

## Cultural heritage-driven nation branding and sustainable development: Rebuilding national identity in Rwanda

Fabien Muvunyi<sup>1</sup>  
Gérard-Marie Messina<sup>2</sup>  
Isaac Ndayishimiye<sup>3</sup>

<sup>1</sup>[muvufab@gmail.com](mailto:muvufab@gmail.com)

<sup>2</sup>[gerardmessina@yahoo.fr](mailto:gerardmessina@yahoo.fr)

<sup>3</sup>[isaacmiye@gmail.com](mailto:isaacmiye@gmail.com)

<sup>1</sup>Kigali Independent University, Rwanda, <sup>2</sup>The University of Yaoundé I, The University of Yaoundé II (IRIC), Cameroon, <sup>3</sup>The University of Ngozi, Burundi

<https://doi.org/10.51867/ajernet.7.1.98>

### ABSTRACT

This study examines how nation branding, driven by culture and heritage, influences Rwanda's sustainable development. Drawing on national identity and nation branding theories. The research states that cultural heritage is key to redefining Rwanda's post-1994 genocide against Tutsis. It is also shaping its cultural, economic, and environmental sustainability. Data were collected through interviews and questionnaires with representatives of six cultural institutions. Data was focusing on initiatives, legislation, infrastructure, stakeholder participation, and sustainability. Quantitative data was analyzed using descriptive statistics, Pearson's correlation, variable analysis, and regression analysis, whereas qualitative data was subjected to thematic analysis. The findings indicate that culture-based nation branding advances sustainability by enhancing tourism, cultural practices, national identity, and sustainable development. The correlation result is significant, with  $r = 0.566$  and  $p = 0.001$ . However, challenges persist, including limited private-sector participation, slow regional integration, underdeveloped cultural creative industries, and deficiencies in cultural infrastructure. The study concludes that policy support, investment, and stakeholder engagement are critical for achieving sustainable development. Hence, cultural nation branding plays a pivotal role in Rwanda's sustainable development. It is recommended to strengthen political support, private-sector involvement, and investment. Additionally, cultural infrastructure and the cultural creative industries should be further supported and developed. Therefore, nation branding can foster cultural development and preserve heritage. These measures are essential for Rwanda to achieve sustainable development.

**Keywords:** Culture-Based Nation Branding, Cultural Heritage, Cultural Tourism, National Identity Theory, Nation Branding, Sustainable Development

### I. INTRODUCTION

The intensification of globalization has fundamentally altered the competitive landscape for states. Countries are living in an open, global, competitive world. In response, countries increasingly treat reputation and perceived legitimacy as strategic assets for promoting tourism and enhancing diplomatic influence. Consequently, nation branding has emerged as a central strategic tool for governance. It is not only a promotional tactic but also a means for states to manage their image and positioning internationally (Dinnie, 2015; Fan, 2006).

Though nation branding differs from traditional country-of-origin marketing and destination branding in both scope and ambition. Earlier scholarship primarily addressed product image and tourism promotion (Kotler & Gertner, 2007; Papadopoulos & Heslop, 2002). Meanwhile, contemporary perspectives conceptualize nation branding as a multidimensional process that integrates political, economic, and cultural identity (Anholt, 2007; Kaneva, 2011). Simon Anholt (2007) argues that nation branding entails systematically aligning national policies, investments, behaviors, and communications around a coherent competitive identity. This approach frames branding as a comprehensive governance framework embedded within public policy, rather than merely a communication strategy.

Nevertheless, the conceptual development of nation branding is closely associated with the theory of soft power advanced by Joseph Nye (2004). Soft power highlights a state's capacity to influence others through attraction rather than coercion. It is leveraging culture, values, and institutional performance. As a result, cultural heritage and national identity become strategic assets for shaping international perceptions. Nation branding, therefore, transforms symbolic and cultural resources into instruments of economic competitiveness and diplomatic engagement (Melissen, 2005). The incorporation of culture into nation branding strategies is informed by national identity theory. Anthony D. Smith (1991) identifies shared myths, collective memory, historical continuity, public culture, and territorial attachment. They are

the foundational elements of national identity, contributing to both internal cohesion and external differentiation. Cultural heritage, whether tangible or intangible, serves as a repository for these elements. It can be utilized to construct national narratives. Culturally grounded place branding, as discussed by Ashworth and Kavaratzis (2010), enhances authenticity and long-term legitimacy. It is achieved by aligning projected images with social realities.

The relationship between culture and sustainable development has become increasingly prominent in international policy discourse. Global development frameworks now acknowledge culture as a cross-cutting dimension that supports economic growth, social inclusion, and environmental sustainability (UNDP, 2022). Cultural industries, heritage conservation, and creative economies contribute to employment, community participation, and the consolidation of identity. When integrated into national strategies, culture-driven branding can advance social, economic, and environmental conservation.

Nonetheless, nation branding shapes a country's international image, drives economic growth, and boosts national identity. In Rwanda, it blends cultural heritage with the post-1994 genocide against Tutsis reconstruction. It portrays the country as stable, progressive, and innovative. Culture and heritage are key aspects of Rwanda's branding, used to promote tourism, attract investment, and foster social unity. Smith (1991) argues that a nation's identity is rooted in shared history, territory, myths, collective memory, public culture, and a sense of belonging, all of which influence Rwanda's branding strategy.

Rwanda's development centers on culture and heritage for nation-branding. Historically, Rwanda's image has been associated with famine, civil wars, and social division. Since the 2000s, the government has focused on tourism, conservation, and creative industries to diversify the economy and increase visibility. Tourism, a vital sector, greatly contributes to Gross Domestic Product (GDP), foreign exchange, and employment (Richards, 2023). Rwanda promotes itself as an ecotourism destination, highlighting mountain gorillas and heritage sites. She thereby closely links culture promotion and heritage preservation to national branding. This approach aligns with global perspectives that value culture-driven branding for sustainable development. It promotes community engagement, heritage preservation, national pride, and inclusive growth (Ashworth & Kavaratzis, 2010; UNDP, 2022).

Yet, scholarly debate persists regarding the effectiveness of nation branding as a sustainable development tool. Fan (2006) cautions that branding cannot replace substantive reforms, while Dinnie (2015) emphasizes the importance of institutional coherence for credibility. Kaneva (2011) argues that nation branding reflects political identity efforts in post-genocide nations. Most existing research focuses on developed countries. They do not thoroughly examine the link between culture, nation branding, and sustainable development in post-genocide reconstruction states. The main objective of this study is to analyze Rwanda's use of cultural heritage in nation branding as a sustainable development strategy. It clarified this nexus and revealed broader implications for theory and practice.

### 1.1 Statement of the Problem

Over the past two decades, nation branding has been promoted as a strategic tool for development. Countries use this policy to enhance competitiveness, stimulate tourism, and strengthen international legitimacy (Anholt, 2007; Dinnie, 2015). In developing countries, especially in sub-Saharan Africa (SSA), such initiatives seek to counter negative external perceptions. They also aim to reposition national identities within the global competitive economy. However, the effectiveness of nation branding for sustainable development remains contested among scholars.

Critical literature indicates that nation branding may become merely symbolic if not supported by structural changes (Fan, 2006; Kaneva, 2011). Branding strategies can enhance a country's international visibility and reputation in the short term. Though they do not automatically address issues such as limited industrial diversification, demographic pressures, and institutional gaps (Fosu, 2015). Henceforth, it is essential to distinguish between image enhancement and actual sustainable development outcomes.

This tension is especially sharp in post-conflict nations like Rwanda, which experienced genocide against the Tutsi in 1994. Nation branding can help rebuild domestic cohesion and alter international narratives. However, identity reconstruction is political and selective (Smith, 1991; Kaneva, 2011). Cultural heritage may foster unity and resilience. Culture-driven branding boosts legitimacy and cohesion but needs careful assessment for inclusivity and sustainability. In the post-genocide against the Tutsi in 1994, the government of Rwanda aimed to become stable, business-friendly, innovative, and environmentally responsible.

Researchers have recognized Rwanda's governance reforms and economic growth as notable in Sub-Saharan Africa (Bozzini, 2013). Rwanda also weaves cultural heritage, conservation, and memorialization into its international image. Tourism and environmental stewardship are now key parts of its competitive identity (Nielsen & Spenceley, 2010).

However, Rwanda still faces major structural challenges. These include trade deficits, vulnerability to shocks, and demographic pressures. Rwanda, like other African countries, is subjected to the negative image distorted by the Western media. Rwanda is also known for its past violence (Kifle, 2008), yet there is a growing international perception and national image rebuilding (Nielsen & Spenceley, 2010).

Most nation branding literature focuses on Europe and North America (Kaneva, 2011; Dinnie, 2015). There is little empirical research on the links among cultural heritage, post-conflict recovery, and development in Africa. Most studies focus on economic promotion or communication. They often neglect how identity reconstruction relates to measurable sustainable development outcomes.

Thus, addressing this gap is crucial. Sustainable development needs economic growth, social cohesion, and environmental protection. Effective institutions and intergenerational equity also matter. A rigorous, empirical examination of Rwanda's use of cultural heritage in nation branding is needed. This will help determine the effects on sustainable development outcomes. Addressing this research gap will advance nation branding theory. Besides, it provides useful insights into the role of culture in the post-genocide development against Tutsis in 1994 in Rwanda.

## 1.2 Research Objectives

The primary objective of this study is to critically examine the role of cultural heritage in Rwanda's nation-branding strategy. It evaluates its contribution to sustainable development in the aftermath of the 1994 genocide against Tutsis. Whereas the specific objectives include: (i) Analyze how Rwanda uses cultural heritage, post-genocide reconstruction, and conservation in its nation branding to reshape identity and image; (ii) To assess how culture-driven nation branding affects social, economic, and environmentally sustainable development in Rwanda.

## II. LITERATURE REVIEW

### 2.1 Theoretical Review

When aligned with sustainable development, culture-based nation branding can significantly strengthen both a nation's global reputation and domestic progress. The main argument is that by deliberately leveraging cultural heritage, national identity, and economic sustainability, countries can build a competitive identity. It can also foster inclusive growth and promote global resilience. Foundational studies by Smith (1991), Du Gay and Du Gay and Hall (1996) demonstrate that collective memory, shared myths, and public culture shape national identity resources that unite internally and project a coherent image externally. Anholt (2010) theory further reveals how culture, heritage, and creativity are pillars of a competitive national identity and vital soft-power assets. They are important for attracting tourism, investment, and global recognition.

Recent scholars link culture to sustainable development, including Pearce (1989) and Daly (1996). They advocated preserving cultural capital—knowledge, traditions, artifacts, and expressions vital to national identity. Lange et Al., (2018) also recognizes culture and heritage as important to national wealth. It offers economic benefits through tourism, creative work, and symbolic value. Culture-based nation branding is especially strategic for countries in transition. Nevertheless, critics argue that commercialization leads to commodification, dilution of value, and potential inequities. As a consequence, it may marginalize certain groups. This tension is further explored through cultural economics and national case studies.

Cultural economics supports that culture-based nation branding boosts economic growth and sustainability. Throsby (2010, 2019) sees culture as an economic and symbolic resource. Bourdieu (1986) links cultural capital to opportunities and to the shaping of national narratives. These theories show heritage-driven branding can strengthen economies. In Africa, culture-led branding has aided nation-building and enhanced global standing. Rwanda's heritage, including the national ethnographic museums in Huye and Kigali, the institute, and the royal palace in Nyanza-Mwima. In addition, historic sites like loyal tombs and traditional long-horned cows (*inyambo*) remain remarkable in positioning Rwanda internationally. Besides, creative industries help rebuild identity and promote stability. A broader view sees culture as vital to post-conflict recovery and to shaping the national image (Anholt, 2010; UNESCO, 2013). Projects such as Kwita Izina (gorilla naming) and cultural investments significantly contribute to Rwanda's branding and economic development.

Nonetheless, these initiatives can help maintain authenticity while fostering inclusivity in nation branding efforts. Though there are some critiques that align with research on institutions and governance. They show that sustainable development outcomes rely on strong institutions, equity, and community participation (Acemoglu & Robinson, 2013; Ostrom, 1990; UNDP, 2022). In the context of nation branding, Kaufmann et al. (2011) governance indicators—including political stability, regulatory quality, and accountability—are vital for assessing the sustainability of culture-based development strategies.

Integrating culture-based nation branding with sustainable development highlights culture's dual role. It is both a symbol and an economic driver. Strong institutions and inclusive policies boost tourism, creative sectors, social cohesion, and resilience. Rwanda's case highlights the need to address some issues. They include authenticity, infrastructure, stakeholder involvement, and fair benefit-sharing to ensure lasting results.

## 2.2 Empirical Review

A study using the Nation Brand Index shows that countries that invest in cultural diplomacy and heritage often rank higher globally. These efforts boost tourism (Anholt, 2007). Surveys and tourism data reveal positive links between cultural visibility and global positioning competitiveness. Countries that effectively promote their culture gain stronger soft power. Hence, many investors will be attracted.

Additionally, research shows that heritage tourism reduces poverty and diversifies livelihoods. According to the Kutlu et al., (2018), cultural tourism makes up about 40% of global tourism, boosting local employment and income. Richards (2018) in his study notes that creative tourism benefits small businesses, artisans, and destination branding. This form of creative tourism is crucial to local economic growth.

Evidence from established economies shows that culture-driven branding can succeed. For example, South Korea promoted cultural exports like film, music, and digital media, boosting tourism and recognition (Dinnie, 2015). Ireland used storytelling and diaspora engagement to attract investment and boost its reputation (Anholt, 2007).

In post-genocide Rwanda, integrating culture into branding enhances both economic recovery and national identity. Since the mid-2000s, tourism revenue has increased. It is supported by efforts such as conservation branding, heritage promotion, and cultural events. Programs like Kwita Izina (Naming Gorilla) combine wildlife conservation, cultural heritage, and marketing strategies.

In contrast, some studies show a risk of heritage commercialization, which can lead to commodification and the loss of authenticity (Ashworth, Graham, et al., 2007). Case studies from Southeast Asia and Latin America reveal uneven benefits of cultural tourism. This phenomenon often reinforces inequalities rather than sustainable development. The United Nations Development Programme (2021) stresses that sustainable outcomes depend on strong institutions, inclusive governance, and fair benefit sharing.

Despite growing evidence, key gaps remain; most studies focus on tourism indicators without governance metrics. Few studies isolate the impact of culture-based branding from macroeconomic reforms. Moreover, there is limited research that uses frameworks combining economic, social, and institutional indicators. There is also no scientific research on how cultural heritage through nation branding may lead to sustainable development in Rwanda. Henceforth, further empirical examination is necessary. The need to assess how heritage-driven nation branding in Rwanda interacts with governance quality and sustainable development outcomes.

## III. METHODOLOGY

### 3.1 Research Design

This study adopted a convergent mixed-methods design. It integrated qualitative and quantitative approaches. It examined the extent to which culture and heritage-based initiatives contribute to Rwanda's sustainable development. The mixed-methods approach was selected. This approach enhances methodological triangulation and strengthens internal validity. It generates both empirical measurement and contextual explanation (Creswell & Creswell, 2018; Yin, 2018).

The quantitative strand tested relationships between cultural promotion variables and sustainable development. The outcomes are tested using inferential statistics. The qualitative strand examined institutional processes, governance, and strategic frameworks. They underpin cultural promotion and heritage management. Integration occurred at the interpretive level, with qualitative findings. The main focus was to contextualize and explain the statistical relationships. This design suits policy research. It focuses on institutional dynamics. Moreover, this design simultaneously measures sustainable development indicators.

### 3.2 Study Area

The study was conducted in Rwanda. It focused on national institutions directly involved in cultural governance, heritage preservation, tourism development, and nation branding. These institutions included the Rwanda Academy of Language and Culture, the Rwanda Development Board, the Institute of National Museums of Rwanda, the Chancellery for Heroes, National Orders and Decorations of Honour, the Ministry of Youth and Culture, and the Kigali Cultural Village.

These institutions form Rwanda's core, essential for cultural policy and heritage branding. Considering them ensured this study captured perspectives on cultural governance, creative industry growth, and infrastructure aligned with sustainable development.

### 3.3 Target Population

The target population consisted of seventy-one. They are professional employees working within the selected institutions. These individuals directly engaged in cultural promotion, heritage preservation, tourism branding, and policy implementation. The study deliberately concentrated on professional staff rather than the general public. It

ensured that responses reflected informed institutional knowledge and operational experience. This expert-oriented focus enhanced construct validity and strengthened the research's explanatory capacity.

### 3.4 Sampling Procedure and Sample Size

The study employed purposive non-probability sampling. It selected participants based on their professional expertise and institutional responsibilities (Kothari, 2004; Palinkas et al., 2015). This sampling strategy is methodologically justified in governance and policy research. It aims to obtain knowledge-rich insights rather than statistical representativeness of a broader population. By prioritizing institutional actors directly involved in cultural initiatives. Besides, the study increased conceptual precision. As a result, it reduced the measurement error associated with uninformed responses.

Kothari (2004) formula for finite populations was used to determine the sample size, balancing cost and coverage.

$$n = (Z^2 pqNe^2) / [(N - 1) + Z^2 pq]$$

The calculation involves the following parameters:

$Z = 1.96$  for a 95% confidence level,

$p = 0.5$ ,

$q = 0.5$ ,

$N = 71$ , and

margin of error  $e = 0.13$ .

Substituting these values into the formula yields the sample size calculation:

$$n = [(1.96)^2 * 0.5 * 0.5 * 71 * (0.13)^2] / [71 + (1.96)^2 * 0.5 * 0.5].$$

This simplifies to:

$$n = [3.8416 * 0.25 * 71 * 0.0169] / [70 + 0.9604].$$

Further calculations result in:

$$n = 1.155 / 70.9604,$$

This calculation yields a sample size of about 32 respondents. The computation yielded a sample size of approximately thirty-two respondents. The selected margin of error balanced statistical adequacy with institutional feasibility. Ultimately, thirty-two respondents participated in the survey. It satisfies the calculated requirement.

### 3.5 Data Collection Instruments and Procedure

Data were collected using both a structured questionnaire and structured interviews. The questionnaire was designed to measure perceptions of culture and heritage preservation. They include: initiative activities, legal and institutional frameworks, stakeholder engagement and participation, infrastructure development, and sustainable development outcomes. Items were constructed based on theoretical foundations in nation branding, institutional governance, and sustainable development literature. Likert-scale measurements were employed to facilitate multivariate statistical analysis.

Structured interviews with institutional representatives explored policy frameworks, inter-agency coordination, stakeholder participation, and infrastructure development for heritage and creative industries. Conducted individually, interviews were audio-recorded with consent, transcribed verbatim, and kept confidential. Data was collected in institutional settings. Respondents were briefed on the study's aims and ethics. Participation was voluntary, and respondents could withdraw at any time without penalty.

### 3.6 Data Analysis

It analyzed qualitative and quantitative data; questionnaire responses were coded and analyzed in SPSS 23.0. Descriptive statistics, Pearson's correlation coefficient, ANOVA, and regression analysis were used to examine the relationship between nation branding and sustainable development in Rwanda. Interviews identified themes on cultural initiatives, frameworks, participation, and infrastructure. Inferential analysis tested whether culture and heritage support sustainable development. The Ordinary Least Squares (OLS) method yielded unbiased estimates and identified relationships among variables. Therefore, the adjusted  $R^2$  indicates the model's predictive power. Sustainable Development (SD) as the dependent variable and Culture and Heritage Promotion as the independent variable, with sub-variables.

CAI: Culture and Heritage Initiative Activities

LIF: Legal and Institutional Framework

SEP: Stakeholder Engagement and Participation

ID: Infrastructure Development

The functional form of the regression model is expressed as:

$$SD_i = \beta_0 + \beta_1 CAI_i + \beta_2 LIF_i + \beta_3 SEP_i + \beta_4 ID_i + \varepsilon_i$$

Where:

SD represents sustainable development.  $\beta_0, \beta_1, \beta_2, \beta_3$  et  $\beta_4$  are the coefficients for the explanatory variables.  $\varepsilon$  is the error term. The analysis examines R-squared, F-statistics, and regression coefficients. This analysis assesses whether culture- and heritage-based initiatives in nation branding significantly influence Rwanda's sustainable development.

### 3.7 Ethical Considerations

The study adhered to established research ethics principles. They include informed consent, confidentiality, voluntary participation, and responsible data management (Creswell & Creswell, 2018). Participants were informed of the study's objectives and provided consent prior to participation. Responses were anonymized and aggregated at the institutional level to minimize professional or reputational risk. Data were securely stored and used exclusively for academic purposes.

By prioritizing professional integrity and minimizing exposure to sensitive disclosures, the study fostered trust and encouraged honest participation. Ethical compliance strengthened the credibility, transparency, and reliability of the research process.

## IV. FINDINGS & DISCUSSION

### 4.1 Findings

#### 4.1.1 Culture Promotion Activities Initiative in Rwanda.

The Government of Rwanda has implemented a broad range of initiatives to promote culture and heritage. These initiatives are part of its nation-branding strategy. They enhance both domestic cohesion and international visibility. Table 1 presents respondents' assessments of major cultural activities. These activities are intended to position the country on the global stage.

**Table 1**

*Indication of Respondents' Views on Culture Promotion Activities*

Cultural Activities	High (%)	Avg (%)	Low (%)	None (%)	Mean	SD
Culture Exhibition	21.88	53.13	25.00	0.00	2.03	0.69
Existence of Culture Festivals	12.50	65.63	21.88	0.00	2.09	0.59
Works of Arts, Rituals, Ceremonies,	43.75	43.75	12.50	0.00	1.69	0.69
Symbols, taboos, and beliefs	18.75	50.00	31.25	0.00	2.13	0.71
Sustaining and Regular Protecting Museums and heritage	46.88	43.75	9.38	0.00	1.63	0.66
Culture Creative Industry	43.75	37.50	18.75	0.00	1.75	0.76
Sites of Culture Heritage	18.75	75.00	6.25	0.00	1.88	0.49
Practices (community work, ubudehe)	68.75	28.13	3.13	0.00	1.34	0.55

The results in Table 1 suggest that cultural promotion in Rwanda is generally perceived positively. It was reflected in the average scores. On the scale used, 1 denotes the highest level of promotion and 3 the lowest; thus, lower scores indicate weaker promotion. The mean score is approximately 1.78, and the standard deviations range from 0.49 to 0.76. They indicate a relatively high level of consensus among respondents. The primary focus of promotion is community work initiatives such as ubudehe (collective work) and umuganda (community work), which have an average score of 1.34 (68.75% higher than the average). Additionally, museums and heritage values averaged 1.50 (59% higher). Meanwhile, arts, rituals, and ceremonies averaged 1.67. These components underscore the importance of national identity, social inclusiveness, and tourism attraction.

Cultural festivals (2.09), exhibitions (2.03), and symbols, taboos, and beliefs (2.13) received higher average scores. On this scale, higher scores indicate greater promotion. Heritage sites averaged 1.88, also indicating limited promotion. A significant number of respondents rated the first two indicators as "low." The cultural and creative industry averaged 1.75, with a standard deviation of 0.76. This suggests that even when higher values appear, perceptions still vary among respondents. These findings underscore the need for a comprehensive, ambitious strategy. To this end, the strategy should leverage community strengths. There is a need to strengthen heritage sites while supporting the development of new sites and cultural symbols. By pursuing these approaches, Rwanda can advance balanced, inclusive cultural branding and tourism.

#### 4.1.2 The Legal and Institutional Framework for Culture and Heritage Promotion

An enabling legal and institutional environment is essential for cultural development and the protection of heritage. Table 2 presents the status of Rwanda's cultural governance framework.

**Table 2**

*Description of Respondents' View on Legal and Institutional Framework to Promote Culture*

Legal & Institutional Indicators	High (%)	Avg (%)	Low (%)	None (%)	Mean	SD
Rules supporting culture promotion	25.0	65.5	12.5	0.0	1.88	0.61
Harmonized national cultural guidelines	22.6	58.1	16.1	3.2	2.00	0.73
Regional harmonization	6.5	48.4	35.5	9.7	2.48	0.77
Protection of citizens' patent rights	17.2	58.6	24.1	0.0	2.07	0.65
Cultural officers' knowledge of rules	40.6	40.6	18.8	0.0	1.78	0.75

Table 2 shows that Rwanda's legal and cultural promotion institutions have achieved only moderate development. The overall average indicator score is about 2.4 on a scale of 1 to 3. It is below the maximum and indicates room for improvement. The standard deviation ranges from 0.61 to 0.77. It reflects moderate variation and a relatively consistent understanding among respondents. Cultural promotion agents demonstrate strong knowledge of regulations, with a mean of 1.78. The 40% rated their knowledge as high, and another 40% rated it average. Rules supporting cultural promotion had a mean score of 1.88; 25% rated them high, and 65.5% rated them average. These results indicate a foundational framework and general awareness at the operational level.

Significant weaknesses are evident in regionalization and harmonization. The mean score for these aspects is 2.48. 35% of respondents rated them low, and 9.7% reported no effectiveness. Copyright protection had a mean score of 2.07. National harmonized institutions averaged 2.00. These results highlight deficiencies in regional integration, ongoing illegal practices, and restricted access to key documents. These results highlight the need to raise awareness among all stakeholders. The harmonization is needed for the institutional framework, primarily at the regional level. Stronger legal protection for culture, improved implementation, and greater consistency in the application of cultural policy are vital to Rwanda's development.

#### 4.1.3 Cultural Infrastructure Development

Infrastructure—both hard (physical) and soft (institutional)—plays a critical role in sustaining cultural and heritage activities. Table 3 summarizes respondents' views on the status of key cultural infrastructures. Infrastructure development, both soft and hard, is essential for sustainable growth and requires efforts to support cultural and heritage activities. Table 3 details the status of such infrastructure in Rwanda, including both public and private infrastructure, as well as soft and hard types.

**Table 3**

*Distribution of Respondents' Views on Appropriate Hard and Soft Infrastructure for cultural and heritage Development in Rwanda*

Infrastructure Indicators	High (%)	Avg (%)	Low (%)	None (%)	Mean	SD
Public infrastructure (stadia, theatres, sites)	21.9	56.3	18.8	3.1	2.03	0.74
Private infrastructure (galleries, studios)	3.1	21.9	71.9	3.1	2.75	0.57
Internet access	50.0	31.3	18.8	0.0	1.69	0.78
Stable electricity	53.1	37.5	9.4	0.0	1.56	0.67
Road connectivity	43.8	43.8	12.5	0.0	1.69	0.69
Culture-promotion centers	9.4	59.4	31.3	0.0	2.22	0.61
Heritage libraries	0.0	15.6	78.1	6.3	2.91	0.47

Table 3 shows considerable inequality in infrastructure development for cultural promotion in Rwanda. This includes both hard and soft infrastructure. The overall mean of the indicators is about 2.12 on a scale where 1 indicates high development, and 3 indicates low development. The standard deviation ranges from 0.47 to 0.78. This suggests moderate variability. Stable electricity is the strongest indicator. It has an average score of 1.65, and 53.1% are classified as high. Public infrastructure includes stadiums, theaters, and heritage sites, and averages 2.03. Of these, 21.9% are high, and 56.3% are average. These sectors align with national priorities (ST1) and enhance cultural access and dissemination.

Private galleries, studios, cultural promotion centers, and heritage libraries exhibit much lower levels of development. Private infrastructures (galleries, studios) have an average score of 2.75, with 71.9% rated low. Heritage libraries have an average of 2.91. 78.1% are rated low, and 6.3% are rated as none. These lower scores highlight a large

gap in public infrastructure. This study highlights key areas that need greater investment to support cultural innovation and preserve heritage.

The data suggest both public and private sectors need to work together. More investment in private infrastructure and heritage is needed. Including cultural requirements in national management plans is also important. These steps should help fix gaps and make Rwanda's cultural ecosystem more dynamic and inclusive.

#### 4.1.4 Stakeholder Engagement and Participation

Stakeholder participation is fundamental for cultural sustainability. Table 4 evaluates the private sector's engagement in cultural development.

**Table 4**

*Distribution of Respondents' Views on Stakeholders (Private Sector) Engagement and Participation*

Indicators	High (%)	Avg (%)	Low (%)	None (%)	Mean (%)	SD
Private sector participation	6.25	59.38	34.38	0.00	2.28	0.58
Freedom to express views	37.50	53.13	9.38	0.00	1.72	0.63
Private sector influence	6.25	59.38	31.25	3.13	2.31	0.64
Public-private cooperation	12.50	75.00	12.50	0.00	2.00	0.51

Table 4 shows that private-sector engagement in cultural promotion in Rwanda is limited. The average score is 2.08, with 1 indicating high engagement and 3 indicating low engagement. A standard deviation of 0.51-0.64 suggests moderate variation and consensus among respondents. Notably, the freedom to express cultural values scores 1.72, with 37.5% of responses indicating high levels and 53.13% above the mean. This is a competitive advantage for fostering creativity and cultural discourse.

In contrast, private-sector participation averages 2.28, and its actual influence averages 2.31; 31.25% of respondents rate it low, and 3.13% as nonexistent. This is on a 1-4 scale, where 1 indicates higher cooperation and 4 indicates weaker cooperation. The mean public-private cooperation score is 2.00, indicating moderate engagement, with approximately one-third of respondents reporting weak participation. These results show that, despite openness, the private sector remains marginalized in national cultural promotion. Strengthening public-private partnerships is essential to developing sustainable, innovative initiatives. A platform for financial support, sponsorship, and collaboration is also needed. Recognition and support for the private sector's role in cultural strategies are required.

#### 4.1.5 Culture and Heritage Promotion and Economic Sustainable Development

Culture contributes significantly to economic sustainability through employment creation, human-capital development, and tourism-driven revenue. Table 5 presents respondents' assessments of these contributions.

**Table 5**

*Respondents' Views on Culture Promotion and Economic Sustainability in Rwanda*

Economic Sustainability Indicators	High (%)	Avg (%)	Low (%)	None (%)	Mean	SD
Increase quality of growth efficiency	25.00	71.88	3.13	0.00	1.78	0.49
Lead to good physical good	18.75	71.88	9.38	0.00	1.91	0.53
Rewarding human capital	25.00	59.38	15.63	0.00	1.91	0.64
Well-functioning social institutions	28.13	62.50	9.38	0.00	1.81	0.59
Meeting human growth efficiency	34.38	50.00	15.63	0.00	1.81	0.69
Increase in financial capital	28.13	59.38	12.50	0.00	1.84	0.63

Table 5 shows that respondents hold moderately positive views of the impact of cultural promotion on sustainable economic development in Rwanda. The overall mean is about 1.84 on a 1-to-4 scale, where 1 indicates a high positive impact. Standard deviations range from 0.49 to 0.69, indicating strong consensus among respondents. The analysis groups indicators into the categories "average," "high," "no responses," and "none." Respondents select "low" only occasionally, with proportions ranging from 3.13% to 15.63%. Growth effectiveness stands out, with an average of 1.78; 25% of respondents rate it high, and 71.88% rate it average. The standard deviation is low at 0.49.

Respondents rate the effective functioning of social institutions at 1.81, with 28.13% at the high end. These findings underscore the important role of culture in promoting social inclusiveness. Other dimensions—such as human capital, quality of physical amenities, and population growth—each have an average of 1.91. Respondents rate the growth of financial capital at 1.84. Although these scores are strong, consensus is slightly lower for these dimensions. These findings show that promoting culture and heritage drives sustainable economic development. It boosts productivity, human capital, and the effective functioning of social institutions. To maximize this impact, increase

investments in training, creative industries, and heritage tourism. This approach supports the objectives of the NST2 and Vision 2050.

#### 4.1.6 Culture Promotion and Social Sustainability in Rwanda

Table 6 demonstrates that cultural activities significantly improve social sustainability by strengthening identity, cohesion, and inclusive governance.

**Table 6**

*Impact of Culture Promotion on Social Sustainability Distribution*

Social Sustainability Indicators	High (%)	Avg (%)	Low (%)	None (%)	Mean	SD
Improve well-being of current and future governance	50.00	46.88	3.13	0.00	1.53	0.57
Ensure equal opportunities among members of inclusion	53.13	37.50	9.38	0.00	1.56	0.67
Promoting good quality life of all governance	46.88	46.88	6.25	0.00	1.59	0.61
Providing equal opportunities for governance	46.88	43.75	9.38	0.00	1.63	0.66
Ensure respect of human inclusion	43.75	53.13	3.13	0.00	1.59	0.56
Inclusive governance	46.88	50.00	3.13	0.00	1.56	0.56
Strengthening positive image of Rwanda	56.25	43.75	0.00	0.00	1.44	0.50
Promoting national values	71.88	28.13	0.00	0.00	1.28	0.46

Table 6 shows that cultural promotion strongly supports socially sustainable development in Rwanda. The overall average score is about 1.55 on a scale of 1 to 3, with 1 the highest and 3 the lowest. Standard deviations range from 0.46 to 0.67, indicating little variation and strong consensus. None of the indicators scored "None." Only a small percentage of the others were rated extremely limited, ranging from 0% to 9.38%. Domains such as national cultural values had particularly high results, with an average score of 1.28 and 71.88% rated high. The standard deviation here was low, at 0.46. National image-building enforcement averaged 1.53, with 50% rated high. Other indicators, such as equal opportunities, social inclusion, respect for human dignity, inclusive governance, and equality, scored between 1.56 and 1.63, with 43.75% to 53.13% rated high.

These findings highlight the vital role of promoting and preserving cultural heritage. Doing so enhances social cohesion, inclusiveness, participatory governance, and national identity. The results also indicate limited knowledge in this area. To sustain a competitive advantage, maintain integrated cultural practices, such as community work, traditional values, and group activities. Also, adopt inclusive policies and governance alongside Rwanda's international repositioning. These serve as strong foundations for building a sustainable national image and unity. This approach aligns social cohesion with sustainable development, as described in NST2 and Rwanda's Vision 2050.

#### 4.1.7 Culture Promotion and Environmental Sustainability

Environmental sustainability is increasingly integrated into cultural norms. Table 7 summarizes the perceived influence of culture on environmental behavior.

**Table 7**

*Influence of Culture Promotion on Sustainable Environment*

Environmental Sustainability Indicators	High (%)	Average (%)	Low (%)	None (%)	Mean	SD
Reducing consumption of natural resources	9.38	75.00	15.63	0.00	2.06	0.50
Re-utilizing resources	6.25	56.25	37.50	0.00	2.31	0.59
Create good condition environment	18.75	59.38	21.88	0.00	2.03	0.65
Protection of Biodiversity	9.38	43.75	46.88	0.00	2.38	0.66
Recycling what can no longer be used	6.25	53.13	40.63	0.00	2.34	0.60
Limiting the emission of pollutants or hazardous substances	6.25	65.63	25.00	3.13	2.25	0.62

Table 7 shows that promoting cultural heritage moderately improves environmental sustainability in Rwanda. However, the effect is limited. The average score is 2.23 on a scale where 1 indicates strong influence, and 3 indicates low influence, reflecting only a moderate impact. Standard deviations between 0.50 and 0.66 indicate that respondents largely agree, with little variation in views. The only notable positive result is a reduction in natural resource consumption (mean 2.06, 75% average, 9.38% high, standard deviation 0.50). This suggests that traditional practices such as ancestral community work help us use resources efficiently and prevent waste. Other impact areas are weaker: resource reutilization averages 2.31 (37.5% report low influence), recycling averages 2.34 (40.63% report low impact),

air pollution reduction averages 2.25 (25% report low influence), and creation of favorable environmental conditions averages 2.03.

These findings indicate that cultural values are associated with conservation. The outcomes align with national environmental conservation policies and the goals of NST2 and Vision 20250. However, the impact remains limited due to a lack of effective implementation mechanisms. This limitation is compounded by insufficient public sensitization. There is a weak link between cultural practices and concrete actions to protect biodiversity. To address these challenges, strengthen environmental protection education through cultural channels, including community work, solidarity-based family activities, and traditional rituals. It is also advisable to launch sustainability-focused cultural initiatives. These initiatives include green festivals and environmentally friendly handicrafts. Establishing monitoring task forces is necessary. Therefore, it will enhance the translation of cultural values into tangible conservation outcomes. As a result, it will help Rwanda become a green nation.

#### 4.1.8 Strategies for Repositioning Rwanda through Culture and Heritage

To address modern challenges and international cultural competition, Rwanda employs several strategies. Among them, there are cultural education through museums, books, and training. The public events include Umuganura (harvesting festival), car-free zone exhibitions, and trade fairs. In addition, the established institutions such as RALC and the Ministry of Youth, Culture, and Museums. Moreover, promoting domestic and international cultural tourism and strengthening community-based tourism (for example, Gorilla Guardians Village). Furthermore, utilizing cinema and creative arts to further support these efforts. These strategies increase visibility, preserve heritage, and strengthen Rwanda's identity in global cultural markets.

Besides, Rwanda promotes its cultural heritage through two main channels. The first is internal promotion—such as traditional dances, poetry, artifacts like Agaseke (traditional Rwandan basket) and Imigongo (Rwandan heritage art), cultural programs for youth, and museum activities—and national festivals and public rituals. The second is external promotion includes exporting cultural products, participating in international festivals and exhibitions, engaging in cultural diplomacy, sharing traditional performances on social media, and running cross-border tourism and heritage marketing campaigns.

#### 4.2 Regression Analysis

This section presents the study's analysis of the relationship between culture promotion, heritage protection, and sustainable development in Rwanda. It employs regression analysis, including hypothesis testing, assessment of assumptions, normality checks, heteroscedasticity diagnostics, multicollinearity diagnostics, and autocorrelation diagnostics. The conclusion summarizes the results of the hypothesis testing based on statistical analysis.

*Variable Manipulation:* The connection between culture, heritage promotion, and sustainable development in Rwanda. The dependent variable is sustainable development, comprising six items for economic sustainability, 8 for social sustainability, and 6 for environmental sustainability. Meanwhile, the independent variable is the promotion of culture across four dimensions: cultural activities (nine items); legal and institutional frameworks (five items); physical infrastructure (seven items); and stakeholder (private sector) engagement and participation (four items).

The Independent Variable comprises Cultural Activities, with nine items, each scored from 9 to 36. The Legal and Institutional Framework comprises five items, each scored on a scale of 5 to 20. Physical Infrastructure includes 7 items, each scored from 7 to 28. Stakeholder Engagement comprises four items, each scored on a scale of 4 to 16. The total (A) is computed by summing the maximum scores  $(36 + 20 + 28 + 16) = 100$ , then dividing by the total number of items  $(9 + 5 + 7 + 4) = 25$ , yielding an average of  $100/25$ . The Dependent Variable assesses Economic Sustainability across six items, scoring from 6 to 24; Social Sustainability across eight items, scoring from 8 to 32; and Environmental Sustainability across six items, with scores up to 4. Their combined maximum scores  $(24 + 32 + 24)$  total 80, which, when divided by the total number of items  $(6 + 8 + 6)$ , yields the average (D.V).

#### 4.3 Hypothesis Testing

A hypothesis is a statement about a population that is tested using hypothesis testing or the Test of Significance (Pivetti & Melotti, 2013). It must be verified—either accepted or rejected—for decision-making. We infer population parameters, such as the mean and the proportion, assuming the data follow a normal distribution. If not, parametric tests cannot be used (Mugenda & Mugenda, 2003). The study used ANOVA to assess between-group variance and to test differences in the means of three or more populations. ANOVA also checked the linearity of the regression line.

##### 4.3.1 Test of Assumption of the Regression Model

When linear regression assumptions hold, OLS provides efficient, unbiased estimates (Long & Ervin, 2000). This study tested for outliers, linearity, homoscedasticity, and multicollinearity.

### 4.3.2 Testing for Normality

A variable is not normally distributed if "Sig." < 0.05. Table 4.11 shows that only cultural and heritage promotion and sustainable development follow a normal distribution, as indicated by the Kolmogorov-Smirnov and Shapiro-Wilk tests. The results align with the skewness and kurtosis reported in Table 8.

**Table 8**

*Test for Normality*

	Kolmogorov-Smirnov <sup>a</sup>			Shapiro-Wilk		
	Statistic	df	Sig.	Statistic	df	Sig.
Cultural and heritage promotion	.092	32	.200*	.971	32	.536
Sustainable Development	.143	32	.095	.968	32	.455

\*. This is a lower bound of the true significance

a. Lilliefors Significance Correction.

The normality of the data distribution was reassessed using skewness and kurtosis (Kline, 2005). A variable with an absolute skew-index exceeding 3.0 is deemed highly skewed, while a kurtosis index above 8.0 indicates extreme kurtosis (Kline, 2005). Zainol (2018) observed that skewness and kurtosis values below 2.0 and 7.0, respectively, imply minimal violations of the normality assumption. The normality test results for the dependent variable indicated skewness and kurtosis values within the range of -1 to +1, as shown in Table 4.13. This confirms that the normality assumption was satisfied.

**Table 9**

*Assumptions for Normality using Descriptive Statistics*

Variable in the Study	Statistics	Statistic	St. Error
Average Dependent Variable	Mean	1.8313	.04282
	Range	1.00	
	Std. Dev	.24222	
	Skewness	-.400	.414
	Kurtosis	-.396	.809
Average Independent Variable	Mean	1.9625	.04476
	Range	.96	
	Std. Dev.	.25317	
	Skewness	-.004	.414
	<b>Kurtosis</b>	<b>-.526</b>	.809

The questionnaire responses used a 1-4 Likert scale, and no outliers or abnormal values are present, as shown in Table 9. All variables are reasonably distributed.

### 4.3.3 Heteroscedasticity Diagnosis Check (Homoscedasticity)

Linear regression assumes equal residual variances (homoscedasticity), which can be assessed by plotting predicted values against the residuals. Tests such as the Breusch-Pagan and Koenker tests assess this; a p-value < 0.05 or a chi-square statistic > 9.22 indicate heteroscedasticity. Here, the chi-square statistic was 0.09, indicating no heteroscedasticity.

Ho: Constant variance, Variables: Culture and heritage promotion and sustainability

The Breusch-Pagan test with 1 degree of freedom yields a p-value above 0.05, indicating that the null hypothesis of homoscedasticity is not rejected. This means the residual variance does not increase with the independent variable.

**Table 10**

*Pearson Correlation Coefficient for Culture and Heritage promotion on Sustainable development (N=32)*

Variables	Sustainable Development	Culture and Heritage Promotion
Sustainable Development	—	0.566**
Culture and Heritage Promotion	0.566**	—
Sig. (2-tailed)		0.001
N	32	32

**Note:** \*\*. Correlation is significant at the 0.01 level (2-tailed).



Regression analysis assessed the impact of cultural promotion on sustainable development in Rwanda. The model's R-squared of 0.320 indicates that cultural promotion accounts for 32% of the variance in sustainable development.

**Table 11**

*Model Summary*

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	0.566 <sup>a</sup>	0.320	0.310	0.20303	1.892

a. Predictors: (constant), culture and heritage promotion, dependent variable: sustainable development

#### 4.4 Analysis of Variance

Analysis of variance (ANOVA) involves statistical models to compare group means and provides information for significance testing. Table 11 shows that cultural promotion significantly affects sustainable development in Rwanda ( $P = 0.001$ ), below the 5% threshold. The null hypothesis is rejected, indicating a significant relationship. Correlation and regression analyses confirmed a positive relationship between the promotion of culture and heritage and sustainable development in Rwanda.

**Table 12**

*Correlation Regression Analysis between Culture Heritage Promotion and Sustainable Development*

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	.582	1	.582	14.122	.001 <sup>b</sup>
	Residual	1.237	30	.041		
	Total	1.819	31			

Dependent Variable: Average dependent variable

Predictors: (Constant), Average Independent variable

#### 4.4.1 Regression Coefficients -Culture promotion and sustainable development

The regression coefficients in Table 4.18 show that culture and heritage promotion positively impact sustainable development in Rwanda. The beta coefficient and the constant are significant at the 5% level.

**Table 13**

*Regression Coefficients*

Model	Non-standardized Coefficients			
	B	Std. Error	t	Sig.
1	(Constant)	0.769	0.285	2.699
	Cultural heritage promotion	0.541	0.144	3.758

a. Dependent Variable: Sustainable development

#### A regression Model

$Y = 0.769 + 0.541X_1$  where Y stands for sustainable development and  $X_1$  cultural heritage development.

The study tested the null hypothesis that cultural promotion does not significantly impact Rwanda's economic growth and sustainable development. A significance level below 0.05 indicates rejection of the null hypothesis. A p-value above 0.05 indicates that the null hypothesis is not rejected. The null hypothesis was tested using Spearman's rank correlation test because the responses were Likert-scaled.

Ho: There is no effect of cultural promotion on sustainable development in Rwanda

Ha: There is an impact of cultural promotion on sustainable development in Rwanda.

**Table 14**

*Summary of Hypothesis Testing*

	Spearman's Rho	DV	IV
DV	Correlation Coefficient	1.000	.537**
	Sig. (2-tailed)	.	.002
	N	32	32
IV	Correlation Coefficient	.537**	1.000
	Sig. (2-tailed)	.002	.
	N	32	32

\*\* Correlation is significant at the 0.01 level (2-tailed). DV: Dependent variable, **Sustainable development**

IV: Independent variable, **Cultural promotion and heritage protection**

The hypothesis test indicates that we reject the null hypothesis because the p-value is less than the 5% significance level ( $p < 0.05$ ). Therefore, we determine that there is a significant relationship between cultural promotion and sustainable development in Rwanda. The results show that the strategic tools and mechanisms implemented by the Rwandan government, in collaboration with other stakeholders, have yielded positive outcomes. Efforts to promote and protect culture and heritage have elevated Rwanda's international profile.

Additionally, the findings indicate a strong connection between cultural promotion and heritage preservation in establishing Rwanda's brand in sustainable development. Rwandan culture remains distinctive. Cultural tourism provides more benefits while boosting Rwanda's image. Consequently, the country can pursue sustainable development now without compromising the future. Enshrine Kinyarwanda and Rwandan values—integrity, transparency, fighting injustice, and anti-corruption—in families, schools, and among youth. Implement Itorero nationwide to promote the Rwandan mindset and support sustainable development. Reinforce excellence, patriotism, dedication, service, national dignity, and citizenry.

#### 4.5 Discussion

This study examines Rwanda's nation branding, emphasizing culture and heritage to foster sustainable development. Following the post genocide 1994 against Tutsis, Rwanda's branding aims to counter negative perceptions. She sought to rebuild its identity in alignment with post-conflict recovery efforts. Historically, African countries faced narratives of conflict and poverty (Smith, 1991). Rwanda's comprehensive branding strategy (Dinnie, 2015) strives to improve its global image. The findings indicate that promoting culture and preserving heritage contribute to Rwanda's sustainable development. Though cultural initiatives indicate moderate ratings. Activities such as festivals, performances, Itorero, trade fairs, conferences, and Visit Rwanda campaigns help boost economic and social progress. Community-based programs, including Umurenge SACCO (Saving and Credit Cooperative Organization), Abunzi (mediators), and Mutuelle de Santé (health insurance), also strengthen social cohesion and governance. These results highlight the importance of political culture and participatory governance in the development process.

Beyond institutional efforts, Rwanda invests heavily in cultural awareness, heritage documentation, and the promotion of its historical narrative, as shown in Tables 1 and 3. Interviews confirm these strategies reinforce collective identity and support nation-branding. These findings align with narrative identity theory, which states that collective storytelling creates shared meaning and social continuity (Elliot & Percy, 2007). Dinnie (2015) notes that cultural creators influence perceptions of the outside world through national narratives. Rwanda's focus on cultural documentation and narrative dissemination reflects a theoretically grounded approach to nation branding.

The quantitative analysis supports these insights. Normality tests, heteroscedasticity diagnostics, and correlation analysis indicate that the data meet the statistical assumptions. The significant correlation coefficient ( $r = .566$ ) indicates that greater cultural promotion and heritage protection are associated with higher levels of sustainable development. The model summary in Table 11 and hypothesis tests in Table 14 confirm the first hypothesis: that culture- and heritage-based nation-branding activities significantly impact Rwanda's sustainable development. These findings show that promoting culture and protecting heritage are essential for Rwanda's branding and development. By leveraging its culture, identity, and heritage, Rwanda improved its global image, social cohesion, and economic diversification. This study highlights how culturally grounded branding can support sustainable growth in post-conflict settings. Rwanda's experience may serve as a model for other African countries aiming to use heritage for national repositioning and progress.

## V. CONCLUSIONS & RECOMMENDATIONS

### 5.1 Conclusion

The findings indicate that nation branding initiatives focused on culture and heritage contribute to sustainable development in Rwanda. These efforts enhance national identity by promoting tourism and fostering social cohesion. However, the study is limited by its reliance on cross-sectional data, which does not capture temporal changes. Furthermore, engagement from the private sector and cultural industries remains limited. The research is also constrained by its exclusive focus on the national context, without comparative analysis to other settings.

### 5.2. Recommendations

Based on the study's results ( $r = 0.566$ ;  $p = 0.001$ ), culture and heritage are significant drivers of authentic, sustainable, and inclusive development in Rwanda. Enhancing cultural and heritage branding is crucial. The government of Rwanda is recommended to promote investment in private infrastructure. These investments include galleries, studios, cinematographic rooms, and patrimonial libraries. Creating specific fiscal subsidies can support these investments. The government should also encourage regional cooperation through the East African Community (EAC) cultural protocol

and strengthen protections for property rights. Additionally, the private sector could be motivated to implement corporate social responsibility initiatives and innovative funding mechanisms, like “cultural impact bonds.”

Additional recommendations include launching green cultural festivals, integrating environmental education into the National Itorero Commission and Umuganda (community work). Establishing a label for “Green cultural creative industries in needed.” The export of cultural and creative industries should be supported by a dedicated bureau and active cultural diplomacy at the international level. Finally, it is recommended to implement an annual systematic follow-up using diverse evaluation methods. At least 2% of the national budget should be allocated to cultural promotion and heritage preservation.

## REFERENCES

- Acemoglu, D., & Robinson, J. A. (2013). *Why nations fail: The origins of power, prosperity, and poverty*. Crown Currency.
- Anholt, S. (2007). Competitive identity and development. In *Competitive identity: The new brand management for nations, cities and regions* (pp. 113–128). Palgrave Macmillan UK.
- Anholt, S. (2010). Identity, image and reputation. Palgrave Macmillan.
- Ashworth, G. J., Graham, B., & Tunbridge, J. E. (2007). *Pluralising pasts: Heritage, identity and place in multicultural societies*. Pluto Press.
- Ashworth, G., & Kavaratzis, M. (Eds.). (2010). *Towards effective place brand management: Branding European cities and regions*. Edward Elgar Publishing.
- Bourdieu, P. (1986). The forms of capital. In J. Richardson (Ed.), *Handbook of theory and research for the sociology of education* (pp. 241–258). Greenwood Press.
- Bozzini, A. (2013). Successes and limitations of a top-down approach to governance: The case of anti-corruption in Rwanda. ISPI Analysis, (164).
- Creswell, J. W., & Creswell, J. D. (2018). *Research design: Qualitative, quantitative, and mixed methods approaches* (5th ed.). SAGE Publications.
- Daly, H. E. (1996). *Beyond growth: The economics of sustainable development*. Beacon Press.
- Dinnie, K. (2015). *Nation branding: Concepts, issues, practice*. Routledge.
- Du Gay, P., & Hall, S. (1996). *Questions of cultural identity*. SAGE Publications.
- Fan, Y. (2006). Branding the nation: What is being branded? *Journal of Vacation Marketing*, 12(1), 5–14.
- Fosu, A. K. (2015). Growth, inequality and poverty in Sub-Saharan Africa: Recent progress in a global context. *Oxford Development Studies*, 43(1), 44–59.
- Kaneva, N. (2011). Nation branding: Toward an agenda for critical research. *International Journal of Communication*, 5, 25–25.
- Kaufmann, D., Kraay, A., & Mastruzzi, M. (2011). The worldwide governance indicators: Methodology and analytical issues. *Hague Journal on the Rule of Law*, 3(2), 220–246.
- Kifle, T. (2008). *Africa hit hardest by global warming despite its low greenhouse gas emissions*. Institut für Weltwirtschaft und Internationales Management, Universität Bremen.
- Kline, R. B. (2023). *Principles and practice of structural equation modeling*. Guilford Publications.
- Kothari, C. R. (2004). *Research methodology: Methods and techniques*. New Age International.
- Kotler, P., & Gertner, D. (2007). Country as brand, product and beyond: A place marketing and brand management perspective. In N. Morgan, A. Pritchard, & R. Pride (Eds.), *Destination branding* (pp. 55–71). Routledge.
- Kutlu, S. Ö., Chianeh, R. H., Shalforoush, F., Türkoşoy, S. S., & Kurt, E. (2022). A new approach to cultural tourism development: Towards multi-country cultural tours. *Research on Economics and Administration and Social Sciences*, 283.
- Lange, G. M., Wodon, Q., & Carey, K. (Eds.). (2018). *The changing wealth of nations 2018: Building a sustainable future*. World Bank Publications.
- Long, J. S., & Ervin, L. H. (2000). Using heteroscedasticity-consistent standard errors. *The American Statistician*, 54(3), 217–224.
- Melissen, J. (2005). *The new public diplomacy: Soft power in international relations*. Palgrave Macmillan. <https://doi.org/10.1057/9780230554931>
- Mugenda, O. M., & Mugenda, A. G. (2003). *Research methods: Quantitative and qualitative approaches* (Vol. 2, No. 2). Acts Press.
- Nielsen, H., & Spenceley, A. (2010). *The success of tourism in Rwanda: Gorillas and more* (pp. 1–29). World Bank.
- Nye, J., & Power, S. (2004). *The means to success in world politics*. Public Affairs.
- Ostrom, E. (1990). *Governing the commons: The evolution of institutions for collective action*. Cambridge University Press.

- Palinkas, L. A., Horwitz, S. M., Green, C. A., Wisdom, J. P., Duan, N., & Hoagwood, K. (2015). Purposeful sampling for qualitative data collection and analysis in mixed method implementation research. *Administration and Policy in Mental Health and Mental Health Services Research*, 42(5), 533–544.
- Papadopoulos, N., & Heslop, L. A. (2002). Country equity and country branding: Problems and prospects. *Journal of Brand Management*, 9(4–5), 294–314.
- Pearce, D. (1989). *Blueprint for a green economy*. Earthscan.
- Pivetti, M., & Melotti, G. (2013). Prenatal genetic testing: An investigation of determining factors affecting the decision-making process. *Journal of Genetic Counseling*, 22(1), 76–89.
- Richards, G. (2018). Cultural tourism: A review of recent research and trends. *Journal of Hospitality and Tourism Management*, 36, 12–21.
- Richards, G. (2018). *UNWTO report on tourism and culture synergies*. <https://doi.org/10.18111/9789284418978>
- Smith, A. D. (1991). *National identity*. University of Nevada Press.
- Throsby, D. (2010). *The economics of cultural policy*. Cambridge University Press.
- UNDP. (2022). Human Development Report 2021/2022: Uncertain Times, Unsettled Lives: Shaping our Future in a Transforming World [EN/RU/ZH]. United Nations Development Programme.
- UNESCO. (2013). *Creative economy report. Special edition: Widening local development pathways*. UNESCO.
- UNESCO. (2015). *Re-shaping cultural policies: A decade promoting the diversity of cultural expressions for development*. UNESCO.
- World Tourism Organization. (2018). *Tourism and culture synergies*. UNWTO. <https://www.unwto.org>
- Yin, R. K. (2018). *Case study research and applications* (Vol. 6). Sage.
- Zainol, Z. (2018). *Structural equation modeling using AMOS: A step by step approach*. Zainol.