



**The attitude and perception of local and international tourists  
regarding the protection of the genocide memorial sites in Rwanda**

**By**

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## DECLARATION

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

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**Signed**

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**Date**

## CLARIFICATION OF TERMS

The various terms that are used in this study are as follows:

**Development:** refers mainly to enhancement that can create wealth and progress people's lives when overseeing an area's natural and human resources. Development ought to be regarded as economic or human growth in a country's economic and social circumstances. It is usually measured using development indicators. The method of planning, building, and managing the attractions, transportations, services, and facilities that serve the tourists is called tourism development and it is a long term course of action in organizing for the arrival of tourist in an area. (Khan, 2005:9).

**Genocide:** is defined as an act of mass murder that has the aim to destroy an entire group of people based on who they are. Its perpetrators, which are usually both the government and its collaborator, seek to destroy part of the population under its control and have no respect for age, gender, occupation, religion or status. It takes time to plan as genocide is never spontaneous (Aegist Trust, 2009).

**Monument or Memorial sites:** the terms 'monument' or 'memorial' are usually used interchangeably and that is because they are associated with one another. A monument can be classified as a statue, building, or other structure created to honour a famous person or event or "something that by its survival commemorates and distinguishes a person, action, period, event, and something that serves as a memorial."(Oxford English Dictionary).

**Dark Tourism:** is defined as the act of travelling to a destination, site, attraction or exhibition that recreates death, suffering or the macabre as a main theme (Lennon & Foley, 2000).

## **ABSTRACT**

Rwanda is a low income, landlocked and heavily populated country in Sub-Saharan Africa. Regardless of its majestic landscape, rich history and culture, it is not a country that is recognized as a tourism destination. Instead, Rwanda has become known for the genocide that took place in 1994 when over one million people were killed in within a hundred day period while the rest of the world watched in silence. Since then, Rwanda has been trying to uplift its image and economy. However, unlike other African countries, Rwanda does not have mineral resources and has to focus on improving its tourism to attract more people and thereby more funds into the country. Developing tourism can play a major role in reducing the poverty level, creating employment as well as contributing to the country's revenue. So far Rwanda has strongly relied on its famous mountain gorillas to attract tourists which can be an expensive exercise for tourists in Rwanda. By creating a more diversified number of attractions, the number of tourists to the country should increase thereby injecting much needed capital into the economy. After the 1994 genocide, Rwanda inherited several genocide sites that have been preserved by government to remind people of the massacre that took place. Even though these sites are not used for tourism gain, they are acquiring popularity as tourists to Rwanda become aware of them and the history applicable thereto.

This study has been undertaken to find ways to conserve, protect and market the genocide memorial sites as tourism destinations. It is important that these heritage museums be acknowledged through the World Heritage Organisation as authentic and educational facilities for future generations to enjoy. The research project was conducted in the Kigali and Bugesera areas. A sample of three hundred and sixty (360) questionnaires was given out to participants, and a total of a hundred and fifty-seven (157) were returned, coded and analysed.

Data analysis applying descriptive statistics was utilised to acquire the frequencies, which were conveyed in percentages. The study disclosed that generally tourists were impressed by the genocide memorial sites and felt that it would be of great use to protect

and market them as tourism assets as they believe that many people will learn from the harsh historical event that took place in Rwanda.

This investigative study could strongly benefit Rwanda in planning and deciding on an appropriate tourism marketing strategy for the genocide memorial site. The Rwandan Government, policy makers and tourism stakeholders have a lot to gain by addressing the issues that are slowing down the tourism industry. It is anticipated that when these barriers have been removed, it will add toward sustainable tourism development in Rwanda.

## **DEDICATION**

This thesis is dedicated to the people that have always been there for me throughout the many challenges; never judging me and always allowing me to lean on them for spiritual and moral support. When I look deep into the palm of my hands, I am the continuation of these people, my loving family.

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## GLOSSARY

### Abbreviations

### Explanations

<b>GDP</b>	Gross Domestic Product.
<b>KIST</b>	Kigali Institute of Science, Technology and Management
<b>MINICOM</b>	Ministry of Commerce, Industry, Investment Promotions, Tourism and Co-operatives.
<b>ORTPN</b>	Office Rwandais du Tourisme et des Parques Nationaux (Rwanda Office of Tourism and National Parks)
<b>OTF</b>	On The Frontier
<b>RNIC</b>	Rwanda National Innovation and Competitiveness Programme.
<b>SPSS</b>	Statistical Package for Social Sciences.
<b>TWG</b>	Tourism Working Group.
<b>UNESCO</b>	United Nations Educational, Scientific and Cultural Organisation.
<b>UNWTO</b>	United Nation World Tourism Organization
<b>WHC</b>	World Heritage Centre.

## CHAPTER ONE

### 1.1 Introduction

Chapter one introduces the historical background to the research and then discusses the motivation for the study, the problem statement and the research questions pertaining thereto. It then covers the research objectives, the research methodology that was applied to obtain the required research data, the demarcation of the research and finally it provides a breakdown of the various chapters that follow this chapter.

Rwanda is a small landlocked country which is situated in the Great Lakes region of Central East Africa. Unlike many other African countries, Rwanda does not have a meaningful amount of mineral resources and as a result thereof tourism plays a significant role in the economic development of the country. Rwanda has undergone a series of civil wars, political and ethnic conflicts that culminated in the 1994 series of xenophobic attacks on the Tutsi population by the Hutus during which it was estimated that within a one hundred day period (between April and June 1994), one million Rwandans were killed. The murder of the one million Tutsis created a period of instability in the country and changed the image of Rwanda as a holiday destination for an enduring period of time. The situation however has changed as the result of the passing of time and whilst the majority of the tourists still arrive in the country with the purpose of visiting the mountain gorillas and to enjoy the beauty of the Rwanda, many are now seeking to unearth the reasons why the genocide took place and particularly what impact it has had on the Rwandan psyche.

Researcher has declared that tourism can be an optimistic force for diminishing tension and doubt by influencing state politics, international relations and world peace (Richter, 1989). It is with this thought in mind that Rwandan authorities have decided to promote the various genocide sites as tourist attractions although at this stage no formal marketing strategy has been developed or implemented.

When visiting Rwanda, the Kigali Memorial center is usually the starting point for many tourists who are interested in heritage tourism. This center provides tourists with a good understanding of the atrocities that occurred during the genocide period from the planning stage, the execution thereof and finally to its aftermath. For many tourists, the curiosity does not end here. Tourists usually visit the churches of Ntarama and Nyamata, which are located approximately 25 kilometres outside of the capital city Kigali, which is in the district of Bugesera. Prior to 1994, churches were considered to be the safest sanctuaries where one could seek refuge. However, in April 1994, this changed and places of worship became the most convenient place to trap a large population of victims and then rape, torture and burn them alive without the victims having any hope of escaping. Before 1994, 62,000 Tutsi people once inhabited the district of Bugesera but subsequent to the slaughter, the population dropped to slightly over two thousand (Graham, 2007). These sites still hold today, the vivid and unpleasant memories of the ethnic cleansing of the Tutsi minority.

When visiting any memorial sites in Rwanda, two things are expected of the tourists at the arrival point. Firstly, the tourists are asked to sign the guest book. Thereafter they are requested to provide their names and to write the amount of their individual contribution, which was collected from them by the attendant at the applicable site. The reasoning behind this procedure is that the genocide sites are not purposely advertised or promoted as tourism resources in Rwanda. The rationale for the research study is now discussed.

## **1.2 Rationale for the research**

As an indirect victim of the genocide the researcher feels that the sites where the massacres took place could be used to market 'dark tourism', which according to Lennon and Foley (2000), is a tourist destination where death, suffering or the seemingly macabre, act as main themes. As an already popular destination, the researcher feels that such heritage tourism (in the form of dark tourism), could boost

tourism in Rwanda as has the Jewish concentration camps helped to increase tourism in Germany and Poland.

Tourism is one of the world's leading industries and the concept of cultural and heritage tourism is developing fast and has evolved into an important tourism segment. The National Trust stated in 2009 that many national and international travelers are looking for gratifying travel destinations that supply authentic historical, cultural and natural experiences and this could also apply to travelers who visit Rwanda to experience the country, its wildlife and its heritage sites.

The motivation for the study therefore was to garner sufficient information from tourists who visit the country so that the researcher would be able to establish the viability of Rwanda as a dark tourism destination from a local and international tourist perspective. Given the limited research that has been done in Rwanda on this subject, the research findings could, in the researcher's opinion, be used as a foundation on which the Rwandan Government could build a marketing strategy to attract more tourists to Rwanda. The research problem statement will now be covered.

### **1.3 Problem statement**

As stated above, due to limited research on the topic, the potential value of the Rwandan memorial sites as heritage tourism attractions are not sufficiently understood. As the Rwandan genocide is a significant historical event, it is imperative that the various sites that have arisen from the atrocities, be protected, visited and promoted on an international basis so that they may serve as a reminder of the inhumanity of man, and equally important as a deterrent against any similar xenophobic behaviour taking place in the future in Rwanda or elsewhere. In essence these sites should be recognized as educational tourism monuments and in this framework the research study could become a considerable source of information so that they may be afforded the protection they deserve. The research problem statement therefore is as follows: As there is no formal marketing strategy in place to market Rwanda as a heritage (dark

tourism) destination, the Rwandan economy is not enjoying the capital inflow it could generate should such a strategy be in place. The research questions are now discussed.

#### **1.4 Key research questions**

As stated earlier in this chapter, the researcher desires to find ways to promote and protect the genocide sites in Rwanda so that future generation may be able to learn from them and in so doing hopefully increase the number of local and international tourists to the country. The research questions pertaining to the above-mentioned problem statement are as follows:

1. To what extent do local and international tourists feel that the genocide sites in Rwanda are worthwhile protecting?
2. To what extent do such tourists feel that there is and will be a sustained demand for heritage and dark tourism in Rwanda?
3. If a demand exists how can these sites be protected, maintained and marketed?
4. What needs to be done by the Rwandan Government to increase local and international demand for heritage tourism in the country?
5. Should an effective marketing strategy be formulated, implemented and controlled how will this benefit the people of Rwanda in financial and economic terms?

It was trusted that the above-mentioned questions would shed further light and understanding on the subject that was investigated by the researcher. The objectives of the research are now discussed.

#### **1.5 Research approach, objectives and expected outcome of the study**

As views, opinion, attitudes and perceptions were obtained from the research participants; a qualitative and quantitative approach was used to acquire the required research data. From an objective point of view according to Wiid and Diggins (2009:33) the research objective answers the question: "What is the purpose of this investigation." The following represent the research objectives:

1. To establish the importance that the genocide memorial sites have on the local and international tourists;
2. To establish whether tourists feel that the genocide sites will be of long term interest, both locally and internationally;

3. To obtain data that could be used to assist in designing a marketing strategy that will better acknowledge the existence of the genocide memorial site as tourism assets;
4. To generate ways for the genocide memorial sites to remain authentic regardless of the governmental changes that may occur in the country in the future, and;
5. To determine what the Rwandan government needs to do to increase the appeal of these dark tourism sites so that more tourists will be attracted to them.

The expected outcomes of the study were to:

1. Ensure that the genocide memorial sites are protected for the benefit of future generation;
2. Ensure that the genocide sites are recognized internationally as authentic and as an educational asset;
3. Garner sufficient information in order to assist the Rwandan Government to develop a marketing strategy for the genocide memorial sites in order to convert them into tourism assets; and
4. Establish the best way to market these genocide sites as a tourist attraction.

The delimitations of the study are now explored.

## **1.6 Delimitations of the research**

The research focuses on obtaining information from local and international tourists so that the Rwandan Government can better protect the genocide memorial sites. Research into this area requires the investigation of the legislative framework pertaining to the protection of heritage and cultural tourism in Rwanda, and the impact that this legislation has had on the memorial sites. The research also investigates the different policies that are in place for other international “dark tourism” sites in order to establish a level of international standardisation. The research’s focal point is on how to market these sites for the purpose of educational tourism and to also bring in additional income into the country whilst increasing employment opportunities for Rwandans. The research is therefore not concerned with traditional tourism in Rwanda, for example visits to the forests where the famous Rwandan gorillas live.

## **1.7 Literature review**

The literature search involved a review of literature on dark tourism, articles in journals, official reports, tourism policies, official publication and other policy documents,

newspaper articles, published research and other related subject material. The aforementioned were used to establish the scope of the body of knowledge pertaining to the research area. This stage focused on obtaining relevant secondary data from a variety of sources in order to better understand the research subject so that such data could form the foundation of the study. Once the research solicited the required data, it was collated so that it formed the corner stone on which the primary data was aligned. The data may be found in Chapter Two of this study. The research design that was used as a template for the study is now covered.

## **1.8 Research design, population and sample**

According to Welman, Kruger and Mitchell (2007:52) a research design is “the plan according to which we obtain research participants and collect information about them”. The research design, according to Welman, Kruger and Mitchell (2007:52), also specifies the number of people who will be used in the research, whether they are to be drawn randomly and whether they should be assigned randomly to groups. Wiid and Diggines (2009: 54) posit that a research design includes the following key steps:

1. Define the research problem;
2. Assess the value of the information to be given by the research;
3. Decide on the data-collection method;
4. Decide on the measurement technique;
5. Decide the sample form the population; and
6. Determine how the data is going to be analysed.

Using the above six steps as the format for the research design (steps 1 and 2 already concluded), the following represents data pertaining to the other steps in the process:

### **1.8.1 Data collection method**

According to Wiid and Diggines (2009:56) descriptive research is used “...when what is being researched is vague or unclear. It is based on some previous understanding of the nature of a problem but the conclusive evidence necessary to answer questions and determine a course of action has not been collected.” The objective is to collect accurate data. The methods used for descriptive research include longitudinal studies and cross-sectional studies; the latter being the method used in this study. The design

and method will be elaborated further in Chapter Three of this study. However suffices to say, a questionnaire was utilized to garner the required data from the sample of respondents who represented the population of visitors to the heritage tourism sites. In essence the data was collected from visitors to the various dark tourism venues and on departure from the sites they were asked to complete the research questionnaire. As the respondents visited the various dark tourism venues, the researcher was concerned about sample bias as the visitors were naturally interested in or intrigued about the subject of heritage or dark tourism, hence their visitation. To reduce the potential for bias the researcher ensured that she solicited data from a variety of visitors (male, female, local and international) and at various times of the day and week. This subject is further discussed in Chapter Three of this study.

Once the visitors completed the questionnaires, they were handed back to the researcher who then validated each questionnaire and checked each question to see whether they were answered correctly. Thereafter the researcher captured, verified and analysed the data. A copy of the questionnaire may be found under appendices E and F (See pg 102-113) at the end of the study but it is relevant to note at this juncture that it was pilot tested before the questionnaire was handed out to the various respondents that made up the research sample. The reason for testing the questionnaire prior to its distribution was to reduce ambiguity and confusion and to ensure ease of completion.

### **1.8.2 Measurement technique**

The researcher used a combination of closed, open and scaled questions to obtain maximum response from respondent. This scale is also known as the Likert. According to Aaker, Kumar and Day (2003:293) a Likert scale requires a respondent to indicate a level of agreement or disagreement with a variety of statements related to the attitude or object. Also known as summated scales, the scores on the individual items are summed (added) to produce a total score for the respondent.



### **1.8.3 Population and sample**

A research problem relates to an exact research population and the population covers the total collection of all units of analysis about which the researcher hopes to make specific conclusions (Welman, Kruger & Mitchell, and 2006:52). The research population applicable to this study is made up of all the local and international visitors that visited the various dark tourism sites in Rwanda during the period August 2010 and September 2010. As the respondents were made up of people who visited the sites during a particular period, a non-probability sampling technique, known as accidental sampling (incidental sampling) was used to create the subset, which was needed for the study. According to Welman, Kruger and Mitchell (2006:68) accidental sampling is used when members of the population are readily available for research purposes. As the research participants were visiting the sites when the researcher was conducting the research, the selection of this technique seemed most appropriate to use in this circumstance. Although the researcher wished to have a sample size of 360 respondents (see Chapter Three), because of time and financial constraints a sample size of 200 was selected. However 157 respondents completed the questionnaire correctly, which made the sample 157 in number. The defending of the latter may be found in Chapter Three of this study.

### **1.8.4 Data analysis**

As scaling and other techniques were used to collect the data from the various respondents, the data was analysed and then computed by adding the scores that were related to each question. For example if each statement received a score of 5 and if there were 20 statements then a score of 100 would be obtained, which would indicate a highly positive attitude towards a specific attitudinal object. Naturally a low score by contrast would signify a highly negative attitude. Once the data was analysed it was presented in table format for ease of reading.

## 1.9 SUMMARY

This chapter provided an introduction to the areas and the various fields pertaining to the subject that was to be investigated during this research project. The research report is divided into six major chapters which are structured as follows:

**Chapter one** discussed the introduction, problem statement, key questions, research objectives, the delimitations of the research and the research methodology

**Chapter two** contains the literature review, which provides a broad account of tourism in Rwanda. It also discusses the subject of dark tourism in other countries and how it has been managed for the benefits of the people who live in the country and the tourists who visit the country.

**Chapter three** revisits the research objectives and discusses the methodology used to obtain the research data, the research design and the sampling technique that were used to create a subset which the researcher believes was representative of the research population.

**Chapter four** contains the findings of the research which emanated from the analysis of the research data.

**Chapter five** presents the findings and discussion of the results.

**Chapter six** presents the summary, conclusions and recommendations drawn from the study and concludes with the limitations of the study and to what extent the study, in hindsight, could have been improved.

This leads to Chapter Two which is the literature review and which contains the secondary data that was collected

## **CHAPTER TWO**

### **REVIEW OF LITERATURE**

#### **2.1 Introduction**

In the previous chapter the researcher introduced the rationale and objective of the research. A brief discussion of the research methodology and the delimitation of study were introduced.

In this chapter, the subject of heritage or dark tourism is examined. It provides an introduction to many of the issues and concepts that heritage or dark tourism is facing and supplies data that will assist the reader to better grasp the attributes of heritage or dark tourism. The chapter starts by discussing the significance of dark/heritage tourism and secondly facilitates a broad description of tourism development in Rwanda, which specifically covers some of the dark tourism sites in Rwanda, Germany, Poland, South Africa and the rest of the world.

#### **2.2 The significance of heritage and dark tourism**

Heritage tourism is not a simple term to describe or to define. A combined literature definition of heritage tourism was compiled in the Barcar and Pearce New Zealand studies (1996:33). They quoted Yale (1991:21) that “the fashionable concept of heritage tourism really means nothing more than tourism centered on what we have inherited, which can mean anything from historic buildings, to art works and to beautiful scenery”. Silberberg (1995:361) makes use of a description from the Economic Planning Group of Canada for Cultural Tourism and affirms that heritage tourism constitute “visits by persons from outside the host community motivated wholly or in part by interest in the historical, artistic, and scientific or lifestyle/heritage offerings of the community, region, group or institution”. Palmer (1999:315) declares that in the 1990s heritage was a ‘buzz’ word, but that heritage tourism “is a powerful force in the construction and maintenance of a national identity”.

Lowenthal (1994:43) asserts that heritage extracts the history into symbols of identity, connecting us with ancestors and progenitors, with our own earlier selves, and with pledged successors'. On the other hand, it is fundamental to note that heritage does not equate to history. The term heritage is as you would expect controversial, as it means at worst, an illogical and choosy phony history that plays down the historical mixture of social practices of gender, class, and traditions and puts forward a new sort of interest in accepting the past (Johnson, 1996; Raivo, 2002). According to Edson (2004:338), heritage has greater symbolic meaning than the object, time or place that is the historical reference.

Wight (2006:119) broadens the description of heritage tourism by including the concept of dark tourism, which is the visitation to areas where disasters or historically notable death have taken place and persist to impact our lives. A strong connection exists between the notion of 'dark tourism' and 'heritage tourism' which makes it tricky to separate the two notions in allusion to tourism experiences. Seaton (1999:140) refers to dark tourism as "tourism associated with war, battlefields and other aspects of military history". Wight and Lennon (2007:519) talk of other areas of enquiry and contain historical sites related with ex-communist, fascist or apartheid regimes, slavery heritage (Teye and Timothy, 2004:147), places of incarceration and sentencing (Blackburn, 2000:10), and those related with the passing away of famous people, such as John F. Kennedy and Diana, Princess of Wales (Walter 2001:494). In the Webster's II New Dictionary (2001 edition) heritage is characterized as an asset that is inherited, as something given to us from past generations and as the position obtained by an individual through birth. Consequently, heritage is the belongings of importance which are inherited. On the other hand, Glen (1991:73) noted that the subject matter is so broad that if one is in doubt, "call it heritage".

In terms of this study, the expressions dark tourism and heritage tourism are not detached as a great deal of the literature on dark tourism is also referred to as heritage tourism. As old structures, buildings and events are important to retain, it is advocated

that we symbolically possess them and that their preservation is significant as they are a great component of our identity (Wellington City Art Gallery, 1991).

### **2.2.1 Economic significance**

The government and the private sector believe that the key justification for heritage expansion is the assessment of heritage for tourism and leisure (Hall and Zeppel, 1990:88; Zeppel & Hall, 1992:50). For instance, in the United Kingdom heritage is given substantial importance and is illustrated as the main power of the British market for foreign tourists (Markwell, Bennett & Ravenscroft, 1997:95). In America, heritage tourism has reached an annual growth rate of 13% between 1996 and 2002, thus making heritage tourism an essential sector of domestic tourism. In 2002, an estimated 217 million private voyages were made to heritage sites and tourists to those areas had an average expenditure of \$623, which is believed to be 50% greater than the expenditure of non heritage visitors (Li, Wu & Cai, 2008:309).

Heritage tourists are unique in how they spend their time and money. They are more likely to live in commercial lodging rather than other facilities and in addition are likely to visit local parks or museums. In 2005 the Economic Benefits of Historic Preservation in Colorado noted that these tourists are more curious in discovering the local foods, socializing with the locals and going on hikes than other travellers. As a result, the Government of Rwanda has in recent years comprehended the economic significance of heritage tourism. The Government has therefore attempted to expand its tourism potential by launching cultural tourism. In 2007, the Minister of Sports, Youth, and Culture declared that Rwanda has the market for cultural travellers but requires it to be put in value (Gahamanyi, 2007).

### **2.2.2 Political significance**

The significance and representation of heritage tourism may provide political significance by facilitating government, influence the attitude of the community and grow support for national ideological goals (Gordon, 1969), build up a positive national image

(Richter, 1980:240), promote national aspirations (Cohen-Hattab, 2004:65), and construct a local character (Pretes, 2003:128).

In fact the description of what makes up heritage is political. For instance, the interpretation and conservation of some heritage sites over others may serve to sustain a certain side of historical aspect or support of inherent political views. Additionally, heritage could perhaps be politically significant for local citizens as it symbolizes the capacity of that culture to carry on regardless of colonisation and other efforts to wipe out indigenous identity (Hall & McArthur, 1993). The rights of heritage are political at two diverse points. Firstly, right refers to strengthening ownership and understanding of the past and secondly the thought of heritage emphasizes a public or national importance in principles and customs, conventionally viewed as private (Davison 1991:9).

### **2.2.3 Social Significance**

Undeniably, economics is a crucial reason in deciding whether or not heritage is safeguarded. However, the social significance of heritage naturally arouses interest in its preservation (Hall and McArthur1993). Heritage is the key in helping to characterize who we are as human beings, a society, culture, and a nation, not merely to ourselves but also to outsiders. For that reason, it allows us to appreciate our inheritance and motivates us to nurture it.

Heritage is essential in establishing our sense of place. A sense of place begins when individuals experience a special connection to a region where local facts and individual contacts are significantly preserved (Hall, 1991). It is the place where we are aware that we fit in and are the most comfortable. People reveal their sense of place when they relate their moral and visual judgment to locations and sites (Tuan, 1974:230). Heritage tourism reinitiates individuals to their cultural ancestry and assists them shape their character (Donert and Light, 1996:198). As a result, heritage is reserved as a guarantee that some elements of people's senses of place stay to all intents and purposes untouched.

#### **2.2.4 Educational Significance**

Above and beyond its leisure function, heritage tourism is broadly acknowledged as a helpful way to accomplish the educational role of tourism (Dean, Morgan and Tan, 2002:102; Light, 2000:160; Ashworth & Turnbridge, 1990). Heritage tourism could possibly have extensive educational significance. For instance, for those who have not been part of history, maintaining a monument or a memorial helps them visualize what they might have read from historical books or heard from a person who might have lived during a specific station in time. This can be said of the concentration camps in Germany, Robben Island in South Africa or Ground Zero in New York.

### **2.3 Geographical location of Rwanda**

Rwanda, also identified as the ‘the land of a thousand hills’, is a tiny landlocked country situated in central Africa. Rwanda is surrounded by Uganda to the north, Tanzania to the east, Burundi to the south and the Democratic Republic of Congo to the west. Steep mountains and deep valleys envelop the majority of the country. Rwanda covers an area of 26 338 km<sup>2</sup> and a population of 8.4 million people of whom 59% live below the poverty line. The country suffers from “abject poverty from which there is no obvious means of escape” (Waller, 1987:3). The 1994 genocide, which claimed the lives of 800,000 to a million people, gave Rwanda considerable international attention and infamy.

#### **2.3.1 Historical background of Rwanda**

Long before European colonization, Rwanda existed as a monarchy with its own political system of government, culture and customs. With respect to organizational structure, clans-based compositions played a central role as they represented the main link to the authoritative chain of command at the time (Remmie, 1972:49).

Rwanda was first colonized by the Germans from 1899 to 1916. During the First World War, in 1916, Rwanda was handed over to Belgium as trusteeship by the League of Nations. Unlike the Germans, the Belgians involvements in the region were far more

direct, extending their influence to education and agriculture. The Belgium colonizers were the first to use the term “ethnic” in reference to the African tribes namely the Hutu, Tutsi and Twa. This classification resulted in a system of indirect rule in favor of the Tutsi. In 1933 a decree was issued by the Belgium colonisers, requiring everyone to carry an identity card indicating tribal identity, a move that enhanced the distinction between Tutsi and Hutu (Sebahara, 1998:86).

The Twa, a pygmy people, were the original inhabitants of Rwanda and make up only 1% of the population in the 1990s (Sebahara, 1998:86). Although the Hutu and Tutsi are frequently regarded as two separate ethnic groups, scholars point out similarities in the socio-cultural norms and language. Additionally, the two groups have a history of intermarriage. By tradition, the dissimilarities between the two groups were occupational rather than ethnic: the Hutus were agricultural people while the Tutsi were regarded as the cattle-owning elite. The other difference is purely based on physique: Tutsi were identified as of taller build and slender while the Hutu were short and squat, but it is impossible to tell one from the other.

Rwanda inherited from the Belgium the ethnicity identity card and used it until 1994. These cards played a significant role in identifying the victims of the genocide. More than 50 years after decolonisation, this ethnic classification had produced an environment of separation, which was to shape the root of instability in the post-colonial era (Sebahara, 1998:87). As ethnicity was embraced and even turned into a source of income, in Rwanda it was turned into hatred and butchery. In 1994, within a period of three months, approximately one million people were slaughtered based on their ethnic background.

### **2.3.2 The Rwandan Economy**

With access to only a small amount of natural resources, the Rwandan economy is more or less exclusively dependent on agricultural production on minuscule, semi-subsistence and fragmented farms. Rwandan farming supplies 91% of job opportunities,



41% of the Gross Domestic Product and 72 % of exports such as tea and coffee, and is gradually growing an assortment of produce such as potatoes, flowers and fruits (Government of Rwanda, 2002).

The aftermath of the genocide war of 1994 led to the destruction of an already fragile economy, which has had a significant effect on the livelihood of the population today. In addition, the image of the country was harmed which in turn impacted negatively the local and foreign direct investments (Mazimhaka 2006:492).

#### **2.4 The genocide sites**

The genocide sites are a macabre tourist attraction. They are identified throughout the country by purple ribbons or paint which is the colour of mourning and remembrance. Rwanda has a total of eight recognized genocide sites scattered all around the country but that does not mean that there are not any more of these sites in the country (see Appendix D). The City of Kigali houses three major memorial sites, namely the Gisozi, Rebero and Nyanza-Kicukiro genocide memorial sites, which have roughly 320,000 genocide victims buried there. The southern part of the capital is home to the Ntarama and Nyamata genocide memorial sites, which account for approximately 34,000 victims. The Southern Province has the Murambi genocide memorial site, where slightly more than 45,000 victims are interred. The Western Province is home to the Bisesero genocide memorial site which has more than 27,000 victims buried there. The Eastern Province is home to the Nyarubuye genocide memorial site which has just over 11,000 victims buried there (Kigali Memorial Center, 2008).

In this research attention was given to three memorial sites in order to better understand the perceptions that tourists have when exploring Rwanda's dark history. These sites hold an interesting part of history, and even though they are similar their difference are discussed.

The Gisozi genocide memorial site is located in the City of Kigali. After the genocide, the Kigali City Council exhumed many mass graves from around the city and the remains of approximately 300,000 people received their final resting place at this specific memorial site (Kigali City, 2008). This memorial site also houses a museum and research center. The stories that are told here are hard to believe as they are laid out in clear and multi lingual displays. After being walked through the story of the genocide, there are a series of rooms branching off a central common space. One of the rooms is filled with thousands of photos of some victims of the genocide and in many cases families gave up their only surviving photographs of loved ones, so they could be remembered post their demise. Another room has a collection of bones and skulls taken from victims. The number of holes and gashes in the skulls is a depressing shadow of a pattern seen over and over again at other memorials around the country. A third room has garments and personal belongings obtained from victims and at the massacre sites. Upstairs in the centre is another series of rooms which is dedicated to other genocides of the 20th century, such as the Armenian genocide, the Holocaust and the Balkans. The last display is also upstairs. It relates to the children who died during the genocide and who are known as a lost generation. Each child had a placard that gives basic information about them such as their favourite foods, favourite toys and how they died. At the end are snapshots of dozens more children, which were donated to the center by members of the family (Kigali Memorial Center, 2008)



**Figure 1.1 The Gisozi Genocide Memorial Center**

Source: [www.cnlq.gov.rw/site-list.htm](http://www.cnlq.gov.rw/site-list.htm)

The Ntarama and Nyamata memorial sites are particularly tragic as these memorials are former churches where people flocked hoping to find protection. These were tiny parish churches in the countryside located about 30 to 35 kilometres south of the capital city, in the district of Bugesera which was predominantly Tutsi. As people tried to barricade themselves inside the church, the killers threw grenades inside the place of worship and then opened the doors and entered with machetes and clubs to finish off the survivors. Within three days 34,000 people were slaughtered in these two churches. In order to maintain the authentic post slaughter condition of the church the state of the two churches has been maintained. The walls and ceiling rafters are covered with the clothes that the victims were wearing before they were killed. Near the front of the church is a trunk full of children's school exercise books where one can see lessons up to April 1994 and thereafter nothing else. In the walls are wide holes that were used to throw grenades into the church. At the back of the church there are one hundred skulls that are lined up on various racks. The majority of them show signs of blunt force trauma, a testament to the manner in which the owners thereof died. Some of these skulls are tiny and are therefore those of children and infants. Directly across the gravel country road are a series of small buildings which includes an orphanage for those

children who lost their parents. The children live directly across from where they lost their families (Kigali Memorial Center, 2008)



**Figure 2.2 Ntarama and Nyamata Genocide Memorial Site**

Source: [www.cnlq.gov.rw/site-list.htm](http://www.cnlq.gov.rw/site-list.htm)

#### **2.4.1 Why maintain the sites?**

The preservation of memorial sites and monuments often forms part of a city's policy which in turn plays an important part of urban design. The value of monument preservation should not be disregarded as they are crucial in retaining community remembrance. It is said that "...it is typically the job of an historian or archivist, not a city, to maintain memory; however, monuments and memorials do what no documents or records can. They engage the population in maintaining memory on a daily basis" (Archibald, 2004). Monuments and memorials ought to be administered, preserved, and invested in as cautiously as other pieces of city infrastructure. Their safeguarding and prolonged relationship with communities ought to be classified as a main concern for energizing people, communicating vital community morals, and stressing the universal cultural heritage of the town (Archibald, 2004).

#### **2.4.2 Motives behind visiting dark tourism sites**

In all probability, the reasoning behind visiting dark tourism places can be difficult to understand. It is most likely a mixture of respect, voyeurism and a fascination about the massacre in a world where we repeatedly are too shielded or too far removed from

human death. Up till now, it is not abnormal for people absorbed with death and disaster to come back to the spot of the incident. This can be said of war veterans or survivors who are emotionally attached to the incident and the same can be said of the descendents, friends of victims and even the relatives of the perpetrators. Beech (2000:33) found that there is a perfect division in people visiting the sites. For instance in his study of Buchenwald Concentration Camp in Germany, he indicated that the division was in two parts, "...visitors with some connection with the camp, that is survivors...and general visitors with no connection" (Beech 2000:33). Furthermore, he noted that even if some people might not have a connection to the dark tourism event they might still visit the site because of heritage motivation. In this instance it allows those visitors to gain a sense of identity. Rojek(1993:142) discusses the fans of James Dean who reproduced the artist's 1959 deadly vehicle accident. Their yearly demonstration at the fatality site operates to a degree as, "...a monument to the dead hero". Family members and friends also consist of a people who visit due to a certain heritage attachment to honour and pay respect to family members whose lives were lost. Such is the case with Ground Zero in New York where one might be returning to get as much closure as possible.

Experts like Lennon and Foley (2000:23), in their book *Dark Tourism: The Attraction of Death and Disaster*, state that, for example, friends and family visiting sites of dark tourism is not considered as dark tourism. On the contrary, "...it is those who visit due to serendipity, the itinerary of tourism companies or the merely curious who happen to be in the vicinity who are, for us, the basis of dark tourism". Other experts advise that even if tourists' motives to dark tourism sites are unclear, it is imperative to guarantee that the picture is not one-sided by not being representative. The reason for this is that historical events are often complex and should not be belittled.

### **2.4.3 Authenticity of sites**

Cass and Jahrig (1998:12) declared that a "unique and authentic attraction could possibly provide travellers with the wish to stay in a city for a lengthy period of time".

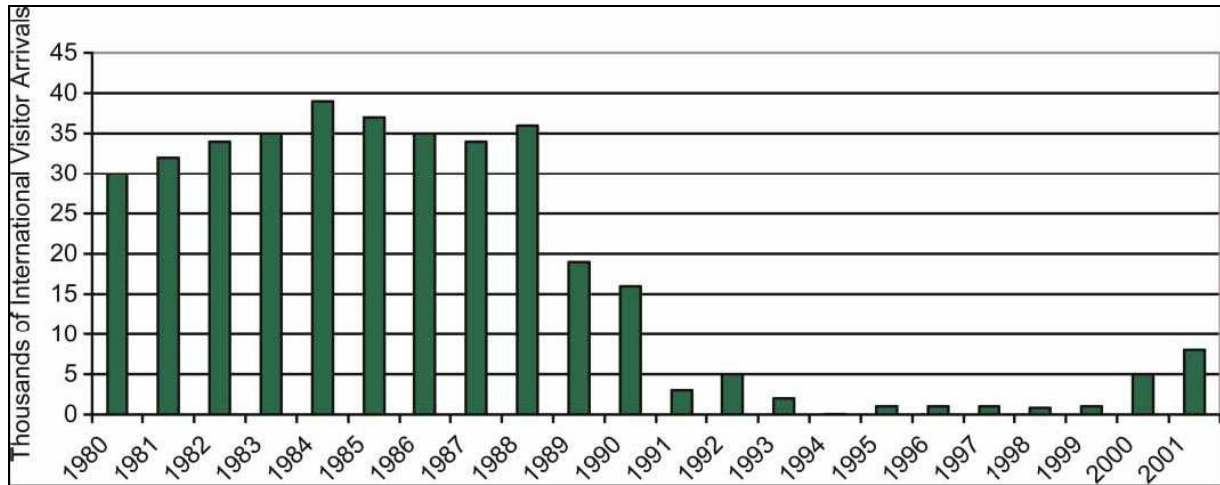
According to Gunn and Var (2002) travellers resent being promised attractions, services, and facilities only to be disappointed upon arrival. If historic architecture is promised, it should generally be available upon reaching the destination. Boyd (2002:211) believes that authenticity is vital to heritage tourism and should be a desired design goal.

## **2.5 Tourism development in Rwanda**

There is inadequate historical information on the extent and development of the Rwanda tourism industry due to the lack of credible data. However, some observers suggest that the origin of Rwanda's tourism goes as far back as the 20<sup>th</sup> century when the country had diverse flora and fauna, assorted primates and when its mountain gorillas started to draw the interest of tourists, natural scientists and zoologists (Booth & Briggs, 2004).

For the past 30 years, the mountain gorillas have been Rwanda's most renowned tourism asset. In the early 1990s, it was observed by Shackley (1995:68) that 75% of all national tourism revenue was contributed by tourism associated with mountain gorilla. By 2004, the reliance on gorilla tourism had increased to 93 % of the total tourism income (ORTPN, 2005b).

The peak in international tourism was recorded in 1984 when the number of tourist visiting the country totalled 39,000 visitors (OTF Group, 2005b:1). Between 1983 and 1988 the annual number of international tourists visiting Rwanda averaged 35 000 visitors (See [Figure 2.3](#) on page 22). The figure shows the impact that the 1994 genocide had on tourism and one can see that tourism only started to recover from 2000. The most current records imply that in 2004 international visitor arrivals numbered 20,000 which is roughly half the number documented in 1984 (Mazimhaka, 2006).



**Figure 2.3 Rwanda’s international tourism arrival, 1980-2001**

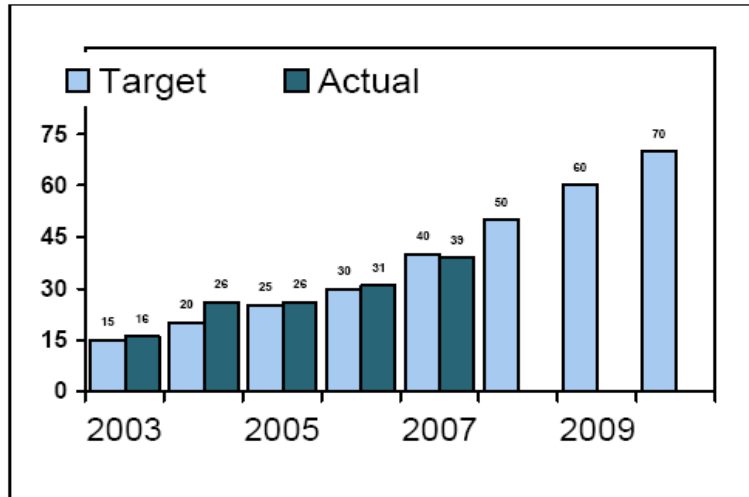
Source: OTF Group, 2005:1.

The Rwandan Government acknowledged by 2001 identical areas of concern for its economic growth. A National Tourism policy was developed and approved in 2001 by the On The Frontier group (OTF), via the Rwanda National Innovation and Competitiveness (RNIC) programme (Government of Rwanda, 2002:9). The policy was based on the Rwandan Poverty reduction strategy paper which underlined a need to develop other engines of growth and to transform the economy’ including encouraging the development of tourism.

The Rwandan Tourism Working Group (TWG) was created from a group of forty representatives of the private and public sectors with local non-governmental organisation (NGO) with a directive to execute the policy. The members developed the goal “to increase the tourism industry in the country by generating \$100 million in tourism receipts and 70,000 international tourists by 2010 by focusing on creating high value and low environmental impact experiences” (OTF Group, 2005:1).

The realization of the goals was visible through an increase in the arrival of visitors in 2003-2004. As illustrated below in [Figure 2.3](#), in 2007 for the first time after the genocide, Rwanda’s tourism industry surfaced as the top foreign exchange earner

producing revenue valued at US \$42.3 million surpassing coffee and tea trade exports (Hitimana, 2008).



**Figure 2.4 Tourism expansion by numbers.**

Source: ORTPN, 2007:3.

Rwanda's tourism remains gorilla-centred and with such a trend, the growth of the sector is unsustainable. This observation incited the proposition that Rwanda needed to shift from a Gorilla monoculture (ORTPN, 2005b:1) to a tourism industry that is more diverse in products and that provides a variety of tourism experience to its visitors.

In October 2003, the Rwanda Office of Tourism and National Parks (ORTPN) and Tourism Working Group (TWG) hosted a National Tourism initiative in Kigali to enlighten the general population of the industry's current endeavours. The plan of the event was to re-launch tourism following the devastating effects of the genocide. With that in mind, the ORTPN appointed a public relations firm in November 2003 to promote and market Rwanda all over Europe while putting together a re-launch of Rwandan tourism on the international market at the World Travel Market in London. The objective of the re-launch was to reassure the international community that Rwanda was officially prepared to facilitate an exceptional tourism experience to all its visitors. (ORTPN, 2004b:15)



In February 2006, the Rwandan National Tourism policy was made public by the Ministry of Commerce, Industry, Investment Promotion, Tourism and Cooperatives (MINICOM) and focused on tourism sponsorship, enhancement of tourist sites, expansion of tourist infrastructure, plus the development of an entrepreneurship spirit in the hotel and hospitality industries. This policy document was considered to be the first national policy tailored to deal with the serious concerns that tourism is faced with in Rwanda. An action plan for the reinstatement of tourism in Rwanda will have to be developed by MINICOM with the assistance of the United Nation World Tourism Organization (Government of Rwanda, 2006).

So far, the gorilla tourism has been an effective tourism product in Rwanda as it raises much needed foreign currency, and despite the fact that this has been rather successful, reliance on a sole product could be damaging to the industry in the future. (Booth & Briggs, 2004)

The Tourism policy of 2006 promised to encourage 'high-end ecotourism' with a focal point on creating an enlarged volume of international tourism (Government of Rwanda, 2006). The importance of heritage tourism is minimized in this policy. However, if the tourism industry is to participate in a more significant economic role than in the past, it is imperative that heritage tourism be extended and promoted profitably as it will not only boost Rwanda's tourism industry but the country's economy as well.

## **2.6 Theoretical definition of sustainable tourism development**

The World Travel Organization (WTO) defines sustainable tourism development as "guidelines and principles that can be used in all types and forms of tourism". The plan is to set up a sense of balance between the environmental, economic and socio-cultural facets of tourism to pull off long term sustainability (WTO, 2004).

The WTO (2004) further explains that in order for tourism to be sustained the following should take place:

1. The **natural environments** which form part of the tourism product itself should be used carefully to help preserve their biodiversity;
2. The **socio-cultural** authenticity of the local people should be preserved and tourism should contribute to inter-cultural understanding and tolerance between the local people and visitors; and
3. The **economic** benefits should be equitably distributed amongst all stakeholders. Tourism should create stable employment, income for the local people and lessen poverty.

Hunter (1997:147) defines sustainable tourism development as a phrase that is “concerned with protecting the immediate resource base which will allow tourism development to be sustained.” It encompasses a number of features which are achieved in the short and long term application of sustainable tourism development. Hunter (1997:147) describes the features for sustainable tourism development as follows:

1. The improvement of the living conditions of the local people by meeting their basic needs and providing a quality lifestyle;
2. Satisfy the visitors and continue to attract them to the site;
3. The tourism industry needs to be considered and satisfied; and
4. Safeguard the environment, which is the basis for tourism.

On the other hand, Saarinen (2006:1123) explains that in order to better understand sustainability in tourism one needs to look at three main traditional limits of growth. Firstly, the resource-based tradition which applies limits to control undesirable changes in the natural or cultural properties caused by tourism. Secondly, the community-based tradition, which looks at the wider involvement of the local community, and lastly the activity-based tradition which looks at tourism as a tool for development. Lui (2003:460) in his criticism of the sustainable tourism development concept argues that too much emphasis is on the resource base of sustainability, and failure to refer to critical issues of tourism demand which play a role in the sustainability of tourism.

### **2.6.1 Growth of sustainable tourism development**

The word sustainable tourism development evolved from the term sustainable development (Hardy & Beeton, 2001:175) which came about in the early 1980s as a result of the impact of major global environmental changes that resulted from human activities (McKercher, 1993:12). In 1987, the report by the World Commission on Environment and Development provided the most general definition of sustainable development as “development which meets the needs of the present without compromising the ability of future generations to meet their own needs” (McKercher, 1993:14). The main components of sustainable development as interpreted by the report enforces on the following key principles (McKercher, 1993:13):

1. Intra-generational equity, which deals with progress that benefits the local people by alleviating poverty and nurturing social justice;
2. Inter-generational equity, which means that the diversity of activities or resources available for current generation will remain broad in order for it to be used by future generations to come;
3. Public participation so that communities have a role to play in making decisions concerning them and not be imposed by them;
4. Environmental protection whereby economic development forms part of environmental conservation;
5. The use of renewable resources; and
6. Setting up clear standards and continued monitoring.

Critics of the sustainable tourism development concept argue that it is a “weak parochial approach that is highly skewed on business capability at the harm of environmental and cultural factors” (Wall, 1997; Hunter, 1997:143; Butler, 1993). In contrast, Hardy and Beeton (2001:180) argue that sustainable tourism needs to be defined in broader terms taking into account the principle of sustainable development. Muller (1994), suggests that sustainable tourism development should be balanced in such a way that not one of these elements should dominate the welfare of the locals, untouched environment, safeguard of resources, economic health, healthy culture and optimum satisfaction of guest requirements

However, Hunter (1997:148) disagrees with the concept of balancing goals. The author finds this notion to be unrealistic, claiming that in reality day-to-day decisions are made

on the basis of priorities and this directs the tourism environment to favour certain aspects over others. The perception of sustainable tourism has transformed from the conventional idea of environmental ethics, quality of life and cultural honour to a focal point on business feasibility and customer satisfaction. Additional common criticism of sustainable tourism development is that it lacks integrity and has become a “marketing gimmick” to attract visitors to the sites. As a result, different perceptions play a role in how sustainable tourism is defined and applied in the tourism sector. By understanding stakeholder perceptions one can prevent managing a site based on assumptions rather than a common understanding (Hardy and Beeton, 2001:170).

## **2.7 Evaluation of sustainable tourism development**

Many debates have taken place on how sustainable tourism development should be evaluated. Authors like Carpenter (1995) and Cocklin (1989) have found four methodological dilemmas: the boundary problem; single-resource analysis versus integrated evaluation; the quantification problem and the goal of sustainability. Ko (2005:435) is of the view that by identifying human beings as a crucial part of the environment, the goal of sustainable tourism would be to develop and preserve the welfare of the people and in so doing overcome the difficulties in sustainability assessment.

### **2.7.1 Indicator for sustainable tourism development**

In 2004 the World Tourism Organisation stated that “indicators are information sets which are formally selected to be used on a regular basis to measure changes that are of importance for tourism development or management.” They are defined as “measures of the existence of current issues, signal of upcoming situations or problems, measures of risk and potential need for action and the means to identify and measure the results of our actions”. Indicators are measures expressed in “percentage or ratios, single numbers, qualitative descriptions or existence/ no existence of certain elements concerning the environment, social and economic issues”. Preferably these measurements are done in advance of any development to ensure that development

will be sustainable in the long term from the economic, social-cultural and environmental factors (Yunis, 2004).

Yunis (2004) states that good sustainable tourism indicators must be easy to understand and feasible to measure. He outlined the following benefits of good sustainable tourism indicators:

1. Lower risks and costs and better decision making processes;
2. Through the identification of emerging risks and conflicting issues it allows site managers to avoid the risks;
3. Through the identification of impacts, this allows corrective action to be taken in time before the impacts could be of damage to the site;
4. Good measurement of implementation of development plans and management issues taking place;
5. Identification of limits and reduction of risks in planning;
6. Greater public accountability. The public and all stakeholders are provided with credible information to use in making wise decisions; and
7. Constant monitoring leads to continuous improvement.

Yunis (2004) further states that there are five major criteria for selecting sustainability indicators:

1. Significance of the indicators to the particular issue and site;
2. Viability of analysing and obtaining the required information;
3. Reliability of the information and reliability for consumers of the data;
4. precision and being able to understand the users; and
5. Comparability over time.

### **2.7.2 WTO indicator for sustainable tourism development**

Since 1992, the WTO has been active in attempting to develop and implement world-wide indicators for sustainable tourism development. Samples of the indicators are provided as guidelines and references to a wide range of sustainability issues (see Table 2.1 & 22 on pages 30 & 31) and provides a framework for evaluating the existing situation as well as future developmental activities on heritage sites, not only in Rwanda.

However, Farsari and Prastacos (2002) pointed out that the use of the above mentioned indicators are not without dilemmas as the lack of data affects their selection resulting in indicators being broad and not significant in tourism planning. They further stated that the choice and evaluation of indicators directly linked to the criteria applied for labelling

sustainable tourism development and the indicators are only useful for planning reasons once what represents sustainable tourism development has been properly identified.

The process of sustainable tourism development is a continuous process which needs to be monitored for impacts, and measures put in place to promote sustainable tourism practices. The WTO believes that visitor satisfaction is a very important component of sustainable tourism development and should be experienced at all levels of the heritage experience (WTO, 2004). Table 2.1 below provides the WTO indicators for sustainable tourism development throughout the world.

**Table 2 1 WTO Indicators of Sustainable Tourism Development**

<b>Issue</b>	<b>Suggested Baseline Indicator (s)</b>
Local satisfaction with tourism	* Local satisfaction level with tourism (Questionnaire)
Effects of tourism on communities	* Ration of tourists to locals (average and peak period/days) * % who believe that tourism has helped bring new services or infrastructure (questionnaire-based) * Number and capacity of social services available to the community (% which are attributed to tourism)
Sustaining tourist satisfaction	* Level of satisfaction by visitors (Questionnaire-based) * Perception of value for money * Percentage of return visitors
Tourism seasonality	* Tourist arrivals by month or quarter (distribution throughout the year) * % of business establishments open all year * Number and % of tourism industry jobs which are permanent of full year (compared to temporary jobs)
Economic benefits of tourism	* Number of local people (and ratio men to women) employed in tourism (also ratio of tourism employment to total employment) * Revenues generated by tourism as % of total revenues generated in the community
Energy management	* Per capita consumption of energy from all sources (overall, and by tourist sector – per person day) * % businesses participating in energy conservation programs or applying energy saving policy and techniques * % of energy consumption from renewable resources
Water availability and conservation	* Water use (total volume consumed and litres per tourist per day) * Water saving (% reduced, recaptured or recycled)
Sewage treatment (waste water management)	* % of sewerage from site receiving treatment (to primary, secondary and tertiary level) * % of tourism establishment on treatment system (s)
Solid waste management	* Waste volume produced by the area by month * Volume of waste recycled
Development control	* Existence of a land use or development planning process, including tourism * % of area subject to control (density, design, etc)
Controlling use intensity	* Total number of tourist arrivals * Number of tourist per square metre of the site- mean number/peak period average

**Source: WTO (2004) Indicators of Sustainable Development for Tourism: A guidebook available through: [www.world-tourism.org](http://www.world-tourism.org)**

In Table 2.2 below the WTO indicators for protected areas are listed. They are as follows:

**Table 2 2: WTO Indicators for Protected Areas**

Issues	Indicators
Visitor Numbers	<ul style="list-style-type: none"> <li>• Total number of visitors to the site</li> <li>• Peak numbers (peak day, month)</li> <li>• Revenue from paid visitors</li> <li>• Number of guides permitted to offer guided tours</li> </ul>
Integrity of key protected systems	<ul style="list-style-type: none"> <li>• Number of heritage properties considered to be damaged or threatened</li> <li>• % of protected area subject to different levels of control</li> </ul>
Damage attributable to visitor activity	<ul style="list-style-type: none"> <li>• % protected system in degraded condition</li> <li>• % of trails and routes in damage condition</li> <li>• Cost of repair to damage systems annually</li> <li>• % of site area affected by unauthorised activities</li> </ul>
Level of visitor control and monitoring	<ul style="list-style-type: none"> <li>• Number of human contacts reported involving injury or risk of injury</li> <li>• Number of crimes against tourist</li> <li>• Number of incidents of vandalism</li> <li>• % of guides at the site ( and number per tourist)</li> </ul>
Marketing	<ul style="list-style-type: none"> <li>• Amount spent on marketing the protected area</li> </ul>
Management	<ul style="list-style-type: none"> <li>• Number of staff at the site</li> <li>• Cost of protection of the site</li> <li>• Number of community meeting held with stakeholders</li> <li>• Ratio of revenues to costs for site operators</li> </ul>

**Source: WTO (2004) Indicators of Sustainable Development for Tourism: A guidebook available through: [www.world-tourism.org](http://www.world-tourism.org)**



## **2.8 Responsible Tourism Development**

The term “responsible tourism” development is for many intertwined with “sustainable tourism” development but the truth is that these two terms differ. For instance, the word “sustainability” is strongly connected to carrying capacity. The sustainable development approach means that the natural, cultural and other resources of tourism are preserved for constant use in the future, at the same time producing profits for the current general public. The sustainable development approach to planning for tourism is fundamental for the reason that as a rule, tourism development depends on attractions and activities linked to the natural environment, historic heritage and cultural patterns of areas (Khan, 2005). On the other hand “responsible tourism” encourages tour operators and any tourism related services to grow their business at the same time as offering social and economic benefits to the local communities and respecting the environment. As of the mid 1990s, there has been a change in describing economic performance in terms of the “triple bottom line” which entails to a development that is economically, socially and environmentally sustainable. Responsible Tourism tackles this change by offering the same weight to the economy, society and the environment which are considered to be the three pillars of sustainable development (Planeta.com 2007). While the earth is our homeland, one needs to give it the care and value it deserves by getting to know its people and their art, culture, history as well as learning about its environment and geography. It is in the greatest importance for any tourism to gain happiness, knowledge, and understanding from any encounters which hold close the importance of preserving these resources for the next generation.

### **2.8.1 Invest in people and places**

Hall and McArthur (1993) declare that, “heritage values are people values” therefore tourism linking heritage ought to contribute equally in the maintenance of heritage assets and to the economic and social welfare of local communities. This can be completed by utilizing local merchandise and services, offering commercial support to preservation projects, training and education plans, and unceasing participation in management or improvement of tourist’s facilities, increased visitor appreciation of the

meaning of a place, or facilitating to accomplish other aims that the local community supports (Mackay and Virtanen, 1992:160)

### **2.8.2 Respect native rights and responsibilities**

The native people have a moral responsibility to protect their property and are the main sources of information about the meaning of their country or their place. It is therefore crucial that the indigenous community are consulted on the objectives and functioning guidelines for tourism. Respecting the cultural procedures and management of intellectual assets is wished for in order to have the right to use the sites, discovery of sensitive information, and the use of designs, photos, performances and objects (Successful Tourism at Heritage Places, 2005)

### **2.8.3 Advertise and sponsor goods**

The meaning of heritage places can be the foundation for products characterization in advertising and sponsorship. The advertisement and sponsorship of heritage places needs to respect and value the known meaning and the desires of local communities in order not to generate unreasonable tourist expectations. A sense of equilibrium must be established between meeting tourism requests designed for advertising, sponsorship and product positioning, as successful advertising and sponsorship is best accomplished through tactical partnerships across tourism and heritage concerns at local, regional, national and international levels (Moulin, 1990:83).

### **2.8.4 Offer premium visitor experiences**

The goal of everyone in heritage tourism should be to provide unforgettable and authentic experiences for visitors. Most operators and heritage managers should have a common understanding which is to provide premium visitor experience. For instance, while visiting historical buildings, visitors should be met by a certified guide or be able to meet custodians located in each exhibit area. The encounter between staff and client is a recognized theory in service management (Bitner, Booms and Tetreault, 1990:71). In museums, these exchanges are essential in supplying guests with information to assist

them to enjoy their visit, and in addition guarantee that every guest follows the fixed progression through the building's internal spaces and exhibits (Laws, 1998:548). Understanding a place allows the visitor to enjoy his visit and it provides a high level of customer satisfaction. It is important to provide a commitment to superior quality planning of activities, staff training, understanding and condition of facilities and services so that guest leave with a positive effect of the heritage place they have visited.

## **2.9 UNESCO World Heritage Convention**

The World Heritage Convention was implemented by UNESCO in 1972 and has 189 member states, including Rwanda, which joined the charter in 2000. The Convention provides a legal, administrative and financial framework for guarding the world's cultural and natural heritage. It aims to "recognise, inventory and protect unique and irreplaceable properties of universal value" (WTO 2004). Heritage is our legacy from the past, what we live with today and what we pass on to future generations. Places as unique and different as the Great Wall of China, East Africa's Serengeti, the Pyramids of Egypt and Auschwitz Birkenau concentration camp in Poland are exemplary sources of the world's heritage inspiration

The UNESCO Director General, Koichiro Matsuura, stated that UNESCO's World Heritage Convention outlines a legal tool that supports member states in their efforts to safeguard heritage and is considered to be one of the most successful international instruments for the conservation of heritage sites in the world (UNESCO 2007)

### **2.9.1 The World Heritage List**

The World Heritage List is established by the World Heritage Convention. It includes cultural and natural heritage properties that have met the criteria established by the World Heritage Committee. The first twelve World Heritage Sites were inscribed on the list in 1978. Currently there are 890 sites listed on the World Heritage List (UNESCO 2010). The purpose of the World Heritage List is not to protect all heritage properties of significant importance but only those that are of "outstanding universal value" and their

significance has to be extraordinarily so that they are preserved for future generations. In 1979, Auschwitz Birkenau, the German Nazi Concentration and Extermination Camp, made the list of sites that symbolizes the entire history of concentration camps and the unique change mark of evil.

### **2.9.2 The World Heritage Fund**

The World Heritage Fund was established by the World Heritage Convention to grant financial assistance to member states for research, technical advice, conservation, rehabilitation and interpretation for World Heritage properties. It is a trust fund that relies on compulsory and voluntary donations made by member states. The World Heritage Fund is responsible for providing urgent financial assistance to sites listed on the World Heritage Danger list. The member states may apply for long term loans to help in the conservation of the World Heritage Sites in respective countries. There are three international assistance programs provided in the World Heritage Fund: emergency assistance; preparatory assistance; and, conservation and management assistance (WTO, 2004). The key attributes are as follows:

1. **The emergency assistance** is designed to address emergency situations that threaten World Heritage properties. Threats include severe damage from unexpected incidents such as fire, flooding or disasters like war (WTO, 2004);
2. **The preparatory assistance program** is used by member states for the preparation of a tentative list for capture on the World Heritage List. It can also be used for preparing nomination properties for inscription on the World Heritage List (UNESCO 2007); and
3. **The conservation and management assistance program** is requested for the training of staff at all levels in the recognition, conservation, monitoring, management and presentation of World Heritage properties. It can also be used for scientific research, technical experts, to supply equipment, for low interest or interest free loans, regional and international programs and activities that create awareness of the implementation of the World Heritage Convention and preparation of educational and promotional materials for the World Heritage properties (UNESCO, 2007). This forms part of the largest share of the budget for international assistance as two-third is allocated to cultural sites and one-third to natural sites.

### **2.9.3 The World Heritage Centre**

In 1992, the World Heritage Convention established the World Heritage Centre with the intent to “implement rapidly and efficiently activities related to the World Heritage Convention” which includes the following (WTO, 2004)

1. Encourage non-subscribed states to join the Convention;
2. Encourage member states to nominate sites to the World Heritage List;
3. Support states in training staff in the management and conservation of heritage properties;
4. Assist in the preparation and implementation of conservation projects;
5. Monitor the condition of conservation of sites inscribed on the World Heritage List;
6. Respond to threats to the World Heritage properties;
7. Assist in mobilising funds for conservation; and
8. Promote the World Heritage Convention to the public.

### **2.9.4 Legislative and regulatory measures for protection**

The World Heritage Convention states in Article 7, that international protection for World Heritage Sites implies putting together a system of international co-operation and assistance aimed to support member states in their efforts to conserve and identify their heritage. Furthermore, it stated that the legislative and regulatory measures at national and local levels should prevent against development and changes that have a negative impact on the “outstanding universal value or the integrity and authenticity of the property” (WTO 2004)

The World Heritage Convention requires member states to have sufficient legal protection and management mechanism for the protection of the World Heritage Site as well as the assurance of the effective implementation of the laws. In order to preserve the integrity of the site, member states have to ensure that proper administrative measures are in place to manage visitors at the site (WTO 2004). The member states of the World Heritage Convention have the responsibility to meet the terms of the World Heritage Convention and ensure that the necessary steps to comply with the convention are undertaken. For instance, Australia is an example of a member state that has enacted specific national legislation in relation to the World Heritage Convention and World Heritage Sites within the country. Australia, in its constitution, has no direct power

to protect World Heritage Sites or comply with the conditions of the convention (WTO, 2004).

### **2.10 Chapter summary**

The second chapter discussed the concept of dark tourism, and provided a broad description of tourism development in Rwanda which covers some of the dark tourism sites in Rwanda and the world. The next chapter will discuss the methodology used in the study.

## **CHAPTER THREE**

### **METHODOLOGY**

#### **3.1 Introduction**

In the previous chapter the various issues pertaining to the subject matter were introduced which included, amongst other subjects, the definition of dark tourism, the significance thereof, the historical background of Rwanda and the importance of tourism to a country like Rwanda that requires an annuity-type fund inflow to bolster its economy.

Up till the time of this research project few studies have been conducted in Rwanda with respect to the country as a dark tourism destination in terms of its genocide memorial sites. As a result not many international tourists who are interested in dark tourism are aware of Rwanda's sad and troubled history and the fact that the genocide sites exist in the country to inform and teach local and overseas visitors about the carnage that took place during 1994. This study was conducted (as stated previously in Chapter One), to establish the perceptions of local and international tourists of how Rwanda can protect and market the genocide memorial sites as dark tourism destinations for the patronage of current and future generation.

This chapter is concerned with the research methodology that was used to garner the relevant research data so that the researcher could make accurate inferences about the subject being investigated. Hussey and Hussey (1997) point out that research methodology refers to the approach used in the research process to collect and analyse research data. This chapter therefore provides a detailed explanation of the research methods that were used in carrying out this study. Attention was given to the research design, the sampling and data collection procedures, the research ethics that were adhered to, the instruments and measures that were utilised during the study and finally the techniques that were employed for analysing the data. This leads to the discussion of the research objectives.

### **3.2 Research objectives**

After the 1994 genocide, the Rwanda Government targeted tourism as its key recovery strategy in the area of social and economic development. The aftermath of the Rwandan genocide left a legacy of mass graves and memorial sites. However, as stated in Chapter One, there is no formal marketing strategy in place to promote Rwanda as a heritage (dark tourism) destination. This prevents the Rwandan economy from benefiting from the capital inflow it could generate should such a strategy be in place. This study has therefore been conducted to provide a cornerstone on which a future marketing strategy can be formulated and implemented so that all Rwandans can derive benefits there from.

Kumar (2005:14) defines research as one of several ways of gathering and understanding information and finding answers to research questions. Iacobucci and Churchill (2010:591) assert that the research process is a "...sequence of steps in the design and implementation of a research study, including problem formulation, determination of sources of information and research design, determination of data collection methods and design of data collection forms, design of the sample and collection of the data, analysis and interpretation of the data and the research report".

This study aims to answer the following objectives:

1. To establish the importance of the genocide memorial sites to local and international tourists;
2. To establish whether tourists feel that the genocide sites will be of long term interest, both locally and internationally;
3. To obtain data that could be used to assist in designing a marketing strategy that will better acknowledge the existence of the genocide memorial site as tourism assets;
4. To generate ways that the genocide memorial sites remain authentic regardless of the governmental changes that may occur in the country; and
5. To determine what the Rwandan Government needs to do to increase the appeal for dark tourism so that more tourists will be attracted to the sites.

It was trusted that the data that was collected during the research process would realize the aforementioned research objectives. The research design is now discussed.



### **3.3 Research design**

According to Welman, Kruger and Mitchell (2007: 52) a research design is the “plan according to which we obtain research participants (subjects) and collect information from them”. Iacobucci and Churchill (2011:591) suggest that a research design is a framework or plan for the study that guides the collection and analysis of the data. The research design is therefore concerned with describing what the researcher will be doing with the participants with the view of obtaining sufficient data about the research problem so that conclusions may be reached about such problem. The research design should therefore contain details about the research population, how respondents are to be drawn, (randomly or otherwise) and in the instance of experimental research, what should be done with them (Welman, Kruger & Mitchell, 2007: 52).

The primary aim of the study was focused on obtaining the perceptions of local and international tourists when visiting the genocide memorial sites in Rwanda and their respective motivation for visiting them. Schiffman and Kanuk (1997:109) noted that research is more often than not able to establish underlying motives, both conscious and unconscious. Alternatively, research pertaining to perceptions focuses primarily on the measurement of the feelings and beliefs of respondents about the object, event, person and other tourism offerings (Reisinger and Turner, 2003: 157). As the research is concerned with unearthing the attitudes, feelings, views and beliefs of respondents, the research approach was mainly qualitative in nature. However as an attitude research methodology was used, a hybrid approach was taken which included the collection of both qualitative and quantitative data. According to Quinlan (2011:186) an attitude research methodology is used in the measurement of attitudes towards a particular object or subject. He goes on to assert that attitude research can be used to measure the attitudes of people to anything from a product to an advertising campaign and from a company to a museum.

This research study was conducted at the two memorial churches in Ntarama and Nyamata, which accounted for approximately 34,000 genocide victims. The churches are situated in the southern part of Rwanda. Research was also conducted in Kigali, the capital city, which houses the Gisozi Genocide Museum. Kigali is the point of entry for many visitors to the country, and a map of Rwanda indicating the distance between the three sites where the study was carried out, is provided (see Appendix B). The above sites were selected based on their diversity in educating people on the massacre of 1994. The two churches provide evidence, which vividly recounts what took place in churches around the country during the rampage, whereas the Gisozi memorial site is a museum that has collections of belongings that were donated to the museum by family members. The required research data (qualitative and quantitative) were collected at these sites by means of research questionnaires that were given to visitors after they visited the three aforementioned sites.

According to Mouton (2005:137) there are three research worlds or frameworks, namely the world of everyday life (concerned with lay knowledge to solve problems...pragmatic interest), the world of meta-science (critical interest...philosophy of science) and the world of science and scientific research, which is concerned with the search for truth and truthful knowledge. This study is centred on scientific research as it is of epistemic interest (truthful knowledge). As a result thereof this study has a research process which consists of a problem statement, a research design, a research methodology and ends with research conclusions. As a questionnaire was given to visitors of the three dark tourism destinations in Rwanda in order to garner primary data under a low control environment, a survey design was used (Mouton, 2005:145). According to Mouton (2005:152) a survey research design has the following characteristics (see Table 3.1 below):

**Table 3.1 Characteristics of a survey design**

<b>Description</b>	<b>Explanation</b>
<b>Definition</b>	Studies that are usually quantitative in nature which aim to provide a broad overview of a representative sample of a population
<b>Design classification</b>	Empirical, primary, numeric data and medium control
<b>Key research questions</b>	Exploratory, predominantly descriptive as in attitudinal surveys
<b>Typical applications</b>	Attitudinal surveys, public opinion polls and community-based surveys
<b>Sampling</b>	Probabilistic sampling although non-probabilistic sampling can be used (convenience or quota sampling)
<b>Analysis</b>	Descriptive and inferential statistics, tabulations and use of graphs, pie charts etc.
<b>Strengths</b>	Potential to generalise to large populations if the appropriate sampling design has been implemented and a high measurement of reliability if proper questionnaire construction
<b>Weaknesses</b>	Lack of depth and insider perspective
<b>Source of error</b>	Sampling error, questionnaire error, high refusal rate etc. and data capturing error

**Source: Developed by the researcher using data from Mouton (2005:152)**

As the above-mentioned characteristics fit in with the selected design, the researcher was confident to having chosen the most appropriate design for the study. The research population is now discussed which includes the way a sample was drawn from the population.

### **3.4 Study population and sampling**

As the researcher did not have the time or resources to interview every visitor to the tourism sites (the research population) she was forced to use a subset of the population to obtain the required research data. Data about the research population and how a sample was drawn from such population are as follows:

#### **3.4.1 Population**

Mouton (1996:102) indicates that a population is a set of objects, events or individuals having some common features that the researcher is fascinated in studying. According to Babbie and Mouton (2001), the population for a study is a group of individuals from whom we want to draw conclusions. This is confirmed by Quinlan (2011:482) who refers to a population “as every person who, or every entity which could be included in the research”.

In this research, the study population consists of domestic and international tourists who visited the Rwandan genocide sites. The high travelling season is usually during summer when schools have closed and the researcher used the summer break to distribute the research questionnaire at the three dark tourism sites. All visitors under the age of eighteen years were purposely ignored as research participants because of ethical and legal constraints.

#### **3.4.2 Sample frame and size**

A sample frame is a chart or list of every individual, unit or case within a population (Quinlan, 2011:482). A sample frame could be represented by a telephone, a list of students who are attending a university or a list of visitors who attend a function. The sample frame in this instance was the list of tourists who were visiting the heritage destinations at the time the research study was conducted.

A sample size refers to the number of units to be included in a study (Malhotra, 1993). According to Salkind (2000) the following points should be taken into account when determining the size of a sample:

1. The larger the sample the smaller the sampling error and the higher the representativity of the sample; and
2. An appropriately sized sample is better as it is more cost effective in terms of money and time.

Cooper (1995:205) argues that much folklore surrounds the question of what sample size is needed and that one false belief is that a sample must be large or it is not representative. He continues by asserting that the most important consideration when assessing sample size is the population variance. Therefore the greater the dispersion or variance in the sample the greater the sample must be to be representative (in order to provide estimate precision). According to Wakeham (2002:68), if the assertions by Cooper are true then if everyone in a population held the same view on a particular subject then the sample of one would represent the opinions of the total population. For example if one was researching the opinions of Muslims regarding alcohol consumption in the Muslim community in terms of the tenets of the religion Islam then the view of one Muslim should stand for the view of over one billion Muslims. The researcher therefore agrees with Cooper and Wakeham in this regard so long that there is not a great population variance.

Although the researcher would have preferred to have a sample size of 360 local and international visitors to comply with having 95% confidence level, a 5% confidence interval and a 50% response distribution, she was forced to reduce the sample size because of time and money constraints.

According to Sudman and Blair (1998: 464 - 467) and Welman, Kruger and Mitchell (2007: 70 - 72) confidence level tells you how sure you can be. It is expressed as a percentage and represents how often the true percentage of the population who would pick an answer lies within the confidence interval. The 95% confidence level means one can be 95% certain whereas a 99% confidence level means one can be 99% certain.

Most researchers use the 95% confidence level. According to the above-mentioned authors a confidence interval (also called margin of error) is the plus-or-minus figure usually reported in newspapers or television opinion poll results. For example, if one uses a confidence interval of 4, and forty-seven percent of one's sample picks an answer one can be confident that if one had asked the question of the entire relevant population between 43% ( $47-4$ ) and 51% ( $47+4$ ) would have picked that answer.

When one puts the confidence level and the confidence interval together, a researcher can say that he or she is 95% sure that the true percentage of the population is between 43% and 51%. The wider the confidence interval a researcher is willing to accept, the more certain the researcher can be that the whole population's answers would be within that range. There are three factors that determine the size of the confidence interval for a given confidence level. They are the sample size, percentage and population size. From a sample size point of view the larger the sample size; the more confident one can be that their answers truly reflect the population. This indicates that for a given confidence level, the larger the sample size, the smaller the confidence interval. However, the relationship is not linear (i.e., doubling the sample size does not halve the confidence interval).

The accuracy also depends on the percentage of the sample that picks a particular answer. If 99% of the sample said; "Yes" and 1% said "No," the chances of error are remote, irrespective of sample size. However, if the percentages are 51% and 49% the chances of error are much greater. It is easier to be sure of extreme answers than of middle-of-the-road ones. When determining the sample size needed for a given level of accuracy one must use the worst-case percentage (50%). One should also use this percentage if one wants to determine a general level of accuracy for a sample one already has. To determine the confidence interval for a specific answer one's sample has given, one can use the percentage picking that answer and get a smaller interval. How many people are there in the group that one's samples represents? This may be the number of people in a city one is studying. Often one may not know the exact

population size. This is not a problem as the mathematics of probability proves the size of the population is irrelevant unless the size of the sample exceeds a few percent of the total population you are examining. This means that a sample of 500 people is equally useful in examining the opinions of a state of 15,000,000 as it would a city of 100,000. It is for this reason that most researchers ignore the population size when it is large or unknown. Population size is only likely to be a factor when one works with a relatively small and known group of people (e.g., the members of an association, a board of directors and so on).

As the annual population of local and international tourists that visited the three sites was 12,000 visitors during 2010, a sample size of 360 should have been selected based upon the aforementioned 95% confidence level, a 5% confidence interval and a 50 percent response distribution. However, because of the aforementioned financial and time constraints a sample size of 200 was targeted, and 157 correctly completed questionnaires were collected during the research timeframe. It must however be noted that confidence interval calculations assume that one has a genuine random sample of the relevant population. If for example the sample is not truly random, one cannot rely on the intervals. Non-random samples usually result from some flaw in the sampling procedure. An example of such a flaw is to only call people during the day and miss almost everyone who works. For most purposes, the non-working population cannot be assumed to accurately represent the entire (working and non-working) population. The same could therefore be said about this research as it was only conducted during the summer school vacation. It is the humble opinion however of the researcher that the data obtained during this time is representative of the population for the following reasons:

1. The visitors were all interested in visiting the sites;
2. They were all interested or fascinated by dark tourism especially in a Rwandan context;
3. When leaving the sites they were visibly moved by the experience; and
4. The data collected by the researcher (post analysis) revealed that there was little population variance.

The sampling techniques are now discussed.

### **3.4.3 Sampling technique**

It is hard for a researcher to capture the whole population for input in a study; consequently a sample has to be drawn from the population. Czaja and Blair (1996:108) state that there are essentially two forms of sampling, namely probability and non-probability sampling. Zikmund (2000:474) notes that when utilising probability sampling all elements in the population have a known, non-zero probability of selection. This indicates that all units in the population have an equal chance of being selected. In non-probability sampling the probability of any particular member of the population being chosen is unknown. Using probability sampling the sample selected by the researcher from the population is claimed to be representative of the population. According to Strydom and Venter (2002: 201) probability sampling is the best useable technique and suggests that there are four forms of probability sampling, namely random sampling, stratified sampling, cluster sampling and systematic sampling. Non-probability sampling techniques include judgmental or purposive sampling, quota sampling, convenience sampling and snowballing. In this study the researcher applied two sampling methods, namely, convenience sampling (non-probability) for the selection of the three venues/destinations, and systematic sampling (probability) for identifying the various research participants. According to Quinlan (2011:210) systematic sampling involves selecting items at systematic or regular intervals from the sampling frame. The researcher therefore went about selecting her respondents by selecting every third visitor who entered his or her name on the visitors list (sample frame) and then approaching him or her to complete the research questionnaire.

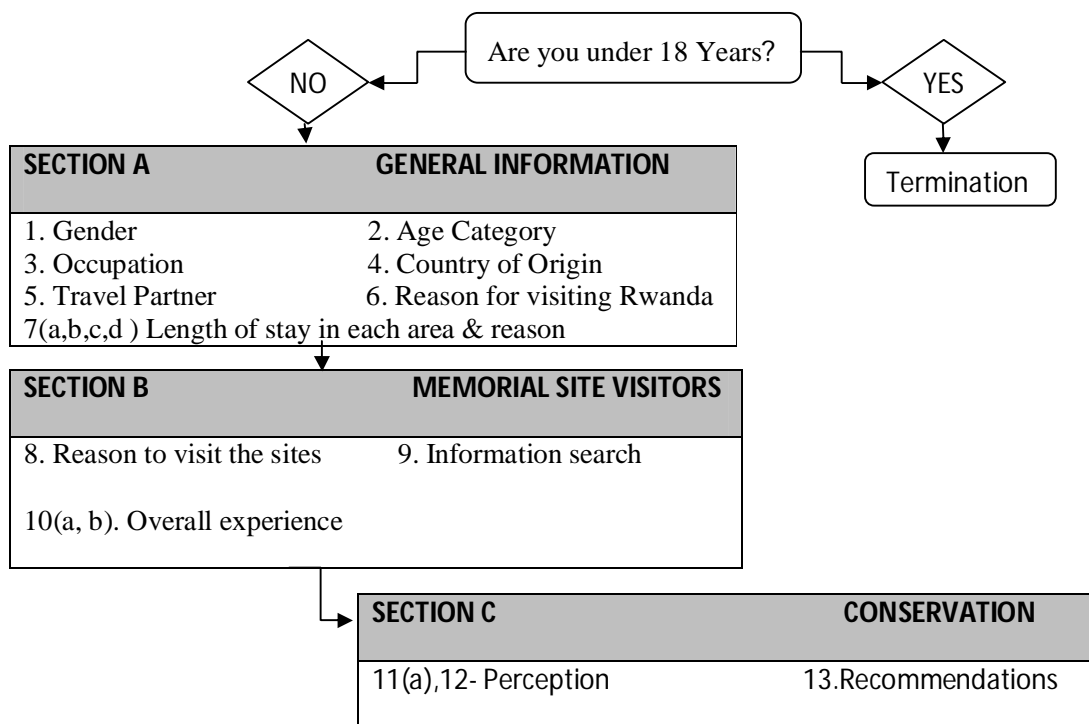
### **3.5 Data collection procedures and methods used**

The researcher in partnership with the qualified statistician selected the use of questionnaires as the data collection method. Questions were posed to search for answers to the research questions and provide the data required for the achievement of the research objectives. Malhotra (1993) points out that the objective of the questionnaire is to translate the information required into a set of specific questions that respondents will answer and to minimize response error. Data was collected within a



period of one month from August 2010 to September 2010. The questionnaires were available in two languages, English and French, as Rwanda uses these two international languages as a medium of communication. This was done with the purpose to aid the informants to answer in the language that was most appropriate to them and to preserve the validity of the questionnaires. The questionnaire was designed in a self-administered and structured manner in order to maintain a logical flow in their operation process. The questionnaire layout was structured in such a way that only qualified respondents [who were not under 18-years] could participate. Thirteen questions were covered in three sections (Sections A-C), most of which were designed as closed-ended questions although other forms of questions were included (see questionnaire attached hereto). The question flow, in the questionnaire structure, is illustrated below in Figure 5.

**Figure 3.1: Flow of questions in structure of the questionnaire**



**Source: Figure developed by the researcher**

There are seven questions in Section A that were designed to collect general data from all respondents. Section B covered the reason why tourists were visiting the genocide memorial sites and a five-point rating scale was used, where respondents were presented with statements in which they were asked to indicate their accepted degree on a scale ranging from “Most Definitely 5” to “Definitely 4” to “Neutral 3” to “Definitely Not 2” to Most Definitely Not 1”. Included in this section was question 9 (multiple-choice), which was intended to ascertain how the visitors came to learn about the genocide sites. Section C proceeds in investigating the tourist’s perception of the sites that they have visited as well as their recommendations.

### **3.6 Instruments and measures employed**

The process for data collection was initiated by emailing as well as sending a letter to the Director of the Gisozi Memorial Site who is in charge of the memorial sites around Rwanda. The letter asked for permission to conduct the surveys in the three genocide memorial sites. The objectives of the study, targeted audience and its length were stated in the letter. The researcher remained at one site for a period of ten days gathering the data before moving to the next one. A total of sixty uncompleted questionnaires were left with the receptionist at each site in order to obtain maximum participation by the visitors. The receptionists were appointed as research assistants as they are the first point of contact when entering or exiting the sites after the tour. A detailed explanation was given to the receptionists as to the way they should assist the tourists to complete the questionnaires.

### **3.7 Ethical consideration**

The Oxford Dictionary (2000) defines ethic as a “moral principles that control or influence a person’s behaviour”. Ethics provide researchers with guidelines on how to conduct research in a morally acceptable way. In this research ethical concern is not vital as human beings are not involved as subjects, however it remains important to maintain the conventional principles of ethics while performing research in Rwanda due

to the past abuse and injustice caused by the genocide regime. The following ethical conducts were employed in this study for ethical consideration:

**1. Informed Consent**

The researcher was granted permission by the Director of the Genocide Memorial Site in Rwanda to undertake an empirical survey at the three selected sites, which are The Gisozi Genocide Museum, The Ntarama Memorial Site and The Nyamata Memorial Site. Before each interview the researcher informed the participant on the purpose of the research and the participants voluntarily agreed to take part in the research.

**2. Confidentiality**

The participants' confidentiality was respected; they were not requested to provide their names or addresses on the questionnaires. As mentioned earlier, informants who were under the age of 18 years were excluded because they are not of legal age to answer questions without parental consent.

**3. Avoid Plagiarism**

The researcher has avoided to directly copy the work of others without acknowledging the sources.

**4. Avoid Deception**

The Director of the genocide memorial sites and the participants were not misled in any way by being giving erroneous information or withholding information about the nature of the study. Moreover the questionnaire was presented to the participant in either French or English to avoid any misunderstanding.

**3.8 Element of Bias**

Leedy (1985:161) declares that the element of bias is “....any pressure, circumstance, or set of conditions, which, alone or mutually, cause distortion or abnormality of the data from those which may have been obtained under the conditions of pure chance; furthermore, bias is any influence, which may have disturbed the randomness by which the choice of a sample population has been selected”. In the light of the foregoing, the researcher avoided bias in the questionnaire design by avoiding ambiguous words and rather made use of ordinary everyday words. The researcher assumed that by the directionality of the statement in the questionnaire, the respondents could have been influenced in the degree of agreement or disagreement with the statements and responded to the statements in a positive manner.

### **3.9 Data analysis**

Analysis in terms of quantitative data demands that the analyst splits data into components in order to find answers to the research questions which allows for acquiring meaning and answers to such research questions (De Vos, Fouche & Venter, 2002). A summary of the data that was collected through the above methods is presented in Chapter 4 of this study. All major data amassed during the research process was entered into an Excel spreadsheet and then sent for coding by means of a Statistical Package for Social Sciences (SPSS version 18). The software evaluated the data and suitable frequencies were generated in table format. The software inspected relationships among variables and presented tests of statistical meaning based on the research questions (Babbie, Mouton, Vorster & Prozesky, and 2001:583). The analysis for the open-ended questions was prepared through content analysis, by grouping similar responses into categories and allocating names to items that seemed to be linked. Once all the indispensable data was acquired and evaluated the outcomes were interpreted and written up. The results were revealed in tables including frequency distributions, proportions and the mean in order to be presented in an easier way.

### **3.10 Chapter summary**

The third chapter discussed the methodology used in the study. It clarified the study design and the entire process used to collect and to analyse the data. The next chapter will provide a description of data presentation, analysis and discussion

## **CHAPTER FOUR**

### **DATA PRESENTATION AND ANALYSIS**

#### **4.1 Introduction**

This chapter presents the analysis of the data that was collected during the study in Rwanda. As stated previously in Chapters One and Three, the data was collected by means of a questionnaire that was handed to visitors on their departure from the dark tourism sites in Rwanda.

The chapter discusses the profiles of the various local and international tourists that visited Rwanda between August and September 2010, which included their gender, age, occupation and nationality. Their viewpoints pertaining to the conservation, protection and marketing of the genocide memorials in Rwanda was also collected and then analyzed in this chapter. Two hundred questionnaires were distributed to respondents, one hundred and ninety were returned and a total of a hundred and fifty-seven (157) were deemed to be adequate for analysis as they were correctly and completely answered.

#### **4.2 Demographic characteristics of tourist respondents**

The demographic data applicable to the various visitors to the sites are as follows:

##### **4.2.1 Gender of respondents**

An analysis of the gender of the respondents is an important consideration when establishing who visits a country and as importantly what the tourists visit when they are in the country. For example Silberberg (1995:362) asserts that heritage tourists are likely to be female than male, whilst KIST (2001) argues that males made up the majority of eco-tourists in Rwanda (75.5%). As a result of these conflicting opinions the researcher felt that there was a need to determine the gender of the visitors. The results are as follows (see Table 4.1 below):

**Table 4.1: Gender of visitors to dark tourism sites in Rwanda**

<b>Demographic</b>	<b>Number of Respondents</b>	<b>Percentage (%)</b>
Male	94	59.9
Female	63	40.1
<b>Total</b>	<b>157</b>	<b>100.0</b>

Table 4.1 above illustrates that the majority of the respondents who visited the tourism sites and more importantly completed the questionnaires were male (59.9%), whilst female respondents totalled 63 (40.1%). This corresponded with the findings of KIST although it must be said that this study was concerned with ecotourism, which is decidedly different from dark tourism. The difference in the gender could be related to the unequal distribution of income between male and female visitors, the role of males in society (men completed the questionnaire instead of their female travelling partners) or even the fact that men might be more interested in the macabre than females.

#### **4.2.2 Age of respondents**

Determining the age of the tourists is an important consideration from a marketing perspective because generally the older ones have more disposable income to spend on travel. According to Shoemaker (2000:11) and Wuest, Emenheiser and Tas (2001:85) the senior market has been cited as one of the most important consumer segments as they have disposable income and time flexibility. Rand (2001) asserts that the number of people who are 65 years and older is currently increasing by eight million and this increase will reach 24 million per year by 2030. Moreover, Rand indicated that the most rapid growth in senior population has commenced in 2010, when the large post World War II baby boomers begin to reach age 65. With that in mind, they represent great potential and importance to the consumer industries that might be suffering from seasonal demand. The data pertaining to the age groups of the various respondents may be found in Table 4.2 below:

**Table 4.2: Age group of respondents**

<b>Age</b>	<b>Number of Respondents</b>	<b>Percentage (%)</b>
18-25	13	8.3
26 -34	44	28.0
35 -50	63	40.1
51 – 65	20	12.7
65 and above	17	10.8
<b>Total</b>	<b>157</b>	<b>100.0</b>

Table 4.2 above illustrates that the highest number of respondents is in the age group of 35 to 50 years (40.1%) and this was followed by those visitors who are in the 26 to 34 year age bracket (28%). The table shows that the lowest percentage of respondents who visit the genocide memorial sites were between the age of 18 to 25 whilst the age group of 65 years and older followed a close second. Based on the above results one may conclude that the genocide memorial sites attract the curiosity of a younger generation of visitors, which provides scope for marketing to the more older and affluent local and international traveler.

#### **4.2.3 Occupation of respondents**

Respondents were asked to indicate their occupation. From a marketing standpoint, it is important to identify the occupation of the respondents as it is an indicator of a number of variables including social class, standard of living, consumer behaviour, education and other demographic and psychographic characteristics. Figure 4.3 below provides the data applicable hereto:

**Table 4.3: Occupation of respondents**

<b>Occupation</b>	<b>Number of Respondents</b>	<b>Percentage (%)</b>
Professional/Technical	49	31.2
Business Owner/Self Employed	20	12.7
Managerial position	20	12.7
Government official	25	15.9
Unemployed /Housewife	9	5.7
Student	17	10.8
Retired	17	10.8
<b>Total</b>	<b>157</b>	<b>100.0</b>

Table 4.3 above illustrate that the highest number of respondents were involved in professional/technical professions (31.2%), which was followed by government officials (15.9%). Even though Shoemaker (2000:11) and Wuest, Emenheiser and Tas (2000:85) argue that baby boomers (current retirees) have the time and money to spend on travel, few make up dark tourism visitors to Rwanda. From a marketing perspective this affords the Rwandan tourism industry with an opportunity to expand their market share in this large and viable segment of the international market.

#### **4.2.4 Country of Origin of tourists' respondents**

Respondents were asked to specify their country of origin. Geographical consideration is very important to tourism because much of the charm of a tourist destination is based on contrasting cultures, climates or scenery. Geographical segmentation used in this research distinguished between local and international tourists. Local tourists were asked to specify their home province while international tourists specify their country of origin. The data may be found in Table 4.4 below



**Table 4.4: Country of origin of respondents**

<b>Country of Origin</b>	<b>Number of Respondents</b>	<b>Percentage ( %)</b>
Rwanda	60	38.2
Outside of Rwanda	95	61.2
<b>Total</b>	<b>157</b>	<b>100</b>

The results in Table 4.4 above reveal that the non-Rwandans accounted for a substantial number of visitors to the genocide memorial sites with 61.2% of tourists being international visitors. Rwandan tourists were only 38.2%. Given that the survey was completed in September when people are returning to school and work this might have impacted on the decrease of domestic tourist. The findings suggest that tourism planners of the country should not overlook the potential for and the advantages of international tourism while at the same time such planners must not forget the local tourist when planning marketing campaigns for the future.

#### **4.2.5 Origin of Rwandese respondents by province**

Rwandese tourists were asked to specify their origin by province. As this research deals with the conservation and promotion of the genocide memorial sites, it is relevant to draw a complete customer profile. Geographic units such as countries, regions/provinces, cities, urban areas, rural areas, climatic regions are used to identify primary and secondary markets. As a result, it is vital for the Rwandese tourism planner to know where their potential customers are located in order to better service the needs of such communities and to also take advantage of promoting dark tourism to people in other local geographical areas. The data may be found in Table 4.5 below:

**Table 4.5: Provincial derivation of local respondents**

<b>Rwandan Province</b>	<b>Number of Respondents</b>	<b>Percentage of total visitors (%)</b>
City of Kigali	31	19.7
Northern Province	7	4.5
Southern Province	6	3.8
Eastern Province	11	7.0
Western Province	5	3.2
<b>Total</b>	<b>60</b>	<b>38.2</b>

The results in figure 4.5 show that many Rwandan tourists come from Kigali City (19.7% of total visitors and over 50% of local visitors). ) The reason for this may be simply due to the fact that the Gisozi Memorial Site is based in the City of Kigali. One has to acknowledge that the capital city, Kigali, houses major company headquarters and therefore, is the center of many activities. Once again this provides the Rwandan government and tourist planners with a huge opportunity to market the sites in other provinces.

#### **4.2.6 Origin of non-Rwandese tourist respondents by country**

Kerstetter, Confer & Graefe (2001:269) state that international tourists tend to stay longer in areas that they are visiting and tend to spend more at heritage places. Understanding the origin of these international tourists and their needs and tourism requirements is crucial so that such needs may be appeased by participants in the local tourism industry. The countries of origin may be found in Table 4.6 below:

**Table 4.6: Country of origin of non Rwandese respondents**

<b>Outside of Rwanda</b>	<b>Number of Respondents</b>	<b>Percentage of total tourists (%)</b>
America (South)	5	3.2
Belgium	4	2.5
Benin	2	1.3
Burundi	14	8.9
Canada	7	4.5
China	5	3.2
Cote d'Ivoire	4	2.5
Egypt	1	0.6
England	2	1.3
France	7	4.5
Germany	4	2.5
Guinea	3	1.9
India	3	1.9
Italy	2	1.3
Kenya	4	2.5
Mali	3	1.9
Morocco	4	2.5
Nigeria	3	1.9
Russia	2	1.3
South Africa	7	4.5
Switzerland	3	1.9
Togo	3	1.9
Tunisia	2	1.3
Uganda	2	1.3
United States	1	0.6
<b>Total</b>	<b>97</b>	<b>61.8</b>

Table 4.6 above shows that most of the international tourists came from Burundi (8.9%). This might be based on the fact that Burundi is a neighbouring country therefore traveling in and out is easier. Burundi is followed by several other countries such as Canada, France and South Africa (4.5% per country). China and South America are in

the third position with 3.2% whereas Belgium, Cote d'Ivoire, Germany, Kenya, Morocco are in the fourth with 2.5% tourists. The United States of America, which a big investor in Rwanda, is surprisingly at the bottom of the list with Egypt, with 0.6%. However, once again one needs to take into account the time that the study was done which is a period when most people have returned to work in Rwanda. The question though in the researcher's mind is how these sites can be better marketed so that more international travellers may be attracted to the dark tourism sites.

#### **4.2.7 Travelling group**

In order to plan for a thriving sustainable tourism industry, it is crucial to determine whether tourists are travelling alone, with their spouse, partner, family, friends or business associates. Any heritage tourism development plan should take into account whether tourists to a country are in the main singular or plural in nature. If for example groups tend to outnumber the individual traveller then service providers must ensure that they have the appropriate capacity to handle such populations of tourists. Carrying capacity is concerned with the infrastructure being able to handle the number of tourist that visit a specific area. Several problems may arise when too many people visit at one time which could also have an adverse effect on fragile environments, which include monuments and cultural facilities, public utilities, historic buildings, and heritage resources. When the visitor and resident are both experiencing unusually crowded conditions, the negative effects of tourism become noticeable, and the quality of the environment and the tourism product begins to decline for both visitors and residents. The data applicable hereto is as follows and may be found in Table 4.7 below:

**Table 4.7: Travelling status of respondents**

<b>Group</b>	<b>Number of Respondents</b>	<b>Percentage (%)</b>
Sole traveller	49	31.2
Spouse or partner	25	15.9
Family	5	3.2
Friends	13	8.3
Business associates	65	41.4
<b>Total</b>	<b>157</b>	<b>100</b>

In the survey respondents were asked to name with whom they were travelling. Table 4.7 above shows that 41.4% of the respondents were travelling with their business associate followed by 31.2% of respondents travelling alone. Looking at these figures once again one sees opportunity, as it seems from the data above that few visitors originate from travel groups. As travel and tourist organisations in countries like South Africa (Robben Island), Poland and Germany (concentration camps) and Cambodia (the killing fields) take full advantage of tourists who travel in groups, Rwandan tourism entrepreneurs should likewise target groups so that numbers may increase for the benefit of all in the equation. It is important however that when targeting groups one must be ever mindful of capacity so that the law of diminishing returns will not have a negative impact on service delivery.

### **4.3 Destination choices**

When discussing tourism and tourists, there is an interest in establishing what has driven tourists in selecting a particular destination over another. In this section, Table 4.8 provides better insights into the reasons that motivated the tourist to come to Rwanda as a vacation destination and especially the genocide sites.

**Table 4.8: Reasons for visiting Rwanda’s memorial sites**

<b>Reason/Motivation for coming to Rwanda</b>	<b>Number of Respondents</b>	<b>Percentage (%)</b>
I live in Rwanda	32	20.4
To visit friends and relatives	5	3.2
For genocide related reasons	2	1.3
For leisure/holiday or vacation	5	3.2
To experience wildlife such as the gorillas	11	7
To attend an event such as meeting, conference or official travel	61	38.9
To accompany friends who wanted to visit here	8	5.1
To get an African experience	1	0.6
To fulfill the recommendations from my friends or family	8	5.1
I am familiar with this place	22	14
For volunteer/ internship	2	1.3
<b>Total</b>	<b>157</b>	<b>100</b>

Table 4.8 explains the motivation behind tourists coming to Rwanda for vacation. The first reason that was noted was that the bulk of visitors (38.9%) come to Rwanda to attend conferences, meetings (or are on official travel) and whilst they are in the country they include a visit to the genocide memorial sites. The second most popular reason reveals that 20.4% of the respondents are residents of the country but still enjoy visiting the genocide memorial sites. The findings in the table above once again demonstrate the importance of positioning the genocide sites as dark tourism destinations as only 1.3% of the respondents travelled to Rwanda in order to visit the dark tourism sites. Sadly only 3.2% came to Rwanda for vacation reasons which reinforces the need for Rwanda to formulate and implement a strategic marketing plan to promote Rwanda not only as a dark tourism destination but also as a viable tourist destination.

#### 4.4. Length of stay

Evaluating the length of stay of tourists in a particular area is important as the length of stay has a definite impact on the amount of money that is expended on a journey. Secondly and equally importantly the length of stay also impacts on the capacity of the service providers and to what extent they can offer an authentic and unique experience that will encourage tourists to revisit the area and recommend Rwanda to others. Table 4.9, Table 4.10 and Table 4.11 below indicates the length of time that tourists are spending in Rwanda in general, and Kigali, and Bugesera regions in particular.

**Table 4.9: Length of stay in Rwanda**

<b>Time spent in Rwanda</b>	<b>Number of Respondents</b>	<b>Percentage (%)</b>
2-4 Nights	3	1.9
1-7 Nights	49	31.2
8-15 Days	27	17.2
Month	19	12.1
Term	5	3.3
Semester	4	2.5
Residents	50	31.8
<b>Total</b>	<b>157</b>	<b>100</b>

Table 4.9 reveals the length of time that is spent in the country in general. The highest number of respondent are residents of Rwanda at 31.8%, followed by 31.2% of respondents spending between one and seven nights and 17.2% spending between eight and fifteen nights in the country. This goes to show that tourists have a tendency to spend a week to a month in Rwanda, which would give them sufficient time to visit the genocide sites if they were effectively marketed as a tourist destination.

**Table 4.10: Length of stay in Kigali**

<b>Time spent in the Kigali Area</b>	<b>Number of Respondents</b>	<b>Percentage (%)</b>
1-2 Night	4	2.5
2-4 Nights	19	12.1
1-7 Nights	49	31.2
8-15 Days	33	21.0
Month	24	15.3
Term	1	0.6
Quarterly	1	0.6
Semester	5	3.2
Resident	21	13.4
<b>Total</b>	<b>157</b>	<b>100</b>

Table 4.10 above reveals the length of time that is spent in the Kigali area. Once again most of the visitors spent between one and two weeks in the area, which indicated that more should be done to attract visitors to the sites considering their historical importance. Table 4.11 below indicates the time spent in the Bugesera area. The relevant data is as follows:

**Table 4.11: Visitors to the Bugesera Area**

<b>Time spent in the Bugesera Area</b>	<b>Number of Respondents</b>	<b>Percentage (%)</b>
1-2 Night	41	26.1
2-4 Nights	1	0.6
<b>Total</b>	<b>42</b>	<b>26.8</b>

Table 4.11 reveals the length of time that is spent in the Bugesera area after a stay in the Kigali area or just to this specific area. It is noted that 26.1% spend 1-2 night in this



rural area. Unlike the Kigali area this area doesn't seem to receive many visitors maybe due to the fact that it is in the outskirts of the city and not much activity is happening in the area. There are also a limited number of occupation providers which could also contribute towards the short duration of stay in the area. Once again this provides locals with the opportunity to provide such services which could benefit the local economy and provide employment.

#### 4.4.1 Why visit the Bugesera area after visiting the Gisozi Memorial?

Here the researcher wanted to know what motivated the tourists to visit the Bugesera region after visiting the Gisozi Memorial Site in the Kigali Region as both sites recount what happened during the 1994 mass massacre that took place in Rwanda at that time. It may be noted from Table 4.11 above that only 42 visitors visited the Bugesera region.

**Table 4.12: Reasons for visiting the memorial sites**

Reason for visiting both areas	Number of Respondents	Percentage (%)
Based on friends recommendations	7	4.5
Curiosity to see how other sites look like	17	10.8
Coming to pay respect to lost family/Friends	14	8.5
To learn more about the history in an area where the genocide happened.	4	2.5
<b>Total</b>	<b>42</b>	<b>26.3</b>

Table 4.12 revealed that seventeen of the visitors visited the sites out of curiosity whilst fourteen did so to pay respects to a lost family member. Sadly less than 10% of the 42 visitors went to the sites to learn about the history of the area and the reasons why the genocide took place in the area. This reinforces the researcher's feeling that more should be done to promote the sites and particularly the history of Rwanda and its people. Much is being done in South Africa to promote the evils and legacy of apartheid yet almost nothing is being done in Rwanda to market the ravishes of xenophobia in the country.

#### **4.4.2 Why visit a genocide memorial site?**

In the view of the researcher, the term dark tourism/heritage tourism has been given little attention by tourism marketers in the country and a concerted level and number of activities is needed to be implemented in order to attract tourist to the country in general and the genocide sites in particular. It has been noted that up to 600,000 visitors come to see the former death camp in Auschwitz-Birkenau every year (Schaller, 2007:513). With this in mind the researcher has assumed that the genocide memorial sites in Rwanda are either not as well known as the Auschwitz Birkenau camp or are not as well marketed as tourism assets. It is in this regard that tourists were asked to rate their motivation for visiting the genocide memorial site. The researcher asked this question as she is interested in assisting her country ensure the longevity of the sites as viable long-term tourism assets. The question had a scale from one (most definitely not) to five (most definitely). Through this question, the research hoped to demonstrate the importance that educational tourism might have on the local and international visitors that were choosing to spend their time at the genocide sites as part of their vacation. Table 4.13 notes the reasons why the tourists visited Rwanda and the genocide sites located therein.

**Table 4.13: Reason for visiting a genocide site whilst on vacation**

<b>Reason for visiting a genocide memorial site while on vacation</b>	<b>Number of Respondents</b>	<b>Percentage of Cases</b>
To learn more about the history of Rwanda	98	62.4%
To learn more about the Rwandan Genocide	98	62.4%
To pay respect to the victims of the genocide	80	51%
Visit was inclusive of a tour package	43	27.4%
Visit recommended by friends/relatives	67	42.7%
Visit based on the fame of Rwandan genocide sites	108	68.8%
To participate in a historical cultural attraction in the area	96	61.1%
To enhance Rwandan holiday experience	58	36.9%
Visit was for research purposes	4	2.5%
Visit coincided with a trip to surrounding areas by accident/stopover	113	72%
I have visited genocide sites in other countries prior to coming to Rwanda	36	22.9%

Table 4.13 above showed that 72% of the respondents had not planned to visit the genocide memorial sites but that their trip coincided with a trip to the surrounding areas, and 68.8% visited those sites due to their fame. 62.4% felt that their motivation was nourished by their thirst to learn more about the Rwandan history as well the genocide. While visiting an area, most tourists felt the need to include a visit to a cultural attraction and 61.1% felt that this was their motivation behind their visits to those sites. 51% agreed that they visited the genocide memorial sites to pay respect to the victims of the genocide and 68.8% were motivated by family and friends to visit the sites. Moreover this table shows that regardless of the reason why one is visiting Rwanda, at 36.9% of the visit to the genocide site is done to enhance their holiday experience in the country.

#### 4.5 Knowledge of the destination

As a large number of respondents indicated that they attended the genocide sites because of the sites' respective fame, the researcher wanted to know the means of communication that made tourists aware of the genocide memorial sites. The results may be found in Table 4.14 below:

**Table 4.14: Knowledge of destination**

<b>Knowledge of the destination</b>	<b>Number of Respondents</b>	<b>Percentage (%)</b>
Travel guide	32	20.4
Recommendation from friends/family	44	28.1
Official Tourism Information bureau	9	5.7
Radio/Television/Internet	48	30.6
Package Tour	24	15.3
<b>Total</b>	<b>157</b>	<b>100</b>

Table 4.14 above indicated an alarming statistic in that only 5.7% of the respondents were made aware of the sites by the official government tourism information bureau. Surely this governmental institution/body should lead the way in creating awareness of the various genocide sites. In total contrast by far the bulk of the people were made aware of the sites either by family friends or via technology including TV and the Internet. The researcher was informed that while some visitors came for conferences, the memorial sites were included in their package of things to see whilst they were in Rwanda. The same was said from travelers who reserved their trip with an international travel agency. As stated above the official Tourism Information Bureau was at the bottom of the list with 5.7% which indicates that there is a need for the bureau to use whatever technology there is to reach international travel agencies who operate locally and abroad.

#### 4.6 Experience of the genocide memorial sites compared to tourist's expectations

A key objective for the research was to establish whether the experience at the genocide memorial sites met the expectation of the visitor. It is important to establish the satisfaction level which clients anticipate when they purchase a service (Laws, 1998:546). Tourists were asked to rate their experience of the genocide memorial sites based on their expectations, as it is essential to know if tourists derived their satisfaction from the presentation material on Rwandan History. The rating scale was from 0 (no expectation) to 5 (much better than expected). The data may be found in Table 4.15 below:

**Table 4.15: Overall experience versus expectation**

<b>Overall experience of the genocide memorial sites</b>	<b>Number of Respondents</b>	<b>Percentage (%)</b>
Much better than expected	85	54.1
A little better than expected	1	0.6
As expected	47	29.9
Had no expectation	24	15.3
<b>Total</b>	<b>157</b>	<b>100</b>

According to the result on the Table 4.15 above, 54.1% stated that their experience was much better than expected followed by 29.9% who feel that their experience was as expected. Heritage marketers in the country should take the findings included in this table into account when promoting the genocide sites as over 84% of the respondents felt that the sites met or exceeded their expectations. Although the Rwandan Government may be happy with the content of this table it should endeavour to continually improve the offerings as the sites could assist to educate visitors (primary aim) but even more importantly ensure that the atrocities never reoccur in the country.

#### **4.6.1 Experience of the genocide memorial sites compared to their expectations**

Here the researcher wished to uncover why the visitors expressed the sentiments as detailed in Table 4.15 above. The content of the table indicated that most of the tourists felt that the experience either met or exceeded their expectations. Some of the comments in this regard were as follows:

1. *“The Gisozi Memorial Site is a very well illustrated museum, and it allows one to have a mental picture of what really took place during the genocide”*
2. *“The Nyamata and Ntarama churches bring a chill to your bone. It brings a reality that the museum doesn’t. People really died in those churches, it is still so untouched and authentic. Being there makes you almost relive what took place on those days”*
3. *“We visit the genocide memorial site on a regular basis to pay respect to our people that died during the massacre, their pictures, remains and belongings are conserved in various museums, so that is their resting place.”*
4. *“What happened in Rwanda feels like a horror movies and that we are silent actors, coming to the genocide sites, makes us not forget what took place on those dark days and it allows us to re-learn our history better so that it doesn’t repeat itself”.*
5. *“We came here with an open mind, with the hopes that we will just be visiting a museum, it feels like we just walked into an African historical book. Nowhere in our school are we taught about African history. We come out of here extremely enriched.”*
6. *“Nothing or no one could have prepared us for this experience. We knew it would be a hard history to discover, words are not even powerful to describe what this experience is like. One has to just visit the museum to build on one’s own experience. Extremely powerful museum”*

The above feedback from various respondents displays the general feeling one has when one experiences the genocide sites. The Rwandan Government owes the victims of the genocide its commitment to continually promote the genocide memorial sites so that people throughout the world may be reminded of the atrocities that took place in Rwanda when over a million people were slaughtered as a result of only their ethnicity.

#### **4.7 Conservation and promotion of the genocide memorial sites**

The churches in Nyamata and Ntarama, where thousands of Tutsis were killed and where the skulls and bones of the victims are kept, are a “must see” for every visitor to the country (Schaller, 2007:514). The memorial sites scattered around the country consist of physical spaces that are places of mourning and healing for victims and

survivors. They deal with the legacies of atrocity by drawing on representations of the past to teach lessons about unity, reconciliation, egalitarian citizenship and human rights.

Drawing from the example of Jewish holocaust tourism and taking into consideration that genocide tourism has become an attraction in Rwanda without any tangible promotional activity, the question whether Rwanda should preserve these sites came to the fore. The responses to this question may be found in Table 4.16 below:

**Table 4.16: Importance of preserving (protecting) the genocide sites**

<b>Importance on Protection and Conservation</b>	<b>Number of Respondents</b>	<b>Percentage (%)</b>
Important	3	1.9
Very Important	154	98.1
<b>Total</b>	<b>157</b>	<b>100</b>

The results in Table 4.16 indicate that 98.1% of respondents recommend that the genocide memorial sites should be protected, conserved, maintained and promoted as tourism products. It is an impressive number that needs to be taken into consideration seeing that the atrocity is relatively recent. However, management decisions should work hand in hand with the survivors and relatives of the victims to find an appropriate approach in managing, conserving and protecting these sites for economic gain.

#### **4.8 Why is it important to promote, conserve and protect the genocide memorial sites?**

Here the researcher wanted to establish why tourists felt it was necessary to promote, conserve and protect the genocide memorial sites in Rwanda. The following represented their responses:

1. To increase tourism in the area;
2. It is a source of income;
3. To prevent the genocide from reoccurring;
4. It is a positive political and economic factor;

5. It is educational for the future generation;
6. It s part of Rwanda's heritage; and
7. It allows survivors of the genocide to heal.

Tourists are aware of the power of the sites and how they can be utilised as tourism assets. These sites are multi-faceted as they have the ability to heal, prevent the genocide from happening again, educate for future generation and in so doing generate employment, economic growth and entrepreneurial opportunities.

The researcher managed to conduct a face-to-face interview with Freddy Mutanguha, a manager at the Kigali Memorial Centre in order to have a better understanding of the sudden popularity of the genocide memorial sites in Rwanda. Mr Mutanguha stated that the genocide sites are gaining popularity each year even though “...*they might not be advertised for tourism gain but the fact of the matter is that in the year 2008 the center welcomed over 80,000 people (both domestic and international).*” He believes that the genocide sites outweigh other museums in the country and even added that the once popular mountain gorillas are not getting much attention compared to the genocide sites. He believes that the popularity of the sites might be due to the fact that there is no cover charge to visit any of the sites around the country. Lastly, when asked about the future of the genocide sites, Mr Mutanguha alleged that “...*the time had come for us to put in place an income generating marketing strategy to advertise the genocide memorial sites as tourism assets, their existence is dark and painful but they are our historical and cultural inheritance and the donations that we receive are not adequate in keeping the sites alive on a long-term basis.*”

#### **4.9 Recommendations by tourists**

Tourists were asked to share their recommendations in order to improve the genocide memorial sites so that they become a better tourism destination. Several points were raised by tourists primarily as far as the churches in Nyamata and Ntarama are concerned. Tourists raised some concerns that needed to be taken into consideration for the Bugesera area such as:



1. Better indication of where those sites are located;
2. Informative pamphlets of the churches and what happened there;
3. Better tour guides at the location;
4. The locals are well informed and they should use their skills to earn income;
5. More tourism facilities, such as hotels for those who want to stay in the area longer, arts, guided visits with the local population, souvenir shops;
6. Local people in this area could do with more income especially from the genocide sites; and
7. The churches look like they are deteriorating and a visit to this area should include a cover charge even for the maintenance of those churches.

As far as the Gisozi Memorial Site is concerned, tourists were highly impressed by its structure and the information that it provides. However the lack of guides at the museums was raised. Moreover some of the tourists wanted to find out why there was no entrance fee to the Museum and that they were only accepting donations. When informed by the Museum receptionists that the Museum was not for profit, some of the tourists stated that it should be because the Museum recounts what happened in the country prior to and during the genocide.

#### **4.10 Chapter summary**

This chapter presented and analysed the data gathered in order to find solutions to the research questions pertaining to the development, conservation and marketing of the genocide memorial sites in order to attract local and international tourists so that income may be derived for the benefit of Rwandan Heritage tourism. Data was obtained through the completion of questionnaires after which they were coded and analysed. The interview with the museum manager was conducted in order to obtain a better understanding of the subject at hand and the plans that are in place to develop, conserve and market the genocide memorials. The next chapter discusses the findings of the research.

## **CHAPTER FIVE**

### **FINDINGS AND DISCUSSION OF THE RESULTS**

#### **5.1 Introduction**

This chapter discusses the most vital information drawn from the literature and empirical data. The overall aim of the study was to establish ways to conserve, protect and market the genocide memorial sites as tourism assets. This objective raised one research question and five research sub-questions which formed the essence of the questionnaires that were administered to local and international tourists in Rwanda. According to Babbie and Mouton (2001:75), an empirical question addresses a real-life problem, and to resolve this question researchers either have to collect new data or analyse existing data. For the purpose of this study the researcher made use of both new data and existing data. The findings were categorised in four parts and are discussed below. These sections include demographic characteristics, destination choice, development and promotion of the genocide memorial sites as heritage destinations and finally the overall perception of the genocide sites as heritage destinations.

#### **5.2 Demographic characteristics of tourist respondents**

The results from the research indicated that the Rwandan genocide memorial sites attract a diverse composition of tourists. Even though there is a reasonable representation of all age groups of the tourists who visited the genocide sites, the study found that Rwanda's heritage tourism enthusiasts are concentrated at the middle to older end of the adult age spectrum (between 35-50 years old) and with more male than female tourists. This confirms other studies that were conducted in Rwanda (KIST, 2001; Grosspietsch, 2004) where males proved to be the majority (75.5% and 53.3% respectively). The study therefore confirmed that male tourists outnumber female tourists in Rwanda and the researcher feels that this provides the Rwandan Government with an opportunity to market heritage tourism to females whom

traditionally form an important and financially-viable segment of the international tourist population. Although the researcher feels that women generally steer away from the macabre, if packaged correctly, tourism offerings could include visits to the various genocide sites, which could in turn provide much needed funds for the entrepreneurs and the local population in such destinations.

The study also revealed that domestic tourists represented 38.2% of all the visitors who visited the sites and that international tourists made up 61.2% of the visitors. Although international tourists tend to spend more money than domestic tourists, the research once again revealed that there is scope not only in promoting the sites in the international arena, but also locally where the atrocities took place. It was noteworthy to establish that 33% of the international tourists were Africans and that 15.9% were from Europe (second place in terms of numbers). So from a marketing strategy perspective, Rwanda has scope to increase awareness of the genocide sites throughout Africa, Europe and the rest of the world and should certainly include visits to these sites in generic tourism packages to Rwanda. In other words a market penetration and a market expansion strategy should be developed to increase local and foreign tourists to the genocide tourist destinations.

With regards to the occupation of tourists, most of them (31.2%) were full time professionals who were probably travelling for business reasons. Government officials, business owners and managers also formed important segments of the market. Students and retirees were positioned fourth with roughly 11% of the total visitors to the various heritage sites. As these tourists tend to stay longer in a country because of business and other reasons (need to interact with local business people, government departments and the general population), from a marketing perspective the Rwandan authorities should provide facilities to make the stay of these visitors' more relaxing, more satisfying and more appealing. By allowing visitors to socialise more and by providing better facilities and infrastructure the visitors may be persuaded to stay longer thereby increasing their respective holiday spend and in so doing increasing the

receipts from tourism. This will also have an added benefit of an increase in employment, more opportunities for entrepreneurs to take advantage, and improved economic conditions in the country.

### **5.3 Destination choices**

Even though many tourists stated that their visit to Rwanda was primarily to attend events such as meetings, conferences or on official government business, their visits to the genocide sites were motivated by many reasons. The first reason that was highlighted was that their visit was based on the fame of the Rwandan genocide memorial sites. The second reason was that the tourists were interested in learning more about the history of Rwanda as well as its genocide. The third purpose for the visit was that tourists wanted to participate in a historical cultural attraction in the area and in the case of the local tourist/visitor was to pay respect to the victims of the genocide (mainly deceased family members, neighbours and friends).

#### **5.3.1 Length of stay of tourist**

Tourists that come to Rwanda, spend between one and seven nights in the country and particularly in the Kigali region, whereas tourists that visit the outskirts of the city like the Bugesera region have a tendency to spend between one and two nights in the area. This was further proven by a study done by KIST (2001), who discovered that the majority of visitors to the Kigali region intended to stay for a week. A probable explanation for the short duration of stay is the lack of structured travel itineraries throughout the country as comprehensive itineraries are only offered in some parts of the country.

It is relevant to mention that when tourists were asked if they enjoyed their stay in the country, they noted that the country had an unspoiled natural environment and were amazed by its beauty. Moreover, they felt that the people of Rwanda were hospitable and friendly regardless of their harsh history and that they had a rich and attractive

culture that needed to be marketed more effectively and expansively. In selling parlance this could be seen as a buying signal...market more and tourists will visit Rwanda!

### **5.3.2 Knowledge of the destination**

The most popular sources of information about Rwanda as cited by local and international tourists were the radio, TV and the Internet. Some tourists added that when doing research on the Internet on places to visit while travelling in Rwanda, there were several blogs by previous travellers that strongly recommended that one should visit the genocide memorial sites whilst in Rwanda. The second major source was the recommendation from family and friends. Travel guides and package travel agency were third and fourth respectively. The researcher was informed when speaking to visitors at the sites that once businessmen are in the country, the genocide memorial sites are first on the list of activities to do while they are in the country. Astonishingly the Official Tourism Information Bureau was last in playing a role in attracting tourist to the Rwandan genocide memorial sites. According to the Official Tourism Information Bureau they view the various genocide memorial sites as healing sanctuaries and not tourism assets as they were inherited by the country through the cruel massacre of the Tutsis that took place in Rwanda.

## **5.4 Development and promotion of the genocide memorial sites**

### **5.4.1 Conservation and Promotion of genocide memorial sites**

The study found that tourists felt strongly that there was a necessity to better market, conserve and protect the genocide memorial sites for future generations as well as for educational purposes (see Table 4.15). The Gisozi Genocide Museum was rated by many as relatively educational and illustrative. The churches in Nyamata and Ntarama, on the other hand, created a mixed feeling. Tourists felt that the Bugesera area was not well developed to host tourists that came to the region and who would have preferred to spend more than one day in the area. There was an observation by most of the visitors that there was a lack of infrastructure (such as decent motels, telecommunication

facilities, respectable transport and roads), which has led to the lack of interest in prolonging stays in the area. A research participant stated the following:

*“In order to reduce poverty and increase the realisation of certain tourism projects in this region, it is important that the resident would greatly benefit from it”.* It is therefore important for Rwanda as a nation if it is interested in increasing tourism to the country for the benefit of poverty reduction, to improve infrastructure so that visitors may stay longer and in so doing allow local residents to benefit from tourism.

Tourists also expressed the need for guides to be better informed on Rwandan culture and heritage so that visitors may be better educated when leaving the country. Informed guides would lead to better educated visitors, more effective word of mouth and better service which will result in improved customer satisfaction.

#### **5.4.2 Tourist’s recommendations for the development and promotion of the genocide memorial sites in Rwanda as tourism assets.**

On the whole, tourists suggested that the promotion of the genocide memorial sites could be beneficial to the diversity of tourism activity in Rwanda. By marketing, promoting and conserving the genocide memorial site, tourists feel that the effort will attract more and a different variety of visitors to the country which will increase revenue to Rwanda and thereby improve the economy as a whole. For instance, tourists were astonished by the high price (US\$500) that is charged to visit gorillas whereas the genocide memorial sites are not even used to their full potential in terms of revenue generation. One research participant reported that *“...it is a pity that the Rwandan Government is not investing more into their other tourism assets mainly because the gorillas visit will become so costly. Only rich people will get to see them in the future. Therefore, Rwanda needs to think of those who do not fall into that category.”*

This is a truism, as according to Goeldner and Ritchie (2003: 406) tourism products are primarily price elastic, meaning that as prices rise, the quantity demanded tends to go down so the increasing price of visiting gorillas in Rwanda will possibly reduce the

number of tourists visiting the country as a whole. Therefore one has to keep in mind that tourists usually spend more per day at a destination than they do while at home and by making visits to gorilla sites more affordable the number of visitors to Rwanda should increase. One could also look at co-branding the genocide sites and visits to gorillas' thereby increasing tourism spend in the country.

## **5.5 Chapter summary**

In this chapter, the major research findings were discussed. The next chapter presents the limitations and recommendations are suggested based on the findings, and finally the conclusion is drawn.

## **CHAPTER SIX**

### **SUMMARY, CONCLUSIONS AND RECOMMENDATIONS**

#### **6.1 Introduction**

The current section provides the summary of the entire study with the hope that it will give the reader a better understanding of the rationale for the research and as importantly what has been uncovered during the study. It also provides conclusions that were drawn from the research and recommendations that the researcher feels could assist in achieving the research objectives.

As stated previously the rationale of this study was to explore way of developing a tourism marketing strategy for the genocide memorial sites in Rwanda. The study was conducted in the capital city, Kigali, as well as the outskirts of the city in the Bugesera area. The investigation itself was carried out at the Gisozi Memorial Site as well as at the Nyamata and Ntarama churches. The participants included domestic and international tourists in Rwanda. A cluster sampling method was applied to select tourists to guarantee representativeness of all strata within the population. Although the researcher would have preferred a sample size of 360, two hundred questionnaires were given to local and offshore visitors of which one hundred and fifty-seven (157) were correctly completed. Data was collected using English and French questionnaires (Appendices E & F). The collected data was analysed using a Statistical Package for Social Science (SPSS version 18). Following evaluation and interpretation of all necessary data, the results were established.

#### **6.2 Limitations of the study**

Some limitations were encountered in the course of this study.

1. Rwanda is a small and less developed country so it was difficult to get current data on tourism in Rwanda;
2. The local perception of the genocide memorial sites is still sensitive as they are viewed as healing sanctuaries, a resting point for many of the people who lost



their lives during the massacre and not a tourism asset. Hence many people did not want to discuss the matter;

3. There are limitations in the methodology of the study. The sample was taken from only three genocide memorial sites across the country. It was collected over a one month period from August to September 2010 which is usually the time that students and the workforce resume their active life. Therefore the tourist population might be lower than during other times of the year. The sample size of 157 also has its limitations although the researcher feels that what has been uncovered is representative of the views and opinions of the entire population of visitors to the sites. As the data was collected during a short period of time the findings should be considered a 'snapshot' in time; and
4. Heritage tourism in Rwanda is still an unknown field particularly in the area of development and promotion, which makes it hard to compare its progress. Additional research is needed in this respect.

Regardless of the limitations, the researcher believes that the findings from this study are an accurate indication of the perceptions and views of the people who participated during the research project.

## **6.3 Recommendations**

### **6.3.1 Recommendations for heritage managers**

The prospect for tourism in Rwanda is so great that there is a strong possibility that tourism (normal and dark) will dominate the country's economy for years to come if the correct strategy is formulated and implemented. Thus far tourism in Rwanda has been dependant on environmental tourism such as visits to the national parks and trekking to see the mountain gorillas in their natural habitat. By including the genocide memorial sites as tourism assets, the country would be diversifying its tourism appeal. Therefore all the players in the tourism value chain and particularly those who specialise in heritage tourism could market their offerings in association with the World Heritage Organization. This process will ensure some level of preservation and protection of these historical sites for future generations. This can be achieved by:

1. Creating a local and international awareness campaign of these genocide memorial sites as tourism assets. Marketing these historical sites through the use of media and Internet is crucial;

2. Educate, train and develop tour guides that are knowledgeable and that can interpret the history and the culture of Rwanda in a creative and exciting way. They need to do so in order to create a memorable tourism experience for the visitor to Rwanda;
3. Sensitise local and international tourists on the need to respect and conserve the natural environment. This can be accomplished through developing environmentally friendly tourism guidelines;
4. Inspire the energetic participation of the local population. Therefore, the local population living near genocide memorial sites ought to be involved in identifying, developing and planning for heritage tourism in the area; and
5. Incorporate genocide tourism within the Rwanda Office of Tourism as this office is in charge of managing, developing and promoting tourism in the country. The Rwandan Office of Tourism has made extraordinary achievements in marketing gorilla tourism abroad. The same approaches should be implemented to promote heritage tourism in the country

### **6.3.2 Recommendations to the Government of Rwanda**

In order to achieve successful tourism development, the Government of Rwanda needs to put in place a proper tourism planning strategy in time with government policies in order to attract tourism investors in the country. The government should therefore:

1. Position Rwanda at the international level as a tourism destination of choice thereby attracting more tourists who will spend huge amounts of money whilst touring Rwanda;
2. Differentiate itself from other countries in terms of its offerings. Kenya and Uganda have done so quite admirably and with a bit of concerted effort so too can Rwanda;
3. Conduct an extensive marketing research campaign both locally and offshore and if need be send a delegation of experts to countries like South Africa, Germany, Poland and Israel to establish how their respective heritage tourism offerings have flourished;
4. Negate all adverse issues pertaining to the potential threat to travellers in the country and provide a secure, safe and friendly environment for visitors to travel in;
5. Instil in the collective minds of all Rwandese the importance of tourism to the country and how much better their lives would be if Rwanda became a tourist destination of choice;
6. Provide the required infrastructure over time to enhance the experience of visitors to the country. This will need serious planning, accurate forecasting and well orchestrated demand management;
7. The Rwandese Government should put in place action guidelines. For instance, tourism planners in Rwanda should develop tourism slowly, gradually and selectively to control the rate of growth and discourage mass tourism which could impact adversely on the ecology; and

8. Utilise a comprehensive multi-media approach to attract tourists. This will include advertisements on TV, travel magazines and the Internet. As stated previously travel agents both local and from abroad should be indentified to bring tourists to Rwanda so that they will embrace Rwanda as a tourist destination and do their best to promote it.

#### **6.4 Future Research areas**

The study concentrated mainly on uncovering views and opinions of local and overseas travellers. In no way has the researcher developed a strategy to take heritage tourism to its next level. Further studies should therefore include:

1. Focusing on the economic advantages of tourism towards reinforcing the Rwandan economy;
2. Motivating the Rwandan people to be more involved in promoting responsible tourism growth. Further research could uncover all the benefits of such involvement;
3. Identifying benefits and challenges of tourism related activities to the local communities especially those around historical sites; and
4. Ensuring that the most appropriate strategy is implemented and controlled for the benefit of tourism in Rwanda (a post implementation research design).

#### **6.5 Conclusions**

The results of this study revealed that the genocide tourism can be vastly improved in Rwanda as tourists feel that Rwanda has a rich and attractive culture with a beautiful and unspoiled natural environment. Although the country does not market the genocide memorial sites as tourism asset, it was noted that they are not unnoticed by international travellers and tourist strongly feel that their existence should not be ignored, but aggressively marketed. Some key points that were raised by tourists regarding the longevity of the genocide memorial sites were as follows:

1. That the majority of tourists to Rwanda do not stay for more than one week as shown in Chapter 5.3.1. This obviously decreases the average time that visitors spend;
2. That there is a lack of infrastructure in the outskirts of the city, which does not encourage tourists to want to spend a longer time in the area. This once again reduces the appeal of the area and likewise reduces the money spent by the tourist;
3. That tourists expressed the need to have a certified guide that could provide them with a better education with regards to the history of the sites and as importantly the cultural and historical nuances of the country (Chapter 5.4.1);

4. That there is insufficient promotion of the genocide memorial site through the Rwanda Official Tourism Information Bureau. The attitude of the Bureau has to be changed as without its help any attempt to improve tourism will be severely hampered;
5. That the gorillas receive the most attention to the detriment of the genocide sites. The price for visiting the gorillas is also exorbitant, which translates into fewer visitors in the country and less capital injection into the local fiscus. The diversity of Rwanda's total tourism package should therefore be capitalised upon; and
6. That the lack of an entry fee (cover charge) at the genocide memorial sites serves no purpose at all if the sites are to be maintained in the long term. Visitors are prepared to pay for a service so long as it provides them with utility (Chapter 5.4.2);

The key conclusions that have emerged from this study are as follows:

1. That the various genocide sites deserve to be protected for time and all eternity to ensure that these atrocities will never be repeated and to remember those innocent victims (and their families) who perished during the massacre;
2. That in order to do so government must be involved in the equation and must therefore be more proactive in this regard (invest in infrastructure and so on);
3. That the endeavours to bring visitors to the country should benefit all in the tourism value chain;
4. That any drive to attract visitors to the country should be an integrated effort with all the relevant role players playing their respective parts;
5. That a particular effort should be made to attract the elderly (pensioners) who have the discretionary incomes and time to travel;
6. That efforts should also be made throughout the African continent to attract people and particularly students to the sites as it is the latter who are going to be the leaders, business owners and educators of the future;
7. That there should be a drive to attract people of both genders both nationally and internationally;
8. That a percentage of the money that is generated from tourism should be reinvested in the heritage assets so that they may be uplifted to the exact standards that are expected by the international tourists;
9. That a well structured marketing strategy should be formulated (set realistic and achievable goals), implemented (set the correct strategy which in this case is a growth strategy) and then controlled; and
10. That the tourism value chain should not only benefit businesses that are involved in the chain but also the local community in terms of employment, education, training and development.

Barriers are to be expected in developing a tourism destination but it is critical to identify these barriers to think about sustainability. Rwanda throughout the premature stage of its tourism growth is facing numerous limitations. The results from the study revealed

that tourists would like to see a better infrastructure, entertainment and leisure services so that they can enjoy their stay in other area of the country.

Tourism could lead to increased and much-needed foreign currency and hence an improved balance of payment position. Tourism has been known to increase government revenue both directly and indirectly. Therefore it would be in the best interest of the Rwandese Government to address the issues that are slowing down the tourism industry in Rwanda. It is likely that when these barriers have been dealt with, it will contribute toward sustainable tourism development in the country.

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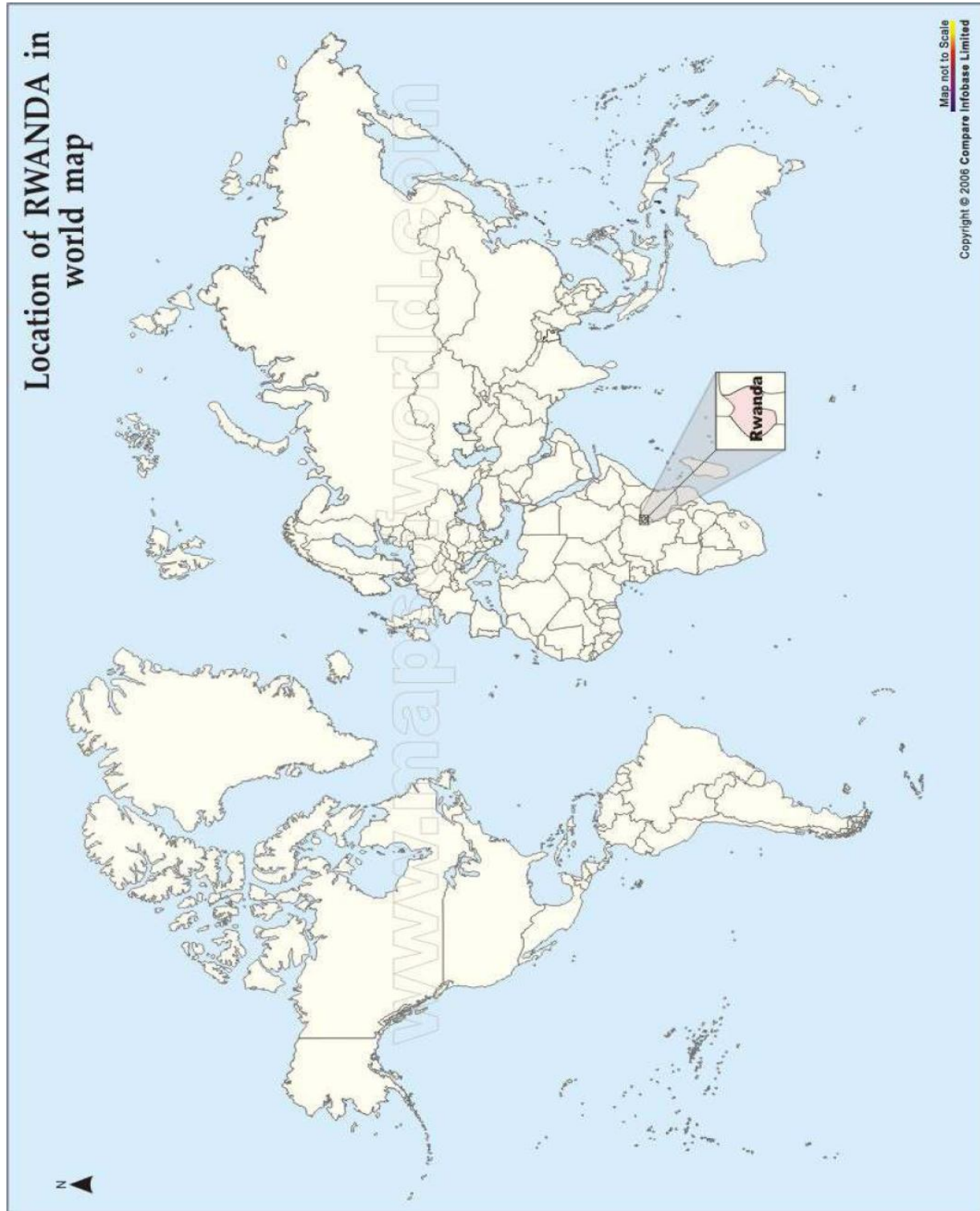
Yunis, E. 2004. "Indicators to measure sustainability in tourism presented at the 7<sup>th</sup> International Forum on tourism statistics in Stockholm, Sweden, 9-11 June 2004. [http://www.tourismforum.scb.se/papers/papersselected/SD/paper37wto/stockholm\\_indicators\\_June04.doc](http://www.tourismforum.scb.se/papers/papersselected/SD/paper37wto/stockholm_indicators_June04.doc) [16 May 2008]

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Zikmund, W.G.2000. Exploring marketing research. 7<sup>th</sup> ed. Dryden: Forth  
Worth.812p

# APPENDICES

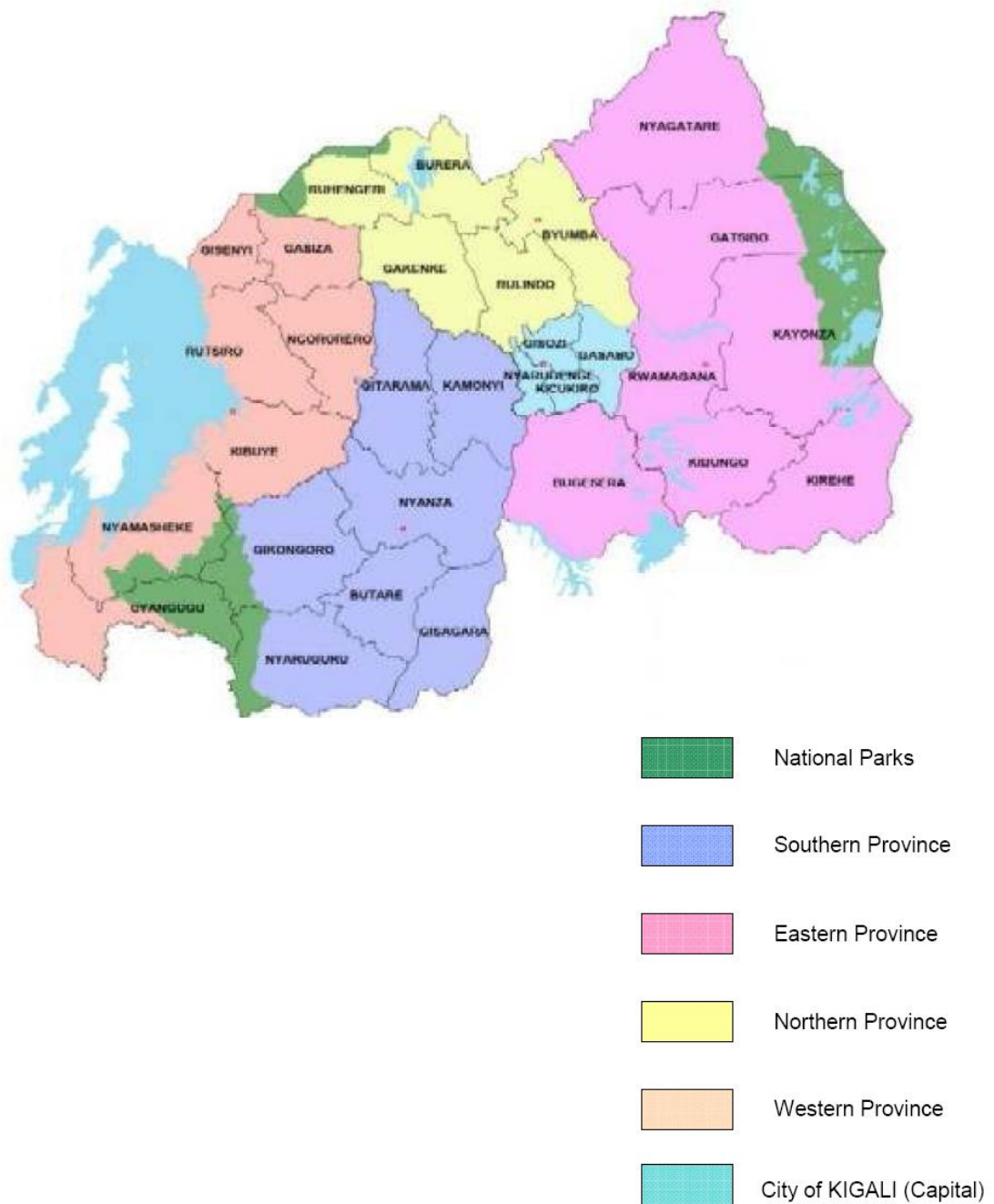
## APPENDICE A: RWANDA'S LOCATION IN THE WORLD



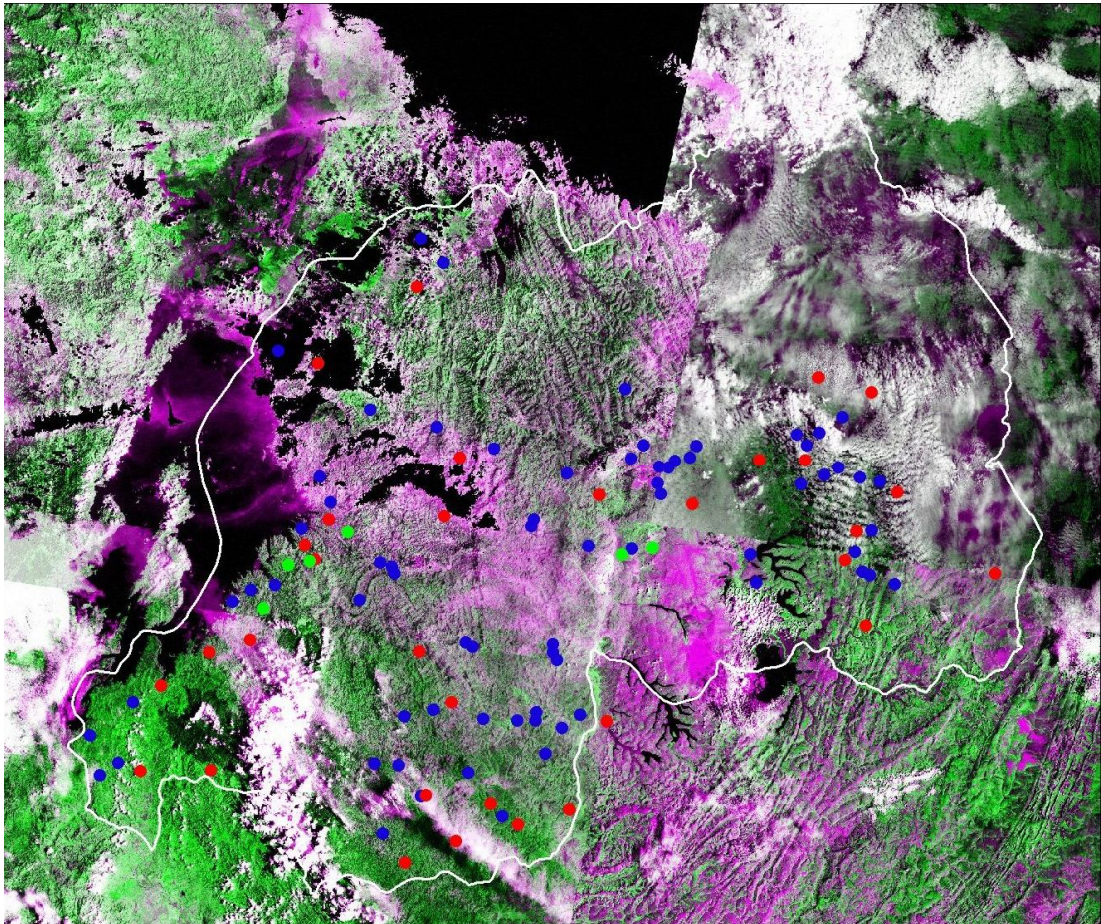
**APPENDICE B: MAP OF RWANDA SHOWING ITS BORDERING COUNTRIES**



## APPENDIX C: DISTRICTS OF RWANDA HIGHLIGHTED



## APPENDIX D: MASS GRAVES, MEMORIAL SITES AND RESISTANCE SITES



The country's border is shown in white. Genocide sites: Mass Graves are shown in blue, Memorials in red, and resistance sites in green.

## **APPENDICE E:**

**English Questionnaire  
for local and international tourists.**



## Questionnaire

(Date)

**Title: The attitude and perception of local and international tourists regarding the protection of the genocide memorial sites in Rwanda.**

Dear Respondent

Thank you for your interest in this questionnaire survey. Please read the following information carefully before completing the questionnaire below.

This research is being done for academic reasons in order to achieve a masters' degree. The objectives of the research are: to investigate the perception of tourist and local population regarding the protection of the memorial sites as well as provide recommendation on how those sites can be marketed to increase awareness and create a tourism asset for the Rwandan.

You are requested to voluntarily take part in this study by completing the questionnaire below. Participation will be on an anonymous basis. You may, at your discretion, withdraw your voluntary participation from this study at any stage. There is no obligation whatsoever upon you or your company to coercively complete the questionnaire below.

### How to complete this questionnaire

- Persons completing this questionnaire should be a local or an international tourist visiting the Rwandan Genocide Cultural Site.
- Please put an 'X' in the block that you desire to select your reply to that question unless detailed answer is provided.
- Should you desire to insert a comment on this research, please do so in the space given.

All questions concerning this research and questionnaire can be addressed to:

Francine M. Nahimana (Researcher)  
27 Dunvegan Gardens  
Hope Rd, Rosebank  
Cape Town  
7700

Tel: (+27) 766911517  
E-mail: [209139021@cput.ac.za](mailto:209139021@cput.ac.za)

*We sincerely thank you for your precious time and contribution in making this research achievable.*

**OFFICIAL USE ONLY**Questionnaire #   **All information will be used for research purposes and will be anonymous and confidential**

Instructions: (1) Please place an "X" in the appropriate boxes;

**SECTION A (all)****1. Gender**

1. Male	1-1
2. Female	1-2

**2. Age category**

1. 18 to 25 years	2-1
2. 26 to 34 years	2-2
3. 35 to 50 years	2-3
4. 51 to 65 years	2-4
5. 65 years +	2-5

**3. Occupation**

1. Professional/Technical	3-1
2. Business Owner/Self Employed	3-2
3. Managerial position	3-3
4. Government official	3-4
5. Unemployed /Housewife	3-5
6. Student	3-6
7. Retired	3-7

**4. What is your country of Origin?**

Rwanda		Province	
Outside Rwanda		Country	

**5. With whom do you travel with? (\*)**

1. Sole traveller	5-1
2. Spouse or partner	5-2
3. Family	5-3
4. Friends	5-4
5. Business associates	5-5
6. Other (SPECIFY):	5-6

*\*more than one response is permissible***6. Why did you come to Rwanda? (\*)**

1. I live in Rwanda	6-1
2. To visit friends and relative	6-2
3. For genocide related reason	6-3
4. For leisure /holiday or vacation	6-4
5. To experience wildlife such as the gorillas	6-5
6. To attend an event such as meeting, conference or official travel	6-6

7. To accompany friends who wanted to visit here	6-7
8. To get an African experience	6-8
9. To fulfil the recommendations from my friends or family	6-9
10. I am familiar with this place	6-10
11. For volunteer/ internship	6-11
12. Other (SPECIFY	6-12

*\*more than one response is permissible*

7(a). How many days do you intend staying / did you stay in Rwanda?

7(b). ...in the Kigali area?

7(c). ...in the Bugesera area?  → if both regions were visited go to Question 7(d)

7(d) What is your reason for visiting both areas?

.....

.....

.....

### SECTION B (Memorial Sites visitors)

**To what extent do you agree with the following statements?**

8. Which of the following would you say were the reason(s) for visiting the genocide memorial site(s) [Kigali/Bugesera]?

- a. To learn more about the history of Rwanda
- b. To learn more about the Rwanda genocide
- c. To pay respect to the victims of the genocide
- d. Visit was inclusive of a tour package
- e. Visit recommended by friends/relatives
- f. Visit based on the fame of Rwandan genocide sites
- g. To participate in a historical/cultural attraction in the area
- h. To enhance Rwandan holiday experience
- i. Visit was for research purposes
- j. Visit coincided with a trip to surrounding area by accident / stop over
- k. I have visited genocide sites in other countries prior to coming to

	Most definitely	Definitely	Neutral	Definitely not	Most definitely not
A	5	4	3	2	1
B	5	4	3	2	1
C	5	4	3	2	1
D	5	4	3	2	1
E	5	4	3	2	1
F	5	4	3	2	1
G	5	4	3	2	1
H	5	4	3	2	1
I	5	4	3	2	1
J	5	4	3	2	1
K	5	4	3	2	1

Rwanda

9. How did you find out about the genocide memorial sites?

1. Travel guide	9-1
2. Recommendation from friends/family	9-2
3. Official Tourism information bureau	9-3
4. Radio/Television/Internet	9-4
5. Package Tour/Travel Agency	9-5
6. Other (SPECIFY)	9-6

*\*more than one response is permissible*

10(a). How has your overall experience of the genocide memorial site been compared to your expectations?

5 Much better than expected	10(a)-5
4 A little better than expected	10(a)-4
3 As expected	10(a)-3

2 A little worse than expected	10(a)-2
1 Much worse than expected	10(a)-1
0 Had no expectation	10(a)-0

10(b). Why do you say so?

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

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**SECTION C (Protection & Conservation)**

11. How do you feel about the conservation and protection of the genocide memorial site(s)?

1. Unimportant	11-1
2. Neutral	11-2
3. Important	11-3
4. Very Important	11-4

**11b.** Please, if unimportant or Neutral, specify the reasons

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

**12.** Why do you think is important to promote, conserve and protect the genocide memorial site(s)?

1. To increase tourism in the area	12-1
2. It is a source of income	12-2
3. To prevent the genocide from happening again	12-3
4. It has a positive political and economic factor	12-4
5. It is educational for future generation	12-5
6. It is part of our heritage	12-6
7. It allows victims of the genocide to heal	12-7
8. Any other, specify	12-8

*\*more than one response is permissible*

**13.** What recommendations would you give for the improvement of the genocide memorial site(s) as a tourism destination?

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

**THANK YOU FOR YOUR COOPERATION.**

## **APPENDICE F:**

**French Questionnaire  
for local and international tourists.**

## Questionnaire

(Date)

**Titre: L'attitude et la perception des touristes locaux et internationaux  
concernant la protection des sites du génocide au Rwanda**

Chers Participants

Merci pour votre intérêt dans cette enquête. S'il vous plaît lisez attentivement les informations suivantes avant de remplir le questionnaire ci-dessous.

Cette recherche se fait à des fins scolaires pour obtenir une maîtrise. Les objectifs de la recherche sont les suivants: pour étudier la perception des touristes et la population locale qui concerne la protection des lieux de mémoire ainsi que fournir des recommandations sur la façon dont ces sites peuvent être commercialisés afin d'accroître la sensibilisation et à créer un atout touristique pour le Rwanda.

Vous êtes invités à prendre volontairement part à cette étude en remplissant le questionnaire ci-dessous. Votre participation sera sur une base anonyme. Vous pouvez, à votre discrétion, retirer votre participation volontaire émanant de cette étude à tout moment.

### Comment remplir ce questionnaire

- Les personnes remplissant ce questionnaire devrait être un national ou un touriste international visitant les Sites du Génocide Rwandais.
- S'il vous plaît mettez un «X» dans le bloc que vous désirez sélectionner votre réponse, sauf si une réponse détaillée est fournie.
- Si vous désirez insérer un commentaire sur cette recherche, s'il vous plaît ajouter dans l'espace prévu

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

Francine M. Nahimana (Chercheur)  
27 Dunvegan Gardens  
Hope Rd, Rosebank  
Cape Town  
7700

Tel: (+27) 766911517  
E-mail: [209139021@cput.ac.za](mailto:209139021@cput.ac.za)

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

**OFFICIAL USE ONLY**Questionnaire #   **Toutes les informations seront utilisées à des fins de recherche et seront anonyme et confidentiel**

Instructions: (1) S'il vous plaît mettez un «X» dans les cases appropriées;

**SECTION A (Tous)****1. Genre**

1. Male	1-1
2. Féminin	1-2

**2. Tranche d'âge**

1. 18 à 25 ans	2-1
2. 26 à 34 ans	2-2
3. 35 à 50 ans	2-3
4. 51 à 65 ans	2-4
5. 65 ans +	2-5

**3. Profession**

1. Professional/Technical	3-1
2. Propriétaire d'entreprise/ Travailleur Autonome	3-2
3. Poste de direction	3-3
4. Fonctionnaire du gouvernement	3-4
5. Chômeurs / Femme au foyer	3-5
6. Etudiant	3-6
7. A la Retraite	3-7

**4. Quel est votre pays d'origine?**

Rwanda		Province	
Etranger		Pays	

**5. Avec qui avez-vous fait le Voyage? (\*)**

1. Unique voyageur	5-1
2. Conjoint ou partenaire	5-2
3. Famille	5-3
4. Amis	5-4
5. Partenaire d'affaire	5-5
6. Autre (préciser):	5-6

*\* Plus d'une réponse est permis***6 Pourquoi êtes vous venu au Rwanda? (\*)**

1. Je vis au Rwanda	6-1
2. Pour visiter des amis et famille	6-2
3. Pour des raisons liées au génocide	6-3
4. Pour loisirs / vacances ou des congés	6-4
5. Pour faire l'expérience de la faune, comme les gorilles	6-5
6. Pour assister à une réunion ou conférence officielle	6-6
7. Pour accompagner des amis qui voulaient se venir ici	6-7
8. Pour avoir une expérience africaine	6-8



9. Pour répondre aux recommandations de mes amis ou famille	6-9
10. Je suis familier avec ces lieux	6-10
11. Pour le bénévolat / stage	6-11
12. Autre (PRÉCISER)	6-12

\* Plus d'une réponse est permise

7(a). Combien de jours avez-vous l'intention de séjourner au Rwanda?

7(b). ...et dans la région de Kigali?

7(c). ... la région de Bugesera area?

→ Si les 2 régions ont été visitées passez à la question 7(d)

7(d) Quelle est la raison de votre visite dans des deux région?

.....

.....

.....

### SECTION B (Visiteurs des sites Memorial)

Dans quelle mesure êtes-vous d'accord avec les affirmations suivantes?

8. Qu'est ce qui vous a poussé à visiter les sites du génocide [Kigali / Bugesera]
- Pour en savoir plus sur l'histoire du Rwanda
  - Pour en savoir plus sur le génocide du Rwanda
  - Pour rendre hommage aux victimes du génocide
  - Visite d'un voyage organisé
  - Visite conseillée par des amis / parents
  - Visite basée sur la notoriété des sites du génocide Rwandais
  - Pour visiter une attraction culturelle dans la région
  - Pour améliorer l'expérience de vacances au Rwanda
  - Visite pour des recherches
  - Visite a coïncidé avec un voyage à ses environs, par accident
  - J'ai visité des sites du génocide dans d'autres pays avant de venir au Rwanda

	Très d'accord	D'accord	Neutre	Pas d'accord	Negatif
A	5	4	3	2	1
B	5	4	3	2	1
C	5	4	3	2	1
D	5	4	3	2	1
E	5	4	3	2	1
F	5	4	3	2	1
G	5	4	3	2	1
H	5	4	3	2	1
I	5	4	3	2	1
J	5	4	3	2	1
K	5	4	3	2	1

**9. Comment avez-vous appris l'existence des sites du génocide?**

1. Guide de Voyage	9-1
2. Recommandation d'amis / famille	9-2
3. Office de l'information du tourisme	9-3
4. Radio/Television/Internet	9-4
5. Voyage de packet /Agence de voyage	9-5
6. Autre (précisez)	9-6

*\* Plus d'une réponse est permis*

**10(a). Quel a été votre expérience globale des sites du genocide par rapport à vos attentes?**

5 Beaucoup mieux que prévu	10(a)-5	2 Un peu moins bonne que prévu	10(a)-2
4 Un peu mieux que prévu	10(a)-4	1 Beaucoup plus grave que prévu	10(a)-1
3 Comme prévu	10(a)-3	0 n'avait pas d'attente	10(a)-0

**10(b). Pourquoi dites-vous cela?**

..... ..... ..... .....
----------------------------------

---

**SECTION C (Protection & Conservation)**

**11. Qu'est ce que vous pensez de la conservation et la protection des sites du génocide?**

1. Sans importance	11-1
2. Neutral	11-2
3. Important	11-3
4. Tres Important	11-4

**11b.** S'il vous dites, Sans importance ou neutre, préciser vos raisons

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

**12.** Pourquoi pensez-vous que c'est important de promouvoir, préserver et protéger les site du génocide (s)?

1. Pour accroître le tourisme dans la région	12-1
2. C'est une source de revenus	12-2
3. Pour éviter le génocide ne se reproduire	12-3
4. Ca un facteur politique et économique positif	12-4
5. C'est éducatif pour les générations futures	12-5
6. Ca fait partie de notre patrimoine	12-6
7. Ca permet aux victimes du génocide de guérir	12-7
8. Tout autre, précisez	12-8

*\* Plus d'une réponse est permise*

**13.** Quelles recommandations donneriez-vous pour l'amélioration des sites du genocide comme une destination touristique?

.....
.....
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**MERCI DE VOTRE COLLABORATION**