

RWANDA CULTURAL HERITAGE ACADEMY (RCHA)

PRICING POLICY

**INTEKO
Y'UMUCO**

RWANDA CULTURAL HERITAGE ACADEMY

**Pricing policy developed in September 2023 to update and change the
former pricing policy of INMR**



I. INTRODUCTION

This section highlights, the general definition and meaning of pricing policy and common strategies of pricing policy.

Pricing policy **describes what market prices are possible for the products and services in the market.** A pricing strategy from the sales perspective must be developed. From a marketing perspective, the market price must be determined

From a marketing perspective, the market price must be determined. It must indicate at what conditions and with what prices the products and services can be offered in the market. **The market price** is in tension with the cost price of one's own products and services. When determining the pricing policy, it is necessary to work out what prices the competitors have and how they calculate their market prices. Only when the market prices are known and one's own cost price has been determined, can the sales price be established as the final result of the calculation.

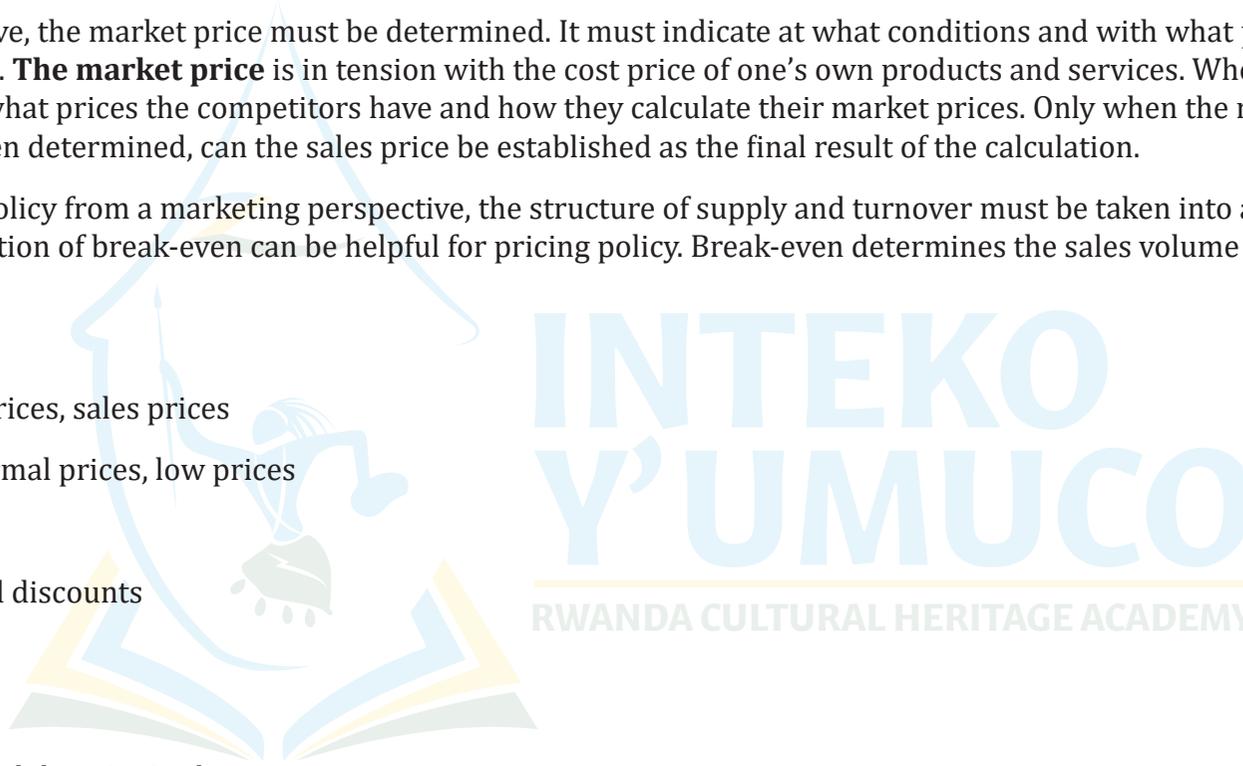
When considering pricing policy from a marketing perspective, the structure of supply and turnover must be taken into account, as well as considerations of cost recovery. The calculation of break-even can be helpful for pricing policy. Break-even determines the sales volume that is necessary to reach the break-even point.

Pricing policy is about:

- Market prices, cost prices, sales prices
- Maximum prices, normal prices, low prices
- Dumping prices
- Rebates, bonuses and discounts
- Delivery conditions
- Terms of payment

The three most common pricing strategies are:

- Value based pricing - Price based on its perceived worth.
- Competitor based pricing - Price based on competitors pricing.
- Cost plus pricing - Price based on cost of goods or services plus a markup





I.1. RATIONALE AND THE PURPOSE OF PRICING POLICY

Five main objectives of pricing policy are: **(i) Achieving a Target Return on Investments** (ii) Price Stability (iii) Achieving Market Share (iv) Prevention of Competition and (v) Increased Profits!

Before determining the price of the product, targets of pricing should be clearly stated and the advantages of a pricing policy lie in its ability to make the product appealing to customers, while also covering the costs. The disadvantages of pricing strategies come into play when they are not successful, either by not sufficiently appealing to customers or by not providing you with the income you need.

On our side, let us first provide the general description of the institution whose pricing policy shall be applied. Rwanda Cultural Heritage Academy (RCHA) was Established by Presidential Order N° 082/01 of 28/08/2020 to carry out: Safeguarding of Ikiyarwanda language; Preservation and promotion of Rwandan Culture and its Values; Preservation of Rwandan heritage; Preservation of National archives and Promotion of reading culture among Rwandans.

Rwanda Cultural Heritage Academy (RCHA) is a non-commercial Public Institution established in 2020 merging 3 institutions that were recently removed namely: Rwanda Academy of Language and Culture, Institute of National Museums of Rwanda and Rwanda Archives and library Services.

Its mission is to safeguarding of Ikiyarwanda language; preservation and promotion of Rwandan Culture and its Values; preservation of Rwandan heritage; preservation of National archives and promotion of reading culture among Rwandans.

Rwanda Cultural Heritage Academy has 19 responsibilities listed below:

- 1^o to safeguard and promote the culture and the Ikiyarwanda language;
- 2^o to collect, preserve and exhibit objects of national cultural heritage, natural heritage and history;
- 3^o to search for, acquire, process, preserve works, public and private documents which have national value and make them accessible to the public;
- 4^o to conduct research on the culture, the Ikiyarwanda language, objects and sites of Rwanda's heritage, archives and works;
- 5^o conserve, exhibit and publish findings on the culture, the Ikiyarwanda language, objects and sites of Rwanda's heritage, archives and works;



- 6° to implement Government policy and strategies promoting the culture, the Ikiyarwanda language, archives and library services;
- 7° to contribute to development and implementation of specific educational programmes on the culture, the heritage, the Ikiyarwanda language and history of Rwanda;
- 8° to contribute to the promotion of artistic creations, literature and crafts based on the culture;
- 9° to encourage the private sector and various organs to exploit opportunities offered by national culture, the history, the cultural and natural heritage to promote the national economy;
- 10° to prepare requirements to establish a museum, archives and libraries, support private museums, monitor their operations and provide advice;
- 11° to approve the appropriate use of the Ikiyarwanda language at all levels;
- 12° to prevent the disappearance of dialects of the Ikiyarwanda language used in the Country;
- 13° to approve fundamental principles of the Rwandan culture as a source and pillar of sustainable development;
14. To enrich the Ikiyarwanda language for its use in all areas of knowledge;
- 14° to enrich the Ikiyarwanda language for its use in all areas of knowledge;
- 15° to approve Rwandan cultural standards and values and show their role in proper knowledge and behaviour for a Rwandan;
- 16° to issue instructions relating to the management of records and works to be retained and disposed of and monitor their implementation;
- 17° to promote reading and writing culture;
- 18° to establish national standards and guidelines to follow for art works, offering international standards book number for records to be published, provide permission where necessary, for literature, artistic creations and crafts based on the culture;
- 19° to search for and inform competent organs about objects of cultural and natural heritage unlawfully exported or kept beyond the designated time abroad for their repatriation to Rwanda.

RCHA has Divisions and Units which deliver different services that generate revenues namely:

- Language and Culture Preservation Division
- Museum and Heritage Sites Management Division with Eight operating museums:





1. Kings' Palace Museum/Rukari –Mwima Mausoleum
2. Kwigira Museum/Rwesero
3. Rwanda Art Museum
4. Kandt House Museum
5. Museum of Environment
6. Museum for Campaign Against Genocide
7. Rwanda Liberation Museum
8. Ethnographic Museum
- Cultural Creative Industry Development Division
- National Library Services Unit
- National Archives Services Unit

In order to achieve the RCHA mission as described herein, this document is of great importance to have a pricing policy which fits well with Clients/Visitors' needs. This policy is timely since there was a consulted policy of the former INMR.

This pricing policy is adopted due to institutional restructuring and in consideration of a number of socio-economic as well as technological changes such as:

- Upgraded services at online platforms
- Inflation and Price fluctuations
- Exchange rate variations
- Covid-19 Pandemic impacts and recovering Efforts
- Acknowledging an ever-growing diversification of its products and services,





- Taking into consideration an observed sharp increase in visitors and demands for the products and services,
- Recognizing significant developments of RCHA
- Efficient Service Delivery

Therefore, the policy will focus on RCHA's products and services offered.

At this point in time, this would be regarded as a defining moment to come up with a strategic guiding pricing policy for all the products and services offered. This would serve as a benchmark for future further policy design and formulation. Furthermore, the policy will increase transparency in auditing process, render ease price communication between service providers (RCHA), visitors and clients. This will create consistence to visitor- client expectations, satisfaction and increase the brand and image of RCHA at the national, regional, and international levels.

The policy has been developed and formulated after consultations with RCHA staff and a comprehensive analysis of visitors' feedback while considering other pricing policies of different institutions.

I. OBJECTIVES AND CONTEXT

As far as cultural heritage and cultural tourism development in Rwanda and the region is concerned, and also in connection with its socio-economic aspect in the life of Rwandans and the nation at large, the main objective of this pricing policy is to come up with a standard and approved pricing document that harmonizes RCHA's prices for its products and services in relation to its mission which is to safeguarding of Ikinyarwanda language; preservation and promotion of Rwandan Culture and its Values; preservation of Rwandan heritage; preservation of National archives and promotion of reading culture among Rwandans.

However, before describing in depth the specific objectives, it is very crucial to highlight the most pertinent contexts regarding cultural heritage and cultural tourism services and products pricing:

- **Economic Context:**

From 2017 up to 2023, there has been sharp increase of cultural heritage and cultural tourism services and production consumption in Rwanda. The majority of tourists put cultural and heritage sites mostly museums on their travel agenda. Yet, this growing demand is associated with a number of economic and technological challenges such as financial sustainability for these cultural and heritage sites, their preservation and conservation and access to online services. In this regards, a fair and strategic pricing policy would be one of the best instruments to reconcile this growing demand.



Furthermore, the pricing of these types of products and services requires a thorough process because it is a non-market good, subsequently its valuation becomes complex. For this reason, access to these cultural and heritage sites has been reported to be a subject of debate, most notably admission charges. Therefore, this is why RCHA pricing policy would address these challenges while tapping into this opportunity of continuous growing demand.

- **Social context:**

Cultural heritage and tourism has unanimously become a powerful tool to preserve and conserve artistic, cultural, social, and historical values which are considered by all Rwandans as an integral part of any nation. More to this, one of priorities of the government of Rwanda is to restore these values. Hence, RCHA pricing policy strives to set a blueprint document in which prices related to these services would allow easy access for both national and international visitors aspiring to learn about Rwandan values in all dimensions.

- **Regional and international context:**

The international cultural tourism charter regarding with the management of tourism and heritage tourism, the Charter for African cultural renaissance both strongly recommend easy accessibility to cultural heritages and heritage sites by the local community and visitors. Besides, this international cultural tourism charter stresses an obligation of cultural and heritage tourism activities to benefit the local community via revenue generation.

Since 2007, when Rwanda joined the East African Community, the cultural and heritage tourism became a common effort for all member states, therefore, this pricing policy intends to contribute immensely to the EAC member states' effort.

Therefore, for the RCHA prices align with these contexts, the following are specific objectives of this pricing policy:

1. To clarify the entire process and method that RCHA utilizes to decide on definitive prices for each item and services offered by the institution.
2. To foster transparency, accountability, and put into consideration visitors' feedbacks in future pricing.
3. To set a benchmark and a guideline for pricing both existing and prospect of new products or/and services offered by RCHA
4. To keep the prices relevant vis-a-vis national, regional, and international standards.



5. To ensure that the set prices for products and services are fair enough for both visitors and service providers.
6. To enable easy access to cultural heritage products and services to suit different categories of visitors, at the same time benefiting the institution and the local community.

II. FACTORS INFLUENCING PRICE DETERMINATION

Under this pricing policy, more efforts and clarification were put on the factors that would help in determining prices in RCHA depending on different services and products provided by the institution. Each service or/ and product corresponds to its distinctive factors as described here below:

- **Service No1: Admission in Museums**

No	Factors	Description
1.	Age and Nationality of visitors	Visitors who are attracted by museums exhibition and artifacts range from Children above 6 years, students to adults, nationals and citizens of EAC countries to international or / and resident visitors. Therefore, in order to meet the objective of the institution of making all their museums accessible to everyone, Visitors categorization is a must.
2.	Groups of Visitors	In museums and other cultural heritage products and services, it is common to have groups of visitors, such as schools, big group of visitors coming together in a single move, visitors from RCHA partners, Groups of Persons with Disability, tour agencies who work hand in hand with RCHA to promote Rwanda cultural heritage. Therefore, this represents a segment of Visitors who must benefit a discounted price.
3	Special Groups of Visitors	In museums and other cultural heritage products and services, it is common to have special groups of visitors namely: High Ranked Government Visitors (OTP, MINAFET, PRIMAT URE, MoD, PARENT MINISTRY).
4.	Special Requests	Museum Visitors have special requests such as bookings after normal working hours, specific requests of guides, specific hands on experience, and other special requests from visitors that can be examined by RCHA.
5.	Combined Ticket	RCHA offers discount to those who want to visit more than one museums when payment is done at once. The validity of a combined ticket lasts one month from the date of payment.



• Service No2: Photographs and Videos

No	Factors	Description
1.	Category of photos and videos.	Due to the beauty of museums in and external surroundings of them, Visitors are interested in taking photos and videos for different purposes: Enjoyment and keeping souvenir during the visit, wedding, documentary, article writings or blogging, arts work, and many others. Therefore, categorizing these needs and be charged accordingly is very necessary.
2.	Special requests to take videos and photos in Places inside or around museums.	Special requests to take photos and Videos in the exhibitions, are always assessed and authorized by the competent authority. Compounds or /and galleries in museums differ from one museum to another, besides, museums components are not monotony, therefore, in some areas photos and videos should be refrained.
3.	Shooting Permits	Rwanda has magnificent cultural and natural landscapes which embrace very rich narratives and stories that may catch interest of visitors and other clients for various purposes and uses. In order to avoid some misuses of shootings, all requests of any kind of shooting will be analyzed and permitted by the competent authority.





• **Service No3: Hiring Gardens and halls**

No	Factors	Description
1.	Place (location) and demand in the area	There are different halls and gardens owned by the RCHA, these halls and gardens are priced depending on their demand and location where they are found, for this reason, each and every hall or garden will be rented at different prices (demand and local price).
2.	Package (Equipment offered to clients)	Halls are rented together with some equipment such as chairs, and sound systems. Hence, Visitors solicit different quantity of equipment according to the type of event or function, consequently RCHA should charge Visitors in accordance with quantity, quality and type of equipments rented out.
3.	Types of events	The pricing of an event depends on the size and type of audience and particularity of the event.
4	Competitors prices	RCHA prices are set based on competitors' prices.
5	Time and duration of the event.	The pricing of events depends on time(day or night) and the event duration (costing is per day).



• Service No2: Photographs and Videos

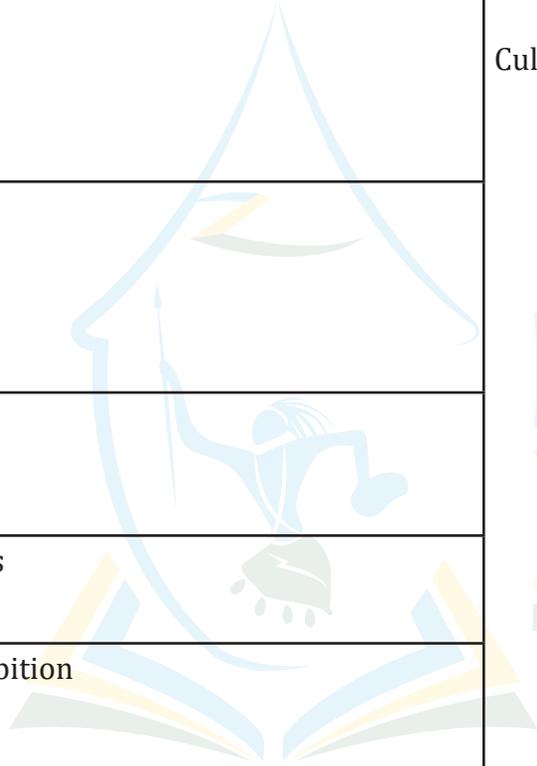
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• Service No 4: Visiting Special Collections

No	Items	Description
1.	INYAMBO	Cultural and/or historical significance of a collection determines its value.
2.	CHC Bunker	
3.	Plane Debris	
4.	CAG Monuments	
5.	Temporary exhibition	



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• Service / product No 5: Books

No	Items	Description
1.	Books	The book pricing depends on total production cost.
2	Scientific Work Review	The pricing of Scientific work review depends on the domain of the work, its volume and the language used
3	ISBN	The pricing of ISBN service takes into account the qualification of the publisher. Only registered publishing houses, civil society, public and private institutions with research purposes benefit from this service.





- **Service / product No 6: Traditional dance Services**

No	Items	Description
1.	Traditional dance Services	Location of the performance, Type of event, Package, booking in advance, instant service, performing hours and days determine the pricing of the traditional dance. Note: Prices of performance will be determined by MoU between RCHA and Traditional dance troupes.

- **Product No 7: Renting Premises**

No	Items	Description
1.	Value of the premise	Estimated value of the premise determines its rental price
2.	Location of the premise	Renting prices are estimated according to location.
3.	Type of activities carried out on the rented premise	A consideration is given to some activities which have an impact on local community around museum hence determining the price.

- **Product No 8: Renting Agricultural Land**

No	Items	Description
1.	Land	Current price on the market and demand for renting a land determines the price



• **Product No 9: Temporary Exhibition**

No	Item	Description
1.	Temporary Exhibition Mounted by RCHA	The price of Temporary Exhibition mounted by RCHA depends on exhibition production and maintenance costs
2	Temporary Exhibition Mounted by the Private Partners	The price of Temporary Exhibition mounted by the private partners within the premises of RCHA depends on location, occupied space and the signed agreement.

• **Service No 10: Guiding Service**

No	Item	Description
1.	Guiding	The price of guiding is determined by the service rendered and is fixed for all museums

III. PRICING STRATEGY

Normally, the main purpose of pricing strategy is to ensure survival, maximum profit, maximum market share, maximum market skimming, and product quality leadership.

RCHA determined prices basing on cost base pricing and value based pricing strategies which put into consideration the total cost of production and visitors 'worthy pricing. These strategies were considered because they don't involve maximization of profits since RCHA is not an institution mandated to do business.



Nevertheless, the RCHA's mission is not to maximize profit, the number of products and services which can be categorized as products and services that require the institution to consider price determination to set relevant prices.

Three key elements in price setting were considered:

- *Visitors' assessment of unique features: In pricing this is a determinant which establishes the price ceiling.*
- *Production costs: In pricing this is a determinant which set a floor to the price.*
- *Competitors' prices and the price of substitutes: In pricing this is a determinant which provides an orienting point.*

Particularly, for RCHA, these factors were considered while determining prices of its products and services:

- Change in mind set of Rwandan citizens towards cultural heritage products and services leading to the increase of the number of visitors during the last three financial years.
- Therefore, for RCHA to better preserve and protect the cultural heritage, conduct research and satisfy the visitors and clients 'needs, there was need to review the admission fees and other service prices.
- Harmonize payment procedures and meet the current use of new technologies and approved platforms
- To accommodate new services and products offered by RCHA to the public.
- To promote Rwandan heritage and cultural products and services, one particular price was not set for similar products and services but rather it develops a pricing structure that reflects variations in geographical realities, market-segment requirements, purchase timing and power, visit frequency, volume of exhibition and time it takes for visitors 'guiding.
- Service No1: Admission in Museum

As explained above in pricing strategy, Admission charges were determined using value based pricing, yet, during the consultation and documentation, Admission charges in Rwanda museums are lower in comparison to charges in the region.

For this reason, some changes in Admission charges are as follows:



• **Table 1: Admission fee for RCHA's Indoor Exhibition:**

Category of visitors	Proposed prices Rwf		
	Adults	Children from 6 years / students undergraduates	
		Single	Group from 20
Citizens	2,000	1,000	500
EAC/ CEPGL citizens	4,000	2,000	1000
International residents	2,000	1,000	500
International non-residents	10,000	4,000	2,000

**Table 2: Discount for Combined tickets**

Number of Museums	Discount in %
Ticket for two Museums	Discount of 20%
Ticket for three to Seven Museums	Discount of 25%
Ticket for all Museums	Discount of 30%

Note: Admitted visitors are allowed to take photos free of charge in the museum compounds.

The above prices apply to all museums except CAG museum because of its particularity mainly museum structure.

The guiding service fee in CAG varies depending on the number of visitors. From one to 19 visitors the guiding service fee is paid individually to the cost of 5,000 RWF for adults and 2,000 Frw for children and students. When visitors are in an organized group of 20 persons or above, the guiding service fee is 1,000 Frw per person for Adults and 500 Frw for children (above six years old) and students.

CAG has Two main exhibitions: indoor and outdoor exhibitions.

Admission fee to the outdoor exhibition (external part) varies as follows:

- For each adult visitor: 3,000 Frw
- For each child/ student visitor: 1,000 Frw
- For an organized group of 20-100 visitors (Adults or Children/Students): 10,000Frw
- For an organized group of more than 100 visitors: 50,000 Frw



Table 3: Entrance, Admission, and Guiding fees for Nationals, EAC&CEPEGL and International Non-residents

Nationality Categories of Visitors		Nationals/Residents		EAC/CEPEGL		International Non-residents	
		Adults	Children/ Students	Adults	Children/ Students	Adults	Children/ Students
Entrance Fee/Individual (Frw)		2,000	1,000	4,000	2,000	10,000	4,000
Entrance fee/Group/20 above (Frw)		-	500	-	1,000	-	2000
Admission to External part/ Individual (Frw)		3,000	1,000	3,000	1,000	3,000	1,000
Admission to External part/ Group (Frw)	20-100	10,000	10,000	10,000	10,000	10,000	10,000
	Above 100	50,000	50,000	50,000	50,000	50,000	50,000
Guiding Fee per person	Individual	5,000	2,000	5,000	2,000	5,000	2,000
	Organized group of 20 and Above	1,000	500	1,000	500	1,000	500

- **Service N°4: Photographs and Videos in all Museums**

Category of Photographs	Prices in Frw	Comments
Event photos	25,000	In all Museum gardens
Video Coverage	150,000	In all Museums with a request addressed to RCHA prior to the shooting



Table 5: Special Products

No	Museum	Products	Price	Comment
1.	Kandt House Museum	Reptiles(Snakes & Crocodile)	2,000	Per Adult person
			1,000	Per child/Student
			500	A group of 20 students and above
2.	Kings' Palace Museum	Visit Inyambo Cows	3,000	Per Adult person
			1,000	Per Child/Student
			500	A group of 20 students and above
3.	Rwanda Art Museum	Airplane remains visit	2,000	Per Adult person
			1000	Per Child/Student
			500	A group of 20 students and above
4.	Ethnographic Museum	Hands on experience (TTC)/training in beading, weaving, ceramics and postcards	10,000	Individual per day
			50,000	Individual per Month
			150,000	An organized group per day
5.	Liberation Museum	The Bunker	5000	Per Adult Person
			2500	Per Adult group of 20 and above
			1000	Per child/ Student
			500	Per child/Student in an organized group of 20 persons and above



Table 6. Gardens and Halls

No	Museum	Products	Price (Frw)	Comment
1.	Ethnographic Museum	Garden including photos	200,000	Per event
		Exclusive occupation of garden including photos	300,000	Per event /Whole day
		Small Event excluding wedding.	100,000	1 to 50 people
2.	Kings' Palace Museum	Garden including photos	150,000	Per Day
		Inyambo parading	100,000	Per event
		Small Event excluding weeding	50,000	1 to 50 people
3.	Kwigira Museum	Garden including photos	100,000	Per day
		Small event excluding Wedding	30,000	1-50 Persons
4.	Rwanda Art Museum	All inclusive	100,000	Garden, Tent, Photos and Chairs(Introduction, Reception and Gutwikurura
		Introduction	400,000	When the reception has been booked
			50,000	50 people and above
			50,000	GUTWIKURURA
			50,000	Bellow 50 people
5.	Museum of Environment	Gardens including photos only	150,000	Per Day
		Conference hall or wedding	250,000 500,000	Per day When the event is conducted after working hours
		Other Ceremony	75,000	1 or 50 people
6.	Kandt House Museum	Small events	50,000	1 or 50 Person

**Table 7. Camping in Museum Compounds**

No	Museum	Products	Price (Frw)	Comment
1.	All museums	Camping site	5,000	Per person (above 6 years) Note: Visitors come with their own tents
			5,000	Parking /Per Car

Note: It is very important to note that for all products in which an addition in value is added there is also a corresponding margin for interest by 25%, for instance if a product is bought from the third party and the TCC adds a value to that product, the museum will have exclusive right to add a margin of interest of 25 %

- **Product No 8: Rental prices for Lands**

Table 8: Rental Prices for Lands

Branches	Asset	Price (Frw)
Ethnographic	Land in wetland	To be proposed in contract between RCHA and Private entrepreneurs
	Big Oven	To be proposed in contract between RCHA and Private entrepreneurs
Rwanda Art Museum	Land for Cultivation	To be proposed in contract between RCHA and Private entrepreneurs
	Land rental for internet services	250,000
	Tennis court	10,000
	Court for traditional dance and karate	To be proposed in contract between RCHA and Private entrepreneurs



National Liberation Museum	Canteen House	To be proposed in contract between RCHA and Private entrepreneurs
Coffee Premises	Everywhere they are located	To be proposed in contract between RCHA and Private entrepreneurs

Product No 7: Pricing for Livestock

Livestock	Price
Rabbits	To be proposed in contract between RCHA and Private entrepreneurs
Fish	To be proposed in contract between RCHA and Private entrepreneurs

Product No 9: Pricing for ISBN service

Service	Price (Frw)
ISBN	5,000/each

Product No 10: Shooting Permit service

Service	Price
Shooting Permit	To be proposed in contract between RCHA and Private entrepreneurs



V. IMPLEMENTATION OF THE POLICY AND PRINCIPLES

V.1. PRINCIPLES

For objectives of this policy to be achieved and strategies to be implemented, the following core principles need to be applied:

- **Principle applied to RCHA and its staff:**

-It is in the responsibility of RCHA to avail relevant information to its visitors and clients, and ultimately to the general Public.

- For all RCHA staff, especially those in charge of service delivery, it is a must to be familiar enough with the policy.

- **Principles applied to External Stakeholders and visitors:**

- All RCHA stakeholders are strongly requested to read and understand the policy and apply it.

- Every stakeholder is encouraged to freely express their views regarding the policy whenever necessary.

- All visitors are recommended to abide by the clauses stated in this policy without any exception.

- Each and every stakeholder, particularly visitors are called upon to courteously inquire about anything that could sound unclear in this policy.

2. Clauses:

Related damages

- If any asset of RCHA is damaged by the visitors and/or clients, they bear responsibility for it.

Related to Tickets:

- The ticket is valid for five hours commencing from the time of issuance.

- Validity of combined ticket is one month.

Related to renting:

RCHA may rent one or more of its products and services to the private entrepreneurs. In this case, RCHA shall use open competition in compliance with Rwandan rules and regulations.



All assets rented by RCHA must be done through contracts.

- Where partners are renting RCHA premises, they should bear in mind that RCHA is in no case responsible for any damage or loss of their property or asset.
- Payment for renting is only done through bank deposit; therefore, bank slip is the only accepted proof of payment. Current electronic payment mode through IREMBO platform will replace the bank payment system by including in the rent revenues.

Related to buying and selling:

- Item sold are not returned
- Books displayed in RCHA shops cannot be read by the client before buying.
- A non-refundable 30% advance payment of total price is required for booking gardens, and hall.
- The remaining balance 70% of the total price is paid three days before the event or function.
- For post-paid services the client is required to settle the payment in 45 days, RCHA revenue officer will send a reminder in formal note within 15 days, if a client fails to pay on due date penalties are applied as it follows:
 - 1% of the total invoice amount is charged per delayed day.
 - Post-paid services are offered upon official request.
 - Post-paid service can't be offered to the organizations which have not yet paid the previous debit.
 - For visitors paying in foreign currencies, the price is by IREMBO platform basing on the current BNR exchange rate.

Accepted mode of payment:

- All standardized foreign currencies are accepted through all available electronic payment modes including Visa cards.

Related to auctions:

- Auctioning must pass through a defined process, which must be written in an official document that must set all rules and regulation of the processes and the team members.



VI. PRICE COMMUNICATION STRATEGY

The following price communication strategy is a guideline for better communication of the policy and its contents particularly price structure so that it becomes more transparent.

Communication related to ADMISSION charges

- RCHA staff should emphasize the fact that the institution is not a commercial entity, but rather a public institution whose revenues contribute to general economic growth of the Nation (Particularly for Rwandan visitors).
- While explaining the reason behind Admission charges, a noble task of the RCHA to ensure preservation and conservation, at the same time educating both citizens and non-citizens on Rwandan culture and history must be stressed since without visitors' contribution by paying admission charges this noble task would not be achieved.

Communication related to CRAFTS charges

- Most of art-crafts are biodegradable, and are manufactured /made from raw biological wastes such as banana leaves, vegetable fibres, etc., therefore, environment is core value based on during production of these items. This means, buying an item goes beyond fulfilling personal needs but also going green and contribute to environmental protection.
- All sold items were widely used by Rwandans in their daily life, each item had its usage and significance, and therefore, buying the item is culture promotion. Moreover, any item could serve a powerful teaching tool of Rwandan culture and values.
- For this communication to be more effective and efficient, all RCHA staff interacting with visitors must be familiar with the Rwanda culture and history and the meaning of every item displayed in museums' galleries. In this regard, a label describing the history and raw materials is highly recommendable for every item.

VII. MONITORING AND EVALUATION OF THE POLICY

VII.1. Terms and conditions to revise the policy

This pricing policy can be revised or amended anytime when one or a combination of the following instances happen:

- If the mandate of RCHA is changed.
- When there is significant value addition in products and services offered by RCHA.
- When there are new cultural heritage products and services in museum.
- In the case of remarkable complaints from Visitors.

In principle, this pricing policy should be reviewed every five years.

VII.2. REVIEW CYCLE

For the revision to be credible, it has to follow the procedure (cycle) below:

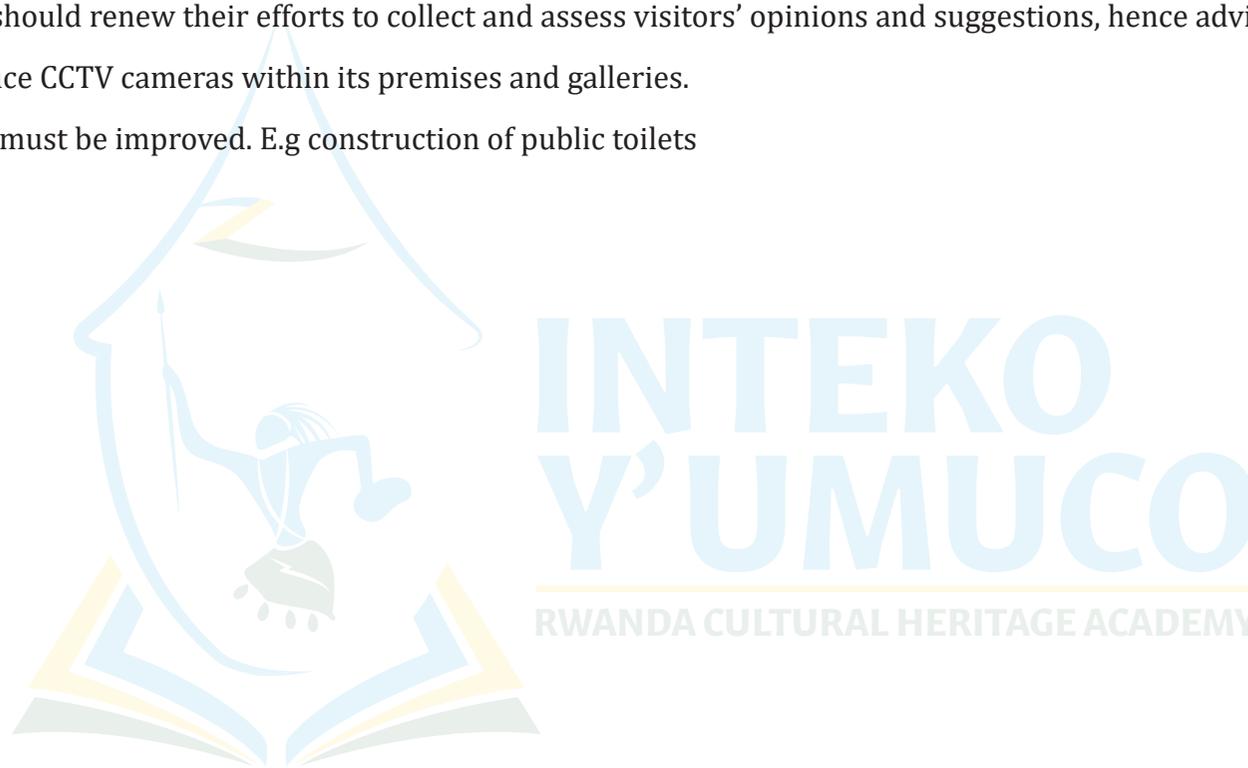


Note: Time to evaluate (5years)



VIII.RECOMMENDATIONS

- RCHA should adopt and encourage cashless payment modes especially for foreign currencies,
- Delays in reviewing Museum Permanent Exhibitions,
- RCHA Professionals should renew their efforts to collect and assess visitors' opinions and suggestions, hence advise Management accordingly.
- RCHA should introduce CCTV cameras within its premises and galleries.
- RCHA infrastructure must be improved. E.g construction of public toilets





Done on 29th/09/2023 by

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