

to revive and bring those values to the public, mainly the youth; this is the key message of the exhibition”.

2.6.3 Rwesero Art Museum

Although at first intended to become a palace for King Mutara III Rudahigwa, the palace at Rwesero has been easily converted into an art Museum. It is located at the top of the Rwesero hill in the area of Nyanza. Ultimately all sides of this hill will be decorated with beautifully landscaped items such as flower gardens, Japanese gardens embellished with water, and artificial ecological niches. This multicolour setting will link the Art Museum to the Olympic Academy, the Cultural Centre, the Sport Museum, and the stadiums of diverse sports.

The main objective of the Rwesero Arts Museum is to stimulate potential in the artists living in Rwanda, to encourage the exchange of artistes' products through exhibitions, and finally, to promote art in general and Rwandan art in particular.

The first group of exhibitions which were commissioned for the dedication of the Arts Museum began a new era in the history of art in Rwanda. Textural artwork utilizing new approaches and superimposing salvaged materials combines several techniques. This type of art helps artists to break free from traditional ideas and appeals to visitors because it offers them the freedom to interpret the art according to their own education and imagination.

The composition of Rwandan art

Art is closely linked to human kind; it enters into all activities of people. Nevertheless, it has been neglected by cultural and education project actors. As it was overlooked for so long, it was not valued by cultural investors and art specialists. Consequently, Rwandan art has gained very limited support.

Rwandan art is made of three components that have evolved differently: the fine arts or visual arts, the performing arts (dance, music, poetry), and the minor craft arts (ironwork, jewellery-making, pottery and basketry).

While sculpture is considered to be the main form of art in sub-Saharan Africa, especially in West and Central Africa, the Rwandan society has favoured the performing arts. Sculpture and above all painting have been valued only recently. In the past sculpture was only used in the decoration of domestic tools and objects; the making of statues and masks has been introduced recently. The classic painting has been developed by the Art school of Nyundo. However, the use of colours is widespread in the basketry and in the decoration of the interior of houses, especially in the Migongo region. Although the Migongo decoration is nowadays widespread, it had been ignored both abroad and in Rwanda.

Therefore, since dance, poetry and music were favoured by the royal court and the chief courts; they have improved and developed, sometimes at the expense of other genres.

Using their respective tools, the artists express their world vision in general and their vision of Rwanda in particular. They paint or sculpt diverse aspects of culture, gestures and behaviours of the Rwandan people. Mostly, they envision a world full of hope. Their models are inspired mainly from everyday life following the 1994 genocide and tragedies. A number of art products made after 1994 depict certain scenes of the genocide, of the exile and massive return of the Rwandan population. The gruesome scenes are mixed with representations expressing happiness.

The scenes of reunion, the sharing of beer, life full of challenges following the genocide, struggle for life and hope for life, these are main themes from which some universal topics are drawn: dance, music, animals, women, the beauty of nature, all these elements intend to explain why the artist is trying to use the

traditional values conducive to the pride of their ancestors. The need to educate a new people more united, stronger and proud of their cultural identity and their history that was crafted by their forefathers is the ideal of Rwandan artists whose works are displayed in the Rwesero Art Museum.

2.6.4 Museum of Natural History: Kandt House

The Museum of Natural history is named after a Germany colonialist who became the first European resident of Rwanda under the “*Deutsch Ostafrika*” (Minnaert, 2006:122). The house is one of the oldest buildings in Kigali city which housed the first European administrative residence in 1907 under a German, Dr. Richard Kandt.

Dr. Richard Kandt embarked on the first exploration journey to Rwanda in 1897, searching for the sources of the Nile. In 1907, Dr. Richard Kandt was appointed first Resident Governor of Rwanda, establishing his administrative residence in Kigali town. Kandt established himself as Imperial resident in November 1907, and exercised those functions until May 1914 (Minnaert, 2006:123).

Dr. Richard Kandt was born in Posen in 1867. He was a doctor, a soldier, an explorer, a scholar, a poet as well as an avid naturalist. He died in Nuremberg at the end of World War 1, in 1918.

In the memory of the explorations and the discoveries of Richard Kandt, his former residence on the Nyarugenge Hill in Kigali, is now dedicated to a Museum of Natural History of Rwanda. His research as a naturalist led him to explore the many natural wonders of Rwanda. He was the first person to localize the source of the Nile River in the Nyungwe rain forest, and also the first to introduce coffee farming. He discovered new species and was the first to encourage the protection of this rich environment.

In October 2004, the museum brought naturalist Patrice Faye and his collection of reptiles to Kigali for a special exhibit marking the opening of Kandt House to the public and tourists general. Different types of snakes including Cobras and Green Mambas were exhibited in memory of Kandt's discoveries and the opening of the museum.

The goal of the museum is to present a clear picture of the evolution of the ground, animals and plants, and to explain the interdependency between living beings and their environment.

2.6.5 Kigali Genocide Museum

During the genocide in 1994, over a million people were murdered. Over 250,000 perished on the streets and in the houses, churches and hospitals of Kigali alone. After the genocide, the Kigali City Council decided to dedicate a site for the burial of its people in a single place. Many mass graves were exhumed from around the city and the remains entered at the Kigali Memorial Centre in Gasabo district. This is now their final resting place. The museum is a poignant symbol of the devastation that genocide brought to families across the city and the country as a whole.

The Kigali Genocide Museum, like many other genocide museums in the country, is a dignified and extremely well presented memorial to the darkest chapter in Rwandan history, honouring the dead but also looking in the future (Travel Program, 2008).

While some in the travel industry are ambivalent about the spread of genocide tourism; others think that genocide tourism may exploit the local population while enriching few tour operators. Mugabo Jean, a resident at Gisozi and a genocide survivor says:

“The genocide was and still is painful. Personally I feel it is quite important that visitors visit to understand the Rwandans better, and they do”.

Although, genocide museums are not developed and promoted for tourism, an increasing number of tourists are travelling to the genocide museums around the country. Travellers pay their respects to victims of genocide at popular memorials and cemeteries. In his testimony, Brooks Newman, a member of Britain’s Conservative Party, said that:

“What is unique about this memorial centre is the way the bodies of the slaughtered men and women are preserved in the very state they were left in when they were butchered. Limbs hacked off and babies’ skulls crushed or even decapitated”.

His colleague, a member of parliament and Shadow Minister for Local Government and Regeneration, Alistair Burt added that:

“The museum is a symbol of inhumanity which could sadly happen anywhere, but what is unique here is the cruelty before death especially how innocent babies were crushed on walls. It is only those who carried out these atrocities who can tell the world what they had in their minds”.

In recent years the Kigali Genocide Memorial Museum has welcomed a string of world leaders, coming to remember the tragedy of Rwanda’s genocide and pay their respects at the mass graves within the site where 250, 000 of those murdered lie buried. These leaders include: US President George W. Bush, German President Horst Kohler, UN Secretary General Ban Ki Moon, French Foreign Secretary Bernard Kouchener, Belgian Minister for International Development Charles Michel, and former UK Prime Minister Tony Blair are just the most recent. In 2007, the museum welcomed more than 75, 000 visitors. Of these, around one third was people from overseas (Aegies Trust, 2008).

As part of the 2007 genocide commemoration, a Forest of Memory was launched in honour of hundreds of thousands of Rwandans killed during the genocide. The Kigali city authorities are continuing to offer support in the expansion of the museum to include a documentation and education centre which will offer education programmes to create better understanding about genocide, within local and international communities, and to promote unity, peace, tolerance and reconciliation.

In her commitment to support the development of the museum, the Mayor of Kigali city, Dr. Aisa Kirabo Kacyira, was quoted saying that:

“The memorial is one of, not just Rwanda’s, but Africa’s top historical tourist attractions and no one who comes here can fail to be moved by the story that is told. The tragedy that happened here in 1994 must never be allowed to happen again anywhere. It is through the ongoing evolution of the center into an international research and education centre that we Rwandans can best play our part in ensuring genocide never happens again in Africa or anywhere else” (Aegis Trust, 2008).

This research argues that, the best Rwanda’s strategies in harmonizing the society’s development should lie in reinforcing its own cultural resources, capacity building and integrating foreign technology and systems in its existing know-how. Developmental challenges lie in radical changes for some indispensable and crucial parts of the Rwandan culture due to globalization. In the process of carrying out those inevitable transformations, in various sectors, it is imperative to adopt strategies that will safeguard the traditional cultural values and national identity. Our values can still be kept alive so long as they continue playing an important role in our economic and social life.

2.7 Significance of heritage tourism

The significance of heritage varies according to the values and attitudes of different groups and individuals and the nature of heritage resources itself. Places that are part of our heritage are considered to have heritage significance. Significance is the way the special and unique qualities of a place are described and summarised. This can be in local, regional, national, and international terms. It does not just describe the biggest and the best, it also helps describe the more subtle and complex natural and cultural characteristics of places.

What makes a place significant may not be immediately apparent. It may be significant for the response it evokes in people or for the associations that people might have high aesthetic, social, religious or symbolic values. The significance may be represented in the knowledge people hold, and expressed in artworks, songs, and stories. Hall & McArthur (1993:4) have identified four broad and interrelated areas of significance as: economic, social, scientific, and political.

2.7.1 Economic significance

One of the main justifications for heritage development, especially from the point of view of government and the private sector, is the value of heritage for tourism and recreation (Hall & Zeppel, 1990; Zeppel & Hall, 1992). The expenditure of visitors to heritage sites and the associated flow on effects have meant that heritage tourism is now big business. For example, heritage is given considerable prominence in United Kingdom, described as “a major strength of the British market for overseas visitors” (Markwell, Bennett & Ravernscroft, 1997:95). In the United States, heritage tourism is also an important sector of domestic tourism, achieving an annual growth rate of 13 per cent between 1996 and 2002, with approximately 216.8 million personal trips to heritage sites in 2002, and an average expenditure of \$623, a figure almost 50 per cent higher than the expenditure of non heritage visitors (Li et al, 2008:309).

Heritage travellers are notable for how they spend their money and how they spend their time. Heritage tourists are much more likely to stay in commercial lodging than other vacationers. They are also much more likely to visit a national or state park or visit a museum. They are more interested in eating local foods and going on hikes than other travellers (The Economic Benefits of Historic Preservation in Colorado, 2005:42).

The Rwandan Government has realised the economic significance of heritage tourism in recent years. The Government is trying to diversify its tourism potentials by re-launching cultural tourism. The minister of Sports, Youth, and Culture was quoted saying that “Rwanda has the market for cultural tourists but needs to add value” (Gahamanyi, 2007).

2.7.2 Social significance

Although heritage is presently seen in substantially economic terms, the personal and collective associations of heritage cannot be ignored. Indeed, although economics is often the decisive factor in determining whether or not heritage is preserved, it is the social significance of heritage that will typically first arouse interest in preservation (Hall & McArthur, 1993:8). As noted above, heritage is important in assisting us to define who we are as individuals, a community, culture, and a nation, not only to ourselves but also to outsiders. Therefore, can be both a means of appreciating what we have inherited and a motive to cultivate it.

Heritage is also important in determining our sense of place. A sense of place arises where people feel a particular attachment to an area in which local knowledge and human contacts are meaningfully maintained (Hall, 1991). It is the place where we feel most comfortable and where we feel we belong. “People demonstrate their sense of place when they apply their moral or aesthetic discernment to sites and locations” (Tuan, 1974:235). Heritage tourism

reintroduces people to their cultural roots and helps them form identity (Donert & Light, 1996). Heritage is therefore something which is retained to ensure that certain elements of people's senses of place remain essentially unchanged.

2.7.3 Scientific and educational significance

Besides of its role in economic development, heritage tourism is widely accepted as an effective way to achieve the educational function of tourism (Ashworth & Turnbridge, 1990; Dean, Morgan & Tan, 2002; Light, 2000). Heritage may have substantial scientific and educational significance. For example, natural heritage such as Volcano and Nyungwe national parks hold important genetic material and provide a habitat for rare and endangered species. Within these areas various kinds of research on ecological processes may be carried out. These researches may consist of ecosystem dynamics, comparative ecology, surveys of fauna and flora, environmental change, etc.

2.7.4 Political significance

The relationship of heritage to identity has meant that the meaning and symbolism of heritage may serve political ends by helping government influence public opinion and gain support for national ideological objectives (Gordon, 1969), promoting national ambitions (Cohen-Hattab, 2004), developing a positive national image (Richter, 1980), and producing national identity (Pretes, 2003). Indeed, the very definition of what constitutes heritage is political. For example, the conservation and interpretation of certain heritage sites over others may serve to reinforce a particular version of history or to promote existing political values. In addition, heritage may be politically significant for indigenous peoples as it represents the ability of that culture to endure despite colonisation and attempts to destroy indigenous identity (Hall & McArthur, 1993:9).

The ownership of heritage is political at two different levels. First, ownership

helps to reinforce possession and interpretation of the past. Second, the idea of heritage asserts a public or national interest in things traditionally regarded as private (Davison, 1991:7).

2.8 Importance of understanding significance of heritage tourism

The chance to experience something unique, beautiful, rare, and authentic or of great cultural significance provides a strong appeal for tourists.

The market appeal of heritage places is related to, and can be closely linked to, their recognised heritage significance (Laws, 1998:545). The advantages of having a clear understanding of significance are:

- Operators can develop unique and more sophisticated products tailored to visitor interest. This can help differentiate what one product is offering in relation to others.
- Communicating significance effectively to customers helps operators deliver a more enriched experience; it also helps operators achieve higher customer satisfaction and promotes support for heritage conservation.
- Heritage managers and operators can think more carefully about what is appropriate and make sure that the important values of a place are not adversely affected (Successful tourism at heritage places, 2005:15).

The acknowledgement of the significance of heritage to society in general and to various groups and communities in particular is a precursor to its development and promotion. However, the long-term conservation of heritage tourism in Rwanda is almost entirely dependent on its formal recognition as heritage under government legislation. The registration of artefacts, sites or landscapes as heritage requires formal mechanisms which determine local, national, regional, or international significance. The listing of heritage resources is only the first stage in its development and promotion. The formal recognition of something as

heritage implies the need for management if such heritage is to be preserved. Therefore, it becomes essential for us to understand the elements of successful heritage tourism.

2.9 Elements of successful heritage tourism development

Several researchers included additional factors or elements, beyond uniqueness, that are required for successful heritage tourism. Boyd (2002:214) identified the main factors for successful heritage tourism that included authenticity, protecting resources, a learning environment, partnerships between hosts and guests and the accessibility to the sites. Several authors supported these elements (Cass & Jahrig, 1998; Prideaux, 2002a, 2002b; Rypkema, 2001).

2.9.1 Authenticity

According to Boyd (2002:221), authenticity is central to heritage tourism. Authenticity is most often “displayed in the architecture of main street” (Boyd, 2002:224). Cass & Jahrig (1998:12) stated that a “unique and authentic attraction” may give tourists the desire to stay in town longer. Gunn & Var (2002:347) stated that authenticity is a desired design goal. “Travellers resent being promised attractions, services, and facilities only to be disappointed upon arrival. If historic architecture is promised, it should be generally available upon reaching the destination” (Gunn & Var, 2002:347).

2.9.2 Protecting resources

“Metaphorically speaking historic preservation is the sea in which the fish of heritage swim” (Department of Environment and Conservation, 2003:43). Two views on the protection of heritage resources were found in the literature. The first, discussed by Boyd (2002:11), Harrill & Potts (2003:235), and Rypkema (2003:3), centred on the “culture-clash” between local residents and tourists.

Harrill & Potts' (2003:235) premise was that the "balancing of interests of residents with the management's wide interest in enhancing tourism as an economic development strategy". Their regression found model found that the negative impacts were not significant, but that a significant model was developed for the economic benefits and cultural benefits (Harrill & Potts, 2003:240). Their conclusion was that proper coordination with "enhanced awareness of neighbourhood impacts" should guide tourism planning (Harrill & Potts, 2003:242).

The other view relating to protecting historic resources was sustainability. According to Pages (2003:157), unplanned tourism was "unwieldy and unmanageable". Bruce, Jackson & Cantalops (2001:24) developed quantifiable indicators that established "tourism carrying capacity". Their data consisted of visitor activities, visitor expenditures, income and employment generated from tourism, residents' attitudes, investments plans, traffic volume and noise, and pedestrian movements. Their model arrived at an "optimum" level of tourism for their study's towns. Their conclusion was, "towns below optimum should actively market while towns above the optimum must de-market" (Bruce et al., 2001:24).

2.9.3 Learning

Boyd (2002:226) found that there was a close relationship between learning and authenticity. Learning was imparted to the tourists through the way that they were instructed and told at sites that the authenticity of the attraction itself is maintained. Boyd's methods of learning included museums, visitor centres, on-site displays, on-site literature, and information pamphlets (Boyd, 2002:222). Gunn & Var (2002:54) discussed the importance of visitor centres. They stated that the visitor centres are growing rapidly as one form of traveller information linkage. They also stated that the visitor centres can be the link between the automobile and pedestrian visitors (Gunn & Var, 2002:56).

Visiting family, friends, beaches, and lakes were the most common tourist destinations, but “travellers are showing increased interest in educational experience while vacationing” (Dickinson, 1996:13). Tourists are “seeking new and different experiences beyond those provided by the ‘three S’s’ [sun, sand, and sea]” (Boyd, 2002:211).

As an explanation for this factor, in their study, Cass & Jahrig (1998:14) identified baby-boomers as the best educated generation in U.S. history and the fact that their children have graduated from college. They found that they were looking for recreational activities that included museums and historical sites that included educational opportunities. Listokin & Lahr (1997:67) quantified heritage tourists in New Jersey and they found that heritage tourists have some college education with an annual income of \$40,000 to \$45,000, while non-heritage tourists had less education and a lower \$38,000 income.

2.9.4 Building partnerships

Community partnerships were an element found in the literature that was essential for successful heritage tourism (Boyd, 2002; Prideaux, 2002a). Partnerships had become part of the common language of tourism and were linked directly to the concepts of cooperation, coordination, and collaboration all of which have led to sustainable tourism development (Boyd, 2002:223). The purposes of these partnerships are to: 1) increase the range of tourism products, 2) increases the quality of tourism products, 3) build business networks for information exchange and 4) to encourage joint ventures (Boyd, 2002:227). In addition to that, a key element of these partnerships is the development of a community based orientation programme that give local residents the responsibility of making sure visitors understand and appreciate the unique opportunity they have in visiting the heritage sites (Boyd, 2002:228).

Prideaux (2002a:382) stated that this largely ignored element was critical,

especially for smaller communities. He went on to say that the community partnerships must, not only, represent the entire community, but also have technical skills to steer the project to completion. The qualities of these partnerships included the ability to connect with the community, build trust, and adequately represent community aspirations. He cautioned community groups, “where rhetoric of self interest expressed by community organisations and individual stakeholders is allowed to dominate, process objectivity may be lost and long-term viability jeopardised” (Prideaux, 2002a:385).

2.9.5 Accessibility

Prideaux (2002a, 2002b) has written extensively on tourism in outlying areas, specifically Queensland, Australia. He stated “the success of tourism in the periphery at the first order of magnitude is largely dependent on two factors: the presence of something worth visiting and the accessibility of the attraction”. These issues, he went on to say were aided by the second order magnitude issues of community partnerships, local infrastructure, and the public sector financing of some part of the local tourism industry (Prideaux, 2002a:381). To Prideaux, access was a function of distance and difficulty.

Prideaux described an area’s geographical and physical infrastructure requirements. He stated that, “two groups of infrastructure are required to support the establishment and nurturing of a tourism industry: physical infrastructure and tourism product infrastructure. Physical infrastructure includes hardware such as transport, communications, water, sewerage, health facilities, and education. Tourism businesses which include attractions, accommodations, food and beverage service, shopping, recreation, entertainment, festivals, and sites of tourism interest. Without supporting tourism product infrastructure, attractions face a difficult task of attracting visitors, particularly where distance is a major consideration” (Prideaux, 2002a:386).

Prideaux (2002b:313) provided additional insight into heritage tourism in outlying rural areas in his second article. He added support for heritage tourism as a viable economic development strategy for rural areas. He also included additional support for the need for public financial subsidies for rural heritage attractions (Prideaux, 2002b:314). He supported the notion that the events tied to the heritage theme of communities were essential (Prideaux, 2002b:315).

The success of heritage tourism in Rwanda will depend on how different stakeholders in the tourism industry coordinate their activities to meet the demands of the visitors. The visitor's experience should be placed at the centre of any heritage management. By providing high quality experiences which satisfy visitors' expectations, motivations, and needs, we can modify and influence the behaviour of visitors in such a way to ensure that the values of the heritage resources are maintained.

2.10 Perspectives of heritage tourism development

Successful tourism at heritage places depends on understanding the different perspectives of tourism operators, heritage managers, and communities and then establishing common ground, building relationships and forming partnerships to develop a sustainable heritage product. Some of the issues for these three groups are considered in this section.

2.10.1 Tourism operators

The tourism industry is driven mainly by private enterprise, and has the prime motivation of generating profit. An operator is under pressure to run a business and serve customers.

Major constraints on tourism operators include access to the places they want to visit and access to markets for their product. Operators are dependent on a

market that can have strong seasonal variation and defined requirements around holiday periods and events. Operators need a great deal of certainty in access, timing, and facilities, for there are commercial expectations of reliable and efficient service delivery to domestic and international clients.

Heritage places can provide key destinations and attractions which can be marketed effectively to draw and hold market segments, and around which other product can be developed. Some major issues for tourism operators are as follows:

- need to make a profit;
- need for a competitive advantage over other products;
- size of investment required and difficulties in raising finance;
- cost of establishing and managing operations;
- long lead time to receive approvals;
- long lead time to foster and develop a target market (particularly an international market) and reach profitability;
- cost of providing service infrastructure in remote locations; and
- cost of continuing to develop and service markets (Successful tourism at heritage places, 2005:6).

2.10.2 Heritage managers

Heritage managers have a primary duty, often enshrined in their enabling legislation, to protect and conserve the places under their control. There may be statutory requirements to examine the impacts of proposed activities or development.

Indigenous custodians have cultural obligations to places based in customary law from which stem their management.

Because of fragility of a place, its significance or other management issues, public access to heritage places is not always appropriate or may have to be restricted or modified.

Heritage managers often have obligations and a strong ethic of providing for public access, recreation, and education around the places in their care. Public safety and liability are also prime considerations.

Responsibility for information about places, the way places are described and what information is conveyed to visitors is often seen as an important part of a heritage manager's duty of care. Some major issues in heritage managers in relation to tourism are outlined:

- tension between the need to protect places and the pressure to provide for public access;
- pressure for scant resources for conservation to be diverted to managing tourism;
- assessment of the impacts tourism might have on places, and fears for impacts that may be difficult to predict or plan for;
- sensitivity regarding information about the location of, and directions to heritage sites to which public access may be undesirable or unsuitable;
- the effect that increased use will have on surrounding areas;
- the effect of visitors on wildlife and vegetation;
- the physical capacity of places to handle visitors;
- cumulative effects of tourism growth over time;
- the need to provide visitor facilities;
- decrease in the quality of visitor experience;
- fears of loss of control of interpretation and inaccuracy and manipulation of messages;
- effect and influence of volunteers and sponsors on the management of a place;

- the cultural and intellectual property implications of tourism, such as respect for sensitive information, copyright and use of images in marketing and promotion (Successful tourism at heritage places, 2005:7).

2.10.3 The community

Many heritage sites are highly valued by local and regional communities which are naturally protective of these places. Communities may be keen to develop tourism but also may be protective of their privacy and wary of the effects that tourism might have. For this reason it is important to establish early the needs, interests and aspirations of the local community.

Local communities should be consulted about the planning, development and operation of tourism projects based on heritage places. Their active involvement in all planning processes will help ensure that the tourism operation is not only sensitive to community aims and aspirations, but will be able to capture and reflect the essence of the place and its people.

Success in engaging and involving the community will often lead to success in attracting visitor markets. The best ambassadors and sales people for any heritage tourism operation are often local residents. If local residents have an active involvement in tourism initiatives they will be in a better position to not only pass this knowledge on to visitors, relations and friends but to take an active role in volunteer and support groups (Successful tourism at heritage places, 2005:7).

No community or heritage place is the same as the next. The specific needs of each place and community must be addressed. Open consultation and partnerships are the best way to seek positive engagement with local needs. Major issues from a community perspective as put forward by the guide for the Successful Tourism at Heritage Places (2005:8) are:

- whether the visitor attraction is presenting a local community perspective;
- whether community leaders have been identified and actively consulted;
- whether religious or cultural sensitivities associated with the use or presentation of heritage places have been adequately taken into account;
- how local people can take an active role in negotiating the presentation, management and operation of the attraction;
- how benefits for local people can be maximised;
- how negative impacts can be reduced or ameliorated.

2.10.4 Building on common ground

While tourism operators, heritage managers and communities have their own views and needs, there is a broad range of common interest and great potential for mutual benefit. Of common interest to all are providing appropriate public access, presenting and protecting the significance of places, and the need for sustainability – sustainability for businesses, for heritage places, and for the community (Successful Tourism at Heritage Places, 2005:9).

2.11 Planning for a sustainable heritage tourism development

International context of sustainable practice in both tourism and heritage has provided important principles in the planning for a sustainable heritage tourism development. The principles are important for tourism operators, managers and others who are committed to responsible practice and quality heritage product. These principles are seen as important guidelines for a country like Rwanda which is still trying to develop and promote its heritage resources.

2.11.1 Recognise the importance of heritage places

A great deal of tourism relies on places with natural, indigenous and historic significance as fundamental assets on which tourism products are based.

Recognising, describing, understanding and communicating significance is an essential part of heritage conservation and responsible tourism at heritage places (National Trust for Historic Preservation, 2003:8). Tourism need to be planned carefully to be appropriate to the significance of a place. Tourism will not be an option for some heritage places where it is incompatible with the significance of management objectives of a place. In order to respect the cultural significance of places, people involved in tourism need to be sensitive to, and directly involve, cultural groups who have special interest in them (Davies & Prentice, 1995:493).

2.11.2 Look after heritage places

Heritage conservation is a concern of responsible tourism. It ensures the long-term protection of heritage assets. The aim of heritage conservation is to retain the natural and cultural significance of places. Each heritage place or area has its own particular significance and requirements for conservation. It is the responsibility of people planning tourism activities at heritage places to take all reasonable steps to avoid impact on the natural and cultural significance of a place (Edgell, 2006:16).

2.11.3 Develop mutually beneficial partnerships

Developing active partnerships, alliances and open lines of communication between tourism managers, tourism operators and local communities is the best way to build sustainable tourism operations (Heritage Management Guidelines for Resource Management Practitioners, 2004:7). Success depends on building relationships and where appropriate, forming partnerships of benefit to both tourism and heritage. Working with local people in the management, presentation and operation of tourism activities will foster ownership and understanding and contribute to positive outcomes for the visitor attraction and local community (Edgell, 2006:88).

2.11.4 Incorporate heritage issues into business planning

As with all business operations, sound business planning is the essential foundation of a successful heritage tourism operation. A business plan will clearly establish the nature and purpose of the operation and how it will achieve both business and heritage objectives. It is important to measure progress toward the objectives and adjust the plan if necessary. A business plan which incorporates both business and heritage objectives can be used to build support in both business and heritage sectors. Ongoing research on the significance of places and visitor markets should be used to improve the targeting, marketing and protection of the product and inform reviews of business plans (Successful Tourism at Heritage Places, 2005:11).

2.11.5 Invest in people and place

Tourism involving heritage places should contribute to both the conservation of heritage assets and to the economic and social well-being of local communities. Hall & McArthur (1993:241) state that, “heritage values are people values”. Strategies which bring mutual benefits can be developed to benefit the place, the people involved and the local and regional community. These can include increasing use of local goods and services, providing corporate contributions to conservation initiatives, technical assistance, training and education programmes, and direct involvement in management or upgrade of visitor facilities, improved visitor understanding of the significance of a place, or helping to achieve other goals that the local community supports (Mackay & Virtanen, 1992:159).

2.11.6 Market and promote products

The significance of heritage places can be the basis for product definition in marketing and promotion. The marketing and promotion of heritage places need

to recognise and respect the identified significance and the wishes of local communities and not create unrealistic visitor expectations. A balance needs to be found between meeting tourism needs for marketing, promotion and product positioning, heritage needs such as planning for the future use of places and appropriate use of images and the needs of visitors for accurate information. Successful marketing and promotion are best achieved through strategic partnerships across tourism and heritage interests at local, regional, national and international levels (Moulin, 1990:83).

2.11.7 Provide high quality visitor experiences

Providing an enjoyable and enriching experience for visitors must be the goal of everyone in heritage tourism. A common understanding of visitor needs and motivations by tourism operators and heritage managers is the basis for providing high quality visitor experiences.

In most historic buildings, visitors are either accompanied by a guide, or encounter custodians located in each exhibit area. Service management theory recognises the importance of encounters between staff and clients (Bitner, Booms & Tetreault, 1990:72). In museums, these points of contacts are important in providing visitors with information to help them enjoy their visit, but also ensure that every visitor follows the predetermined sequence through the building's internal spaces and exhibits (Laws, 1998:546).

High customer satisfaction is achieved through providing enjoyment for visitors, along with understanding of a place. Attention to detail and a commitment to high quality in the planning of activities, staff training, interpretation and provision of facilities and services will generate positive effects for both businesses and heritage places.

2.11.8 Respect indigenous rights and obligations

Indigenous people have cultural obligations to look after their country and special places. They are the primary sources of information about the significance of their places. When the cultural significance of the place has been established, the objectives and operating guidelines for tourism should be widely discussed and agreed upon with the relevant indigenous community. Respect for cultural protocols and control of intellectual property is required with regard to access to sites, disclosure of sensitive information, and the use of designs, photographs, performances and objects (Successful Tourism at Heritage Places, 2005:13).

2.12 Marketing and promoting heritage tourism

Marketing is the critical element of heritage. Heritage tourism is a highly competitive and market-oriented business, and many heritage sites around the world place great emphasis on attracting and maintaining a viable market share. The upgrading and development of attractions is a frequent response (Cossons, 1989:193). The importance of marketing heritage tourism is attached to understanding the nature of demand for heritage so that product development and promotional strategies may be devised in accordance with the needs and expectations of visitors (Light & Prentice, 1994:27). In heritage management our customers are our visitors.

To modify Kotler & Levy's (1969:10) definition of marketing in heritage management terms: marketing is that function of heritage management that can keep in touch with the site's visitors (consumers), read their needs and motivations, develop products that meet these needs, and build a communication programme which expresses the site's purpose and objectives. Marketing for non profit service agencies, such as those which typically manage heritage sites, may be described as a set of voluntary aimed at achieving agency objectives by facilitating and expediting exchanges with target markets that have particular

wants or who are seeking certain benefits (Howard & Crompton, 1980:54).

A heritage site offers something of value, such as the experience of rainforest, in exchange for something else of value, such as the visitor's money, time, opportunity costs, and or support (Weiler, 1990:76). Therefore, marketing involves the effective management of a heritage site's resources in a manner that is of mutual benefit to both the site and the visitor. Certainly selling and influencing will be large components of heritage marketing; but properly seen, selling follows rather than precedes management's desire to create experiences (products) which satisfy its consumers. Market research must therefore be an integral part of heritage management and planning.

According to Hall & McArthur (1993:40) a successful heritage marketing plan will focus on the development of a marketing process which revolves around four stages: internal and external situation analysis; marketing activities; marketing management; and marketing evaluation.

2.12.1 Situation analysis

Visitors to heritage sites may appear to managers to be a diverse market. However, no heritage site can be all things to all people and demand for heritage is not homogeneous (Ashworth, 1988:169). Therefore, it is essential that heritage managers should incorporate an understanding of the behaviour of visitors into their marketing and promotional strategies. For example, in many instances interpretation has a tendency to aim for the 'average' visitor, since different people respond in a different ways to different forms of interpretation. However, the results can often be bland, repetitive, or superficial, satisfying few people. Visitors are remarkably diverse and so we cannot expect a standard interpretive message to provide a satisfying experience. Therefore, an understanding of the market can enable managers to tie specific interpretive material to specific visitor groups. Heritage managers must identify market segments which are in tune with

the nature and the degree of resilience of a site or, alternatively, the site should be developed in such a way as to meet the needs of the market (Prentice, 1989:59). Therefore, heritage site managers need to conduct an internal situation analysis which identifies existing management objectives, market position, resources management issues, and interpretation.

A market segment is identifiable by grouping together all those potential participants and visitors with similar motivations and or propensities towards particular types of heritage sites or site features and or particular ways of promoting and supplying them. Segments may be identified along four main lines (Hall & McArthur, 1993:43):

- *Geographical segmentation*: Managers should know how many people there are in the 'catchments region' of both existing and planned heritage sites and what distances people are away from sites in terms of different public and private modes of transport.
- *Demographic segmentation*: Heritage markets may be segmented along the lines of such variables as age, sex, occupation, level of income, ethnic association, religion, level of education, and class.
- *Psychographic segmentation*: Markets may be identified in terms of people's motivations and self-images.
- *Product/benefit segmentation*: Markets can be identified by the particular product characteristics they prefer, such as a particular type of cultural or heritage experience or visitor activity.

2.12.2 Marketing objectives and strategies

Planning is the most basic function in heritage management. To be effective, managers must know what they intend to accomplish (Pearce & Robinson, 1989:163). Most fundamentally, managers must set and use objectives to guide the planning and development of heritage sites.

An objective is an intended end. It is a statement of where heritage managers want to go in satisfying visitor market segments. In the case of heritage visitation, a variety of measurable and non-measurable objectives can be identified. Objectives can range from raising the profile of a site or increasing awareness of a particular endangered species to bring income into a park or a local community. Clearly defined objectives can improve the management of sites in a number of ways:

- by providing guidance towards appropriate organisational behaviour;
- by reducing uncertainty and lack of direction in the development of an event;
- by motivating people to work toward specific ends;
- by providing a measure with which to gauge the success of site management; and
- by providing a focal point for coordination of the site organisation (Mackay & Virtanen, 1992:163).

Having established a set of heritage marketing objectives, it is essential to determine how these objectives can be achieved. This will require the determination of a set of marketing activities in a strategic plan which indicates how existing visitor services and products should be altered or maintained in order to supply the desired experiences to specific market segments.

Designing of an appropriate marketing strategy for heritage sites consists of analysing market opportunities, identifying and targeting markets segments, and developing an appropriate market mix for each segment. The traditional 'four Ps' of the marketing mix are: product/service characteristics; promotional decisions concerning channels and messages; price to be charged for products/services; and places and methods of distribution of products/services. In addition to the traditional four Ps of marketing, tourism analysts such as Morrison (1989:37-8)

suggest another 'four Ps' that may be considered relevant to the marketing of heritage sites:

- people;
- programming;
- partnership; and
- packaging.

Target market identification involves three stages: first, a decision regarding how many market segments a site wishes to target given its management objectives and the nature of the heritage resource; second, the development of a market profile for each segment; third, the development of a market strategy that is appropriate to the profile of the selected segments.

Heritage sites may select a 'concentrated' strategy by which they focus on a single segment (Hall & McArthur, 1993:45). Indeed, this will be the likely strategy for many cultural heritage sites. However, national parks, for example, will have a range of environments and experiences available to visitors. Therefore, park managers may be able to target a number of visitor segments (a differentiated strategy), each with their own set of expectations, motivations, and desired experiences and activities (Mackay & Virtanen, 1992:164).

2.12.3 Marketing management

Development of marketing strategies with clearly identified target markets and product mix is not the end of the marketing process. Heritage managers also have to ensure that the marketing strategies can be implemented and the target market reached through the development of appropriate management strategies and mechanisms. Therefore, managers have to ensure that human and financial resources are available for the development and promotion of marketing product. Staff may have to be hired and or trained. Existing staff may be given new

responsibilities, while new relationships may have to be formed with stakeholder groups such as tour operators. For every major management action or responsibility that is required to give effect to the marketing strategy, plans of action should be developed. The plan of action will outline the required action, tasks, responsibilities, timeline for implementation, cost estimates, and relative priority. Therefore, the plan of action becomes a valuable mechanism for ensuring not only the effectiveness of the marketing strategy but also that it is undertaken in as efficient manner as possible (Canadian Parks Service, 1988).

2.12.4 Marketing evaluation

Evaluation is the often forgotten element in heritage management. It is crucial that heritage managers determine whether or not a marketing strategy was a success in the light of the initial marketing objectives. Indeed, it may well be the case that some goals were met while others remained unfulfilled. The success or otherwise of a marketing strategy will only remain hearsay and conjecture unless a formal valuation occurs (Hall & McArthur, 1993:46).

Evaluation should not be regarded as an afterthought. The cost of evaluation should be built into any project budget, as it should be regarded as a basic strategic management tool which assists heritage managers to find out where they have been, to decide where they want to go in future marketing strategies, and to identify how they are going to get there.

In Rwanda, marketing has for too long been regarded as an inappropriate activity for heritage managers to engage in. However, as Moulin (1990:85) noted in the case of packaging and marketing of cultural heritage resources, “marketing or commercialisation do not necessarily destroy the meaning of cultural products although they might change or add new meaning to old ones. Instead, danger lies in the marketing and promoting of cultural resources without planning for their sustainability. Visitor numbers should not be the yardstick for successful

tourism”.

As noted at the beginning of this sub-chapter, marketing is not selling. Marketing is concerned with effective communication with visitors and with the development of heritage products, including value added products such as interpretation for a specific target market. Effective heritage management requires the matching of product with the audience. Marketing is the tool which achieves that goal.

2.13 Summary

The literature revealed that planning, developing and promoting the heritage resources are important for the economic, social, scientific/educational, and political development of the country. In order to realise the objectives envisioned in the development and promotion of heritage tourism, the roles of local community and that of each stakeholder in tourism industry are critical. The potential roles for government agencies and non government organisations and the development of human resources through training are among the issues related to management of heritage tourism. So, too are the economies of scale needed by businesses in the industry and the potential of infrastructure to aid in the creation of unique heritage tourism experience. Differing management strategies will be needed. The implementation and evaluation of the strategies discussed in this chapter will be necessary as management strives to serve different user groups.

Before commencing with the field work, the researcher consulted extensive literature on heritage tourism. While doing field work, the researcher, bore in mind the important facts raised in the literature. The methods used when collecting the data enabled the researcher to study what was being looked for. As a result of self administered questionnaires and interviews, the researcher had a chance of visiting the heritage sites and directly meeting the respondents. The data obtained from the field were extensive to the extent that it became

necessary to find more literature to back the findings. As a result, the research methods used were not treated as an independent entity from the contextual framework. However, a thesis needs to be broken into chapters, so the following chapter discusses the research methods in more detail.

CHAPTER THREE

METHODOLOGY

3.1 Introduction

In this chapter the methodology of the study is presented and discussed. Attention is given to the research design, the sampling and data collection procedures, the research ethics adhered to, the instruments and measures employed, and the techniques utilised for analysing the data.

3.2 Research design

This research used a combination of documentary and empirical research. Documentary research focused on examining the literature. Empirical research adopted a case study approach and investigated the current development and promotion practices of the heritage tourism in Rwanda and around the world. Again, both qualitative and quantitative data collection methods took place by means of interviews to the managers and questionnaires to the tourists.

3.3 Sample size

A total of five museums were selected for the study based on their historical, cultural and natural importance as heritage sites in Rwanda. The following museums qualified for the study:

- National Museum of Rwanda
- Pre – Colonial History Museum
- Rwesero Art Museum
- Museum of Natural History: Kandt House
- Kigali Genocide Museum

3.4 Data collection procedures and methods used

A hundred questionnaires were distributed in each museum giving a total of five hundred questionnaires. Tourists were requested to respond to the questionnaires with the assistance from the researcher. Interviews were targeting the employees and managers working in the museums. Self administered questionnaires and interviews have been used in the data collection processes. In addition to self administered questionnaires and interviews, direct observation have been made through the visits to all the above museums. Data were collected within a period of two months from 1st December 2007 to 31st January 2008.

Rwanda uses two international languages as a medium of communication. Tourists coming to the country speak either English or French. It is in this regard that the questionnaires were in both English and French.

3.5 Instruments and measures employed

The procedure for data collection was initiated by sending a letter to the Director of Rwandan museums. The letter requested for an authorisation to carry out the surveys in the Rwandan museums. It stated the purpose, targeted audience and the duration of study. The researcher stayed in one museum for a period of twelve days collecting the data before he could move to the other. Among a hundred questionnaires designed for each museum, the researcher would leave the unfilled questionnaires to the receptionists to carry on distribution as research assistants. Receptionists were chosen as research assistants because they are the ones directly meeting tourists during and after the tour. Receptionists were given explanations on how to assist the tourists fill in the questionnaires.

3.6 Ethical consideration

Although the ethical concern is not critical in this research as it does not involve human beings as a subject, maintaining the accepted standards of ethics while doing research in Rwanda remains important mainly due to the abuses and injustices caused by the past genocide regime. The researcher made it clear to participants that he was a student doing research and that he was not representing any institution. The respondents were given detailed information about the research and its purpose.

It is important to ensure the confidentiality of participants, as some of the respondents requested to remain anonymous. This was mainly requested by those who responded to questions related to Rwandan past history and genocide. Their real names are not used in this thesis. Instead, the researcher used fictional names. This is done in order to ensure and respect the right of participants to privacy and confidentiality.

Confidentiality is needed because respondents can be suspicious, as what can happen after the study has been completed. Some people in the surveyed museums requested for a student card as proof that the researcher is a student before they could respond to the interviews and questionnaires. After having acquired data under such conditions, it remains essential to ensure the confidentiality of respondents is guaranteed.

3.7 Data analysis

The data gathered through the above methods are presented in conjunction with available literature. All primary data collected were entered into excel spreadsheet and later transferred into a Statistical Package for Social Sciences (SPSS version 16.0) for coding. The software helped to analyse data and appropriate frequencies were produced in table format. The software examined

relationships among variables and performed tests of statistical significance based on the research questions (Babbie, Mouton, Vorster & Prozesky, 2001:583).

3.8 Summary

The third chapter described the methods, procedures and data used in the study. The next chapter, provide a description of data presentation, analysis and discussion.

CHAPTER FOUR

DATA PRESENTATION AND ANALYSIS

4.1 Introduction

Chapter four present and analyses the results obtained from the completed questionnaires. Out of 500 questionnaires, a total of 311 complete and usable surveys were obtained. This resulted in an overall response rate of 62.2%. The frequencies were obtained by using the Statistical Package for Social Sciences (SPSS) version 16.0, a computer software programme which was used to analyse the data. The frequency analysis was done for each question as it appears in the questionnaire and the results are presented in tabular form and analysed below.

4.2 Demographic characteristics of heritage tourist respondents

4.2.1 Age

Rationale for this information

Tourist respondents were asked to indicate into which age group they fell. This question was asked because there is a perception that heritage motivated travellers are older and mostly retired (Silberberg, 1995). The steady improvements in life expectancy have produced rapid growth in the world's senior population, and this trend is predicted to continue during this century (National Research Council, 2001). According to Rand (2001), the number of people who are 65 years and older increase more than threefold since 1950, from approximately 130 million (about 4 percent of global population) to 419 million (6.9 percent of global population) in the year 2000. The number is currently increasing by 8 million and this increase will reach 24 million per year

by 2030. The most rapid growth in senior population will start after 2010, when the large post World War II baby boomers begin to reach age 65 (Rand, 2001). With such a large demographic shift, the senior market has been cited as one of the most important consumer segments (Shoemaker, 2000:11; Wuest *et al.*, 2001:85). In addition to the substantial size of the segment, the increasing disposable income of senior population means great potential and significance to the consumer industries (Bai, Jang, Cai & O’Leary, 2001:147). Furthermore, time flexibility after retirement seems to make the senior market more attractive to travel businesses that are suffering from seasonal demand (SooCheong & Chi-Mei, 2006:306). Therefore, determining the age of Rwandan heritage visitors will be the first stage in understanding their travel motivations.

Table 4.1 Age group of tourist respondents (n=311)

		Number of Respondents	Percentage (%)
Age	< 21	6	1.9
	21 - 30	52	16.7
	31 - 40	46	14.8
	41 - 50	102	32.8
	51 - 60	96	30.9
	61 - 70	9	2.9
	Total	311	100.0

Analysis of the results

Table 4.1 shows that the highest numbers of respondents were in the age group of 41 to 50 years with 32.8% followed by those with 51 to 60 years old with 30.9%. The table shows that the lowest percentage of respondents who visit the Rwandan museums of heritage is those tourists under the age of 21 years old with 1.9% only. Based on the above results one may conclude that Rwanda’s heritage tourism enthusiasts are concentrated at the older end of the adult age

spectrum. About 67% of respondents are at least older than 41 years old. Therefore, any developmental and promotional activities in heritage tourism must be able to meet the needs and demands of this consumer group.

4.2.2 Gender

Rationale for this information

Table 4.2 shows the gender spread of the respondents. It forms an important part of the research in that demographic statistics are still the most commonly used method for segmenting markets, owing to the relative ease of acquiring, understanding and applying the data. Demographic segmentation consists of dividing the market into groups based on variables such as age, gender, family life cycle, income, occupation and home ownership. While Silberberg (1995) found that heritage tourists are likely to be female than male, KIST (2001) had found that males were the majority eco-tourists in Rwanda with 75.5%. Therefore, there was a need to find out the demographic characteristics of heritage tourists in Rwanda. Understanding of gender differences in the consumption of heritage products has much to offer the heritage managers in identifying and serving their needs and demands. These indicators are easy to identify and use in marketing decisions (Yavuz, 1994).

Table 4.2 Gender demographics of tourist respondents (n=311)

		Number of Respondents	Percentage (%)
Gender	Male	205	65.9
	Female	106	34.1
	Total	311	100.0

Analysis of the results

Table 4.2 shows that male heritage tourists respondents are 65.9% while female heritage respondents are 34.1%. Although, there is a slightly difference with the research done by KIST, again it confirms that the male heritage tourists are more than female heritage tourists. This could be the results of un-equal distribution of income among males and females.

4.2.3 Country of origin

Rationale for this information

Heritage tourism respondents were asked to indicate their country of origin. In marketing perspectives, it is important to know where the potential customers live or work in order to communicate with them. Geographical considerations are very important to tourism because much of the attractiveness of a tourist destination is based on contrasting cultures, climates or scenery. Geographical segmentation used in this research distinguished between foreign and local tourists. Local tourists were asked to indicate their home province while foreign tourists indicated their country of origin.

Table 4.3 Country of origin of tourist respondents (n=311)

		Number of Respondents	Percentage (%)
Country	Rwanda	218	70.1
	Outside Rwanda	93	29.9
	Total	311	100.0

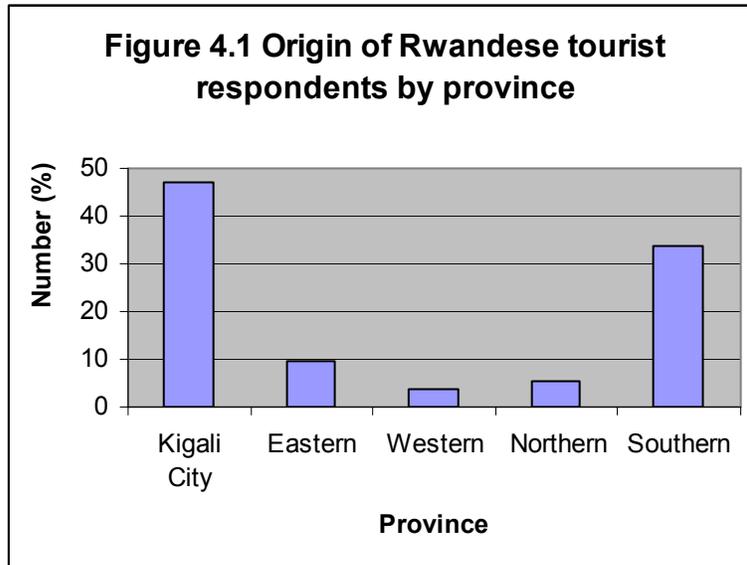
Analysis of the results

The results in table 4.3 reveal that the nationals accounted for a substantial number of visitors to heritage sites with 70.1% of tourists being Rwandese. Non Rwandese tourists were only 29.9%. Given that the surveys was done in December holidays, the incidence of vacationers, students and other specialised populations may have impacted on the increase of domestic tourists. The findings suggest that tourism planners of the country should not overlook the potential for and advantages of domestic tourism while developing and promoting heritage travel.

4.2.4 Origin of Rwandese tourist respondents by province

Rationale for this information

Figure 4.1 shows the origin of Rwandese tourists by their province. As this research deals with the promotion of heritage tourism among other things, understanding a complete customer profiles is very important. Geographic units such as countries, regions/provinces, cities, urban, rural, climatic regions are used to identify primary and secondary markets. Therefore, while promoting heritage tourism, it is important for heritage managers and planners of tourism industry in Rwanda to know where potential customers of heritage products live or work in order to communicate with them easily.



Analysis of the results

The results in figure 4.1 show that many Rwandan heritage tourists were coming from Kigali city with 47.2% followed by Southern province with 33.9%. The reason may be simply because all the museums in study are found in these two provinces. Kigali has the Museum of Natural History and the Genocide Memorial Museum which were involved in the study. The Southern province has National Museum of Rwanda, Pre – Colonial History Museum and Rwesero Art Museum which also were among the studied museums. The findings suggest that heritage sites are highly valued by local communities categorised as day visitors who want to experience the distinctive natural, cultural and the rich stories associated with them.

4.2.5 Origin of non-Rwandese tourist respondents by country

Rationale for this information

Table 4.4 shows the origin of non-Rwandese tourists by their country. According to Kerstetter, Confer & Graefe (2001) international heritage tourists tend to stay

longer and spend more at heritage places. Understanding the origin of these foreign heritage tourism enthusiasts is very important in the promotion process of heritage destination.

Table 4.4 Origin of non-Rwandese tourist respondents (n=93)

		Number of Respondents	Percentage (%)
Country	Argentina	1	1.1
	Australia	1	1.1
	Austria	1	1.1
	Belgium	13	14.0
	Burundi	5	5.4
	Canada	5	5.4
	China	1	1.1
	DRC	2	2.2
	Egypt	1	1.1
	Ethiopia	1	1.1
	France	4	4.3
	Germany	7	7.5
	India	1	1.1
	Israel	1	1.1
	Italy	1	1.1
	Japan	2	2.2
	Kenya	5	5.4
	Korea	1	1.1
	Netherlands	2	2.2
	Newzealands	1	1.1
	Portugal	1	1.1
	Russia	1	1.1
	South Africa	2	2.2
	Spain	1	1.1
	Switzerland	1	1.1
	Sweden	2	2.2
	Turkey	1	1.1
	Uganda	6	6.5
	United Kingdom	10	10.8
	USA	12	12.9
	Total	93	100.0

Analysis of the results

Table 4.4 shows that many international tourists to heritage places were coming from Belgium with 14%. Belgium is followed by United States of America with 12.9%. United Kingdom is the third with 10.8% and Germany is the fourth with 7.5% tourist respondents. Despite that France used to be among the major supplier of international tourists to Rwanda (Grosspietsch, 2004), the survey recorded only 4.3% French tourists. However, it is important to note that the research was carried out at a time when Rwanda has ceased her diplomatic relations with France. Among the East African countries, Uganda has 6.5% followed by Burundi with 5.4% and Kenya with 5.4% tourist respondents respectively.

4.2.6 Group size

Rationale for this information

Table 4.5 shows the group size of heritage tourists at the museums during the survey. In order to plan for successful sustainable tourism, understanding of the visitors groups and numbers is important while developing a heritage site. Any business plan of a heritage tourism development should identify from the beginning a set of guidelines or standards that determines the carrying capacity of the place. Carrying capacity relates to the available infrastructure being able to absorb the tourist traffic. Many problems may arise because too many people live in or visit a fragile environment, which includes the ecology of the area, the flora and fauna, monuments and cultural facilities, public utilities, historic buildings, and heritage resources. When the visitor and host population are both experiencing exceptionally crowded conditions, the negative effects of tourism become apparent, and the quality of environment and the tourism product begin to decline for both visitors and residents.

Table 4.5 Group size of tourist respondents (n=311)

		Number of People	Percentage (%)
Group	1	34	10.9
	2	62	19.9
	3	106	34.1
	4	57	18.3
	5	35	11.3
	>5	17	5.5
	Total	311	100.0

Analysis of the results

During the survey respondents were asked to name how many people, including them were in their group. Although there is some diversity, the results in table 4.5 above show that most visitors to Rwandan heritage place travel in small groups of up to three people (34.1%). Therefore, a problem of exceeding carrying capacity may not be critical to some heritage sites. However, carrying capacity has become a major concern for Kigali Genocide Memorial Museum especially during the commemoration days in the month of April. The managers of this museum should seek to establish and implement a strategy and a program designed to ensure a balance between the visitors, size of the museum and the environment so as not to exceed the carrying capacity in the commemoration days.

2.3 Destination choices

2.3.1 Reasons/motivation for visiting

The question: What is your primary reason for visiting Rwandan Museums of Heritage?

Rationale for this information

Within the study of tourism and tourists, there is substantial interest in the characteristics that distinguish between groups of travellers that have differing motivations that drive their choice of destinations and activities for tourism decisions. Table 4.6 clarifies reasons for visiting Rwandan heritage sites as provided by the tourist respondents. The results lead to a better understanding of reasons for visiting heritage places and provide further insights into heritage tourism in general. The findings are relevant to the operational management and to the promotion of these heritage sites.

Table 4.6 Reasons/motivation for visiting Rwandan heritage sites (n=311)

		Number of Respondents	Percentage (%)
Reasons	Experiencing Rwandan heritage	118	37.9
	Experience Rwandan Genocide	77	24.8
	Place attachment	17	5.5
	Learning	62	19.9
	Leisure/Tourism	31	10.0
	Other	6	1.9
	Total	311	100.0

Analysis of the results

Table 4.6 explain how tourists experience and construct meaning from visiting heritage sites in Rwanda. Reasons to visit was conceptualised as desires for satisfying experiences for Rwandan heritage (37.9%) and experiencing Rwandan Genocide (24.8%) respectively. Other reasons brought forward as motivation for travel were learning (19.9%), leisure or tourism (10.0%), and place attachment (5.5%). The lowest rated motivation for a visit was 'other reasons' (1.9).

According to the tourists, other reason of visiting Rwandan heritage sites was to explore business opportunities in the area. The findings in the table above are significant to heritage managers of the country because they show the relations between tourists' motives for visiting heritage sites, the symbolic, emotional and functional meanings they ascribe to the sites, and their perceptions of authenticity.

4.3.2 Entrance fee charged

The question: How would you rate the entrance fee charges?

Rationale for this information

Tourists were asked to rate whether the entrance charged for heritage visits was appropriate, not expensive, expensive or highly expensive. The reason was to know how tourists perceive Rwandan heritage sites in terms of pricing. The cost of the tourism experience to the visitor may affect the demand for tourism products. There is evidence that international travellers are sensitive to price (Crouch 1991). Therefore, it is important to pay particular attention to the price competitiveness of a country's heritage tourism industry, as compared to that of its competitors, if the industry is to continue to grow.

Table 4.7 Rating the entrance fees charged (n=311)

		Number of Respondents	Percentage (%)
Rating	Appropriate	214	68.8
	Not expensive	79	25.4
	Expensive	18	5.8
	Highly expensive	0	0
	Total	311	100.0

Analysis of the results

Table 4.7 shows that prices at heritage destinations in Rwanda are appropriate (68.8%) as rated by tourists. Some (25.4%) say that heritage tourism is less expensive. Only 5.8% of tourists said that heritage tourism is expensive. None of the tourist said that heritage tourism is highly expensive. However, it is important to note that tourists at Genocide museums are not charged the entrance fee. Willingly, contributions are made at reception centres of the Genocide museum. Although, fees were rated as appropriate, heritage managers of the country must always set the prices that accurately reflect the quality of goods and services to visitors.

4.3.3 Knowledge of the destination

The question: Which of the following (see table 4.8) influenced you to visit Rwandan heritage sites?

Rationale for this information

The researcher wanted to know the means of communication that has made tourists aware of the Rwandan heritage destinations. An awareness campaign of a destination is very important because it may create a desire for a visit. As communication grows, awareness and interest will also grow.

Table 4.8 Knowledge of the destination as responded by tourists (n=311)

		Number of Respondents	Percentage (%)
Means of Communication	Word of mouth	94	30.2
	News papers/Magazines/Brochures	69	22.2
	Television	43	13.8
	Tour operators	32	10.3
	Radio	22	7.1
	Internet	46	14.8
	Others	5	1.6
	Total	311	100.0

Analysis of the results

Table 4.8 shows that word of mouth recommendations from family or friends was overwhelmingly cited as the major influence by both occasional and frequent visitors for influencing their decision to visit a museum with 30.2%. The newspapers, magazines, and brochures have 22.2%. Internet is the third with 14.8%. Television advertising (13.8%), tour operators (10.3%), radio advertising (7.1%), and other forms of announcements (1.6%) were only rarely mentioned as influencing the decision to visit a museum. Rwanda's heritage managers need to use media in marketing and promoting heritage tourism. The media exposes the consumers to new destinations, and in this way also stimulating their desire to travel. Heritage managers can supply this information via television, radio, newspapers, magazines, brochures, the Internet and many other methods. It is important to note that the information supplied in this way should focus on the benefits and quality that the destination offers.

4.4 Development and promotion of the heritage tourism

4.4.1 Satisfaction levels with the promotion of heritage tourism

The question: How would you rate your level of satisfaction with the promotion of heritage tourism in Rwanda?

Sub-questions:

- If satisfactory or poor, what were you dissatisfied with?
- What would you recommend in the promotion of heritage tourism in Rwanda?

Rationale for this information

The research assumed that heritage tourism in Rwanda is not promoted as may be required. In the view of the researcher, the term heritage tourism has been given little attention by tourism marketers of the country. It is in this regard that tourists were asked to rate their satisfaction levels with the promotion of heritage tourism in the country. In order to ensure that tourist expectations are met, the question had other two sub-questions in the form of open-ended, asking them what they were dissatisfied with and finally what would be their recommendations in the promotion of heritage tourism.

Table 4.9 Level of satisfaction with the promotion of heritage tourism in Rwanda as responded by tourists (n=311)

		Number of Respondents	Percentage (%)
Satisfaction with Promotion	Poor	79	25.4
	Satisfactory	173	55.6
	Good	59	19.0
	Excellent	0	0
	Total	311	100.0

Analysis of the results

The results in table 4.9 show that the promotion of heritage tourism in Rwanda is satisfactorily (55.6%). A considerable number (25.4%) of tourist respondents said that heritage tourism is poorly promoted. Only 19% rated ‘good’ in relation to the promotion of heritage tourism in Rwanda. In two sub-questions which were in form of open ended format, tourists want to see heritage tourism promoted as is done with national parks particularly gorilla tourism. They went on further to suggest Internet, local and international media as appropriate means of promoting heritage tourism in Rwanda. With this mind, marketers should consider developing effective advertising campaigns designed to boost awareness of the heritage places and to communicate to travellers the breadth of the product available in each. Special emphasis should be placed on travellers’ most popular activities for each heritage site.

4.4.2 Satisfaction levels from the presentation of materials in the museums

The question: To what extent have you achieved satisfaction from the presentation of materials in the museums?

Sub-question: If somewhat or not achieved, what would you suggest to be improved?

Rationale for this information

A key objective for research into managing services for quality is to understand the satisfaction which clients anticipate when purchasing a service (Laws, 1998:546). While museums exhibitions, through collections, depict the lives of Rwandese without their involvement, it is essential to know if tourists derive their satisfaction from the presentation of the Rwandese past lifestyles. It is in this regard that tourists were asked to rate the level at which they achieved satisfaction from the presentation of materials in Rwandan museums. Again, another sub-question in the form of an open ended question was asked as to what should be improved on the presentation of materials in the museums.

Table 4.10 Extent to which tourists achieved satisfaction from the presentation of materials in the museums (n=311)

		Number of Respondents	Percentage (%)
Satisfaction with Presentation of materials	Highly achieved	61	19.6
	Achieved	130	41.8
	Somewhat achieved	104	33.4
	Not achieved	16	5.1
	Total	311	100.0

Analysis of the results

According to results in the table above, 41.8% of tourist respondents achieved satisfaction from presentation of materials in the museums. Others, (33.4%) somewhat achieved satisfaction. The highly achieved were 19.6%, and some (5.1%) did not achieve satisfaction from the presentation of materials in the

museums. Those tourists who somewhat achieved or did not achieve satisfaction, suggested that the museum administrators should use and train tour guides. Tourists want guides with more information on Rwandan culture and heritage to help them enjoy their visit.

4.4.3 Tourists' recommendation for the development and promotion of Genocide museums for tourism

The question: Would you recommend the development and promotion of Genocide museums for tourism?

Rationale for this information

Before commencing this research on heritage tourism, the researcher did not believe that something like professional Genocide tourism could exist. However, the researcher was wrong. As research was intensified, the researcher learnt that genocide tourism exists and that it flourishes. Up to 600,000 visitors come to see the former death camp in Auschwitz-Birkenau every year (Schaller, 2007:513). In Rwanda, over 72,000 people (both domestic and international) visit the Kigali Genocide Memorial Centre. Approximately half that number took time to visit the national parks. With seven major memorials erected around the small country and a plethora of smaller, less established sites of remembrance, Rwanda offers various views of atrocity (Graham, 2007). The churches in Nyamata and Ntarama, where thousands of Tutsis were killed and the skulls and bones of the victims are kept, are a "must see" for every visitor to the country (Schaller, 2007:514).

Despite that genocide tourism has become a main attraction, in Rwanda; it is neither developed nor promoted for tourism. The genocide museums consist of physical spaces that are places of mourning, and in some cases healing, for victims and survivors. They confront the legacies of atrocity by drawing on

representations of the past to teach lessons about unity and reconciliation, democratic citizenship and human rights.

Drawing an example from Jewish holocaust tourism, taking into consideration the increase of tourists at genocide sites in Rwanda, and owing to the fact that history is part of any culture, the researcher realised that it could be rational to know if tourists visiting Rwandan genocide places would recommend the development and promotion of genocide museums for tourism. The findings are presented below.

Table 4.11 Tourists’ recommendation for the development and promotion of genocide museums for tourism (n=311)

		Number of Respondents	Percentage (%)
Response	Yes	251	80.7
	No	60	19.3
	Total	311	100.0

Analysis of the results

The results in table 4.11 show that 80.7% of tourist respondents want genocide museums developed and promoted for tourism. Only 19.3% would not recommend the development and promotion of heritage tourism. Although, tourists recommended the development and promotion of genocide sites for tourism, managing such sites of human atrocity can be contentious, particularly when the atrocity is recent and management decisions must be made whilst the survivors and relatives of the victims are still coming to terms with the event. Genocide museums managers must find out appropriate approaches in managing genocide tourism, before, embarking on its development and promotion for economic gain.

4.4.4 Favourite museums as heritage destinations

The question: Which of the following museums would be your favourite destination?

Rationale for this information

Tourists were asked to name the museums that attracted them much and which they would consider as their favourite destinations. The rationale for this information was to find out which museums tourists found to be most appealing. The findings would call for attention by the heritage managers what could be done to improve those sites that are less appealing.

Table 4.12 Favourite museums as rated by tourists (n=311)

		Number of Respondents	Percentage (%)
Museums	National Museum of Rwanda	74	23.8
	Pre-colonial History Museum	71	22.8
	Rwasero Art Museum	57	18.3
	Museum of Natural History (Richard Kandt House).	32	10.3
	Kigali Genocide Museum	77	24.8
	Total	311	100.0

Analysis of the results

Table 4.12 shows that the most popular or favourite museum is Kigali Genocide Museum (24.8%). The second favourite museum for heritage tourists is the National Museum of Rwanda (23.8%). The third favourite heritage destination is

the Pre-colonial History Museum (22.8%). Rwesero Art Museum is the fourth (18.3%), and the Museum of Natural History (Richard Kandt House) is the fifth (10.3%). The results in table 4.11 and those in table 4.12 show that genocide travel has played a big role in the development of heritage tourism in Rwanda.

4.5 Overall museums' status as heritage destinations

The question: How would you rate the overall status of Rwandan museums of heritage as tourists' destination?

Rationale for this information

In the last question, tourists were asked to rate the overall status of Rwandan museums of heritage as tourists' destination. This information is very important to the heritage managers in knowing how tourists perceived a destination after a visit. The information obtained act as a performance measure for a destination, the negative results attract attention for improvement.

Table 4.13 Overall statuses of Rwandan museums of heritage as tourists' destination

		Number of Respondents	Percentage (%)
Status	Deteriorating	8	2.6
	Requires improvement	168	54.0
	Average managed	101	32.5
	Well managed	34	10.9
	Total	311	100.0

Analysis of the results

The results in table 4.13 show that 54% of tourists suggested for improvement; 32.5% said that the museums are average managed; 10.9% said the museums are well managed; while only 2.6% said that the museums' status is deteriorating. The reason that made tourists to suggest for the improvement in the management of the museums appears to be lack of awareness. The results in table 4.13 have relationship with those in table 4.9 where tourists rate the promotion of heritage tourism as satisfactory (55.6%). The results in table 4.13 suggest that there is a feeling of dissatisfaction in the general management of the museums particularly in marketing.

4.6 Analysis of interviews

The researcher managed to conduct a telephone interview with Jeanette Mugiraneza, a National Museum official in charge of planning. First, the researcher wanted to know the statistics of visits to the museums. Mugiraneza was able to give figures for the year 2007 and the first six month for the year 2008. Mugiraneza stated that: *“Last year we received over 35,000 visitors but I am afraid we will not hit that figure this year”*. She explained that in the past six months of 2008, only 8,010 people have visited the museum. However, these figures do not include the visits to the Kigali Genocide Museum. According to Freddy Mutanguha, a manager at the Kigali Memorial Centre, in the year 2007, the centre welcomed more than 75, 000 visitors. Not only the visits to the Genocide Museums continue to outweigh other museums but also today more people visit genocide memorials than visit the famous mountain gorillas. In Rwanda, Genocide has become a main attraction.

In a bid to promote the visit to the museums, Mugiraneza said that they have reduced fees charged for a guided tour. She said that charges are between Rwandan Francs 200 to 500 (less than 1US\$) for locals and people from East

and Central Africa, and between Rwandan Francs 1000 to 3000 (2US\$ to 5US\$) for other nationalities. Mugiraneza went further to say that there is need for an aggressive marketing campaign if they are to increase the number of visitors to the different museums in the country. She said that promotional materials, both general and cultural will be produced and distributed. Brochures and calendars of cultural events will be distributed to tour operators and travel agents. Mugiraneza continued to say that the growing significance of the internet in marketing and promotion will be recognised. She said that there was some publicity directed at the public that includes supporting cultural exhibitions and hosting cultural events in order to raise awareness and encourage the public to visit their heritage sites.

The new times (2007), a Rwandan newspaper has quoted the Minister of Sports and Culture Mr. Joseph Habineza saying that Rwanda has prepared a long list of her cultural properties in preparation to register them in the world heritage. "Rwanda is now in a position to play its role in registering its cultural sites on the world heritage".

Being registered in the world heritage list could help Rwanda to develop and market her heritage on world market. Since 2004 Rwanda has wanted to register the King's Palace of Rukari in Nyanza, three genocide memorial sites of Kigali, Murambi, Nyamata, the Volcano National park, and the Nyungwe National park on the list of World cultural heritage.

According to Lazare Eloundou, a cultural property expert with UNESCO, the King Palace of Rukari in Nyanza, Southern Province of Rwanda, could soon be registered since Rwandan cultural researchers have been trained and a dossier to be handed to UNESCO completed. But Rwanda's experts say it will take a while for them to complete all the dossiers for all the sites Rwanda wants to register. Jean Butoto who is charged with one of the regional museums of the Institute of National Museums of Rwanda says a lot still has to be done.

“It requires a lot of work,” he said. “It can’t go under one year to finish the dossiers to present.” Butoto said Rwanda’s Ministry of Culture and Sports had only two persons trained in Butare’s workshop which attracted sixteen cultural researchers from sixteen African countries who were learning on how to prepare appropriate documents to register a world heritage site. Butoto said that the trained staff will train their staff colleagues on the techniques so as to handle the registration work awaiting them. So far complaints are high that Africa is not accordingly represented on UNESCO’s list of the world heritage. Africa represents only 8 per cent on over 800 registered things.

4.7 Summary

The emphasis of this chapter has been on presenting and analysing the data gathered to find solutions to the research questions pertaining to the development and promotion of heritage tourism in Rwanda. The data obtained from dully completed questionnaires were coded and analysed. The interview with museum official was conducted in order to understand plans available as far as the development and promotion of heritage tourism is concerned. It should be noted that, the data has been presented in a way to assist the researcher to achieve the objectives of this research stated in chapter one.

The data that was collected is presented in four major parts; demographic characteristics, destination choice, development and promotion of the heritage destinations and the overall heritage destination statuses. The results obtained may suggest for further research as explained on page 96 under the title; recommendation for further research.

The next chapter discusses the findings of the research.

CHAPTER FIVE

FINDINGS AND DISCUSSION OF THE RESULTS

5.1 Introduction

The objectives of this study as stated in chapter one, is to identify how heritage tourism can be developed and promoted in Rwanda; and to identify heritage tourism status in Rwanda. A review of results in chapter four and the literature in chapter two suggest a number of solutions that respond to the research questions and objectives of the study and the findings categorised in four parts are discussed below in four major parts; demographic characteristics, destination choice, development and promotion of the heritage destinations and the overall heritage destination statuses in Rwanda.

5.2 Demographic characteristics of tourist respondents

The results were unanimous that the Rwandan museums of heritage attract a diverse composition of visitors. Although, there is a reasonable representation in all age groups of tourists, the study found that Rwanda's heritage tourism enthusiasts are concentrated at the older end of the adult age spectrum between 41-50 years old, and with more male than female tourists. Many heritage tourists are nationals mainly coming from the city of Kigali. The international tourists are less represented, and many of them come from Europe and United States of America. In the study, it was found that Rwandan heritage tourists travel mainly in small groups of up to three people.

5.3 Destination choices

5.3.1 Reasons/motivation for visit

Although there may be more reasons/motives to visit Rwandan museums of heritage, five reasons/motives were mentioned during the survey. First, as mentioned by tourists is to experience Rwandan heritage; the second is to experience Rwandan Genocide; the third is the place attachment, for example, the genocide survivors said that they feel connected to genocide museums; the fourth motive is to learn about Rwandan past and history; and the fifth reason as said by tourists is leisure or tourism.

5.3.2 Price

Tourists said that Rwandan heritage sites are not expensive. About 68.8% of tourist respondents said that price charged to them is appropriate.

5.3.3 Knowledge of the destination

The word of mouth recommendations from family or friends was overwhelmingly cited as the major influence by both occasional and frequent visitors for influencing their decision to visit a museum. Media (Newspapers/Magazines, brochures, radio, and television) has played big a role in disseminating information to both domestic and international heritage tourists to Rwanda. Internet has also played an important role in attracting tourists to Rwandan heritage places.

5.4 Development and promotion of heritage tourism

5.4.1 Promotion of heritage tourism

The study found that tourists are not happy with the promotion of heritage tourism. They rate promotion of heritage tourism as satisfactory (table 4.9). Yet, another considerable number find the promotion of heritage tourism in Rwanda to be poor (table 4.9). Tourists want to see heritage tourism promoted as is done with national parks particularly gorilla tourism. Tourists suggest Internet, local and international media as appropriate means of promoting heritage tourism in Rwanda.

5.4.2 Presentation of materials in the museums

Generally tourists achieved satisfaction from the presentation of materials and artefacts in the museums. However, tourists want guides with more information on Rwandan culture and heritage to help them enjoy their visit.

5.4.3 Tourists' recommendation for the development and promotion of genocide museums for tourism

Tourists recommended the development and promotion of genocide museums for tourism. The researcher only asked whether tourists would recommend the development and promotion of genocide museums for tourism. Therefore, to assist in substantiating this information, further research is needed in the area of genocide tourism.

5.4.4 Favourite museums as heritage destinations

The most favourite museum is Kigali Genocide Museum. It is followed by National Museum of Rwanda, the Pre-colonial History Museum, Rwesero Art

Museum, and the Museum of Natural History. The findings look different than what one would have expected, but since the 1994 war and genocide, as much as many tourists arrive in Rwanda with the express purpose of viewing the gorillas, they are also encouraged to learn a bit about the country's history as well. Some need no encouragement from Rwanda Office of Tourism and National Parks, the genocide is the reason they arrived.

5.5 Overall heritage status in Rwanda

Tourists suggested for improvement in heritage management of the country (table 4.13). Tourists have cited dissatisfaction in the promotion of heritage tourism in Rwanda (table 4.9). The findings suggest that heritage managers must take the promotion of heritage tourism very seriously and commit significantly their role as heritage destination marketers.

5.6 Summary

In this chapter, the major findings in the study have been discussed. The next chapter presents the limitations; recommendations are suggested based on the findings and finally the conclusion is drawn.

CHAPTER SIX

CONCLUSIONS OF THE STUDY

6.1 Introduction

The initial purpose of this study was three fold. Firstly, it endeavoured to examine the status of heritage tourism in Rwanda. Secondly, it was to identify how heritage tourism can be developed. Thirdly, it was to identify how heritage tourism can be promoted. With the aid of the research survey, the following key findings were obtained.

6.2 Key findings

- The findings reveal that Rwanda's heritage tourism travellers are concentrated at the older age, and with more male than female tourists.
- Many heritage tourists come from within the country and hence suggesting that domestic heritage travel dominate international heritage travel.
- Tourists to Rwandan heritage places are in small groups of up to three people.
- The research established that genocide museums have played a significant role in attracting tourists to the Rwandan museums of heritage.
- Prices at heritage destinations are considered to be appropriate by the tourists.
- The research found that the current management of heritage destination requires improvement especially in marketing.

- Tourists recommended the development and promotion of genocide tourism.
- Again tourists consider genocide museum to be their heritage favourite destination.

6.3 Research limitations

In this research certain limitations were encountered, thereby influencing any observations and conclusions.

Firstly, heritage tourism in Rwanda is an emerging field and there is limited prior research on the topic particularly in the area of its development and promotion. Therefore, there are no precedents by which to compare. Findings are a stepping-stone for much needed additional research.

Secondly, this study utilised a self administered questionnaire and thus it is not possible to know if visitor responses reflected actual perceptions and behaviour. However, by administering the survey on-site during the actual visit, this limitation was controlled.

Thirdly, although the sampling plan was designed to provide a reliable representation of all the visitor population, the study results are a truly representative only of the visitors during the sample periods and do not necessarily apply to visitors during other times of the year or to other sites. Thus, the findings should be considered a 'snapshot' in time.

Fourthly, there are limitations in the methodology of the study. The sample was taken from only five museums. It was collected over a two months period from 1st December 2007 to 31st January 2008. Therefore, given it was a holiday period,

the incidence of vacationers, students and other specialised populations may be higher than during other times of the year.

Finally, respondents' bias may exist. There may be mixing of the reasons/motivations and experience among the visitors especially at the genocide museums.

The above limitations must then be taken into consideration when reviewing this research. While information is based on an extensive literature review and a detailed survey analysis, conclusions and recommendations are influenced by study limitations.

6.4 Recommendations for heritage managers

Key to improving the heritage tourism potential in Rwanda is protecting historic resources through actively identifying and registering heritage places at local level and international level especially with World Heritage Organisation. This is the only way to ensure some level of preservation and protection of these historic resources. Some of the uniqueness and quality of Rwanda's historic resources has been diminished by modern development in the area of construction especially in the city of Kigali.

Designation and recognition of historic places on local and international levels can be a useful promotional tool as well. The use of media and Internet to market heritage places is vital.

Well trained tour guides who can interpret sites in a creative and exciting way are needed at all museums for a successful tourism experience.

Heritage tourism programmes succeed when local peoples are involved. Therefore, local population living near heritage places must be involved in identifying, developing and planning for heritage tourism in the area.

A successful heritage tourism development depends on the active participation of political leaders, business leaders, operators of tourist sites, artists and craftspeople, hotel/motel operators, and many others. Therefore, collaboration with all these groups is important while planning for heritage sites development.

Heritage tourism needs to be incorporated within the Rwanda Office of Tourism and National Parks (ORTPN). This is the tourism bureau which is in charge of managing, developing and promoting tourism in the country. This tourism bureau has made remarkable achievements in marketing gorilla tourism abroad. The same approaches may be adopted to promote heritage tourism in the country.

6.5 Recommendation for further research

Perhaps the most pressing area for further research is to establish the possibility of genocide tourism in Rwanda. The surveys show that tourist would recommend genocide museums for tourism (see table 4.11). However, views of genocide survivors must be ascertained before recommending this type of tourism. It is important to establish visitor motivation to the genocide sites. This study found that remembrance and preventive education motivated visitors to genocide museums.

The general findings from all five museums revealed that Rwandan heritage sites require improvement especially in marketing. However, problems may differ from one museum to another. Further research may be needed to ascertain problems facing each particular museum.

6.6 Summary

Getting to the end of the study, the key findings of the study are outlined above. Limitations and recommendations are adhered to in this chapter. A call for further research is alarmed in order to have more developed heritage tourism that meet the needs of both tourists and the local community.

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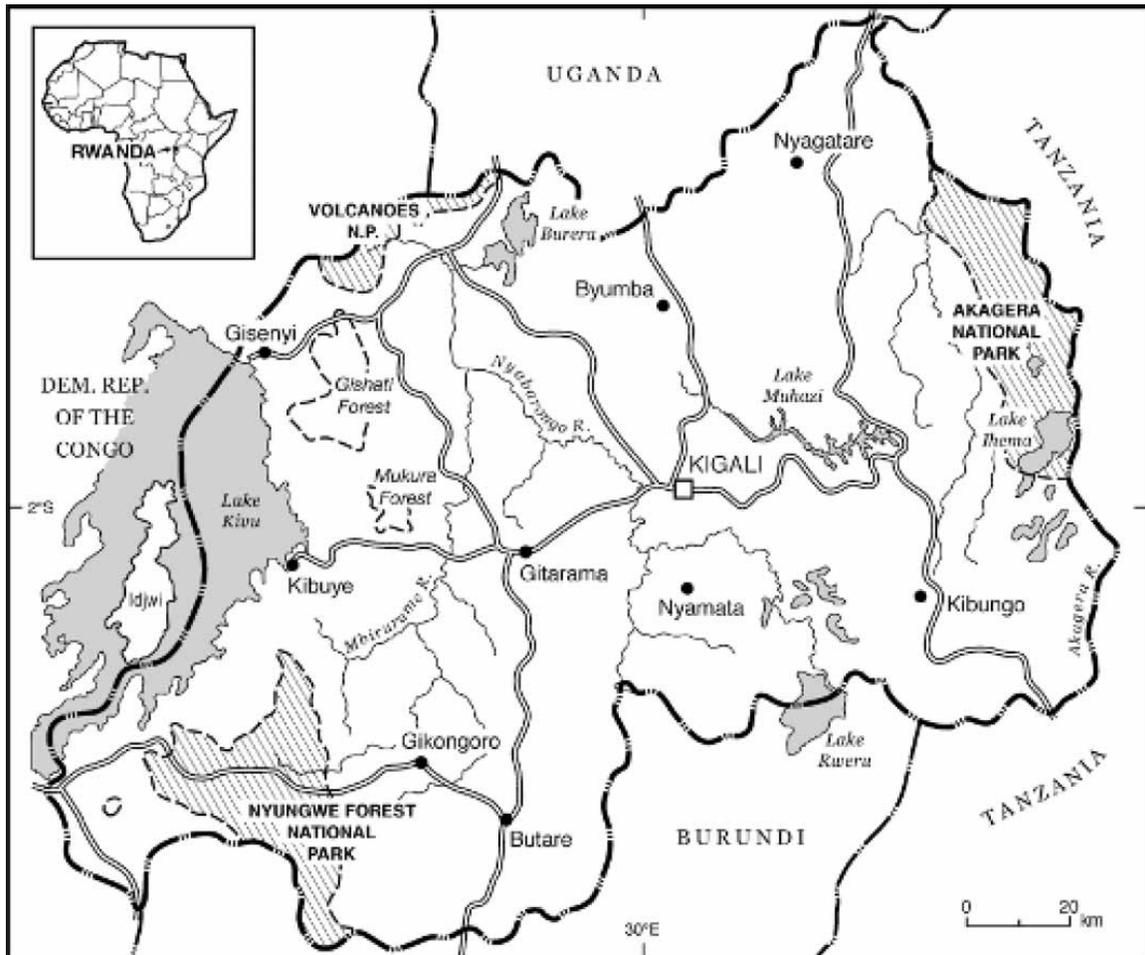
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APPENDICES

APPENDIX B: LOCATIONS OF RWANDA'S NATIONAL PARKS ON A MAP



**APPENDIX C: KINGS' PALACE AT THE PRE – COLONIAL HISTORY
MUSEUM**



APPENDIX D: QUESTIONNAIRE IN ENGLISH LANGUAGE

CAPE PENINSULA UNIVERSITY OF TECHNOLOGY

FACULTY OF BUSINESS

MTech: Tourism and Hospitality Management

Questionnaire for Research Project

Research Topic: The Development and Promotion of Heritage Tourism in Rwanda.

This research is being done for academic purpose as part of the requirements for the completion of a masters' degree. The objectives of the research are: to identify the status of heritage tourism in Rwanda by assessing heritage resources in the country; to identify how heritage tourism can be developed and promoted to meet the needs and demands of the visitors.

You have been selected to respond to this questionnaire by the fact that you are a visitor to the Rwandan heritage site. Your contribution is needed to ascertain the development and promotion of heritage tourism in Rwanda.

This is purely an academic research. All information you will provide that may be personal will remain confidential.

How to complete this questionnaire

- Persons completing this questionnaire should be a domestic or an international tourist to Rwandan Museums.
- Please place an 'X' in the block that you wish to select your response to that question unless detailed answer is provided.
- Should you wish to add a comment on this research, please add it in the space provided.

All enquiries regarding this research and questionnaire may be addressed to:

Valence GITERA (Researcher)
Waterside Students' Residence
P. O. Box 2315
Cape Town
8000

Tel: (+27) 73 068 7391
E-mail: 204223075@cput.ac.za

We would like to pass our sincere thanks to you for your valuable time and contribution to make this research possible. Your information and feedback is of paramount to us. Your willingness is greatly appreciated.

DEMOGRAPHIC CHARACTERISTICS OF RESPONDENTS

1. What is your age?

≤20	21 – 30	31 – 40	41 – 50	51 – 60	61 – 70	>70

2. Gender of respondents

Male	Female

3. What is your country of origin?

Rwanda		Province :	
Outside Rwanda		Country :	

4. How many people, including yourself, are in your group?

1	2	3	4	5	>5

DESTINATION CHOICES

5. What is your primary reason/motivation for visiting Rwandan Museums of Heritage?

Experience Rwandan heritage	Experience Rwandan Genocide	Place attachment	Learning	Leisure/ Tourism	Other

6. How would you rate the entrance fees charged?

Appropriate	Not expensive	Expensive	Highly expensive

7. Which of the following influenced you to visit Rwandan heritage sites?

Word of mouth	News papers/Magazines	Television	Tour operators	Radio	Internet	Bronchures	others

DEVELOPMENT AND PROMOTION OF HERITAGE TOURISM

8. How would you rate your level of satisfaction with the promotion of heritage tourism in Rwanda?

Poor	Satisfactory	Good	Excellent

8.1 If Satisfactory or poor, what were you dissatisfied with?

.....

.....

.....

8.2 What would you recommend in the promotion of heritage tourism in Rwanda?

.....

.....

.....

9. To what extent have you achieved satisfaction from the presentation of materials in the museums?

Not satisfied at all	Somewhat satisfied	Satisfied	Highly satisfied

9.1 If somewhat or not achieved, what would you suggest to be improved?

.....

.....

.....

10. Would you recommend the development and promotion of Genocide museums for tourism?

Yes	No

11. Which of the following museums would be your favourite destination?

National Museum of Rwanda	Pre-colonial History Museum	Rwesero Art Museum	Museum of Natural History (Kandt House)	Kigali Genocide Museum

OVERALL HERITAGE DESTINATION STATUSES

12. How would you rate the overall status of Rwandan museums of heritage as tourists' destination?

Deteriorating	Requires improvement	Average managed	Well managed	Very well managed

If you wish to provide comments regarding this research, please use the space provided below:

If you would like the feedback on this research, please write your email address in the space below:

Email: _____

THANK YOU.

APPENDIX E: QUESTIONNAIRE IN FRENCH LANGUAGE

UNIVERSITE DE TECHNOLOGIE DU PENINSULE DU CAP

FACULTE DE GESTION

M-TECH: Tourisme et Gestion des Hôtels

Questionnaire pour projet de Recherche

Sujet de Recherche: Le développement et la promotion du tourisme de l'héritage au Rwanda.

Cette recherche est faite pour raison académique en vue d'obtenir une maîtrise. Les objectifs de cette recherche sont: pour identifier le statut du tourisme de l'héritage au Rwanda en évaluant des ressources de l'héritage dans le pays; pour identifier comment le tourisme de l'héritage peut être développé et améliorer pour satisfaire les besoins et demandes des visiteurs.

Vous avez été choisi pour répondre à ce questionnaire par le fait que vous étés visiteur à un musée Rwandais de l'héritage. Votre contribution est nécessaire pour établir le développement et la promotion du Tourisme de l'héritage au Rwanda.

C'est purement une recherche universitaire. Toutes les informations que vous fournirez qui peuvent être volonté personnelle restent confidentielles.

Comment remplir ce questionnaire

- Les personnes qui remplissent ce questionnaire devraient être des touristes locaux au internationaux visiter la muse Rwandais de l'héritage.
- Veuillez placer un 'X' dans le bloc que vous souhaitez choisir votre réponse à cette question à moins qu'une réponse détaillée soit demandée.
- Si vous souhaitez ajouter un commentaire sur cette recherche, ajoutez – s.v.p la dans l'espace fourni.

Toutes les enquêtes concernant cette recherche et questionnaire peuvent être adressées à :

Valence GITERA (chercheur)
Waterside Students' Residence
P. O. Box 2315
Cape Town
8000

Tél: (+27) 73 068 7391
E-mail: 204223075@cput.ac.za

Vos informations et réponses sont d'une importance primordiale pour nous. Votre bonne volonté est considérablement appréciée.

DEMOGRAPHIQUE CARACTERISTIQUES DU REpondANT

1. Quel est votre age?

≤20	21 – 30	31 – 40	41 – 50	51 – 60	61 – 70	>70

2. Genre du répondant.

Male	Femelle

3. Quel est votre pays d'origine?

Rwanda		Province:	
Pays extérieur du Rwanda		Pays:	

4. Combien des personnes y compris vous-même sont dans le groupe?

1	2	3	4	5	>5

CHOIX DE DESTINATION

5. Quelle est votre motivation principale pour visiter la muse Rwandais de l'héritage?

Eprouver l'héritage Rwandais	Eprouver le Genocide Rwandais	Attachement de l'endroit	Apprendre	Loisir/ Tourisme	Autres

6. Comment évalueriez-vous les frais d'entrée?

Approprié	Moins cher	Cher	Fortement cher

7. Lequel des suivants vous a influencé?

Bouche à bouche	Journal/ Magazines	Télévision	Tour operators	Radio	Internet	Bronchures	Autres

DEVELOPPEMENT ET PROMOTION DU TOURISME DE L'HERITAGE

8. Comment évalueriez-vous votre niveau de satisfaction avec la promotion du tourisme de l'héritage Rwandais?

Pauvre	Satisfaisant	Bons	Excellent

8.1 Si satisfaisant ou pauvre, qu'est-ce qui vous a dis satisfait?

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

8.2 Que recommanderiez-vous dans la promotion du tourisme de l'héritage Rwandais?

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

9. Dans quelle mesure vous ont réalisé la satisfaction de la présentation des matériaux dans les musées?

Non réalisé	Légèrement réalisé	Réalisé	Fortement réalisé

9.1 Si légèrement ou non réalisé que suggèreriez-vous de l'heritage?

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

10. Recommanderiez-vous le développement et la promotion des musées du Génocide pour le tourisme?

Oui	Non

11. Lesquels des musées suivants seraient votre destination favorite?

Musée Nationale du Rwanda	Musée historique pre-coloniale	Musée d'Art Rwesero	Residence de Kandt (Musée d'histoire Naturelle)	Musée du Génocide

STATUT GLOBAL DES MUSÉES DES L'HÉRITAGE RWANDAIS COMME DESTINATION DES TOURISTES

12. Comment évalueriez-vous le statut global des musées de l'héritage Rwandais comme destination des touristes?

Détériorant	Exige l'amélioration	Gérée en moyenne	Bien gérée	Très bien gérée

Si vous souhaitez fournir des commentaires concernant cette recherche, utilisez s.v.p l'espace ci-dessous:

Si vous voudriez la rétroaction sur cette recherche, mettez s.v.p votre e-mail adresse dans l'espace ci-dessous:

Email:

MERCI.