

REPUBLIC OF RWANDA



Ministry of Sports and Culture

**FIVE YEAR STRATEGIC PLAN FOR THE DEVELOPMENT  
OF CULTURAL TOURISM 2017-2022**

November, 2016



**FOREWORD**



Cultural tourism is a way for Rwanda to discover and share with Rwandans and the world the richness, variety and beauty of its cultural heritage in all its aspects, both tangible and intangible.

It has, therefore, been defined as one of the pillars of the National Cultural Heritage Policy with great potential for national economic development.

As a young field of tourism in Rwanda, this sector presents challenges to be addressed for its development. Among others major challenges range from insufficient research and documentation on cultural heritage, lack of infrastructures for exhibitions of cultural heritage and cultural expressions, insufficient infrastructures facilitating access to historical and cultural sites, lack of coordination in data management, fast deterioration of sites due to unfavourable climate and human activity, to insufficient managerial and administrative skills of professionals, to name but a few.

As an implementation tool of the National Cultural Heritage Policy, this Five Year Strategic Plan will guide the development of cultural tourism in Rwanda. The success of its implementation is counted on the collaboration and effective partnership between the Ministry of Sports and Culture and various partners, public and private alike.

I take this opportunity to thank all stakeholders who contributed in the elaboration this document.

**UWACU Julienne**  
**Minister**

A blue ink signature is written over a circular official seal. The seal features a central emblem with a shield, a book, and a torch, surrounded by the text "MINISTÈRE YA SIPORO N'UMUHO" and "RWA" at the bottom.

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## LIST OF ABBREVIATIONS & ACCRONYMS

<b>CBT:</b> Community Based Tourism
<b>CHENO:</b> Chancellery for Heroes, National orders and decoration of honour
<b>CNLG:</b> Commission Nationale de Lutte Contre le Génocide
<b>EDPRS:</b> Economic development Poverty reduction Strategy
<b>GDP:</b> Gross Domestic Product
<b>ICOMOS:</b> International Council of Monuments and Sites
<b>ICT:</b> Information Communication Technology
<b>INMR:</b> Institute of National Museums of Rwanda
<b>JADF:</b> Joint Action Development Forum
<b>KRA:</b> Key Result Area
<b>MINECOFIN:</b> Ministry of Finance and Planning
<b>MINEDUC:</b> Ministry of Education
<b>MINIEACOM:</b> Ministry of Trade, Industry and East African Community Affairs
<b>MININFRA:</b> Ministry of Infrastructures
<b>MINISPOC:</b> Ministry of Sports and Culture
<b>PSF:</b> Private Sector Federation
<b>RALC:</b> Rwanda Academy for Language and Culture
<b>RALSA:</b> Rwanda Archives and Library Services Authority
<b>RDB:</b> Rwanda Development Board
<b>SWOT:</b> Strengths, Weakness, Opportunity and Threats
<b>TVETs:</b> Technical Vocation and Educational Trainings
<b>UNESCO:</b> United Nations Organization for Education, Science and Culture
<b>UNWTO:</b> World Tourism Organization

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# 1 GENERAL INTRODUCTION

## 1.1 Overview of Tourism Sector and its contribution to global economic growth

The word “*Tourism*” has different definitions and most of these definitions are structured around activities of touring for pleasure, business of providing information, accommodation, transport and other services to tourists. More specifically, the UNWTO<sup>1</sup> defines tourism as the activities of persons traveling to and staying in places outside their usual environment for not more than one consecutive year for leisure, business and other purposes. Tourism is a powerful vehicle for economic growth and job creation all over the world. In 2013, the tourism sector was directly and indirectly responsible for 8.8 percent of the world’s jobs creation (258 million); 9.1 percent of the world’s GDP (US\$6 trillion); 5.8 percent of the world’s exports (US\$1.1 trillion); and 4.5 percent of the world’s investment (US\$652 billion)<sup>2</sup>. The World Travel and Tourism Council estimates that 3.8 million jobs (including 2.4 million indirect jobs) could be created by the tourism industry in Sub-Saharan Africa (SSA) over the next 10 years<sup>3</sup>.

Today, tourism has become one of the major players in international commerce, and represents at the same time an important source of income for many developing countries. This growth goes hand in hand with an increasing diversification and competition among destinations. For example, from a small base of just 6.7 million visitors in 1990, Sub-Sahara Africa (SSA) attracted 33.8 million visitors in 2012. Receipts from tourism in 2012 amounted to over US\$36 billion and directly contributed 2.8. % to the region’s GDP (total contribution, including direct, indirect and induced, stood at 7.3% of GDP)<sup>4</sup>.

In 2014, international tourist arrivals in Europe grew by 3%, seeing an increase of 17 million arrivals to reach a total of 584 million. International tourist arrivals in Asia and the Pacific grew by 5% in 2014, with an increase of 13 million to total 263 million. The Americas (North, Caribbean, central and South) were the best performing region in relative terms with 8% growth, welcoming an additional 14 million international tourists and raising the total to 182 million. International tourism in the Middle East (+5%) showed signs of rebound after three negative years with good Results in most destinations. The region attracted an additional 2 million arrivals, bringing up the total to 50 million, and generating US\$ 49 billion in receipts (+6% than in 2013).

As summarize by Figure 1, the trends show that Europe is the dominant region in terms of hosting more international tourists for a number of reasons including security, democracy and strong policies formulated to develop not only the service sectors but also tourism sector among others.

<sup>1</sup> <http://www.tugberkugurlu.com/archive/definintion-of-tourism-unwto-definition-of-tourism-what-is-tourism> (accessed on 23rd May 2016)

<sup>2</sup> Tourism in Africa: Harnessing Tourism for Growth and Improved Livelihoods, THE WORLD BANK, 2014

<sup>3</sup> Idem

<sup>4</sup> Idem

Figure 1: International tourist arrivals and tourism receipt



Source: UNWTO Annual Report (2015)

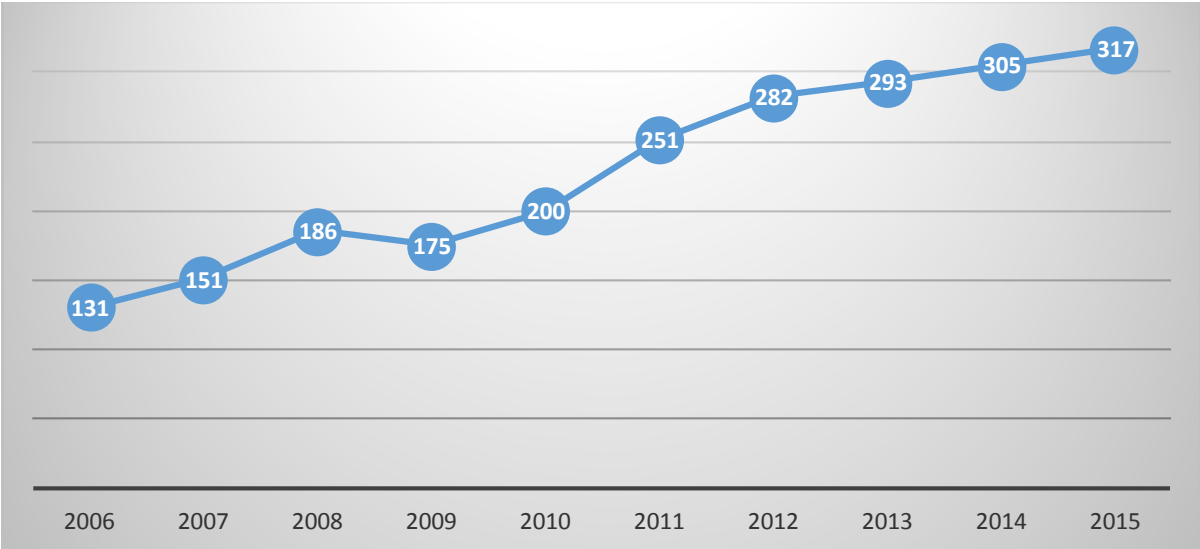
For the specific case of Sub-Sahara Africa, despite the recent challenges that impacted its image due to the Ebola virus disease outbreak in West Africa, international tourist numbers grew by 2%, equivalent to an increase of one million arrivals to reach 56 million tourists (See Figure 1). While growth in arrivals to North Africa was weaker (+1%), Sub-Saharan Africa saw international tourist numbers rise by almost 3%. As illustrated by UNWTO report, Africa’s prospects for 2015 showed an increase of international tourist by 3% to 5%. Based on the current opportunities, the region is forecast to reach 134 million tourists by the year 2030, representing an average annual growth rate of 5%<sup>5</sup>.

**1.1.1 Tourism Sector in Rwanda**

In Rwanda, tourism sector is identified as one of the priority sectors that contribute to achieve the country’s development goals as embedded in the Vision 2020 document. Through the vision 2020 and EDPRS2, Rwanda sees the tourism sector as an important driver of job creation and a strong mechanism for strengthening: professional competencies, local community development initiatives, use of information and communication technology and public-private partnership, especially in tourism infrastructure development and diversification of sustainable tourism products. According to the 2009 tourism policy, Rwanda intends to increase tourism revenues in a manner that sustainably generate profits for investment and contribute to job creation. In order to achieve this, Rwanda aims at developing new and distinctive market-led products that can easily be promoted and positioned in the marketplace. The policy specifies that the Rwanda’s tourism industry accounts for a significant portion of foreign revenue and therefore identified as a priority sector to achieve Rwanda’s development goals as defined in the Vision 2020. The analysis of the tourism sector trends shows that in the past ten years, the income from the sector increased by more than twofold, moving from US\$ 131 million in 2006 to US\$ 317 million in 2015 (figure 2), (RDB, 2015).

<sup>5</sup> UNWTO Annual Report (2015)

Figure.2 Tourism Revenues (in million USD)



In addition to the tourism policy, Rwanda has also put in place number instruments that aim at promoting tourism in Rwanda. For instance, the Rwanda Tourism Master Plan was designed to provide stakeholders and potential investors in the tourism sector with a guide to developing a world-class tourism destination attracting a steady flow of tourists and to enable the development of a tourism industry able to provide quality services and facilities to visitors, employment for Rwandans and opportunities and revenue for local communities thus contributing directly to poverty reduction. Sub-Master plans such as Kivu Belt were also developed.

**1.1.2. RATIONAL AND OBJECTIVE OF THE CULTURAL TOURISM STRATEGY**

**1.1.2.1. Problem statement**

The vision of the National Culture Heritage Policy is to make the Rwandan culture a way to positively think, create, innovate and perform for a better life. Therefore, as the leading institution, the Ministry of Culture and Sports develops, supports and guides the implementation of policies and strategies meant to lead to a winning culture in Sports and to make cultural tourism foundational as an important driving factor for the national development. Guiding decision-making and coordinating interventions in cultural tourism subsector requires the establishment of a strategic framework that provides clear understanding of the surrounding environment (interactions between stakeholders and the incentives around decisions they make) and feeds actors with pragmatic, action-oriented strategic objectives for addressing cultural tourism issues.

It is therefore imperative to develop a strategic framework for cultural tourism that helps Rwanda address a range of issues that include (but not limited to) the following reasons:

- poor alignment and integration of heritage and cultural products into mainstream tourism;
- inadequate coordination mechanism to promote and optimize cultural tourism earnings
- limited appropriate skills and mechanisms/ strategies to promote and brand the Rwandan cultural and historical products on local, regional and international markets;
- limited engagement of the private sector in development of new cultural tourism products;
- limited infrastructure and accessibility to some cultural and historical sites;
- Limited research and documentation on cultural heritage to inform the development of appropriate cultural tourism products;
- Limited awareness and understanding of the cultural tourism by different stakeholders,



- some historical and cultural sites are in deteriorating conditions and need to be rehabilitated and preserved
- Insufficient research (documentation) on cultural tourism;
- No clear guidelines regarding preservation, promotion for the development of heritage sites
- No incentives and strategies to attract private sector to invest in cultural tourism sector.

### 1.1.2.2. Vision, Mission and Objectives of the Cultural Tourism Strategy

#### 1.1.2.2.1. Vision

The vision of the Ministry of Sports and Culture on cultural tourism is to make this sub sector an income generating area to ensure that our development is rooted in our unique culture

#### 1.1.2.2.2. Mission

The Ministry's mission is to develop and support implementation of policies and strategies that lead to a winning culture in sports and to make culture foundational to our development agenda<sup>6</sup>

#### 1.1.2.2.3. General Objective

The overall objective of this five years cultural tourism strategic plan is to create an enabling framework to stimulate and guide interventions in order to bring synergy towards optimization of economic and socio cultural benefits from the sub-sector. This strategy therefore intends to unleash the economic and socio cultural potential of heritage and cultural resources through responsibly and sustainable tourism development.

#### 1.1.2.2.4. Specific Objectives

This Cultural Tourism Strategy intends to achieve following specific objectives:

- Provide a coordination mechanism for cultural tourism initiatives across the public and private sector;
- Create a framework for public-private partnership in promoting cultural tourism in Rwanda;
- Attract private investment in recreational facilities;
- Improve both academic and professional skills and capacities of different players in the area of cultural tourism (creative art, story tellers, production of quality crafts products, heritage studies, etc), including managerial skills for cultural tourism projects;
- Stimulate and facilitate research relating to cultural heritage with the aim to safeguard the authenticity and the originality of cultural heritage and valorise cultural tourism products;
- Integrate heritage and culture as productive components of sustainable tourism and economic development;
- Provide an opportunity for profiling and promoting the diverse heritage resources of Rwanda through tourism product development;
- Unleash the economic and socio-cultural potential of Rwandan Cultural tourism products and its impact on poverty reduction
- Set strategies to Increase the culture of domestic tourism among Rwandans

<sup>6</sup> <http://minispoc.gov.rw/index.php?id=10>

### 1.1.3. The Socio-economic impact of Cultural tourism

Cultural tourism is important for various reasons; it has a positive economic and social impact, it establishes and reinforces identity, it helps build image, it helps preserve the cultural and historical heritage, with culture as an instrument it facilitates harmony and understanding among people, it supports culture and helps renew tourism<sup>7</sup>.

The economic and social impact is caused by the incomes created by the cultural tourism business and supporting businesses. There is an increase in local production since the cultural tourism activities are strongly connected with other branches of economy. As cultural tourism is employment demanding, there is an increase in employment in the area, as guests participate and appreciate local culture. This helps keep people in the region, which is a positive catalyst for regional development. It, thus, improves the demographic situation in regional areas by giving a perspective to the youth<sup>8</sup>.

In Rwanda, the expansion of cultural tourism will contribute, among other, to the development of social and economic infrastructures, the development of the national culture; the accentuation of tourism regions; strengthening of the local traditions and culture; the protection of the natural habitat<sup>9</sup>.

## 2 METHODOLOGY

### 2.1 Approaches and techniques

The development of the five-year cultural tourism strategic plan mainly used a participatory approach based essentially on engaging different stakeholders in the sectors of tourism and culture. The collection of data for this strategy followed a number of techniques that include:

#### 2.1.1 Literature review

This consisted of reviewing different documents made of policies, strategies, legal documents as well as regional and international publications in the areas of tourism and culture. The review of the literature has informed the design of the interview guides for different categories of stakeholders interviewed in this exercise.

#### 2.1.2 Interviews with key stakeholders

In addition to reviewing the literature, interviews with key stakeholders were conducted. The main objective of these interviews was to capture and document what stakeholders' views not only on the key challenges facing the cultural tourism sub-sector but also on major strategic directions that need to be undertaken in order to promote cultural tourism in Rwanda. The list of key stakeholders interviewed is reflected in the appendix of this strategy (appendix I).

#### 2.1.3 Districts and Sites visits

In order to capture districts' specific challenges and mid-term plan for promoting cultural tourism at local level, a number of districts were visited during fieldwork. In total 17 districts were visited and district officials interviewed using an interview guide designed to serve the purpose. In each district, a selected number of cultural and historical sites were visited and their status which focused on both tangible and intangible elements. The list of sites visited per district is summarised in appendix II.

<sup>7</sup> Estonian, Latvian and Lithuanian National Commissions for UNESCO 2001-2003

<sup>8</sup> Idem

<sup>9</sup> Sustainable tourism development master plan for Rwanda (Project of the Republic of Rwanda/United nations)

### 2.1.4 Technical and Consultative Workshop

In order to ensure that the proposed strategic directions to address cultural tourism challenges as highlighted through the SWOT analysis, a stakeholders' consultative workshop was organised and facilitated by the Ministry of Sports and Culture. The aim was to discuss and refine the proposed Key Results Areas (KRAs), Outputs, Indicators and Targets for this cultural tourism strategy.

## 3 AN OVERVIEW OF CULTURAL TOURISM

Culture can be defined as a set of integrated pattern of knowledge, belief system, behaviour, customs, arts, etc. manifested in the ways of life of a particular society transmitted from one generation to another. Culture consists of language, ideas, beliefs, customs, taboos, codes, institutions, tools, techniques, and works of art, rituals, ceremonies, and symbols (MINISPOC, 2015).

The culture of any country is an integral part of its overall political and socioeconomic development framework. It is an embodiment of Social cultural practices, rituals and festive events that structure the lives of communities and groups within Nation States. Culture is also a complex, which includes knowledge, belief, art, morals, law, custom, and any other capabilities and habits acquired by man as a member of society.

Cultural tourism has been identified as one of the major growth markets in global tourism, and the United Nations World Tourism Organization (UNWTO) expects this growth to continue in the new millennium. In all the regions of the world, governments at national and local level are increasingly becoming interested in the potential for cultural tourism to attract tourists and to support cultural attractions (Akama, 2002)<sup>10</sup>.

In fact, culture and tourism have a mutually beneficial relationship. Culture is an increasingly important element of the tourism product as it creates distinctiveness in a crowded global marketplace. At the same time, tourism provides an important means of enhancing culture and creating income, which supports and strengthens cultural heritage, cultural production, and creativity. Culture and tourism are therefore linked because of their obvious synergies and growth potentials. Despite the fact that the contribution of cultural tourism in the total revenues generated by the tourism sector is in most cases not depicted, it is believed that cultural tourism plays a very significant role. For instance, the 2014 UNWTO report does not show the share of cultural tourism in the total world tourism share. However, the report highlights a number of cultural tourism initiatives that were taking place in different part of the world. For example, the report indicates that the government of the Republic of Tanzania unlocked the potential of cultural tourism for community development by attracting large numbers of foreign tourists to visit cultural related initiatives.

### 3.1. Defining cultural tourism

Cultural tourism has a range of definitions. It is referred to as “The movement of persons to cultural attractions away from their normal place of residence, with the intention to gather new information and experiences to satisfy their cultural needs<sup>11</sup>” It can also mean “all movements of persons to specific cultural attractions, such as heritage sites, artistic and cultural manifestations, arts and drama outside their normal place of residence”. (Atlas, 2009).

<sup>10</sup> John Akama (2002). Cultural tourism in Africa: strategies for the new millennium

<sup>11</sup> ATLAS,2009 Cultural Tourism Research Project <http://www.tram-research.com/atlas/presentation.htm>

### 3.2 Types of cultural tourism

The following table provides a summary of types of cultural tourism and their respective products and activities.

*Table 1: Types of cultural tourism and their products*

Types of cultural tourism	Tourism products, activities
<i>Heritage tourism</i>	<ul style="list-style-type: none"> <li>Natural and cultural heritage (very much connected to nature-based or ecotourism);</li> <li>Material - built heritage, - architectural sites, - world heritage sites, - national and historical memorials</li> <li>Non material - literature, - arts, - folklore</li> <li>Cultural heritage sites - museums, collections, - libraries, - theatres, - event locations, - memories connected to historical persons</li> </ul>
<i>Cultural thematic routes</i>	Wide range of themes and types: - spiritual, - industrial, - artistic, - gastronomic, - architectural, - linguistic, - vernacular, - minority
<i>Cultural city tourism, cultural tours</i>	“classic” city tourism, sightseeing <ul style="list-style-type: none"> <li>“Cities as creative spaces for cultural tourism”</li> </ul>
<i>Traditions... tourism</i>	<ul style="list-style-type: none"> <li>Local cultures’ traditions...</li> </ul>
<i>Event and festival tourism</i>	Cultural festivals and events - Music festivals and events (classic and light or pop music) - Fine arts festivals and events
<i>Religious tourism, pilgrimage routes</i>	<ul style="list-style-type: none"> <li>Visiting religious sites and locations with religious motivation</li> <li>Visiting religious sites and locations without religious motivation (desired by the architectural and cultural importance of the sight)</li> <li>Pilgrimage routes</li> </ul>
<i>Creative culture, creative tourism</i>	<ul style="list-style-type: none"> <li>traditional cultural and artistic activities - performing arts, - visual arts, - cultural heritage and literature</li> <li>as well as cultural industries - printed works, - multimedia, - the press, - cinema, - audio-visual and phonographic productions, - craft, - design and cultural tourism</li> </ul>

Source: Ed. Csapó. J. 2011

### 3.3 International and regional cultural tourism experience

This section briefly describes international and regional experiences in promoting cultural tourism. It highlights the types of cultural products that are promoted in a number of selected countries (as advised during the technical session). It shows that these products vary from one country to another and reflect some key historical features that Rwanda could learn from.

#### 3.3.1 Cultural Tourism in Singapore

Singapore is an island nation located at the gateway of Southeast Asia. Its 2010 census reports that the population was about five million, of which 26% are nonresidents (Singapore Department of Statistics, 2010). 74% of its population self reported as Chinese, 13% Malay, 9% Indians and 3% Others. For this small nation, tourism is an important source of income. Singapore’s emergence in the international tourism sector is relatively recent, with tourism only registering on the government’s radar in the mid 1960s after Singapore’s economic value as an entrepôt and industrial city began to wane<sup>12</sup>.

Singapore’s cultural and heritage tourism shows that it is still very active in the old traditions. From the past, under the title to one of these ethnic minorities: Chinatown, Kampong Glam, Arab Street and Little India. First, you can enjoy Chinese antiques, traditional clothing, or Chinatown, calligraphy, and then there is a variety of spices in Little India to buy a loved one taste and a sari or some jewellery. Finally, get to Kampong Glam and Arab Street for bazaar-style shopping, and

<sup>12</sup> Phua, VoonChin and Joseph Miller. “Gazing at Haw Par villa: Cultural Tourism in Singapore.” Shima: The International Journal of Research into Island Cultures 8.2 (2014), 73-88.

received the fine from Indonesia and Malaysia, hand-made batik<sup>13</sup>.

The strategy<sup>14</sup> of developing cultural tourism in Singapore was based on the following principles:

- Thinking long term: Singapore's primary objective of tourism has been to create a good public image in the world
- Fighting productively: In order to develop cultural tourism, Singapore has invested in providing adequate infrastructures through multi-agency efforts (public and private partnership).
- Innovating systematically: In Singapore, cultural tourism is identified as one of the priority areas for economic development. It not only emphasizes on conservation and valorization but also promotion of cultural heritage as source for income generation.
- Leading with vision and pragmatism. Tourism promotion efforts to increase visitor arrival were partly financed by cessation tax levied on first-class hotels, (and later extended to food and beverages) considered as the direct and principal beneficiaries of any expansion of the tourist trade.

### 3.3.2 Cultural Tourism in France

In France, cultural tourism is important not just because of the rich physical cultural heritage of the country, but also because of the breadth of the French concept of culture. For the French, the cultural heritage (patrimoine) covers not just the built heritage, but also includes elements of the natural heritage, individual cultural performers, gastronomy and even the sex tourism attractions of the Moulin Rouge. The French understanding of cultural tourism contains two major elements: culture as heritage, and culture as ethnography.

In France, the role of heritage is particularly strongly reflected in the built heritage. As the French philosopher Lyotard<sup>15</sup> has observed, the disappearance of the ideas of progress and rationality under postmodernism means that heritage is being recreated in the present, with quotations and components taken from the past. This constant development of the built heritage has been reflected in recent years by the Grands Projets, designed to create new national monuments, which take much of their meaning and power from the use of references to the past. The personal and political monuments created through the Grands Projets have taken on the role of tourist attractions, as is the case with the Pompidou Centre (Beaubourg) in Paris. Built 20 years ago by then President Pompidou as a national cultural and arts centre, it is now one of the most visited buildings in France, attracting over 7 million visitors a year. More recently, the extension of the Louvre, commissioned by President Mitterrand, doubled the number of visitors to this already popular attraction. Other projects, which have stimulated cultural tourism in the capital, include the new museums for Picasso and at Orsay<sup>16</sup>.

Furthermore, France is the first attractive country in terms of cultural tourism due to its high quality wine (the first producer followed by Italy and Spain), its luxurious palaces (of 270 luxurious palaces on the world, 130 are French) and its agricultural seeds (the first exporter of different types agricultural seeds).

Key strategies used by France to achieve the above include:

- Decentralization and democratization of culture: communities and their elected representatives are key stakeholders in the design of cultural tourism initiatives.
- Long tradition of private sector involvement in promotion of culture

<sup>13</sup> Accessed on <https://www.ukessays.com/essays/tourism/various-impacts-of-tourism-in-singapore-tourism-essay.php>

<sup>14</sup> Centre for Liveable Cities, Planning for Tourism: Creating a Vibrant Singapore, Singapore, 2015, p.XVII) Lyotard, J.F. (1988) *Le Postmoderne Explique aux Enfants*. Edition Galilee, Paris

<sup>15</sup> Idem

<sup>16</sup> Idem

- Strong partnership between public and private sector in promoting cultural tourism
- The government provides adequate financial means (more than 1% of the national budget) to promote culture<sup>17</sup>

### 3.3.3 Cultural Tourism in Tanzania

Cultural tourism in Tanzania focuses mainly on promoting its historical sites and the use of community-based tourism approach.

In line with promoting historical sites, Tanzania focusses on:

- Bagamoyo: the first capital of Tanzania Until 1892;
- Kilwa ruins: testifying the existence of buildings constructed between XII-XIX centuries. Despite its current deteriorating state, Kilwa has one the ancient summing pools dated 800 years.
- Tanzanian rich museums: made of national museums and cultural facilities, national museum of Dar es Salaam, national historical museum in Arusha, Nyerere museum in Butiama and Peace memorial museum in Zanzibar.

The Tanzanian community-based tourism was initiated by youth in local community in Northern Tanzania. The product came as a result of Maasai youth group that was used to dance alongside the Northern safari road accessing Lake Manyara, Ngorongoro and the Serengeti major tourist attractions in the area. The approach latter become popular and was developed to look at approach of sustainable Pro-poor Tourism. This is a way of doing tourism so that it focuses specifically on unlocking opportunities for the poor to benefit more within tourism, rather than expanding the overall size of the sector. Sustainable Pro-poor Tourism goes well beyond ecotourism and community based tourism. It is an approach that attempts to maximize the potential of tourism for eradicating poverty by developing appropriate strategies in co-operation with all major groups/stakeholders central government, local governments, tourism operators, and local communities to have a fair distribution of benefits.

In Tanzania, following strategies are used to promote cultural tourism<sup>18</sup>:

- Support the establishment of cultural tourism enterprises that mainly focus on promotion of community based tourism (experiencing people's way of life, traditional dances/ceremonies, sampling of local cuisines, home-stays, daily homestead chores, handicrafts, community development initiatives, indigenous knowledge, historical heritage, nature walks, and local folklores.
- Establishment of partnership with different national and international institutions such as Ministry of natural resources, Tanzania Private Sector Foundation (TPSF), Food and Agricultural Organization of the United Nations (FAO-UN), Nations-World Tourism Organization Sustainable Tourism-Eliminating Poverty ((UNWTO ST-EP), and Centre for Development of Enterprises (CDE). In different times Cultural Tourism Programme was supported by The Netherlands Development Organization (SNV) and International Union for Conservation of Nature (IUCN-NL).
- Providing opportunities to tourist visiting Tanzania an opportunity to tour tribal areas to meet the people and experience their traditional way of life, climbing the mountains of the agricultural tribes of northern Tanzania to see how coffee is grown by subsistence farmers, walking across the plains to explore the rich traditions of the pastoral tribes whose culture is closely linked to nature and wildlife, following the drumbeats and letting the tribal dancers of southern Tanzania interpret the music and performances the tribes have inherited from their ancestors

<sup>17</sup> Le Budget 2016 du Ministere de la culture et de la communication, publié le 20/1/2016 [www.culturecommunication.gov.fr](http://www.culturecommunication.gov.fr)

<sup>18</sup> Culture tourism in Tanzania: Tanzania Tourist Board.htm, Tanzania Cultural Tourism Programme.

### 3.3.4 Cultural tourism in Kenya

Cultural tourism in Kenya mostly focuses on its heritage. The depth of Kenyan history is reflected in its three UNESCO World Heritage sites<sup>19</sup>:

- the Koobi Fora, where some of the earliest evidence of human habitation on earth has been found,
- the streets of Lamu echo with its centuries' history of sea trade, and
- the Mont Kenya with its biosphere reserve that combines the respect for a traditional symbol of creation and the need to conserve the environment for the future.

More specifically, cultural tourism in Kenya would include: meeting the Swahili sailors of the Coast, visit the thorn-enclosed Villages of the Maasai in the south, walk alongside Samburu warriors in the northern wilderness or fish with the Luo, master fishermen of Lake Victoria, in the west. Cultural tourism in Kenya also comprises different celebrations including the annual Malindi celebrations in Lamu, the bullfights of Kakamega and the Mombasa Carnival. There are enough festivals, events and ceremonies to fill a calendar and ensure that there is always something new and exciting to experience anywhere, anytime.

### 3.3.5 Cultural Tourism in South Africa

Cultural tourism in South Africa is mainly based on its historical sites, namely:

- Soweto: one of the main township with rich apartheid history;
- Robben Island: located 7 km from Cap coasts where visitors discover Mandela history and life in prison;
- South African Cuisine: a rich African gastronomy with English, Netherlands, Germany and French touches.

Strategies implemented by South Africa include<sup>20</sup>:

- Research, Information and Knowledge Management: Audit of existing and potential heritage and cultural tourism products, Monitoring and evaluation of the impact and demand of heritage and cultural tourism products, Visitor profile and experience and Trends and best practices;
- Sustainable development and management: Identify heritage and cultural tourism products for product development and sustainable management, Develop an action for implementation of identified heritage and cultural tourism products, Sustainable and integrated management approach to heritage and cultural tourism products, Skills development and training
- Marketing, promotion and raising awareness: promotion of heritage and cultural tourism products, Providing guidance on marketing and promotion of heritage and cultural tourism products
- Cooperation, partnership, institutional arrangements and policy: Environmental scan of heritage and cultural tourism landscape, Institutional arrangements and policy to support the implementation of cultural tourism, Establish partnership and cooperation with stakeholders;
- Resource mobilization: Identify and seek funding opportunities.

<sup>19</sup> Dorothy Rotich, An analysis of the challenges facing cultural tourism development in Kenya, Eldoret, Kenya, 2012

<sup>20</sup> National Heritage and Cultural Tourism Strategy, March 2012

## 4 CULTURAL TOURISM IN RWANDA

### *The Rwandan culture, a rich and Unique Culture*

Rwanda has the advantage of having a rich and unique culture that is worth to be known, preserved, cherished, valued and marketed to improve the competitiveness of Rwanda as a tourist destination and therefore contribute to economic development. Its richness and uniqueness are observed through its tangible and intangible heritage.

According to UNESCO, tangible Cultural Heritage' refers to physical artefacts produced, maintained and transmitted intergenerationally in a society. It includes artistic creations, built heritage such as buildings and monuments, and other physical or tangible products of human creativity that are invested with cultural significance in a society. 'Intangible Cultural Heritage' indicates 'the practices, representations, expressions, knowledge, skills – as well as the instruments, objects, artefacts and cultural spaces associated therewith – that communities, groups and, in some cases, individuals recognize as part of their Cultural Heritage.

### 4.1 Intangible cultural Heritage

- Ceremonies and Rituals

- ✓ *Umuganura Celebration*

Many centuries ago, the National Harvest ceremony “*Umuganura*” was one of the Rwanda’s core practices in maintaining the country’s steadfast culture, until it was abolished by colonialists in 1925. Umuganura was celebrated at the beginning of every harvest season, as an occasion of appraising the country’s achievements in terms of harvest both at the kingdom and family levels. It served a very crucial role in building the Rwandan unity, as well as a strong relationship with God through the traditional religious practices performed by the King or Queen mother during the festivities. In a bid to strengthen our culture, this practice was, recently reinstated and it has ultimately developed into a fascinating aspect of revisiting the Rwandan ancient spirit of cohesion, friendship, intimacy as well as mutual support. In support for its elevation, the Government of Rwanda declared *Umuganura* day a public holiday, to ensure that its essence is experienced among all Rwandans in and outside the country.

- ✓ *Pan-African Dance Festival/Festival Panafricain de la Danse (FESPAD)*

FESPAD was established by the 67th council of ministers of the former African Union Organisation (OAU) in February 1998, the event aims at developing the African continent and its people through cultural dance. It also focuses on “uniting Africans so as to take an active part in the social, political, economic and cultural development of Africa.”

- ✓ *Kwita izina*

In Rwandan Culture, this ceremony was practiced in all families to name a new born. Today, this was broadened and extended to the naming of newborn Gorillas. Launched in 2005, Kwita Izina, a uniquely Rwandan event, is not only a celebration of newly born mountain gorilla babies, but also serves to raise awareness of the importance of the protection of species and their habitats at community, national, regional and international levels. The event brings together thousands of Rwandans, friends of Rwanda and celebrities to Kinigi at the foothills of the Volcanoes National Park.

- ✓ *Traditional academy and Initiations*

Traditional Rwandan Academy commonly known as “*Itorero*” was intended to train young elites on leadership, war, civic education and performing arts (eg. public speaking, history, etc). The currently institutionalized Itorero offers an opportunity to young men and women to learn the values of the Rwanda culture and patriotism. For young women (girls) Urubohero was meant to not only initiate them to become better wives and mother but also on arts.



✓ *Wedding ceremonies*

The Rwandan wedding ceremony is amongst the traditional events that are highly appreciated by nationals and foreigners as it is designed and structured as participatory live theatre. The ceremony offers an opportunity for community based cultural tourism development in Rwanda.

✓ *Rwandan « igitaramo »*

Traditionally, old people used Igitaramo as a forum to not only promote entertainment and conviviality but also educate young generation on Rwandan history, culture and arts.

✓ *Ubudebe, gacaca and imihigo*

These constitute solid cultural foundation of the Rwandan dignity and incarnate the principles of Solidarity, Justice and Results based actions. These have been revitalized to drive the national development agenda.

Other components showing the richness and uniqueness of the Rwandan culture include but not limited to:

- ✓ Literature (Ubwiru (monarchical code), genealogy (ubucurabwenge), dynastic poetry (Ibisigo), pastoral poetry (Amahamba, amazina y'inka), Ibyivugo, Imigani, Ibihozo, Ibisakuzo, etc); which could inspire literary festivals, school competitions, and, why not, theatres and cinema to be exhibited in different cultural centers.
- ✓ Diversified dance (imiyove, urugangazi, ikigote, ikinimba, imparamba, umudiho, inkaranka, impangaza, igicunda, Ingoma z'imivigo, etc);
- ✓ Arts and Crafts
- ✓ Sports and leisure (Igisoro, Urukiramende, Gukirana, Kumasha, etc)
- ✓ Music
- ✓ Food and Beverage (eg. milk processing/gucunda)

#### 4.2 Tangible cultural heritage

- ✓ Historical sites (eg. Ryamurari, the capital of Ndurwa kingdom, Royal palace of the King mother Nyiramavugo III Kankazi, Shyogwe);
- ✓ Cultural sites (Eg. Buhanga eco-park);
- ✓ Archaeological sites (eg. Dahwe in Gisagara District, Masangano site in Gakenke district);
- ✓ Religious related sites (eg. Kibeho in Nyaruguru district, Ibitare by'amashyiga in Kamonyi District)
- ✓ Heroism related sites (eg. Igicumbi cy'intwari in Gasabo district, Liberation Museum (Mulindi w'intwari in Gicumbi district, Agasozi k'intwari in Nyagatare district, Nyange in Ngororero district and Saint Pater site in Rubavu district,)
- ✓ Memorial sites (eg. Kigali Genocide memorial site, Murambi in Nyamagabe district, Biseseo in Karongi district, Nyarubuye in Kirehe district, Ntarama in Bugesera district)
- ✓ Museums (eg National Liberation Museum Park, Ethnographic Museum, National Art Gallery-Rwesero, King's Palace Museum-Rukari, Presidential Palace Museum-Kanombe/ Kigali, Natural History Museum-Kigali And The Museum Of Environment)
- ✓ Rwanda Archives and Library Services Authority.

### 4.3 The Rwandan Culture in the current policy context

The Vision 2020 that aims at transforming Rwanda into a middle-income country highlights culture as part of the crosscutting issues under Science, Technology, and ICT<sup>21</sup>. The national rich culture offers a very important opportunity for Rwanda to not only overcome the single attraction challenge targeting Gorillas but also to diversify touristic sources of income that sustains the growth momentum of the tourism sector in Rwanda.

Indeed, the Constitution of the Republic of Rwanda of 4 June 2003 as revised in 2015, in articles 11&36 reaffirms government’s commitment to protecting sound traditional and cultural practices based on Rwandan philosophy and culture in general. The Constitution stipulates that in order to build the nation, there is need to promote national culture and restore dignity of Rwandans, based on their values. The Constitution further envisages initiating home-grown mechanisms to deal with matters that concern Rwandans and guarantees rights to all Rwandans to engage in activities that promote national culture.

Today, more than ever before, the Ministry in charge of Culture strongly upholds that cultural heritage in both its material and immaterial aspects, as a resonant expression of a people’s identity, constitutes a determining factor for unity, national reconciliation, and contributes to national development and to a shared brighter future. The Law N° 28/2016 of 22/7/2016 on the Preservation of Cultural Heritage and Traditional Knowledge currently put in place intends to the promotion of cultural tourism.

The contribution of the cultural tourism to the total revenues generated by the tourism sector in Rwanda is not disaggregated and this makes it difficult to track its contribution to the GDP and the national socioeconomic growth in General. However, data from the Institute of National Museums of Rwanda indicate that cultural tourism can significantly contribute to the national development and employment creation if exploited at its full potential.

Figure 3 and 4 below show that despite the fact the number of visitors has decreased over the past two year (see fig. 3 below), the INMR has been able to generate nearly 200 million Rwandan Francs in fiscal year 2015&2016.

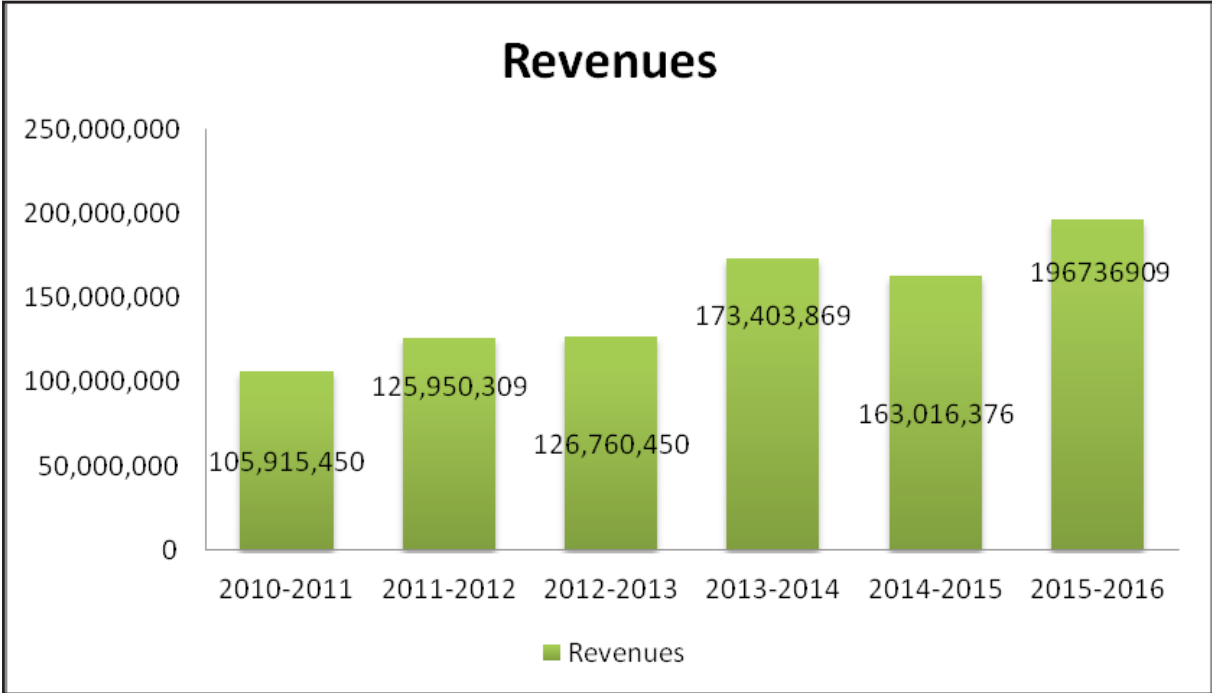
Figure 3: Number of Visitors of INMR



Source: MINISPOC, 2016

<sup>21</sup> Vision 2020 document

Figure 4: Revenues Generated by INMR (Frw)



Source: MINISPOC, 2016

Despite the cultural tourism high potential to contribute to the national development, the sub-sector is still constrained by major issues: (1) low levels of infrastructure development at various cultural sites; (2) inadequate mechanism for generation of information and provision of appropriate cultural tourism products that can be offered at cultural tourism sites; (3) inadequate technical and managerial skills to support the process of delivering cultural tourism products and information resources at cultural sites; and (4) inadequate mechanisms to actively and effectively attract the involvement of the private sector to deliver cultural tourism products and information resources (MINISPOC, 2015).

In order to address the above challenges, the Government of Rwanda has established a number of mechanisms to address the existing gaps in cultural tourism sub-sector and proposes long-term strategies for making the sub-sector one of the pillars of the national development. More specifically, the 2015 National Heritage Policy reflects on existing gaps in cultural tourism sub-sector and proposes long-term strategies for making the sub-sector one of the pillars of the national development. More details are provided in the next subsection of this strategy.

### 4.3.1. Legal and Policy Framework for Cultural Tourism in Rwanda

In addition to the Rwanda's constitution, the vision 2020 and EDPRS2 highlighted above, there is a number of policy, strategic and legal instruments that directly or indirectly contribute to promoting cultural tourism in Rwanda. This section presents a selected number of these instruments and highlights key cultural tourism issues they are meant to address.

*Table 2: Selected policy, strategic and legal instruments that affect cultural tourism*

Title of the document	Brief Description	Key Cultural issues identified/Links with Cultural Tourism
<b>Rwanda Cultural Heritage Policy</b>	<ul style="list-style-type: none"> <li>▪ Provides a framework for nurturing, preserving and protecting Rwandan culture.</li> <li>▪ Positioning culture as a tool for enhancing good governance and social cohesion among Rwandans.</li> <li>▪ enables culture to shape our attitudes and mind-set in order to realize our planned development goals</li> <li>▪ unleash business potential and opportunities embedded in the Rwandan cultural heritage will contribute to the development goal</li> </ul>	<ul style="list-style-type: none"> <li>➤ Insufficient Space for cultural expression (such as theatres);</li> <li>➤ Inadequate skills for majority of creative industry Players;</li> <li>➤ Low levels of technology in the production of traditional Rwandan art crafts (<i>traditional Rwandan art crafts such as Agaseke, pottery products and ceramics, mats, wooden engravings, among others are produced using rudimentary technology</i>)</li> <li>➤ Lack of reliable and sustainable supply of raw materials for fabrication of artistic culture products (there is a competing interest between the need to protect environment and promotion of art craft industry that uses these raw materials);</li> <li>➤ Inadequacies in enforcement of the intellectual property law;</li> <li>➤ Inadequate investments in research relating to culture heritage;</li> <li>➤ Low levels of infrastructure development at various cultural tourism sites in the country;</li> <li>➤ Inadequate technical and managerial skills to manage cultural tourism activities;</li> <li>➤ Insufficient research on various sites to inform the development of appropriate cultural tourism products;</li> <li>➤ Inadequate mechanisms to attract private investments in cultural tourism industry;</li> </ul>
<b>Law No 12 /2014 of 19/05/2014 regulating the tourism industry in Rwanda</b>	The law regulates the tourism industry and specifically contains provisions for granting operational license for Cultural Tourism activities.	The law addresses issues of coordination of cultural tourism activities and guarantees quality in service delivery through licensing
<b>Law No 26 / 2014 establishing Rwanda Archives and Library Services Authority (RALSA)</b>	This Law establishes Rwanda Archives and Library Services Authority with a mission to implement Government policy on archives and library services and to advise the Government on policies and strategies related to the management of archives and library services.	The law promotes reading culture by ensuring library services to all. The library services offer an opportunity to promote and document the Rwanda history that in return is an important foundation of cultural tourism.

Title of the document	Brief Description	Key Cultural issues identified/Links with Cultural Tourism
<b>The Rwanda National Tourism Policy</b>	The Policy intends to increase tourism revenues in a sustainable manner, generate profits for reinvestment and create jobs. Promote of heritage and cultural attractions is given particular emphasis	The policy features the culture and history of Rwanda as a special element of the tourist product
<b>Heritage Corridor Tourism Sub-Master Plan</b>	The objective of the Heritage Corridor Tourism Sub-Master Plan is to pave the way for the economically and ecologically well-balanced development of the tourism sector in this region. It offers a great opportunity to the development of the 'Cultural Tourism' as another product in the Rwandan tourism offering	The development of the <b>Heritage Corridor</b> offers the unique opportunity to position ' <b>Cultural Tourism</b> ' as another product in the Rwandan tourism offering. The heritage corridor highlights following issues: <ul style="list-style-type: none"> <li>➤ No proper signage</li> <li>➤ insufficient infrastructure and accessibility</li> <li>➤ Limited documented information about specific cultural heritage</li> <li>➤ Service facilities such as souvenir shop, snacks are also not available</li> </ul>
<b>Sustainable Tourism Development Master Plan for Rwanda</b>	The objectives of the Master Plan are to provide stakeholders and potential investors in the tourism sector with a guide to developing a world-class tourism destination attracting a steady flow of tourists and to enable the development of a tourism industry able to provide quality services and facilities to visitors, employment for Rwandans and opportunities and revenue for local communities thus contributing directly to poverty reduction	The master plan also proposes cultural tourism as a major driver of the diversification of Rwanda's tourism products.
National Handcraft Policy	This policy aims at setting up a development and organization process of the craft industry sector, where by the government is going to invest more in mechanisms, which will help the craftsmen/women to control quality, set up craft standards in order to compete with other International hand-made products.	The policy points at following challenges: <ul style="list-style-type: none"> <li>➤ Inadequacy of the professional entrepreneurial training (general skills are acquired through Vocational Training not hand-on skills),</li> <li>➤ Difficulties in supply of equipment and raw materials;</li> <li>➤ Lack of working capital and difficulty to access funding;</li> <li>➤ Access to market, regional and international (Rwandan some craft products are often of lower quality and they do not comply with the required export standards),</li> </ul>

Title of the document	Brief Description	Key Cultural issues identified/Links with Cultural Tourism
RWANDA HANDCRAFT STRATEGIC PLAN	the overall Strategic objective: - “To build the capacity of handcraft producers and exporters in order to meet International standards and penetrate international markets”	Absence of a comprehensive strategy to guide the various stakeholders. <ul style="list-style-type: none"> <li>➤ Lack of coordination among stakeholders;</li> <li>➤ Poorly defined roles and responsibilities for the various stakeholders;</li> <li>➤ Lack of clear description of potential sub-sectors;</li> <li>➤ Little understanding of the importance of quality control &amp; standardization;</li> <li>➤ Little understanding of foreign markets entry strategies.</li> </ul>
Law N° 01/2010 of 29/01/2010 determining the mission, organisation and functioning of the Rwanda Academy of Language and Culture	This Law determines the mission, organisation and functioning of the Rwanda Academy of Language and Culture. According to the law, the mission of the academy is to implement provisions of Articles 11 and 36 and 47 of the Constitution of the Republic of Rwanda	By ensuring the implementation of provisions of the Rwandan Constitution, the academy contributes to setting the Rwandan culture as a source of home-grown solutions, strengthens activities promoting National Culture and safeguards and promotion of national culture
Law n°64/2013 of 27/08/2013 establishing the institute of national museums of Rwanda (INMR) and determining its mission, organisation and functioning	The objective of INMR shall be to preserve, disseminate and promote components of national cultural and natural heritage	The law assigns to INMR the mandate to collect, research and preserve all material and immaterial elements of national history, culture and art in Rwanda and abroad
N° 09/2007 of 16/02/2007 Law on the attributions, organisation and functioning of the National Commission for the Fight Against Genocide	To put in place a permanent framework for the exchange of ideas on genocide, its consequences and the strategies for its prevention and eradication	The commission was assigned to conduct research and documentation on genocide with the main objective of restoring the values and dignity of Rwandans
Law no 13 bis/2009 of 16/06/2009 determining and responsibilities, structure, functioning of the chancellery for Heroes, National orders and decoration of honour (CHENO)	This Law determines the responsibilities, structure and functioning of the Chancellery for Heroes, National Orders and Decorations of honour referred to as “Chancellery”	Based on Rwandan values, this law promotes and protects the culture of heroism in Rwanda.
UNESCO Convention on the protection on world natural and cultural heritage ratified by Rwanda in 2000	The convention seeks to foster a worldwide understanding and appreciation for heritage resources and to recognise and preserve those that possessing the most exceptional outstanding universal value to humanity.	Thanks to this convention, national natural and cultural heritage can be promoted at international level by inscribing it at the UNESCO world heritage list.

Title of the document	Brief Description	Key Cultural issues identified/Links with Cultural Tourism
Law N°28/2016 OF 22/7/2016 on the preservation of cultural heritage and traditional knowledge	This Law determines the preservation of cultural heritage and traditional knowledge.	The law clearly gives the path through which cultural heritage should be identified, classified, documented, protected and valorised. Indeed, it is a relevant reference for promotion of cultural tourism sector.

## 5 SWOT ANALYSIS OF CULTURAL TOURISM IN RWANDA

In the process of drafting this cultural tourism strategy, the SWOT analysis was used as a major source of strategic information that informed the proposed strategic direction. The purpose of the SWOT analysis was to assess, in the current context, what factors can be considered as strengths, weaknesses, opportunities and strengths for the 2016-21 strategic plan. Three major sources of information were used in this exercise. These include the literature review, interviews with key stakeholders and visit to cultural and historical sites throughout 19 districts. The findings from the SWOT analysis are summarised table 4 below.

*Table 3: briefly highlights key findings from the SWOT analysis*

	Strengths	Weaknesses
Internal Factors	<ul style="list-style-type: none"> <li>✓ Availability of institutional framework (eg. INMR, RDB, RALC, RALSA...);</li> <li>✓ Availability of legal and strategic framework (policies, laws, strategies,...)</li> <li>✓ Ratification of the international conventions related to culture (list them here);</li> <li>✓ Availability of documentation on some cultural and historical sites,...</li> <li>✓ Availability of initiatives to promote cultural tourism (Tourism master plans, heritage corridor, MICE tourism,...)</li> </ul>	<ul style="list-style-type: none"> <li>✓ Limited awareness and understanding of the cultural tourism by different stakeholders</li> <li>✓ Inadequate coordination mechanism amongst stakeholders</li> <li>✓ Limited expertise and managerial capacity to effectively manage the cultural tourism initiatives/products</li> <li>✓ Limited mainstreaming of cultural tourism in district development in DDPs and Imihigo</li> <li>✓ Lack of disaggregated data on cultural tourism;</li> <li>✓ Limited cross border business skills related to cultural tourism (language barrier, limited ICT knowledge, advertisement skills,...)</li> <li>✓ Lack of facilities for cultural expression (recreational facilities to support the promotion of products such as theatre and Cinema)</li> <li>✓ Limited use of technology in producing quality art crafts products</li> <li>✓ Limited involvement of the Private sector in exploiting available opportunities (lack of framework and incentives for engaging the private sector)</li> <li>✓ Limited access to various cultural heritage</li> <li>✓ Limited research and documentation on cultural heritage to inform the development of appropriate interventions;</li> <li>✓ No framework for site protection (lack of law, guidelines)</li> <li>✓ Cultural and historical sites poorly protected and poorly preserved</li> <li>✓ Lack of training of story tellers and guides</li> <li>✓ Oral traditions and practices from old people are not recorded, conserved, published and disseminated</li> <li>✓ Conflicting priorities (eg. Master plan implementation Vs Preservation of historical sites)</li> </ul>

	Opportunities	Threats
External Factors	<ul style="list-style-type: none"> <li>➤ Political will (Cultural tourism is a priority for government);</li> <li>➤ Rich and diversified culture (availability of attractions; cfr 4.1 &amp;4.2)</li> <li>➤ Cultural tourism offers unexploited opportunity for business development in Rwanda</li> <li>➤ Prevailing security in Rwanda;</li> <li>➤ Internal and external trade fairs</li> <li>➤ Arts and cultural Festivals/events</li> <li>➤ Offers great opportunity for off-farm job creation;</li> <li>➤ Wider market through regional integration</li> </ul>	<ul style="list-style-type: none"> <li>✓ Deteriorating historical and cultural sites due to climatic change</li> <li>✓ Population density which brings negative impacts on preservation of different historical and cultural sites.</li> <li>✓ Being a land locked country that increases transports costs and therefore affecting competitiveness of Rwandan cultural tourism products</li> </ul>

More specifically, the findings from the field visits as well as the review of strategic document have revealed a set issues the need to be taken into account in throughout the implementation of this strategy. These are summarised in table 5 below.

*Table 4: Summary of other strategic issues identified during field visits and Situational analysis*

Category	Brief description of issues identified
Cultural and Historical sites	<ul style="list-style-type: none"> <li>➤ Lack of full service package at a number of operational cultural and historical sites (eg. there need for rehabilitating both the presidential museum at Kanombe and King Palace Museum in Rukari), providing services such as traditional foods, beverages, dance and locally made handcrafts</li> <li>➤ Lack of signal posts and fencing on many cultural and Historical sites (eg. Bumbogo bw'Ingara/bwa Nkuzuzu, the Heroes hill (Agasozi K'Intwali/Late General Fred Rwigema in Nyagatare);</li> <li>➤ Many cultural and Historical sites are in deteriorating conditions (eg. Bumbogo bw'Ingara, Ngororero German cemetery, the house in which King Musinga lived in Rusizi, Butangampundu (Imisezero Y'abami N'abagabekazi), Ku Itatiro, Ku Ntagara, Kings cemetery in Rutare, King Ruidahugwa's Residence in Nyagatare, Rya Murari (or mu mitabo bya Gahaya), A house dated from the colonial period Inkambi y'Umuzungu in Gatsibo)</li> <li>➤ Limited accessibility due to poor quality of Road (Eg. Kings cemetery in Rutare, Kibeho religious site, Utubindi twa Ruganzu)</li> <li>➤ Limited public and Private investment, especially in promoting cultural and Historical sites with high business potential (eg. Kibeho Religious site, Mu bisi bya Huye Kwa Nyagakecuru, Ijuru rya Kamonyi, Ibitare bya Nashyiga,)</li> <li>➤ Limited documentation on a number of sites (only oral information is available, Butangampundu: Imisezero Y'abami N'abagabekazi, Remera Ry'abaforongo, Mu Gahunga K'Abatashyi (Rukara Rwabishingwe Story),</li> <li>➤ Limited communication skills to tell stories on specific sites (Buhanga Eco-Parc)</li> </ul>
Food and Beverages	<ul style="list-style-type: none"> <li>➤ Limited variety of typically Rwandan menu (made mainly by the sweet potatoes, bananas, beans, cassava,) and beverages coupled with insufficient sanitation measures</li> <li>➤ Lack of guidelines and standards related to Rwandan gastronomy</li> <li>➤ Limited variety of typically Rwandan beverages with limited sanitation</li> <li>➤ No local beverage in hotels</li> <li>➤ No documentation on local/traditional cuisine</li> </ul>



Cinema/Performing arts	<ul style="list-style-type: none"> <li>➤ Lack of formal education related to cinema and theatre;</li> <li>➤ This is still a young sector;</li> <li>➤ Limited skills of actors involved in the areas: acting, casting, producers,...</li> <li>➤ Limited links between the Rwandan culture and the Rwandan Cinema (due to limited knowledge of the Rwanda culture);</li> <li>➤ Limited funds</li> <li>➤ No guideline and standard available</li> <li>➤ Lack of recreational facilities</li> </ul>
Arts and Crafts	<ul style="list-style-type: none"> <li>➤ Limited financial resources (for expanding craft activities)</li> <li>➤ Limited marketing skills;</li> <li>➤ Limited local market (mainly selling to outsiders);</li> <li>➤ Poor quality of products (Little understanding of the importance of quality control &amp; standardization)</li> <li>➤ Language barriers and limited ICT skills;</li> <li>➤ Lack of coordination among stakeholders;</li> <li>➤ Poorly defined roles and responsibilities for the various stakeholders;</li> <li>➤ Little understanding of foreign markets entry strategies</li> </ul>
Traditional Dresses and fashion	<ul style="list-style-type: none"> <li>➤ Limited translation of the cultural dresses and fashion in the modern fashion;</li> <li>➤ Limited documentation on traditional dress and Jewelry</li> <li>➤ No specific national traditional costumes for both men and women that can be put on in different occasions (all that is available is designed for dance and modelling)</li> </ul>
Dance	<ul style="list-style-type: none"> <li>➤ Young generations have no access to opportunities of knowing the richness, diversity and authenticity of the Rwandan Traditional dance;</li> <li>➤ Lack of standard and references to guide and promote the Rwandan traditional dance;</li> <li>➤ Lack of facilities for promoting Rwandan traditional dance or modern dance with Rwanda inspiration;</li> <li>➤ No coordination mechanisms (no umbrella's, federations,) and organisational structures of dance troupes</li> <li>➤ No framework on how to teach traditional dance</li> </ul>
Sports	<ul style="list-style-type: none"> <li>➤ Traditional sports (wrestling,kurasa intego,umukino wa gati and high jump) are no longer widely practiced</li> <li>➤ No documentation on traditional games and sports</li> </ul>

## 6 PROPOSED STRATEGIC ORIENTATION

In line with the SWOT analysis and issues observed during fieldwork, a number of strategic directions were retained to form the core matters of the five-strategic plan for cultural tourism in Rwanda. These are summarised and structured around six major Key Results Areas (KRAs) that will be pursued in the next five years as follow:

- Improved awareness and coordination of Cultural Tourism initiatives at central and local levels
- Increase expertise and cultural products managerial skills through capacity development initiatives
- Established legal, policy and strategic framework for protection of cultural and historical sites
- Documented and categorized Rwandan cultural and historical sites
- Cultural Tourism Products diversified and promoted
- Develop infrastructures related to cultural tourism and some facilities around historical sites

### KRA 1. Improved coordination and awareness of Cultural Tourism initiatives at central and local levels

As stated earlier, one of the biggest challenges currently facing the cultural tourism sub-sector is the lack of an effective and adequate coordination mechanism and insufficient awareness among stakeholders. This KRA therefore intends to address issues related to weak coordination mechanism that in most cases carries a risk of overlap and duplication of efforts as well as wastage and inefficient use of resources as well as weak alignment of interventions and their intended development Results.

By implementing this KRA, the Ministry of Sports and Culture intends to leverage the enabling institutional framework of coordination at central and local levels and to ensure efficient and effective alignment of cultural tourism initiatives with national and district development priorities.

KRA 1: Improved coordination and awareness of Cultural Tourism initiatives at central and local levels	
Outcomes	Outputs
Outcome 1.1: Cultural Tourism interventions are adequately coordinated amongst stakeholders and aligned with the national development priorities.	Output 1.1.1: Established high level joint plan and review panel to oversee cultural tourism strategic implementation
	Output 1.1.2. Legal instruments and guidelines to institutionalize national level coordination arrangements developed and disseminated
	Output 1.1.3. Updated and Operationalised M&E framework with regular updates to the sector working group
	Output 1.1.4. Institutionalized Cultural Tourism focal points at sector level and technical guidance provided
	Output 1.1.5. Hosting of at least one strategic meeting (every year) with private sector actors in the area cultural tourism facilitated
	Output 1.1.6: Tools and instrument for mainstreaming cultural tourism in the national development agenda and in district development plans developed
	Output 1.1.7: Information and data related to cultural tourism are collected (with adequate tools) and disaggregated

<b>KRA 1: Improved coordination and awareness of Cultural Tourism initiatives at central and local levels</b>	
<b>Outcomes</b>	<b>Outputs</b>
<b>Outcome 1.2: Cultural Tourism awareness raised amongst stakeholders at central and local level</b>	<b>Output 1.2.1:</b> Cultural tourism awareness raising campaigns conducted and facilitated at central and district level
	<b>Output 1.2.2.</b> Media (Newspapers, TV, Radio, Websites, social media) used as crucial tool in awareness raising.
	<b>Output 1.2.3.</b> Guidelines, tools, and best practices for preservation and rehabilitation of historic properties, conservation, interpretation, and heritage development assembled and distributed
	<b>Output 1.2.4:</b> Appropriate signage installed at historical and cultural site
	<b>Output 1.2.5.</b> Outreach programs developed and mainstreamed at national and decentralized level. (e.g. schools, Itorero, forums)

### **KRA 2: Increase expertise and cultural products managerial skills through capacity development initiatives**

The KRA addresses current challenges of capacity development and management skills within and across institutions and organizations involved in implementing cultural tourism activities across public and private sector. Through this KRA therefore, the Ministry of Sports and Culture intends to design capacity building interventions based on expressed cultural tourism needs across sectors and at central and district level. It aims at ensuring that all cultural tourism stakeholders are equipped with right skills, and that the heritage studies are reflected in the Rwanda's technical and higher education curriculums.

<b>KRA 2: Increase expertise and cultural products managerial skills through capacity development initiatives</b>	
<b>Outcomes</b>	<b>Outputs</b>
<b>Outcome 2.1. Expertise and managerial capacity to effectively manage the cultural tourism initiatives/products developed</b>	<b>Output 2.1.1:</b> Cultural tourism related training needs assessment conducted (at central and local levels) and specific capacity development modules designed and implemented
	<b>Output 2.1.2:</b> Capacity building for central and local government in, management, protection, conservation and valorisation of cultural tourism initiatives/products strengthened.
	2.1.3. Cross border business skills related to cultural tourism (language barrier, limited ICT knowledge, marketing skills,) developed
	2.1.4. Story tellers and guides are trained
	2.1.5. Oral traditions and practices from elderly people are recorded, conserved, published, and disseminated.
<b>Outcome 2.1. Cultural Tourism mainstreamed in the technical and higher learning Institutions</b>	<b>Output 2.2.1 :</b> Formalized and strengthened cultural and heritage studies in technical and high learning institutions operating in Rwanda (RTUC, UR, TVET)

### **KRA 3. Established legal, policy and strategic framework for protection of cultural and historical sites**

One of the weaknesses identified during the situational analysis related to the lack of policy and legal framework guaranteeing protection and conservation of cultural and historical sites. The field visit to the cultural and historical sites in 18 districts revealed that many of these sites are threatened by both natural and human activities such as settlement and agricultural. This KRA is designed to ensure that Rwanda has policy and legal framework for the protection of cultural and historical sites place.

KRA 3. Established legal, policy and strategic framework for protection of cultural and historical sites	
Outcomes	Outputs
<b>Outcome 3.1: Operational Policy and regulatory framework</b>	<b>Output 3.1.1:</b> Legal provisions, policy and guidelines related to protection and preservation of cultural and historical sites are regularly monitored at central and local level <b>Output 3.1.2:</b> Guidelines for cultural heritage conservation developed and disseminated at central and local levels

#### KRA 4. Rwandan cultural heritage is documented, categorized and classified

This key result area is designed to address the features pertaining significant cultural heritage across the issue of lack of documentation, categorisation and classification of specificity. In the fieldwork visits conducted across districts, it was revealed that the majority of people who detained oral traditions on different sites are getting old, moving to other places while others have even died. There is therefore an urgent need to immortalize this through documentation. This KRA further intends to group cultural and historical sites into two main categories: those that would fall under the responsibilities of the districts and those that would be kept and managed by national entities.

KRA 4: Rwandan cultural heritage is documented, categorized and classified	
Outcomes	Outputs
<b>Outcome 4.1: Rwandan cultural and Historical Sites documented and categorised</b>	<b>Output 4.1.1:</b> Researches on cultural heritage are conducted to inform the development of appropriate interventions  <b>Output 4.1.2:</b> Cultural and historical sites exhaustively listed, documented, categorised and classified under the national and district management framework

#### KRA 5. Cultural Tourism Products Diversified and Promoted

This KRA proposes to diversify and promote the Rwanda's cultural tourism products at national, regional and international market. Issue of investment and public private partnership as well as facilities for various products which are reach and unique to Rwanda are among those highlighted in this area. The Ministry of Sports and Culture in partnership with different stakeholders intends therefore to ensure that re-creative facilities are put in place, norms and guidelines for investing in cultural tourism sub-sector are set as well as the use of ICT in promoting the Rwanda's cultural tourism products.

KRA 5. Cultural Tourism Products Diversified and Promoted	
Outcomes	Outputs
<b>Outcome 5.1</b> Public and Private sector are more involved in exploiting available cultural tourism opportunities	<b>Output 5.1.1.</b> Public-Private Partnership (PPP) investment and cultural tourism products management framework is established  <b>Output 5.1.2.</b> Private sector motivated/incentivised and engaged in cultural tourism development (e.g. facilities, incentives.)

KRA 5. Cultural Tourism Products Diversified and Promoted	
Outcomes	Outputs
<p><b>Outcome 5.2:</b> Investment in facilities in cultural tourism products and related technology are promoted and diversified.</p>	<p><i>Cultural and Historical Sites</i></p> <p><b>Output 5.2.1.</b> Packages of services (coffee shops, modern books, gift shops and handcraft selling stations) adapted to currently operating historical and cultural sites are made available;</p>
	<p><b>Output 5.2.2.</b> Advocacy for using existing development framework such as master plans, investment plans (eg. roads and hotel construction) to address issues of cultural tourism infrastructure provided;</p>
	<p><b>Output 5.2.3.</b> Private investors in cultural tourism product development incentivized;</p>
	<p><i>Food and beverages</i></p> <p><b>Output 5.2.4.</b> Typically Rwandan food and beverages are defined, promoted and integrated in Hotels and restaurants menus</p>
	<p><i>Cinema and Theatre</i></p> <p><b>Output 5.2.5.</b> Recreational facilities are established and equipped with required equipments</p> <p><b>Output 5.2.6.</b> Capacity of stakeholders involved in cinema and theatres strengthened</p> <p><b>Output 5.2.7.</b> Regulations, standards and guidelines are established to guide cinema and theatre in Rwanda</p>
	<p><i>Music and Dance)</i></p> <p><b>Output 5.2.8.</b> Traditional dance courses and professional music initiated in specialized public and private schools</p> <p><b>Output 5.2.9.</b> Training centers for traditional dance promotion are established at grassroots level</p>
	<p><i>Traditional Dresses</i></p> <p><b>Output 5.2.10.</b> Rwandan designers are supported to develop and modernize the Rwandan traditional dress</p>
	<p><i>Craft</i></p> <p><b>Output 5.2.11.</b> Rwandan Handcrafts producers are facilitated to promote their products on local, regional, and international markets by using adequate technologies.</p>
	<p><i>Community based Tourism</i></p> <p><b>Output 5.2.12.</b> Community based tourism is developed (benefiting projects for local communities around developed historical sites are initiated and developed)</p>
	<p><b>Output 5.2.13.</b> Re-creative facilities established in Kigali and in secondary cities</p>
	<p><b>Output 5.2.14.</b> Norms and guidelines for investment in cultural tourism products established</p>
	<p><b>Output 5.2.15:</b> Information and Communication Technology used in promotion of Rwandan cultural products on international markets;</p>
	<p><b>Output 5.2.16:</b> Improved cultural tourism service delivery</p>

**KRA 6. Develop infrastructures related to cultural tourism and some facilities around historical sites**

This KRA is proposed to address the issue of degradation and poor accessibility to many cultural and historical sites as currently observed. This KRA intends to not only demarcate, rehabilitate and conserve different cultural and historical sites but also rehabilitate/create road network reaching these sites.

KRA 6: Develop infrastructures related to cultural tourism and some facilities around historical sites	
Outcomes	Outputs
Outcome 6. 1: Cultural and historical sites protected and rehabilitated and made accessible	<p><b>Output 6.1.1</b> Output 6.1.1 Cultural and historical sites are demarcated</p> <p><b>Output 6.1.2</b> Road network leading to cultural and historical sites rehabilitated</p> <p><b>Output 6.1.3.</b> Destroyed cultural and historical sites restored;</p> <p><b>Output 6.1.4.</b> Master plan implementation harmonized with cultural heritage protection and conservation.</p>

## 7 IMPLEMENTATION LOGICAL FRAMEWORK

Results	Outputs	Indicators	Proposed Actions	Partners	Responsible	Indicative costs/FRW
<b>KRA 1. Improved awareness and coordination of Cultural Tourism initiatives at central and local levels</b>						
Outcome 1.1: Cultural Tourism interventions are adequately coordinated amongst stakeholders and aligned with the national development priorities.	<b>Output 1.1.1:</b> Established high level joint plan and review panel to oversee cultural tourism strategic implementation	Operational joint plan and review panel at national level and operational district committee in each district	Establish a joint plan and review panel at National level	RDB, PSF,RALC, MINIEACOM	MINISPOC	500,000
			Establish district coordinating committees	MINALOC	MINISPOC	2,000,000
	<b>Output 1.1.2.</b> Legal instruments and guidelines to institutionalize national level coordination arrangements developed and disseminated	Legal Instruments	Design guidelines detailing roles and responsibilities of the national steering committee and the district coordination committees	RDB,PSF, MINALOC	MINISPOC	5,000,000
			Prepare legal instrument requiring appropriate sector working groups to address Cultural Tourism issues through technical working groups or as a standing agenda item	RDB,PSF, MINIEACOM	MINISPOC	3,000,000
	<b>Output 1.1.3.</b> Updated and Operationalised M&E framework with regular updates to the sector working group	M&E Framework	Design an M&E framework with clear targets and time for agreed milestones	RDB	MINISPOC	2,000,000
	<b>Output 1.1.4.</b> Institutionalized Cultural Tourism focal points at sector level and technical guidance provided	List of focal Points	Make follow up with sectors and concerned institutions to designate focal person for cultural Tourism	RDB,RALC	MINISPOC	2,000,000
			Design technical guidance toolkit and train the designated focal persons	RDB,INMR	MINISPOC	5,000,000
	<b>Output 1.1.5.</b> Hosting of at least one strategic meeting with private sector actors in the area cultural tourism facilitated	Number of meetings hosted and facilitated, Meeting recommendations and its implementation reports	Organise, host and facilitate 6 monthly meetings with private actors	RDB, INMR, PSF, MINIEACOM	MINISPOC	6,000,000
			Draw an agenda of targeted milestones to be achieved under the framework	MINIEACOM, PSF, RDB	MINISPOC	500,000

	<b>Output 1.1.6:</b> Cultural tourism aligned with and mainstreamed in the national development agenda and district Development plans	Cultural Tourism mainstreaming tools	Design and disseminate Cultural Tourism mainstreaming tools at national and decentralised levels	MINALOC, MINIEACOM, RDB,PSF	MINISPOC	3,000,000
	<b>Output 1.1.7:</b> Information and data related to cultural tourism are collected (with adequate tools) and disaggregated	Number of cultural tourism initiatives supported and implemented at national and local levels. Data collection tools and templates available	Initiate at least one cultural tourism program in each district Develop data collection and templates Regularly monitor and evaluate mainstreaming of cultural tourism and update data collection tools	MINALOC/ LODA, MININFRA, INMR  MINALOC/ LODA, INMR, PSF	MINISPOC	1,500,000,000
MINISPOC					15,000,000	
<b>Outcome1.2:</b> Cultural Tourism awareness raised among different stakeholders at central and local level	<b>Output 1.2.1:</b> Cultural tourism awareness raising campaigns conducted and facilitated at central and district level	Number of awareness raising campaigns conducted at central and decentralised level	Conduct and facilitate specific cultural tourism awareness campaign	INMR, RDB, MINIEACOM, RALC, DISTRICTS	MINISPOC	4,000,000
			Design, print and disseminate brochures containing specific historical background of a particular historical and cultural site	RALC, INMR, CHENO, PSF	MINISPOC	4,000,000
	<b>Output 1.2.2.</b> Media (Newspapers, TV, Radio, Websites, social media) used as crucial tool in awareness raising	Number of media agencies partnering in cultural tourism awareness and promotion	Conduct Radio and TV broadcast shows on cultural tourism awareness and promotion	RBA, INMR, CHENO, RALC,PSF, High Media Council	MINISPOC	100,000,000
	<b>Output 1.2.3.</b> Appropriate signage installed at historical and cultural sites	Number of sites with appropriate signage	Install signages to all historical and cultural sites	INMR, RDB, MINIEACOM, RALC, DISTRICTS	MINISPOC	5,000,000
	<b>Output 1.2.4.</b> Guidelines, tools, and best practices for preservation and rehabilitation of historic properties, conservation, interpretation, and heritage development assembled and Distributed	Tools, guidelines and best practices	Assemble and distribute guidelines, tools and best practices	INMR,RDB, MINIEACOM, RALC, DISTRICTS	MINISPOC	2,000,000



	Output 1.2.5. Outreach programs developed and mainstreamed at national and decentralized level. (e.g. schools, Itorero, forums)	Number of outreach programs organized at central and local levels	organize and conduct outreach activities aiming at promoting cultural tourism within communities  integrate cultural tourism in both formal and informal education programs (e.g. schools, Itorero, forums)	INMR,RDB, MINEDUC, RALC, DISTRICTS, PSF,NIC	MINISPOC	10,000,000
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**KRA 2: Increase expertise and cultural products managerial skills through capacity development initiatives**

<b>Outcome 2.1. Expertise and managerial capacity to effectively manage the cultural tourism initiatives/ products developed</b>	<b>Output 2.1.1:</b> Cultural tourism related training needs assessment conducted (at central and local levels) and specific capacity development modules designed and implemented	Needs assessment survey findings	Conduct cultural Tourism needs assessment at central and district level	MINALOC, RDB	MINISPOC	40,000,000
			Provide technical support during the capacity needs assessment	NCBS,RDB, MINIEACOM, PSF	MINISPOC	2,000,000
		Program for Capacity Building based on the expressed sector need	Initiate Capacity Development programs based on expressed need	NCBS, RDB, PSF MINIEACOM,	MINISPOC	50,000,000
		Capacity building modules	Design training modules	RDB, MINIEACOM	MINISPOC	5,000,000
		Number of people trained in cultural tourism sub-sector	Train the government and private sector officials involved in Cultural tourism activities at central and local level	RDB, PSF, INMR, MINIEACOM	MINISPOC	10,000,000
	<b>Output 2.1.2:</b> Capacity building for central and local government in, management, protection, conservation and valorisation of cultural tourism initiatives/ products strengthened	Number of people trained at central and local levels	Design appropriate training modules	RDB, PSF, INMR, MINIEACOM	MINISPOC	7,000,000
			Conduct and facilitate trainings sessions and workshops Design appropriate training modules	RDB, PSF, INMR, MINIEACOM	MINISPOC	7,000,000

	<b>Output 2.1.3.</b> Cross border business skills related to cultural tourism (language barrier, limited ICT knowledge, advertisement skills,) developed	Number of Skills development session organised in cross border business and ICT	design and disseminated user-friendly training tools  train and equip stakeholders with ICT tools and skills to increase the quality and quantity of, cultural products made in Rwanda (e.g arts and crafts)	RDB, PSF, INMR, MINIEACOM	MINISPOC	50,000,000
	<b>Output 2.1.4.</b> Story tellers and guides are trained	Number of story tellers and guides trained	Design appropriate training modules  Train and educate guides and story tellers in language, ICT and history of specific cultural products they are involved in	RDB, PSF, INMR, MINIEACOM, RALC, Association of Guides	MINISPOC	10,000,000
	<b>Output 2.1.5.</b> Oral traditions and practices from old people are recorded, conserved, published, and disseminated.	Number of Oral traditions and practices from old people which are recorded, conserved, published, disseminated	Identify key old individuals with credible oral traditions  Collect, record and conserve oral information from identified persons	RDB, PSF, INMR, MINIEACOM, RALC	MINISPOC	70,000,000
Outcome 2.1. Cultural Tourism mainstreamed in the technical and higher learning Institutions	<b>Output 2.2.1:</b> Formalized and strengthened cultural and heritage studies in technical and high learning institutions operating in Rwanda (RTUC, UR, TVET)	Number of technical and high learning institutions with specialization in cultural and heritage studies	Advocate for inclusion of cultural tourism studies in institutions of higher learning	MINEDUC, CHENO, RALC, RALSA	MINISPOC	0
		Number of graduates in cultural and heritage studies	Train graduates in cultural and heritage studies	INMR, High Learning Institutions	MINISPOC	50,000,000
		Number of organized CB sessions for local and central government in protection and conservation of cultural and historical sites	Organize specific capacity building sessions on protection and conservation of cultural and historical sites	INMR, CHENO, RALC, RDB	MINISPOC & MINIEACOM	60,000,000
		Module for CB in protection and conservation of cultural and historical sites	Develop training modules for protection and conservation of cultural and historical sites	INMR, CHENO, RALC, RDB	MINISPOC	16,000,000

Results	Outputs	Indicators	Proposed Actions	Partners	Responsible	Indicative costs/FRW
<b>KRA 3. Established legal, policy and strategic framework for protection of cultural and historical sites</b>						
<b>Outcome 3.1:</b> Operational Policy and regulatory framework	<b>Output 3.1.1:</b> Legal provisions, policy and guidelines related to protection and preservation of cultural and historical sites are regularly monitored at central and local level	Number of laws, policies, strategies and guidelines governing cultural tourism and its related products	Develop and disseminate legal instrument and guidelines on protection and preservation of cultural and historical sites at central and local level,	OPM, Parliament	MINISPOC	15,000,000
			Provide technical assistance to support the implementation of cultural tourism related policies, strategies and legal provision	INMR, CHENO, RALC, RDB	MINISPOC	10,000,000
			Update and operationalize an M&E framework to monitor implementation of the cultural tourism related policies and strategies	INMR, CHENO, RALC, RDB	MINISPOC	15,000,000
			Conduct mid-term review of cultural tourism related strategies	MINIEACOM, PSF, RDB	MINISPOC	15,000,000
	<b>Output 3.1.2:</b> Cultural and historical sites conservation interventions designed and implemented at local and central level.	Number of interventions implemented for Cultural and historical sites conservation at central and local level	Support the implementation of Cultural and historical sites conservation initiatives at central and local level	MINALOC, INMR, CHENO, RALC, PSF, RDB	MINISPOC	1,000,000,000
<b>KRA 4: Rwandan cultural heritage is documented, categorized and classified</b>						
<b>Outcome 4.1:</b> Rwandan cultural and Historical Sites documented and categorised	<b>Output 4.1.2</b> Researches on cultural heritage are conducted to inform the development of appropriate interventions	Number of studies conducted on cultural heritage in Rwanda	Conduct assessment studies on different cultural heritage in Rwanda	INMR, CHENO, RALC, CNLG, UNESCO	MINISPOC	30,000,000
		List of cultural and historical sites categorized under central and district responsibilities	Categorize sites under the national and district managerial responsibilities	INMR, CHENO, RALC, CNLG	MINISPOC	20,000,000

	<b>Output 4.1.2:</b> Cultural and historical sites exhaustively listed, documented, categorised and classified under the national and district management framework	Number of cultural and historical sites documented, categorised and classified under the national and district management framework	Identify ,document, catogorize and classify all cultural and historical sites	INMR, CHENO, RALC, RALSA, CNLG, PSF, HLTs	MINISPOC	15,000,000
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**KRA 5 Cultural Tourism Products diversified and Promote**

<b>Outcome 5.1</b> Public and Private sector are more involved in exploiting available opportunities in cultural tourism promotion	<b>Output 5.1.1</b> Public Private Partnership(PPP) framework is established in management of cultural tourism products	Operational PPP framework	Establish strong PPP framework in selling, marketing and management of cultural tourism products	MINIEACOM, PSF, RDB, Districts	MINISPOC	25,000,000
	<b>Output 5.1.2.</b> Private sector motivated and engaged in cultural tourism development (e.g. facilities, incentives.)	number of private institutions fully partnered in cultural tourism promotion	Facilitate, sensitize public and private sector to invest in offering packages services that are appropriate for each sites  Incentivise the Private sector to invest in cultural tourism initiatives	MINIEACOM, PSF, RDB, Distticts, JADF, MINALOC	MINISPOC	2,000,000
<b>Outcome 5.2:</b> Investment in facilities in cultural tourism products and related technology are promoted and diversified.	<b>Output 5.2.1.</b> Packages of services (coffee shops, modern books, gift shops and handcraft selling stations) adapted to currently operating historical and cultural sites are made available;  <b>Output 5.2.2.</b> Advocacy for using existing development framework such as master plans, investment plans (eg. roads and hotel construction) to address issues of cultural tourism infrastructure provided;	Number of development frameworks that have integrated cultural tourism	Sensitize the public and private sector to take into account cultural tourism in their investment plan	INMR, CHENO, RALC, MINISPOC, MINIEACOM	OPM	25,000,000

<b>Output 5.2.3.</b> Private investors in cultural tourism product development incentivized;	Number of tourism products developed by private investors	Advocate for and provide incentives to attract private investments in cultural tourism product development	RDB	MINIEACOM	15,000,000
<b>Output 5.2.4.</b> Typically, Rwandan food and beverages are defined, promoted and integrated in in Hotels and restaurants menus	Defined Rwanda food menu	Defining and categorising Rwandan food	INMR, RALC	MINISPOC	5,000,000
		Promote Rwandan food local hotes and Restaurants	INMR, RALC, PSF	MINISPOC	50,000,000
<b>Output 5.2.5.</b> Recreational facilities are established and equipped with required equipments	Number of recreational facilities established and operational	Establish recreational facilities in Kigali and in secondary cities	PSF, MINALOC, Districts	MINISPOC	700,000,000
<b>Output 5.2.6.</b> Capacity of stakeholders involved in cinema and theatres strengthened	Number of stakeholders trained	Design appropriate training modules for stakeholders in Cinema and theatre	RALC	MINISPOC	15,000,000
<b>Output 5.2.7.</b> Regulations, standards and guidelines are established to guide cinema and theatre in Rwanda	number of Regulations and guidelines	Design guidelines and standards	RALC	MINISPOC	5,000,000
<b>Output 5.2.8.</b> Traditional dance courses and professional music initiated in specialized public and private schools	Number of public and private school offering training tradidional Rwandan dances and music	Sensitize public and private schoools through the Ministry of Education	REB, WDA, PSF, RALC, INMR	MINISPOC	50,000,000
<b>Output 5.2.9.</b> Training centres for traditional dance promotion are established at grassroots level	Number of operational training centres	Establish at least one training centres in each district	MINALOC, RDB, RALC	MINISPOC	300,000,000
<b>Output 5.2.10.</b> Rwandan designers are supported to develop and modernize the Rwandan traditional dress	The extent to which traditional Rwandan dress is reflected in the modern dress designed by Rwandans	Organise trainings for Rwandan designers	RALC, INMR, PSF, RDB	MINISPOC	10,000,000

	<b>Output 5.2.11.</b> Rwandan Handcrafts producers are facilitated to promote their products on local, regional and international markets by using new technologies	Number of handcraft products promoted on local, regional and international	Facilitate Rwandan handcraft producers to participate in the regional and international trade fairs	PSF, MINISPOC	MINIEACOM	10,000,000
			Train producers on standards and Quality	PSF, MINISPOC	MINIEACOM	10,000,000
	<b>Output 5.2.12</b> Community based tourism is developed ( benefiting projects for local communities around developed historical sites are initiated and developed)	Number of community based project initiated at community level	Sensitize and train communities on available cultural tourism opportunities	PSF, MINISPOC	MINIEACOM	30,000,000
			Provide technical assistance to communities in the development of community based cultural Tourism initiatives	MINALOC, RALC, INMR	MINISPOC	10,000,000
	<b>Output 5.2.13.</b> Re-creative facilities established in Kigali and in secondary cities	number of Re-creative facilities built in Kigali and in secondary cities		MININFRA, RALC, MINIEACOM, PSF	MINISPOC	1,000,000,000
	<b>Output 5.2.14.</b> Norms and guidelines for investment in cultural tourism products established	Standard management model	Provide standard and norms for managing cultural villages and other cultural tourism initiatives	MINALOC, RALC, INMR	MINISPOC	5,000,000
	<b>Output 5.2.15:</b> Information and Communication Technology used in promotion of Rwandan cultural products on international markets	Number of Rwandan cultural tourism products published on websites	Design a website for promoting cultural tourism products	MINALOC, RALC, INMR	MINISPOC	20,000,000
	<b>Output 5.2.16:</b> Improved cultural tourism service delivery	Avail all cultural products and facilities at all sites	equip all cultural sites with necessary needs (arts and craft, food and beverages)	MINALOC, RALC, INMR, PSF, JADF	MINISPOC	2,000,000

KRA 6: Develop infrastructures related to cultural tourism and some facilities around historical sites						
Outcome 6.1: Cultural and historical sites made accessible, protected and rehabilitated	<b>Output 6.1.1</b> Cultural and historical sites are demarcated	Number of delimited cultural sites	delimitate all cultural sites available in Rwanda	MININFRA, MINALOC, MINECOFIN, INMR, RALC	MINISPOC	20,000,000
	<b>Output 6.1.2</b> <b>Road network leading to cultural and historical sites rehabilitated</b>	Number of cultural and historical with improved accessibility	Improve road network for sites accessibility	MININFRA, MINALOC, MINECOFIN	MINISPOC	2,000,000,000
	<b>Output 6.1.3</b> Degraded cultural and historical sites restored;	Number of endangered sites restored and protected	Conduct an inventory of all degraded sites and implement rehabilitation activities	INMR, RALC, CHENO, RDB, CNLG	MINISPOC	40,000,000
	<b>Output 6.1.4.</b> Master plan implementation harmonized with cultural heritage protection and conservation.	Number of preserved and conserved old architectures (colonial and post-colonial heritage)	preserve colonial and post-colonial architectures (eg: Prisons etc..)	Kigali City, Districts, MININFRA, INMR, RALC	MINISPOC	10,000,000
<b>Grand Total</b>						<b>7,525,000,000</b>

## 8 PROPOSED OPERATIONAL PLAN

Result	Outputs	Indicators	Baseline	Annual targets					Frequency of data collection	Means of Verification	Responsible
				Y1	Y2	Y3	Y4	Y5			
<b>KRA 1. Improved awareness and coordination of Cultural Tourism initiatives at central and local levels</b>											
<b>Outcome 1.1 Cultural Tourism interventions are adequately coordinated amongst stakeholders and aligned with the national development priorities.</b>	<b>Output 1.1.1:</b> Established high level joint plan and review panel to oversee cultural tourism strategic implementation	Operational joint plan and review panel at national level and operational district committee in each district	0	X				every year	annual report	MINISPOC RDB, PSF, RALC, MINIEACOM	
	<b>Output 1.1.2:</b> Legal instruments and guidelines to institutionalize national level coordination arrangements developed and disseminated	Legal Instruments	TDB	X				every year	available laws and policies	MINISPOC RDB, PSF, MINALOC	
	<b>Output 1.1.3:</b> Updated and Operationalised M&E framework with regular updates to the sector working group	M&E Framework	TBD	X	X	X	X	every year	annual report	MINISPOC RDB	
	<b>Output 1.1.4:</b> Institutionalized Cultural Tourism focal points at sector level and technical guidance provided	List of focal Points	0	X	X	X	X	every year	annual report	MINISPOC RDB,RALC	
	<b>Output 1.1.5:</b> Hosting of at least one strategic meeting with private sector actors in the area cultural tourism facilitated	Number of meetings hosted and facilitated, Meeting recommendations and its implementation reports	0	X	X	X	X	every year	mid term report	MINISPOC RDB, INMR, PSF, MINIEACOM	
	<b>Output 1.1.6:</b> Cultural tourism aligned with and mainstreamed in the national development agenda and district Development plans	Cultural Tourism mainstreaming tools	TBD	X				every year	approved tools	MINISPOC MINALOC/ LODA, MININFRA, INMR	
		Number of cultural tourism initiatives supported and implemented at national and local levels	TBD	X	X	X	X	every year	annual report	MINISPOC MINALOC/ LODA, MININFRA, INMR	



Result	Outputs	Indicators	Baseline	Annual targets					Frequency of data collection	Means of Verification	Responsible
				Y1	Y2	Y3	Y4	Y5			
Outcome 1.2: Cultural Tourism awareness raised among different stakeholders at central and local level	Output 1.1.7: Information and data related to cultural tourism are collected (with adequate tools) and disaggregated	Number of cultural tourism initiatives supported and implemented at national and local levels; Data collection tools and templates	TBD	X	X	X	X	X	every year	mid term report	MINISPOC INMR, RDB, MINIEACOM, RALC, DISTRICTS
	Output 1.2.1: Cultural tourism awareness raising campaigns conducted and facilitated at central and district level	Number of awareness raising campaigns conducted at central and decentralised level	TBD	X	X	X	X	X	every year	mid term report	MINISPOC INMR, RDB, MINIEACOM, RALC, DISTRICTS
	Output 1.2.2: Media (Newspapers, TV, Radio, Websites, social media) used as crucial tool in awareness raising	Number of media agencies patterning in cultural tourism awareness and promotion	TBD	X	X	X	X	X	every year	mid term report	RBA, INMR, CHENO, RALC, PSF, High media council
	Output 1.2.3: Appropriate signage installed at historical and cultural site	Number of sites with appropriate signage	TBD	X	X	X	X	X	every year	mid term report	MINISPOC INMR, RDB, MINIEACOM, RALC, DISTRICTS
	Output 1.2.4: Guidelines, tools, and best practices for preservation and rehabilitation of historic properties, conservation, interpretation, and heritage development assembled and Distributed	Tools, guidelines and best practices	TBD	X	X	X	X	X	every year	approved tools and guidelines	MINISPOC INMR, RDB, MINIEACOM, RALC, DISTRICTS
	Output 1.2.5: Outreach programs developed and mainstreamed at national and decentralized level. (e.g. schools, Itorero, forums)	Number of outreach programs organized at central and local levels	TBD	X	X	X	X	X			INMR, RDB, MINEDUC, RALC, DISTRICTS, PSF, NIC

Result	Outputs	Indicators	Baseline	Annual targets					Frequency of data collection	Means of Verification	Responsible
				Y1	Y2	Y3	Y4	Y5			
<b>KRA 2: Increase expertise and cultural products managerial skills through capacity development initiatives</b> <b>Outcome 2.1. Expertise and managerial capacity to effectively manage the cultural tourism initiatives/products developed</b>	<b>Output 2.1.1:</b> Cultural tourism related training needs assessment conducted (at central and local levels) and specific capacity development modules designed and implemented	Needs assessment survey findings	TBD	X	X				every year	annual report	MINISPOC NCBS, RDB, MINIEACOM, PSF
		Program for Capacity Building based on the expressed sector need	TBD		X	X	X	X	every year	approved modules	MINISPOC NCBS, RDB, MINIEACOM, PSF
		Program for Capacity Building based on the expressed sector need	TBD		X	X	X	X	every year	approved modules	MINISPOC NCBS, RDB, MINIEACOM, PSF
	<b>Output 2.1.2:</b> Capacity Building for central and local government in protection and conservation of cultural and historical sites strengthened	Capacity building modules	TBD	X	X	X	X	X	every year	annual report	MINISPOC RDB, PSF, INMR, MINIEACOM
		Number of people trained at central and local levels	TBD		X	X	X	X	every year	number of people trained	MINISPOC RDB, PSF, INMR, MINIEACOM
	<b>Output 2.1.3.</b> Cross border business skills related to cultural tourism (language barrier, limited ICT knowledge, advertisement skills,) developed	Number of Skills development session organised in cross border business and ICT	TBD	X	X	X	X	X	every year	number of people trained	MINISPOC, RDB, PSF, INMR, MINIEACOM

Result	Outputs	Indicators	Baseline	Annual targets					Frequency of data collection	Means of Verification	Responsible
				Y1	Y2	Y3	Y4	Y5			
Outcome 2.2: Cultural Tourism mainstreamed in the technical and higher learning Institutions	Output 2.1.4. Story tellers and guides are trained	Number of story tellers and guides trained	TBD	X	X				RDB, PSF, INNMR, MINIEACOM, RALC, Association of Guides	every year	Annual report
	Output 2.1.5. Oral traditions and practices from old people are recorded, conserved, published, disseminated.	Number of oral traditions and practices from old people which are recorded, conserved, published, disseminated	TBD		X	X			RDB, PSF, INNMR, MINIEACOM, RALC	Annually	Annual reports
	Output 2.2.1 Formalized and strengthened cultural and heritage studies in technical and high learning institutions operating in Rwanda (RTUC, UR, TVET)	Number of technical and high learning institutions with specialization in cultural and heritage studies	TBD			X	X	X		every year	annual report
		Number of graduates in cultural and heritage studies	TBD			X			every year	annual report	MINISPOC MINEDUC, CHENO, RALC, RALSA
		Number of organized CB sessions for local and central government in protection and conservation of cultural and historical sites	TBD	X		X			every year	annual report	MINISPOC, MINIEACOM
		Module for CB in protection and conservation of cultural and historical sites	TBD	X					every year	annual report	MINISPOC INNMR, CHENO, RALC, RDB

Result	Outputs	Indicators	Baseline	Annual targets					Frequency of data collection	Means of Verification	Responsible
				Y1	Y2	Y3	Y4	Y5			
<b>KRA 3: Established legal, policy and strategic framework for protection of cultural and historical sites</b>											
<b>Outcome 3.1: Operational Policy and regulatory framework</b>	<b>Output 3.1.1:</b> Legal provisions, policy and guidelines related to protection and preservation of cultural and historical sites are regularly monitored at central and local level	Number of laws, policies, strategies and guidelines governing cultural tourism and its products	TBD	X	X	X			every year	number of laws gazetted and policies disseminated	MINISPOC OPM, Parliament
	<b>Output 3.1.2:</b> Cultural and historical sites conservation interventions designed and implemented at local and central level.	Number of interventions implemented for Cultural and historical sites conservation at central and local level	TBD	X	X	X			every year	annual report	MINISPOC
<b>KRA 4: Rwandan cultural heritage is documented, categorized and classified</b>											
<b>Outcome 4.1: Rwandan cultural and Historical Sites documented and categorised</b>	<b>Output 4.1.2</b> Researches on cultural heritage are conducted to inform the development of appropriate interventions	Number of studies conducted on cultural heritage in Rwanda	TBD	X					every year	an inventory report	MINISPOC
		List of cultural and historical sites categorized under central and district responsibilities	TBD	X					every year	annual report	MINISPOC
	<b>Output 4.1.2:</b> Cultural and historical sites exhaustively listed, documented, categorised and classified under the national and district management framework	Number of cultural and historical sites documented, categorised and classified under the national and district management framework	TBD	X					every year	annual reports	MINISPOC RDB, PSF, RALC, MINIEACOM

Result	Outputs	Indicators	Baseline	Annual targets	Frequency of data collection	Means of Verification	Responsible
<b>KRA 5. Cultural Tourism Products diversified and Promote</b>							
<b>Outcome 5.1</b> Public and Private sector are more involved in exploiting available opportunities in cultural tourism promotion  <b>Outcome 5.2:</b> Investment in facilities in cultural tourism products and related technology are promoted and diversified.	<b>Output 5.1.1</b> Public Private Partnership(PPP) framework is established in management of cultural tourism products  <b>Output 5.1.2.</b> Private sector motivated and engaged in cultural tourism development (e.g. facilities, incentives.)	Operational PPP framework  number of private institutions fully partnered in cultural tourism promotion	TBD  TBD	X X X X X X	every year  every year	annual reports  Reports	MINISPOC MINIEACOM, PSF,RDB  OPM INMR,CHENO, RALC,MINISPOC, MINIEACOM  MINIEACOM RDB  MINISPOC INMR,RALC
	<b>Output 5.2.1.</b> Packages of services (coffee shops, modern books, gift shops and handcraft selling stations) adapted to currently operating historical and cultural sites are made available;  <b>Output 5.2.2.</b> Advocacy for using existing development framework such as master plans, investment plans (eg. roads and hotel construction) to address issues of cultural tourism infrastructure provided;	Number of development frameworks that have integrated cultural tourism  Defined Rwanda food menu	TBD  TBD	X X X X X X	every year  every year	Reports  mid term report	MINISPOC INMR,RALC
	<b>Output 5.2.3.</b> Private investors in cultural tourism product development incentivized;  <b>Output 5.2.4.</b> Typically Rwandan food and beverages are defined, promoted and integrated in in Hotels and restaurants menus	Number of tourism products developed by private investors  Defined Rwanda food menu	0  TBD	X X X X X X	every year  every year	Reports  reports	MINISPOC INMR, RALC, PSF  MINISPOC PSF, MINALOC, Districts
	<b>Output 5.2.5.</b> Recreational facilities are established and equipped with required equipment  <b>Output 5.2.6.</b> Capacity of stakeholders involved in cinema and theatres strengthened	Number of recreational facilities established and operational  Number of stakeholders trained	TBD  TBD	X X X X X X	every year  every year	regulation and guidelines disseminated  Reports	MINISPOC  MINISPOC
	<b>Output 5.2.7.</b> Regulations, standards and guidelines are established to guide cinema and theatre in Rwanda	number of Regulations and guidelines	TBD	X X X X X X	every year	Reports	MINISPOC

Result	Outputs	Indicators	Baseline	Annual targets	Frequency of data collection	Means of Verification	Responsible
<b>KRA 5. Cultural Tourism Products diversified and Promote</b>							
	<b>Output 5.2.8.</b> Traditional dance courses and professional music initiated in specialized public and private schools	The extent to which traditional Rwandan dress is reflected in the modern dress designed by Rwandans	TBD	X	every year	Reports	MINISPOC
	<b>Output 5.2.9.</b> Training centres for traditional dance promotion are established at grassroots level	Number of handcraft products promoted on local, regional and international	TBD	X	every year	Reports	MINEACOM
	<b>Output 5.2.10.</b> Rwandan designers are supported to develop and modernize the Rwandan traditional dress	Number of community based project initiated at community level	TBD	X	every year	Reports	MINEACOM
	<b>Output 5.2.11.</b> Rwandan Handcrafts producers are facilitated to promote their products on local, regional and international markets by using new technologies	Standard management model	TBD	X	every year	guidelines for management of cultural tourism	MINISPOC
	<b>Output 5.2.12</b> Community based tourism is developed	Number of Rwandan cultural tourism products published on websites	TBD	X	every year	available website with updated information	MINISPOC
	<b>Output 5.2.13.</b> Re-creative facilities established in Kigali and in secondary cities	number of Re-creative facilities built in Kigali and in secondary cities	TBD	X	Every year	Annual reports	MINISPOC, MININFRA, RALC, MINEACOM, PSF
	<b>Output 5.2.14.</b> Norms and guidelines for investment in cultural tourism products established	Standard management model	TBD	X	Every year	Annual reports	MINISPOC, MINALOC, RALC, INMR
	<b>Output 5.2.15:</b> Information and Communication Technology used in promotion of Rwandan cultural products on international markets	Number of Rwandan cultural tourism products published on websites	TBD	X	Every year	Reports	MINISPOC, MINALOC, RALC, INMR
	<b>Output 5.2.16:</b> Improved cultural tourism service delivery	avail all cultural products and facilities at all sites	TBD	X	Every year	Annual reports	MINISPOC, MINALOC, RALC,INMR, PSF, JADF

Result	Outputs	Indicators	Baseline	Annual targets					Frequency of data collection	Means of Verification	Responsible
				Y1	Y2	Y3	Y4	Y5			
<b>KRA 6: Improved accessibility, protection and conservation of Cultural and Historical Sites</b>											
<b>Outcome 6.1: Cultural and historical sites made accessible, protected and rehabilitated</b>	<b>Output 6.1.1</b> Cultural and historical sites are demarcated	number of delimited cultural sites		X	X	X	X	X	every year	annual report	MINISPOC, MINALOC, RALC, INMR, PSF, JADF
	<b>Output 6.1.2</b> Road network leading to cultural and historical sites rehabilitated	number of cultural and historical with improved accessibility	TBD			X			every year	Reports	MINISPOC, MININFRA, MINALOC, MINECOFIN
	<b>Output 6.1.3</b> Degraded cultural and historical sites restored;	Number of endangered sites restored and protected	TBD	X	X	X	X	X	every year	Reports	MINISPOC, MINISPOC, INMR, RALC, CHENO, RDB, CNLG
	<b>Output 6.1.4.</b> Master plan implementation harmonized with cultural heritage protection and conservation	Number of preserved and conserved old buildings (colonial and post-colonial heritage)		X	X	X	X	X	every year	Reports	MINISPOC, Kiugali City, Districts, MININFRA, INMR, RALC

## 9 ROLE AND RESPONSABILITIES OF INSTITUTIONS

Institution	Area of intervention
<i>I. Public Institutions</i>	
MINISPOC	<ul style="list-style-type: none"> <li>✓ Establish legal and policy framework on cultural Tourism and its related fields including cultural tourism;</li> <li>✓ Define the strategic orientation for cultural tourism;</li> <li>✓ Establish broad guidelines for conservation, management, and enhancement of cultural tourism development initiatives.</li> <li>✓ Provide technical guidance in mainstreaming cultural tourism initiatives in sector strategic plans and at local district level</li> </ul>
MININFRA	<ul style="list-style-type: none"> <li>✓ Build roads and rehabilitate access to historical sites</li> </ul>
MINIACOM/RDB	<ul style="list-style-type: none"> <li>✓ Support, facilitate and advocate for incentives to attract investment in the cultural tourism;</li> <li>✓ Set standards of quality of services and products in the tourism industries;</li> <li>✓ Providing technical assistance in production and marketing of cultural tourism products</li> </ul>
MINEDUC	<ul style="list-style-type: none"> <li>✓ Establish (in collaboration of MINISPOC and MINEACOM/RDB) cultural tourism training centers (Design, music, art, etc.)</li> <li>✓ Strengthen the capacity of actors of cultural tourism linked to formal sectors;</li> <li>✓ Integrate in the formal education system, including in the TVETs</li> <li>✓ Develop curricula related to cultural tourism</li> </ul>
MINAFFET	<ul style="list-style-type: none"> <li>✓ Facilitate the establishment of cooperation mechanisms between Rwandan and international bodies that promote cultural tourism.</li> </ul>
RDB	<ul style="list-style-type: none"> <li>✓ Providing support in the promotion of cultural tourism products and cultural tourism related opportunities</li> <li>✓ To promote the industry of cultural tourism in Rwanda.</li> </ul>
INMR	<ul style="list-style-type: none"> <li>✓ Identify national cultural and historical sites ;</li> <li>✓ Management and valorise National cultural sites and heritage.</li> </ul>
RALC	<ul style="list-style-type: none"> <li>✓ Conduct research on cultural tourism industries and their contribution to national development</li> </ul>
CHENO	<ul style="list-style-type: none"> <li>✓ Support in promoting heroism sites as cultural tourism products</li> <li>✓ Conduct research on heroism and market the product</li> </ul>
RALSA	<ul style="list-style-type: none"> <li>✓ Promote the culture of reading and publishing among Rwanda</li> <li>✓ Disseminate available information related to cultural tourism and mobilize researchers to publish in the this industry</li> </ul>
Districts	<ul style="list-style-type: none"> <li>✓ Implement legal and policies related to Cultural Tourism</li> <li>✓ Identify and protect sites and heritage sites;</li> <li>✓ Develop community based tourism;</li> </ul>
<i>II. Private Sector</i>	
Private Sector	<ul style="list-style-type: none"> <li>✓ To Encourage entrepreneurs to invest in the cultural tourism industries;</li> </ul>
Medias	<ul style="list-style-type: none"> <li>✓ Create the visibility of cultural tourism and its contribution to national development;</li> <li>✓ Large Dissemination of the diversity of cultural tourism related opportunities</li> </ul>
<i>III. Civil Society</i>	
NGOs	<ul style="list-style-type: none"> <li>✓ Build the capacity of NGOs involved in promotion of cultural tourism</li> </ul>



## 10 REFERENCES

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**APPENDICES I: LIST OF INTERVIEWED FOR FIVE YEAR STRATEGIC PLAN FOR THE DEVELOPMENT OF CULTURE TOURISM**

No	Name	Institution	Position	Telephone
2	Honorable UWACU Julienne	Ministry of Sports and Culture	Minister	0788301097
3	Rosette Chantal RUGAMBA	SONGA Africa	special advisor to the secretary General/WTO	0788305500
4	Karine RUSARO Utamuliza	INMR	Manager	0788460602
5	Aimable MUGARURA	University Rwanda	Lecturer	
6	NDIKUMANA Isidore	INMR	Culture Tourism	0788742026
7	Jackson HAKIZA	RDB	Cultural and historical tourism officer	0788699361
8	NSENGIYUMVA J de la Croix	Burera District	Youth, Sports and culture officer	0782750217
9	UWUMUREMYI Emilienne	Musanze District	Youth, Sports and culture officer	0788556283
10	MUSIRIKARE Amandin	Gasabo District	Cooperative officer	0788503323
11	SIBOMANA Donat	Rulindo District	Youth, Sports and culture officer	0788400136
12	BUTOTO Jean	CNLJ	UNESCO Project coordinator	0788458730
13	RUZIGANA Innocent	CNLJ	Public relation	0788557274
14	NKUBANA Jeanne	Gahaya Links	Manager	0788306300
15	DUSENGIMANA Augustin	Cyinzuzi sector	Executive Secretary	0788630278
16	Ntagenda	Butangampundu Cell	Executive Secretary	
17	TUYAMBAZE Didier	Iby,iwacu cultural village	Marketing officer/Musanze	078874545
18	BAMURANGE Catherine	SACOLA	Assistant/Musanze	0786469730
19	BUSHAGU Fidele	Buhanga-ECOPARK kwa Gihanga w'ingoma ijana	Guide/Musanze	
20	MUSANGANYA Philbert	Centre ikirenga: Ku kirenge cya Ruganzu	Director of center/Rulindo	0785104748
21	NDAGIJIMANA Juvenal	URUYENZI troupe	Manager	0788630083
22	RWIRANGIRA Diodori	Gicumbi dist	Youth, Sports and culture officer	0788864405
23	MUKAMUKIZA CHARLOTTE	Nyanza District	Youth, Sports and culture officer	0788519683
24	Bella	Agaseke Project	Agaseke coordinator	0788673818
25	Mugisha Francois	Rubavu District	Youth,Sports and culture officer	0788649611
26	NAMAHORO Seraphin	Ngororero district	Youth,Sports and culture officer	0788308470
27	Benegusenga Annet	PSF	Director of cahmber of crafts,aritsts and artisans	0788629872
28	NYIRAHABIMANA Marie Noella	Nyamasheke District	Youth, Sports and culture officer	0788448933
29	SHAKIMANA Bruce	Rusizi district	Youth, Sports and culture officer	0783042574
30	Gashugi Innocent	Muhanga	Youth, Sports and culture officer	0788515245
31	Muhoza Theogene	Nyaruguru district	Youth, Sports and culture officer	0788774263
32	Isac Gasake	Rwanda association of producers exporters and sellers of hand craft products	representative	0788410665
33	Bienvenu	KAPLAKI	President	0784280124

34	Nshimiyimana Jean Pierre	Kicukiro District	Youth, Sports and culture officer	0788356973
35	NYIRAHABIMANA Marie Noella	Nyamasheke Military station of establishing colonial history museum	Youth, Sports and culture officer	0788448933
36	SHAKIMANA Bruce	the house in which King Musinga was relegated	Youth, Sports and culture officer	0783042574
37	IRAKOZE Nicole	Kanombe presidential museum	guide	0788545903
38	Uwizeyimana Esperence	King's Palace museum	Guide	0788890788
39	Uwizeyimana Esperence	King and Queen's Tomb at Mwima	Guide	0788890788
40	- Valentine Shuri - Kanamugire JMV	The house of King Rudahigwa, Sector Mimuri, Nyagatare District	- Professional of social affairs in the Sector Mimuri, Nyagatare District - Warden of the property	0784573606
41	Niyonzima Francois	Ryamurari, the capital of Ankole Kingdom, Nyagatare District	Teacher at Bufunda school	0782343408
42	Nshimiyimana Evode	Agasozi k'intwari, Nyagatare District	Professional of social affairs in the Sector Matimba	0786300321
43	Twahirwa Theoneste	Nyagatare District	Professional of Youth, Sports and Culture	
44	Rangira Eddy	Gatsibo District	Director of Good Governance	0782389690
45	Callixte Ntawuhiganayo	A Colonial home (shelter), Gatsibo District	Professional of Social Affairs in the Sector Gatsibo	
46	Uwamahoro Donatille,	Urutare rwa Ngarama, Gatsibo District	In charge of Good Governance, Ngarama Sector.	0784061748
47	Rangira Eddy	Utubindi twa Ruganzu, Gatsibo District	Director of Good Governance	0782389690
48	Kirenga Kamugisha	Rwanda Safari Guides Association (RWASAGA)	President	0788354730
49	Bahizi Eliphaz	Rwanda National Commission for UNESCO	Permanent Secretary	0788538450
50	Mushimire Claude	MINIEACOM		0788553801
51	Jeannette	Rwanda Discovery Travel Agency	Assistant	0789053709
52	Rwaka Nicolas	CHENO	Director of Research	0788476755
53	Charles	Ivuka Arts	Program Coordinator	0783594382
54	Kizari Elias	National Archives	Director	0788530516
55	Nzabonimpa Jacques	RALC	Director	0788553801
56	Rwema Simon	Mashirika	Project Coordinator	0788353333
57	MURANGWA N. FRANK	Nyarugenge district	Youth, Sports and cultural officer	0788463147
58	Mutabazi Grace	MINISPOC	Cultural Tourism Development Officer	0788492800
59	Mutangana Steven	MINISPOC	Director of Culture Development	0788558319
60	MATOVU	RALSA	Ag Director of Library	0788227070

## Appendix II. List of Districts visited

Province/ CoK	Districts
Kigali	Kicukiro
	Gasabo
	Nyarugenge
Southern Province	Muhanga
	Nyaruguru
	Huye
	Nyanza
Western Province	Nyamasheke
	Rusizi
	Ngororero
Eastern Province	Rubavu
	Nyagatare
	Gatsibo
Northern Province	Rulindo
	Burera
	Gicumbi
	Musanze