

Inclusive Growth through Inclusive Tourism for Economic Development. A case of Rwanda Development Board, Rwanda

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Abstract: Growth is inevitable, but it need to be enduring and long lasting. Tourism is an area which develop an economy taking support of several stakeholders. Tourism play a vital role for progress of local artisans, accommodation providers, restaurant owners, artists, museums, tour operators etc. For inclusive growth tourism need to be developed in a balanced way. In the paper the role of Rwanda Development Board is assessed for the economic development of region.

Keywords- Inclusive tourism, Economic development, Rwanda Development Board

Introduction

On the global scale the notion of inclusive growth builds conceptually from elements of the pro-poor agenda but is seen by the World Bank as being broader and applies to all members of a community, regardless of their circumstances to collaborate in achieving inclusive growth (Ali, 2007; Rauniyar & Kanbur, 2010). The inclusive growth paradigm sits within the sustainable development framework and can be viewed as a process or policy response (Hasmath, 2015) as well as a 'desired outcome' (McGahan, & Prabhu, 2012). Hasmath (2015) has argued that inclusive growth has its 'philosophical roots' in Sen's (1992) capabilities approach that emphasized the role of not just economic mechanisms to reduce inequalities but social mechanisms too.

Although there is no unified or standard definition of inclusive growth among international organizations (De Haan & Thorat, 2013) and others argue that inclusive growth combines growth with social aspects while inclusive development focuses on social and ecological aspects (Gupta and Baud 2015). There is, however, some agreement on what inclusive growth should achieve: namely, a shared approach to economic growth that has fair and equitable outcomes both for lower and middle-income households (De Haan & Thorat, 2013).

The inclusive growth paradigm also raises concern that it is market-driven with no focus on redistribution with the role of the state reduced to facilitator and practical concerns have also been raised by Hasmath (2015). Despite the potential for tourism to reduce poverty, the impact of promoting tourism that involves the poor on the development agenda is still weak. Though impacts vary, evidence shows the impact of tourism on the lives of the poor (World Bank, 2010 &

Damodaran (2015). The challenge in Rwanda is the protected areas that are key tourism destinations are surrounded by the big percentage of poor people and yet there is the feeling that they should be well off since tourists visit their natural capital. This leads to the question why they are not improving their wellbeing? This prompted the study to find out what the situation is. Therefore, inclusive growth policies should promote a socially inclusive environment for income and non-income growth, which can then affect the broadest section of society, the workforce and industry (Ali, 2007; Klasen, 2010; World Bank, 2009). According to de Haan and Thorat (2013, citing Addison & Nino-Zarazua, 2012), inclusive growth policies must ‘allow people from different groups gender, ethnicity, religion and across sectors agriculture, manufacturing industry, services, to contribute to, and benefit from economic growth.’

Rwanda has developed a clear tourism strategy. While there is now a good understanding of the linkages between biodiversity, ecosystem services and human well-being in Rwanda, the country is endowed with favorable and less variable climatic conditions and the natural ecosystems might provide important goods and services enough to support the national economy and improve populations’ livelihood. Apart from that, environmental resources such as biodiversity conservation strengthen other important economic sectors, supporting employment and local communities’ welfare (World Bank, 2009). In addition, national protected areas (National parks and reserves) provide a lot of goods and services contributing to the growth of national economy and population welfare. Tourism development has often been concentrated in and around protected areas. Many governments consider tourism as a source of development, poverty alleviation and employment. This also applies to Rwanda which is one of the countries whose tourism activities are concentrated in protected areas, particularly in National Parks (RDB, 2012).

Tourism was estimated to have generated about 400 Million USD in 2019, compared to 281.8 Million USD generated in 2012 at the same period, it corresponds to an increase of 4% (RDB, 2014). Due to the above-mentioned benefits, the Government of Rwanda through its Ministry of Trade and Industry developed in 2013, the “Rwanda Protected Areas Concessions Management Policy” in order to attract private sector’s investments in protected areas-based tourism in order to fight poverty. It is expected that the private sector itself will identify new facilities and services to be developed under concession agreements, bringing an entrepreneurial input to investment in protected areas to also involve the local communities to reduce poverty. In addition, with this Concession Policy, local communities are best placed to take advantages of services provided through infrastructures development such as hotels and other facilities constructed under concession policy. In addition, Rwanda has always seen tourism as an instrument to reduce poverty, for example by directly involving local communities (RDB, 2012)

Categories of inclusive growth

Inclusive growth which builds on the following intellectual roots (Gupta et al. 2015): social roots which lead to the articulation of social inclusiveness; ecological roots which leads to the articulation of ecological inclusiveness and political geography roots which argue that power politics need to be addressed to protect social and ecological goals (Mosse 2010), which leads to the articulation of relational inclusiveness.

To begin with Social inclusiveness has its roots in human rights, inequality, redistribution, rural development, entitlements and capabilities concepts (Meier 2001; Thorbecke 2006; Easterly 2007; Sen 1999; Gupta and Thomson 2010) and has been expressed in the Millennium Development Goals (Collier 2007). Social inclusiveness aims at empowering the poorest through investing in human capital and enhancing the opportunities for participation. It is non-discriminatory and is age, gender, caste, sect and creed sensitive in terms of income, assets and the opportunities for employment (Huang and Quibria 2013). It aims to reduce the exposure to risks such as natural disasters and civil conflict that exacerbate vulnerability (Rauniyar and Kanbur 2010). Further, inclusive development policies focus attention on high vulnerability to enhance well-being, including material social relational (Gough and McGregor 2007; Fritz et al. 2009; Narayan et al. 2009; Borel-Saladin and Turok 2013; Arthurson 2002; Mansuri and Rao 2004). These policy processes need to be contextually sensitive (Fritz et al. 2009; Borel-Saladin and Turok 2013), and encourage participatory governance and capacity building to enhance such participation (Sachs 2004a, b; Lawson 2010).

Environmental inclusiveness, or the relation between environmental issues and the marginalized, emerges from three different strands. First, the livelihoods argument has been that the poor depend on their local ecosystem for their survival (e.g. Chambers and Conway 1991). Second, the vulnerability argument focuses on how the vulnerability of the poor may be exacerbated by the effects of climate change (Paavola and Adger 2006) and thus calls for enhancing adaptive capacity and resilience (Nelson et al. 2007). Third, the Anthropocene argument is that the great acceleration in the demand for limited land, water, and other resources and sinks may lead to ecospace grabbing or the large-scale transfer of these resources from local communities to governments, large corporations and the private sector by changing the rules of access to these resources (Zoomers 2010; Fairhead et al. 2012; Leach et al. 2012) which may further exacerbate the vulnerability of the poor (Gupta 2014).

Relational inclusiveness recognizes that poverty and ecological degradation are often the result of actions taken by others (Harriss-White 2006; Mosse 2010) because of increasing inequality in society (Piketty 2014; Stiglitz 2015) and the substance and process of politics (e.g. Okafor 2008). A scalar perspective requires understanding and addressing the multilevel drivers of inequality, exclusion and vulnerability (see e.g. Laven 2010; Ros-Tonen et al. 2015). A relational approach first requires a rethinking of how merit and public goods are managed (Kaul et al. 2003) and whether the privatization and securitization of these by state entities

compromises human security or not. Second, the direct and indirect drivers of poverty, exclusion, and environmental degradation operate from the local to the global level, involving marginal to extremely powerful actors. This calls for policies that deal with all actors as opposed to policies that only deal with empowering the poorest (Harriss-White 2006; Mosse 2010). Fourth, it sees the normative, legal, and instrumental interventions (Cook 2006; Rappaport 1987) as not value-neutral.

Inclusive growth for tourism

Although there has been discussion within the international development community around the pro-poor tourism notion, see (Gascón, 2015; Harrison, 2008; Torres & Momsen, 2004), inclusive growth has been little studied in the context of the tourism industry (apart from work by Butler & Rogerson, 2016; on South Africa; Hampton & Jeyacheya, 2013, on the Seychelles; and Jones, 2013, on Nepal). This is despite tourism's contribution to many developing countries' local economies and employment, and the role of the potentially important forward linkages for the agriculture sector. Where local communities become suppliers of tourist products (accommodation, food and beverage, transport, guiding services), backward and forward linkages are generated. This can expand the local supply chain and stimulate further local innovation and new businesses in tourism (for example restaurants, shops, internet cafes), particularly among low- and middle-income groups.

Research from South Africa (Pillay & Rogerson, 2013); Kenya (Mshenga & Richardson, 2013); Malaysia (Daldenz & Hampton, 2013) and Indonesia (Graci, 2013; Hampton & Jeyacheya, 2015) for example, discuss coastal communities who exploited the more lucrative tourism market over increasingly dwindling traditional livelihoods. For example, fishing communities employed their skills, knowledge and equipment to offer fishing trips, diving expeditions, snorkelling tours and water taxi services to tourists. In other cases, small land-based businesses were established such as guest houses, small shops or restaurants, often in private dwellings where one room could be made available for business use. This frugal innovation of existing skills and knowledge into small tourism businesses seems to be supported by, or at least not hindered by, economic, institutional or social dimensions. In cases where support is limited or not evident, the local tourism supply chain can be severely impacted, for example; a combination of fiscal and economic policy reforms in the Seychelles has led to a dysfunctional local supply chain, disempowered local businesses and disenfranchised tourism graduates (Lee, Hampton, & Jeyacheya, 2015).

There appears to be little opportunity for frugal innovation to exist or for agriculture to exploit potential forward linkages, as the country shifts to an import-led economy. This scenario is contrary to inclusive growth which should diminish trade-offs between growth and inequality so the poor become enfranchised as customers, employees, owners, suppliers, and community members' (George et

al., 2012). In the context of tourism, these trade-offs are more likely to increase given three conditions: first, where there are weak governance structures and public institutions (Hall, Matos, Sheehan, & Silvestre, 2012); second, where ownership and power has shifted out of local control (Hampton & Jeyacheya, 2015); and third, where access to employment is limited or exclusive (Ali & Son, 2007). This together suggests that for tourism growth to be inclusive there must be a 'level political playing field' (Ruaniyar and Kanbur, 2009) that 'facilitate[s] the full participation of those less well off' (Ali & Son, 2007) and under-represented.

According to Balakrishnan *et al.* (2013), social and institutional barriers obstruct inclusive growth in India due to inequalities associated with identity (gender and caste), the underdevelopment of financial systems for the poor, unbalanced regional development and 'fiscal redistribution'. Although evidence shows poverty reduction and inequality has fallen in some regions of India, the centralised planning apparatus has resulted in 'preferential policies as well as persistent disparities in human capital and infrastructure' (Fan, Kanbur, & Zhang, 2009 cited in Balakrishnan *et al.*, 2013). Kundu (2015) argues for policy prescription at 'state and lower levels' to effectively reduce distribution bias and income inequality between the core and peripheral regions. The imbalance affects more than 50 per cent of the total workforce, and according to Bhanumurthy (2014), this 'hampers the long term potential growth' of agriculture; an industry with important forward linkages.

Therefore, the need arises for an 'explicit link between improved participation and benefit-sharing' in policy (CAFOD, 2014) that mobilises the workforce through modern, appropriate infrastructure and rural development (Ali & Yao, 2004; Rauniyar & Kanbur, 2010); fiscal policy (Heshmati, Kim, & Park, 2014) and 'good' governance. In addition, the assets of the poorest are cumulatively small and not sustainable, yet access to small loans and formal banking is weak. These structural barriers ultimately prevent the poorest from escaping poverty and being able to participate in inclusive growth, leading 'to the perpetuation and reinforcement of patterns of disadvantage and inequality' (Roelen, 2014). Further Roelen, (2014) argues that unfortunately, long-standing business risks and barriers persist in Africa. The most important limitation to the expansion of tourism is the poor transportation infrastructure, restricting the connectivity of the sub-Saharan region.

Strategies that can be taken

Ali, (2007), and Klasen, (2010), LDC governments need to establish a development strategy linked to the overall economic development of the country. They include a set of national strategic objectives as well as priority areas (such as tourism) where it envisages an opportunity for national development. These objectives are included in a national strategy which establishes the actions required to accomplish these objectives. Normally, these are cross-sectoral issues that require coordination among different government agencies and consultations with

civil society and the private sector. For instance, “Employment creating economic growth, Promotion of peace, democracy, good governance and effective institutions, Development of infrastructure (minimum infrastructure platform), Transformation of skills development institutions and improvement of skills and innovation base, Reversal of environmental degradation and adaptation to climate change and improve health, combat HIV and AIDS and reduce social vulnerability”.

Arezki, Cherif & Piotrowski, (2009) argue that for inclusive growth to take place in LDCs the government must implement four pillars. The political pillar which aims at stabilizing the political process in the LDCs as well as ensuring peace and security. The economic pillar focuses on the country’s integration into the global/regional markets, the economic reforms needed to accelerate structural transformation and on the diversification of the economy. The social pillar strengthens the social sectors of education and employment and promotes poverty reduction efforts and promotes the reduction of regional inequalities. Lastly, the environmental pillar includes the “green dimension” in different actions and promotes sustainable development. Each intervention pillar requires clear result-based framework which identifies strategic objectives, strategic challenges, and problems impeding the achievement of strategic objectives, and expected long-term outcomes.

Kundu (2015) National development strategies encompass the activities of different sectors such as agriculture, education, housing, tourism and provide a general framework for the country's development. Within a national development strategy, the tourism sectors specific strategy and objectives should, “define a general methodological framework, the macro-economic parameters within which tourism will develop, sectoral policy guidelines, and goals that public investment must attain in this sector. Therefore, planning tourism at all levels is essential for achieving successful tourism development and for preventing of suffering from environmental and social problems resulting in marketing difficulties and decreasing economic benefits (Piketty 2014; Stiglitz 2015; Ortiz and Cummins 2011; Milanovic, 2011).

Arezki, Cherif & Piotrowski, (2009) argue that the main objective of an LDC government is to create conditions for accelerated growth and job creation to ensure regional balance and inclusive development. In doing so, the government needs to ensure the creation of (higher value added) jobs and on the reduction of regional disparities. Persistent dependence of the economy on low-cost production and export sectors with low value added make it uncompetitive and vulnerable. LDC governments focus both on enhancing the business climate and improving public service delivery and access to employment in disadvantaged regions. In particular, regional trade agreements enabled LDCs to reach important milestones regarding liberalization and integration.

Additionally, Piketty 2014; Stiglitz 2015; Ortiz and Cummins 2011; Milanovic 2011 indicate that the government needs to reduce socio-economic

disparities as a way to cope with social challenges. In doing so, it must focus on poverty alleviation and food security. Social policies based on direct and indirect transfers (food and energy subsidies) aim at promoting inclusive growth-driven development. Piketty 2014 and Stiglitz 2015) add that environment & climate change are crucial and therefore the management of environmental issues is for LDC governments a key way to preserve their natural assets. Infrastructure is also a crucial element for both the government as well as for the private sector tourism operators. Infrastructure development support requires the formulation and/or implementation of (public and private) investment programmes and strategies to improve the business environment at the national level and in the regions and to back the sophistication of the economy. Continuous infrastructure development is required for economic transformation.

Kundu (2015); Ortiz & Cummins (2011) & Milanovic, (2011), argued that coordination can be utilized to eliminate tourism development objectives that are redundant or are duplicating certain activities. Coordination is also a necessary element to manage tourism-related cross-cutting issues, when different client groups should be provided with services and programmes that are comprehensive and integrated. Furthermore, the effective functioning of coordination can ensure greater internal policy coherence in government as well as collaboration in implementation of tourism development strategies. This paper's objectives were threefold: To establish the different benefits of inclusive tourism growth; To find out the strategies put in place to implement inclusive tourism growth for economic development of Rwanda; To find out the challenges encountered in the implementation of the strategies for inclusive tourism growth for economic development of Rwanda.

Materials and methods

Rwanda is one of the smallest countries in Africa, geographically located in the highlands of the Albertine Rift, It lies between 1°04' and 2°51' south latitude and 28°45' and 31°15' east longitude. The country has a surface area of 26,338 km². It shares boundaries with the Democratic Republic of Congo (DRC) in the west, Uganda to the north, Tanzania to the east, and Burundi to the south. Rwanda's topography is generally mountainous, with hills and ridges. The average elevation is 1,250 meters and lowest is 900meters. Rwanda's population in mid-2014 was estimated at around 11.1 million people, with a population growth rate of 2.3 percent (Population Reference Bureau, 2014). Rwanda is the most densely populated country in Africa, with an average of 480 people per km.

In this study the research design was descriptive and used both qualitative and quantitative approaches. The qualitative approach involved respondents' opinions while the quantitative approach that involved statistical data obtained from field. The study also used primary data which comprised of data that was obtained directly from respondents in the field by the researcher and secondary data that involved getting data from the already existing documents or reports from RDB offices to get clear meaning of the findings. The study area was Rwanda

Development Board near parliament building in Gasabo district half-hours drive from Kigali city. In this study the target population was 60 RDB staff that included those in marketing department, tourism department, and conservation department.

In this study the sample was obtained through purposive sampling particularly workers from the departments mentioned using Slovin's formula; $n = N/(1+Ne^2)$. Where N is the target population (60), n refers to the sample and e is the estimated error which was 5% or 0.05. The study used the self-administered questionnaire (SAQ) with open ended questions to obtain data from the respondents. The pre-testing of the questionnaire was done early in time to verify the validity of the questionnaire to avoid errors in the data that was to be collected. In order to obtain detailed data the study also used the interview schedule especially in cases where the respondents who had limited time and those that will need clear and simple straight forward interpretation of the question. Analysis of data involved deriving meaning from the findings by editing, coding, processing and in this study the used statistical methods as well as the computer packages such as excel and SPSS to obtain frequencies and percentages.

Results

Benefits of inclusive tourism

The results indicated that inclusive tourism played a big role amongst the local community. The findings suggested that the majority of respondents 20% argued that it has helped fund community associations and similarly 20% also said inclusive tourism had helped to increase sensitization activities amongst the local community. Additionally, the second biggest number represented by 18% suggested that inclusive tourism had ensured continuous revenue sharing and those that said it contributes to employment were 14% whereas only 7% agreed that money generated from tourism is channelled to fund the orphanages as shown in Fig. 1.

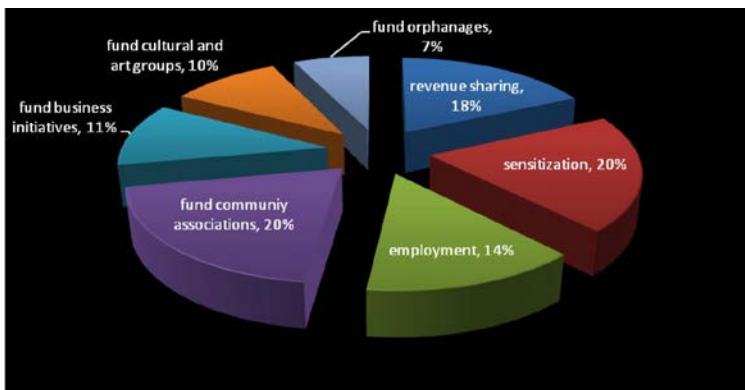


Figure 1: Benefits of inclusive tourism

Challenges of inclusive tourism

Results revealed that apart from the benefits above, inclusive tourism faces a number of challenges. According to the majority of respondents (19.2%) agreed that poverty amongst the local community was a limiting factor, followed by illiteracy which was also rated at 17.3% which limits chances of job opportunities. Furthermore, land shortage by 15.4% respondents was pointed out as another challenge because the majority depend on land for subsistence farming as compared to the smallest number 9.6% who suggested that lack of funds limits inclusive tourism Table 1 below:

Table 1. Challenges facing promotion of inclusive tourism growth

Respondents' opinions	frequencies	Ratings (percentages %)
poverty	10	19.2
illiteracy	9	17.3
land shortage	8	15.4
population pressure	7	13.5
harmonization of laws	6	11.5
local community perception	7	13.5
luck of funds	5	9.6
Total	52	100

Mitigation measures

Findings indicated in Figure 2 show that as much as there were challenges hindering rapid growth of inclusive tourism, the stakeholders suggested government has to come up with measures to counter the problem. The results revealed that majority 23% of the respondents said that they allowed to take full part in decision making while 20% of respondents said they have to be involved in tourism initiatives that are started in the area. Some of the respondents (18%) argued that policies must be implemented to enable smooth flow of activities as compared to the smallest number (9%) who suggested all stakeholders must play a role in creating awareness about inclusive tourism.

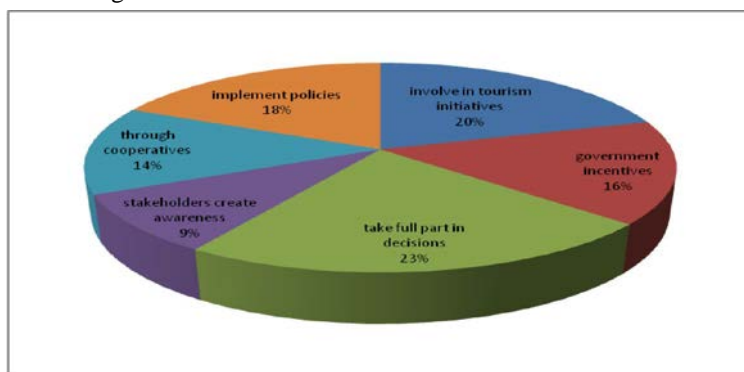


Figure 2: Measure to reduce challenges facing inclusive tourism

Conclusion

In conclusion inclusive tourism has contributed to improving wellbeing of local community by involving the stakeholders in tourism activities and thus economic development of the country particularly the poor local community around the protected area. Also, it can be concluded that the numbers of local community associations that are used to channel the funds for economic activities are growing every year which in turn has resulted into increased income, employment and infrastructure development which are some of the indicators of economic development in an area. Further it was concluded that apart from the positive contribution, challenges still existed that affect inclusive tourism activities in the country that included poverty among the local community, population pressure, land shortage and illiteracy among others. Finally, in conclusion government and other stake holders have put some mitigation measures in place to minimize the challenges faced such as involving them in tourism activities, and funding the cooperatives.

Recommendation

It can therefore be recommended that to exploit the full potential of inclusive tourism the government should aggressively create awareness among the local community about the benefit of getting involved in tourism activities. It was recommended that all stake holders should be involved in the management and decision making in tourism activities are concerned. Finally, government should put policies and implement inclusive strategies to achieve sustainable tourism for economic development local community wellbeing.

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