Community-based Tourism in Rwanda

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Abstract

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The aim of this thesis is to showcase Sabyinyo Silverback Lodge, Rwanda´s Community-base tourism (CBT) venture to the Finnish tourists. In fact, it is a good thing for tourism to be beneficial to all the stakeholders of the industry to guarantee sustainability. This research began with the defunct Duara travels commissioning the researcher to research and creates a home stay community-based service location for the company in Rwanda. But this initiative failed because of the closing down of the company, prompting the restructuring of the project. The research problem therefore is the low demand for Rwanda´s Community-based tourism products by the Finnish tourists. The project examines in detail the concepts of Responsibility and Community-based tourism. Both concepts portray the need for tourism to be beneficial to all the stakeholders of the industry. As such, they are perceived to hold the future of the tourism business as many are becoming worried about the environmental consequences of conventional tourism and are looking for new ways of traveling.

The work further examines Rwanda as a Community-based tourism destination, focusing on the case of Sabyinyo Silverback Lodge. The lodge provides direct and indirect income sources to the local inhabitant population. It employs some local community members directly while others provide paid services to the visitors like tour guiding and dance performances. However some challenges regarding the venture were also uncovered in this work.

Rwanda is today emerging and a favourable tourism destination because it is largely peaceful and has great infrastructures. The research methodology is qualitative and exploratory case study the research approach. The data collection method is semi-structure interview. Five Finnish travelers and a tour operator´s manager were interviewed. The results shows that, many Finnish travellers are embracing Community-based tourism initiatives. Conclusively CBT and responsibility in tourism are seen as the future of the tourism industry but the emergence of the corona virus pandemic may bring some drawbacks to the growing trend.

Abstract

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1   Introduction

The growing needs for responsible services in tourism or the growing concern for the need to protect our environments is a push for tourism service providers to focus on environmental-friendly services. It also creates the need for service providers like the tour operators to design sustainable packages to better serve consumers. While some destinations are highly attractive to the consumers or tourists from a particular nation, others remain less attractive to the same group of people. Rwanda is in fact a practical example of a country with huge tourism potentials but less attractive to the Finnish tourists as it has been observed. One of the reasons could be the fact that, the nation´s attractions are not well-known in Finland.

In order to boost tourism and bring its benefits to the local people, a Community-based tourism (CBT) venture was developed in the country. Community-based tourism is a tourism segment that is promising in that; so many tourists in recent years are seeking for unique and authentic experiences during their holidays. A good number of tourists today are glad to spend money on activities that are beneficial to local communities. Community-based tourism can actually be seen as a fast-growing niche market as more and more tourists or travelers are curious or eager to know more about local communities and to interact with the local people. (Jong 14 April 2019.)

1.1   Research question and aims

This study therefore seeks to showcase Rwanda´s first Community-base tourism venture to the Finnish tourists. The thesis research question is; why are Finnish tourists not interested in Rwanda as a community-based tourism destination?

The the following are the aims of this research project;

      a.   To expose Sabyinyo Silverback Lodge, a Community-based tourism initiative in Rwanda to the Finnish tourists.

      b.   To promote the venture via tour operators in Finland and to project or propose the initiative as new market opportunity for the Finnish tour operators.

The research problem is the low demand for travel packages to Rwanda by the Finnish tourists that has resulted to the absence of tour packages for Rwanda within the Finnish tour operators. It has been observed that, Finnish tour operators do not offer travel packages to Rwanda despite the country´s rich tourism potential and its growing economy

seen as a model in Africa today. The Finnish minister of foreign affairs said during the 26th anniversary of the Rwandan genocide that, "Rwanda´s path since the genocide has been almost miraculous" Adding that, "Rwanda is one of the fastest economies in the world" (Rwandan community in Finland and friends 24 April 2020.) This statement from a respectable member of the Finnish society is very important for a country like Rwanda seeking foreign investors.

Rwanda´s unfortunate past history of genocide in 1994 could be one of the main reasons for the nation to be less attractive to the Finnish people even though the country is today largely peaceful and emerging. In addition, the lack of proper destination marketing with detailed tourists' attractions in the country targeting the Finns could be another breakdown. Furthermore, the distance from Finland to Rwanda could be another major challenge for the Finnish tourists because of the transportation cost and travel time. But things may change over time as people are more concern about the environment and is ready to take sustainable trips like community-based tourism despite the challenges involved. The benefits of living with a local family than in a hotel during your trip as stated by (Interviewee 3 12 May 2020.) is that, "you got to be with the people and so you are not isolated in your own room somewhere in a hotel. You must get a real touch, be with the people to learn and to have the experience of being with someone".

Community-based tourism is an attractive venture because, of the steps it takes to prevent and downsize the negative consequences of tourism and so should be taken seriously by service providers to gain more environmentally concerned travellers in the future.

Methodology: This is a qualitative research and exploratory case study is the research approach. Research methodology is very essential in this project as it sets the general principle to guide the work through. Case study is found favorable for the research because it is seen as an established design used extensively in several deciplines (Crowe et al 2011,1).

The data collection techniques has been semi-structured interview with the participants selected via convenience sampling. Eight Finnish travellers and the production manager of Matkatoimisto Aventura, a tour operator company in Finland took part in the research. The researcher has interview experiences through professional development projects in school and during the Bachelors thesis writing. The data sources are primary data collection via interviews and emails including secondary data collection obtained through article reviews. Notes were taken during the interviews by the researcher so that, key view

points of the interviewees were not left out. The interviews were also recorded and transcribed into text form for easy analysis.

The results if implemented could give an opportunity to the Rwandan government to boost Rwandan tourism by applying the recommendations included in the work so as to attract tourists from Finland. It may also create a new market opportunity for the Finnish tour operators. The project therefore ends with a conclusion and recommendations to the Rwandan government and the tour operators in Finland.

1.2 Research background and challenges

This thesis work was initially commissioned by Duara travels with the main task being to research and create a service location for the company in Rwanda. This initiative emmerged as a result of the researcher´s strong interest on the need for tourism to benefit all the stakeholders within the industry. Based on this mindset and because of Duara´s business model, an email was sent by the researcher to the company requesting for a research opportunity. A positive response was received and the previously mentioned task awarded.

The defunct Duara travels was a social enterprise, operating online and offering community-based travel opportunities to some remote communities in the world. According to the business model, 60% of the expenditures of tourists goes into the local community and helps to reduce poverty within the community.

However, at some point during the thesis development, information was received by the researcher from Duara travels that, the company´s operations were to be stopped throughout its destinations around the world by the end of January 2020 citing lack of money and time that contributed to limit the organization´s activity development.

One of the company´s key challenges emerged as a result of the recent facebook´s rules on paid advertisement that no longer allows adverts from companies dealing with social and environmental issues. This therefore had a direct impact on the company´s operations and forced it to close down. As stated by (Binaud 21 January 2020), "we simply don't have the possibility to do social media marketing anymore which was our biggest marketing tool". Another major challenge experienced by the company was the lack of bookings in all their service areas. The company´s chief of operations noted that, some of the Duara villages have not received any visitor or just a few of them since the company

began its operations even though some of the villages were performing better in terms of the bookings. However, the total bookings received were not good enough to keep the company running and so the only option was to terminate the organization´s activities.

Information about the closing down of the company was received when the researcher had already planned a trip to Rwanda for the empirical data collection. Working alongside with a Rwandan friend in Finland, we were able to locate local families willing to take part in the project and a local lady to serve as Duara´s contact within the selected Rwandan community. The community selected for the project was Bwiza in the Kayonza district area of the country. Faced with this situation, a decision was rapidly taken to continue the research by finding out why Finnish tourists have less interest in Rwandan Community-based tourism.

1.3 Duara travels

At the time when many tourists are becoming saturated with the traditional tourism activities like sightseeing and sitting at the beaches, Duara travels appeared with some interesting solutions to the problem. It was a registered business organization in Finland operating online. The company was a social enterprise, promoting sustainable travels by creating opportunities for travellers to visit remote villages around the world via its networks. What is however a social enterprise? A social enterprise as defined by Lee (2012, 8) is "an organization that applies commercial strategies to maximize improvements in human and environmental well-being, rather than maximizing profits for the external shareholders". A social enterprise therefore can be organised in the form of a non-profit, for-profit or in a cooperative form. It can also be established in the form of a mutual organization, as a charity organization or even as a social business. (Lee 2012, 8.) In the case of Duara travels, it was a profit making social enterprise, retaining 30% of the money paid for any package by a tourist.

Through the online service, travelers were able to book or reserve and purchase a package to live with a local family in some remote villages around the world. As stated by Vaisman (2019, 3), the destination villages (Duara villages) are in countries with lower income levels. Adding that, these countries are popular among foreign tourists but lack the structure to distribute the wealth generated or coming in via the tourism industry equally. The logic here is that, as a tourist travelling and living in a Duara village, greater portion of the money you spend stays in the local community and helps to empower the economy of the community.

Travellers who used this service got the opportunity to experience authentic life or lifestyle in some communities around the world. These tourists or travellers got immersed with activities in the destination like fishing, rice farming, cooking and so on as they live alongside with the locals. The local community as a result of the tourists' presence had the opportunity to obtain new jobs leading to more income into the community. (Duara travels 2017.)

To proceed, let us examine slightly on how the business activities were being performed. As written on the company´s website, the first step to experience this amazing journey was to book and pay online for your stay in a selected village through the company´s website. As soon as this is done, a confirmation email was to be sent to you with the details of the local contact person that serves as the company´s agent in the community you are visiting. The local contact person had to lead you to your destination village to meet the local family. During your stay, you were to have no other Duara traveler living with you. The entire village community were also able to benefit through Duara business. It is quite reasonable that, the entire village in which the company operates could not be hosts families. As stated by (Duara travels 2017.), the company releases 10% of the money paid by a visitor to a local community organization mostly controlled by women. This money was to be saved by these groups and used for helping the poorest families, giving microloans to one another and even to organise festivals in the village. This 10% donation into the community also helped to enhance the security of the visitors in the community.

Historically, the company emerged as a result of the co-founder Voipio, Vierros and Järvelin´s inability to gain opportunity to access ideal local life during their trips in many parts of the world. Secondly, they noticed that, cash flow from tourism hardly gets to the inhabitants of the local community in which tourism takes place who are in actual fact, low income earners. (Vierros 2017, 6.) The company therefore was founded in 2015 with its mission according to (Duara travels 2017.) being to "bring income and creating jobs in developing countries while doing profitable business".

Interestingly, in just two years after the company was created, it was present in 5 countries and in 19 villages with 120 travelers using the service (Duara travels 2017). Many more villages were created later to form a global network of Duara villages but unfortunately for the company, the bookings were not enough to sustain the business.

The location of Duara villages: Even though the company´s business activities have closed down, the Duara team still strongly believes in their concept and is willing to help villages in their network host travelers in the future. Therefore, on most village profiles on the company´s website, there is the direct contact detail of local English-speaking contact persons. These people no longer work for Duara but could organize stays in their respective communities. They now determine their prices, contents and other terms. (Duara travels 2020.)

However, it is essential to look at the company´s service area around the world before its decision to close down. In 2017, Duara travels launched it´s ambassador program aimed at creating more villages globally as reported in the company´s fact sheet. Since then, the company expanded, having villages in many parts of the world including Asia, Africa and Central America. In Africa, Duara villages are located in Tanzania, Kenya and recently Ghana. Asia has the largest number of countries hosting Duara villages. These countries are; Indonesia, Sri Lanka, Thailand, Nepal and Vietnam. Lastly, in Central America, Nicaragua also host a Duara village.

It is important to understand the reason behind the presence of many villages in Asia and a few in Africa despite the rich African cultures. One of the key reasons as stated by (Binaud 12 August 2019.) is that tourism is not well-developed in Africa as compared to Asia and South East Asia in particular. The chief of operations of Duara travels adds that "as our resources are very small at the moment we need to focus on those areas of the world, which really work and bring bookings" (Binaud 12 August 2019.) As an example, Duara travels recorded a total of 82 (eighty-two) bookings in 2019 from January to August with 55 (fifty-five) bookings for Bali in Indonesia, South East Asia while just 6 (six) were recorded for Tanzania and Kenya in East Africa. Looking at this situation, one could clearly understand the good market situation of the company in Asia as compared to Africa at the time. However, we can argue that, the low demand for the company´s services in Africa was as a result of few service locations as compared to Asia. There is a great tourism potential across the African continent with most of the tourist attractions not being marketed to attract visitors. Even though the company had Duara villages in Kenya, Tanzania and Ghana, they were focusing more on South East Asia that already had the market than marketing African destinations and this might have contributed to the failure of the company. (Binaud 12 August 2019.) believes that, "the problem is that we are less visible for travellers going to Africa, than for those going to Asia".

2 Responsible and Community-based tourism

It is not something new that, the tourism industry is the largest and the fastest or rapidly growing industry across the globe even though the growth is likely to be hugely affected in 2020 because of the current global corona virus pandemic situation. However, the industry has an abundant opportunity for investments and so, one could find several opportunities within.

2.1 Responsible tourism

Basic understanding of the tourism industry: There are two main types of travellers with different demands when we look at tourism. Some people travel for business while others travel on individual motives like visiting relatives and friends, sport, religious pilgrimages, study and so on. (Camilleri 2018, 3.)

For business travellers, it is difficult to plan by themselves where they intend to travel to as the decision to travel is not determined by them. They have little or no opinion on the timing of their trips and of course their destinations. The main reason of their trips in actual sense is to do business and not to enjoy the facilities or the attractions found at the destination. For business travellers, their trips are usually organised within a very short space and the travel duration lasts for a very short time. As stated by Camilleri (2018, 3), "the duration of their itinerary may often be as short as a day". Adding that, this group of travellers require smooth transportation, services reliability and good accommodation facilities at their destinations. They hardly care about their cost of travel as their employers often pay for their trips.

On the other hand, people travelling for leisure seem to be the exact opposite of the business travellers. They are very sensitive about prices and so the lower the price of a holiday package in a destination; the more attractive the destination is to this group. According to Camilleri (2018, 3), leisure tourists may be ready to "delay their travel, or to book well in advance of their travel dates, if this would translate to a significant reduction in their travel costs". According to (Interviewee 4 12 May 2020.), "I will always go for cheaper packages, making sure the content of the package is valuable to me" However, it can be drawn that, the demand for tourism products is different depending on individual values.

What really is tourism? Generally, a tourist is someone who voluntarily departs one area to another to be engaged in activities no matter how far the area or destination is (Camil-

leri 2018, 2). Hence, tourists are seen to be visitors and during their visits in a destination, the activities they undertake are observed as tourism. The United Nations (UN) Conference on International Travel and Tourism accepted to call people on a short trip to another geographical area or country visitors than being seen as residents. (Camilleri 2018, 2.)

This definition engulf two key groups of visitors as stated by Camilleri (2018, 2) "as temporary visitors staying at least 24 hours in a destination and as leisure". The leisure travellers or tourists based on this definition are those engaged in recreational activities such as sports, holiday, health, religious or study trips (Camilleri 2018, 2). Just as the term temporal signifies, temporal visitors or tourists are involved in activities like travelling on cruise and excursions for less than 24 hours in a destination. This group should include nowadays the transit or stopover passengers at stopover destinations. As described by Camilleri (2018, 2), the definition did not take into play the internal or domestic tourists and so a new definition was suggested by the Institute of Tourism now called the Tourism society. Adding that, this institute defined tourism as "the temporary short-term movement of people to destinations outside the places where they normally live and work". In actual sense, tourism is the act of people travelling from one region to another for just everything.

There have been several definitions of tourism over the years but in the year 1991, the United Nations World Tourism Organization (UNWTO) settled on the definition of tourism as comprising "activities of persons travelling to and staying in places outside of their usual environment for not more than one consecutive year for leisure, business or other purposes" (Camilleri 2018, 2). This definition clearly brings the differences between the domestic (internal) and external (international) tourism. Domestic tourism is the act of travelling within the country of the tourist while international tourism refers to moving out of the country. According to Camilleri (2018, 3), the advantage of domestic tourism to a nation is that it has an "impact on the balance of payments and do reduce the outflow of money from the tourists home country". But tourism has brought a lot of negative consequences over the years leading to the concept of responsible tourism in an effort to reduce these problems.

Spenceley & Rylance (2016, 2) reports that, we will regret the things we failed to do than the things we did in the next 20 years. Therefore, it is necessary to abandon the old tourism habit and engage the right direction. Responsible travel has become a popular talk today. But do we have to travel responsibly? As stated by Spenceley & Rylance (2016, 4), "travelling responsibly can provide a richer holiday experience". And that, even though you are on holiday, you are not just passing through the community you visit but contributing strongly to positively change the community and the lives of its inhabitant

population. At this point, you may be excited to understand what is needed for you to be responsible during your holiday.

The good news is that, being a responsible traveler is not a hard thing to do. We may have been doing some responsible things during our past holidays unconsciously. As an example, eating a local meal with a locally grown chicken in a foreign destination might not appear to you to be a responsible act. Besides giving you the opportunity to try something different, it certainly have a low carbon footprint as the distance undertaken by the chicken to get to your plate is very less as compared to imported chickens. The local chicken you consume is certainly fresher because it may have been kept in the freezer for a shorter duration or not kept at all in the freezer and so the electricity usage is either less or no electricity consumption involved at all. This act also goes a long way to empower the local chicken farmers economically as your step helps them to sell more. In fact, a responsible traveler is just a conscious traveler because of the desire to be responsible in every step. Yes, it is good to be a responsible tourist during your holiday or a short trip. Therefore, you may certainly be asking what you can do to be a responsible traveler.

As described by Spenceley & Rylance (2016, 6), it is important to buy locally made crafts with a sticker bearing the name of the country you are currently visiting. Also buy from different shops owned by the locals to make sure your money spread around the community. It is a good practice to avoid spending all your money at a single business center. Furthermore, as a responsible tourist, remember to turn off your lights and the air condition when you leave your room. It is a good practice to make sure you re-use your towel than allowing it to be replaced daily not forgetting to dispose your waste appropriately. (Spenceley & Rylance 2016, 6.)

The term responsible tourism is being used in several forms ranging from sustainable tourism, ecotourism and conscious tourism even though they have their specific harmful effects. However, as stated by Spenceley & Rylance (2016, 5), responsible tourism does the following;
- It helps to reduce the negative effects of tourism on the economy, society and the environment of the host destination.
- It creates opportunities for the local people to benefit economically, improving the well-being of the host communities not leaving out the improvement of working conditions and the opportunities to enter the industry.
- It includes the locals in any decision-making that has an impact on their lives. They should be granted access to contribute to preserve the natural, social and cultural heritage so as to continue to keep the diversity of the world.

- It gives more pleasant experiences to the tourists via greater interactions with the locals, creating a chance for the visitors to know the local culture, social and the environmental concerns of the people.
- Last but not the least, it looks at the provision of access to disabled persons without failing to take into consideration some sensitive cultural issues to build respects between the tourist and the hosts, building confidence and some pride for the local inhabitants.

Any business just like the tourism business is driven by customers demand. Your simple action as a tourists or the tourism industry´s customer can transform the way the tourism business is being operated today. The bigger overall change within the tourism industry depends on you and by just selecting and having a pleasant holiday responsibly; you are actually contributing hugely to the much-needed change.

Therefore, you can clearly see that, "the future supply of tourism products and services responds to current demands of travellers like you" (Spenceley & Rylance 2016, 6). Let us look at a scenario where more tourists demand for a locally sustainably produced chicken discussed earlier in the restaurants at a particular destination. This demand automatically drives the restaurant to start buying more of the locally produced chickens and maybe few or none of the imported chicken products. Likewise, when tourists creates a huge demand for holiday packages certified as sustainable or to say responsible, other business institutions because of the need for more customers do dive in the same direction with the hope of being recognized for a practice that is good.

Important things to perform before taking a responsible trip: It is not difficult to plan a trip that is responsible or friendly to the environment with huge advantages to the hosting destination. Spenceley & Rylance (2016, 7) reports that, even if you "want sun, sea and sand – or a wildlife tour – a city break – or a cultural experience in a remote location", it is necessary to make decisions regarding your trip that will have a positive impact on the destination you are visiting. Whether you are visiting Canada, China, Finland, Rwanda or Bawock in the North West Region of Cameroon, you have the ability to leave a positive feeling about your presence in the minds of the locals.

There are only three simple steps to make your holiday memorable. The first step is to make a decision on where you are going to visit. Secondly, reserve your tour or even your hotel through an online booking platform or via an agent. Make sure that, the agent has a list of sustainable holiday packages, accommodation places and tour companies. Thirdly, make your booking straight with a hotel that promotes its achievements in sustainability. (Spenceley & Rylance 2016, 7.)

When scanning for a destination to visit, it is a good idea to look for places that have projected good efforts in promoting sustainable tourism. Four organizations have been listed by Spenceley & Rylance (2016, 8) with a list of sustainable destinations with a certification or having an award for applying sustainability practices rightly. These organizations include; Global sustainable tourism council, Green destinations, bookdifferent, and the National geography world award. Once you are certain with the destination, the next essential step is to make a booking through an online platform. There are several booking platforms working to promote sustainable holidays. Some of these companies connect you with tour operators and travel agents that aid in providing you with information regarding your travel, arrange your trips and even do the bookings for you.

If you wish to book your hotel directly, most of these companies advertise responsible hotels that you can reserve by yourself. Some of these organizations are; bookdifferent, Barefoot, responsible travel and travelife. (Spenceley & Rylance 2016, 9.) Thirdly, you may intend to reserve your accommodation directly with the hotel or through a tour company. If you are reserving directly with the accommodation company, it is good to verify their sustainability claims independently. According to Spenceley & Rylance (2016, 10), there are hundreds of certification schemes and also many programs providing awards all over the world that might be confusing at some point. The authors further writes that, the Global sustainable tourism council (GSTC) which is an international organization that manages sustainable tourism, "recognizes, approves and accredits sustainable tourism certification bodies" that meets or surpasses the Criteria set by the body.

The activity of this organization helps to clarify doubts regarding any certification. Through GSTC, you can also find a list of certified hotels under the standard of the Global sustainable tourism council. One key way of locating a responsible hotel is by going through the website of international certification bodies approved by GSTC. As reported by Spenceley & Rylance (2016, 10), there are twenty-three certification organizations recognized by GSTC. These organizations include; Austrian Ecolable for tourism, Biosphere responsible tourism, Earthcheck, European Ecotourism network, Fair trade tourism, Ecotourism Australia and so on.

Responsible activities at the destination: After deciding your vacation location, trip booked and making sure that the facility qualifies to the standard of your principles, you are fully set to move. These actions will go a long way to put pressure on the tourism service providers worldwide to make available sustainable tourism products or services into

the tourism market. To make your travel experience exciting, you should do the following during your trip;

- It is a good practice to use water with care as it is precious in all holiday destinations by closing the tap when not in use. Also, re-use your towels and use the shower to wash your body than using the bath tub.
- When you are out of the room, turn off all the lights and all the electrical appliances to conserve energy and reduce carbon dioxide emission into the atmosphere.
- Do not purchase souvenirs produced from shells (coral, turtle shell) as well as from other wildlife because you will be aiding the exploitation of these animals and some of these products are not even allowed to be brought home. Pay attention to the hardwood souvenirs you buy by ensuring that, they are from a sustainably harvested forests not from the forests marked as protected area by the government or hosting endangered species of plants. (Spenceley & Rylance 2016, 13.)

Also do self waste management to avoid careless deposit of waste substances around the environment. Polluting the surrounding area with waste materials like plastic bags, bottles, and cigarette butts is a horrible act with huge negative consequences to the environment. As stated by Törn-Laapio (2019, 9), the most simplified definition of responsible tourism is creating better places for people to visit or live in. Furthermore, Grimwood, Yudina, Muldoon & Qiu (2014, 29) reports that, travellers find limiting cooking fires and the need to pack out garbage a common sense habit during canoeing adventure trips at the Thelon river in Canada. In the same light, it is a common sense to walk strictly on the marked trails when you walk around the natural areas during your holiday to prevent causing damages to wildlife or plants.

In most developing countries around the world, you will often find huckers along the streets. Remember to be nice with them as you can easily feel angry with an enthusiastic hucker when you are not in a shopping mood. Refuse the sales offer nicely and try not to be rude because everyone is making an effort to put some food on their table. Do not spend all your time in your hotel room because you have a lot to see and learn around you. Visit to eat and drink at the locally owned restaurants with food and drinks produced locally. At your hotel´s surrounding area, purchase souvenirs produced in the locality to empower the local craftsmen. Additionally, as a tourist, you will gain more respects from the locals and stared at less if you respect the people´s local cultures. Simple local cultures like covering up when you are away from the beach or in places like shops and religious areas will earn you more respects in the eyes of the local people. Remember that, you might not have smooth services as it is in your home country. Never mind, relax

and don not be angry as it is part of the holiday experience. (Spenceley & Rylance 2016, 13.)

Responsibility in tourism and the future of the tourism industry: As seen earlier in the previous chapters, responsible tourism is intended to maximize the gains of tourism to the host communities thereby, minimizing the environmental and social negative effects of tourism to the locals. As such, it pushes to aid local communities to preserve their cultures and their natural environments (species and habitats). According to Motha, Makuwerere & Siphugu (2011, 2), responsible tourism is "defined as a management strategy that embraces planning, product development, operations and marketing". Adding that, "responsible tourism seeks to harness the power of travel to bring about positive economic, social, cultural, and environmental impacts."

As a responsible human, one tries to humble oneself and behave in a mature manner in the eyes of the world or within your local community. This gives you a positive rating by your peers or followers and may guarantee your future into public offices. For Example, if your public rating is high, you stand a chance to be voted as a representative of the people in your locality if you wish to be engaged in politics. In this case, your being responsible in life guarantees you a political sustainable future. Let us however narrow down to our individual households. As a responsible person, you are careful not to overuse water or electricity at home to avoid high bills at the end of the month. You make sure you avoid misusing things like clothes, shoes, chairs and other items at home that may lead to higher costs. This is exactly the scenario with responsibility in tourism development as we strive to prevent over consumption of our tourism resources for the benefit of our future generations.

When we talk of irresponsibility in tourism, we are clearly regarding over consumption of water or energy for example. It is also looking at the form of inequality in gender, less concern on HIV and Aids at the jobsite or failure to turn in support to the locals. Irresponsibility can also be the establishment of tourism facilities that has no benefit to the surrounding communities, low salaries, horrible working conditions, little concern regarding the local cultures, the environment and the rights of the people. (Motha et al 2011, 2.)

For responsibility to be fully achieved, tourism companies and governments around the world must take necessary actions. Many actions required to take at the individual level to be responsible has been discussed earlier. Let us now examine what must be done by the tourism establishments to be responsible. Based on Motha et al (2011, 3), giving out in-

centives to employers in the tourism industry by the government could help drive responsible tourism practices in South Africa for example. The authors suggest that, incentives should be provided to employers to recover costs used in training their staff on responsible tourism practices. And that, employers or businesses that embark on infrastructures to recycle waste water should be incentivized or given a kind of tax rebates because this practice helps to conserve biodiversity and natural resources. And that, those local communities can benefit from incentives via the provision of advisory services to tourism service operators.

Most companies today claim to be responsible because there is a growing market segment in this area. With many consumers making their purchase decisions today looking at the environmental policies of companies, any tourism business can now "claim to be responsible but only claims associated with a credible third-party certificate carry any type of guarantee" (Motha et al 2011, 3). In the European Union area, EU Ecolabel is used by many companies to show to their consumers the strong ecological criteria of the company's products. Likewise, Blue flag is a global endorsement certification program for beaches that are neat, well managed and is secured (Motha et al 2011, 3-4).

Companies go for these labels to avoid greenwash and fairwash situations described by (Motha et al 2011, 3). It is a situation whereby by, the concept of responsibility in tourism is used for marketing a product to gain consumer ́s interest without any clear steps by these companies to back the claim. In tourism, greenwash refers to the situation where consumers perceive that, the environmental performance of a company is misleading while fairwash is seen as a situation where" social investments are overstated" (Motha et al 2011, 3).

The growing responsible or sustainable market segment is going to take over the world as the generation Y or the millennial who are very concern about our environment are becoming active travelers.

Image 1: Climate change activists stopping a cruise ship in Helsinki (Yle 2019)

A cruise ship was delayed in Helsinki, Finland by climate change activists as they kajak paddled at the front section of the ship to draw people´s attention to climate and environmental crisis. The situation forced the ship heading to Saint Petersburg in Russia to delay for almost one hour. (Yle 2019.) This goes a long way to show how people with this mind set will never purchase or promote products from companies with no concern for the environment. Therefore, responsibility in tourism is to shape the future of the tourism businesses worldwide.

Responsibility and Corona virus: In mid December 2019, an outbreak of an influenza-like illness emerged in China called Corona virus and commonly known as Covid-19. The virus began in the city of Wuhan in China and quickly spread all over the world, including Europe with Italy, Spain, France and the United Kingdom hugely affected as thousands of people were recorded dead in these countries. What began as a joke quickly resulted to a global crisis as many countries around the world shut down their boarders, schools, shops and large meetings to limit the spread of the virus leading to huge economic losses and a total breakdown on tourism businesses globally. But as part of our collective responsible commitments, these actions were highly necessary to prevent continuous loss of lives as a result of the Corona virus pandemic. As the Finnish government struggled to impose restrictions on many businesses, some tourism establishments were responsible enough to close down in order to limit the spread of the virus within the country. Several major ski resort centres in Lapland, Finland decided to close down earlier than planned as soon as they got the news "that convoys with cars filled with vacationers were on their way to northern resorts" (Yle 2020). In business, increase in customers or consumers is always a

good thing but not in this case. One of the key methods of fighting this virus as recommended by World Health Organization (WHO) is the need for social distancing. Therefore, the decision to close down by these businesses to avoid crowded environment was very necessary to save lives and to sustain the tourism business. These companies clearly indicated that, they are responsible business entities and do not focus on making money only but take the security of their consumers and staff into top priority. As stated by (Yle 2020), the ski resort centres were closed by these institutions to fulfil their key objectives of responsibility in business.

In addition to the ski resort centres closing down, Lapland hotels and also the office of the famous Santa Claus announced it will be closing its doors from the public because of the Covid-19 situation. Again, the driving force behind this decision has been the desire to "be even more responsible in these exceptional and difficult times" (Santa Claus Office 2020).

Consumer´s value for tourism services: In tourism, tourist product is in fact the customer value. It "is the perceived benefits provided to meet the customer's needs and wants, quality of service received, and the value for money" (Komppula 2011, 12). The author adds that, customer value is the key to tourism product and forms the bases for product development in tourism. Customer value is defined therefore as "a customer's perceived preference for and evaluation of those products attributes, attribute performances, and consequences arising from use that facilitates (or block) achieving the customer's goals and purposes in use situation". (Komppula 2011, 14.)
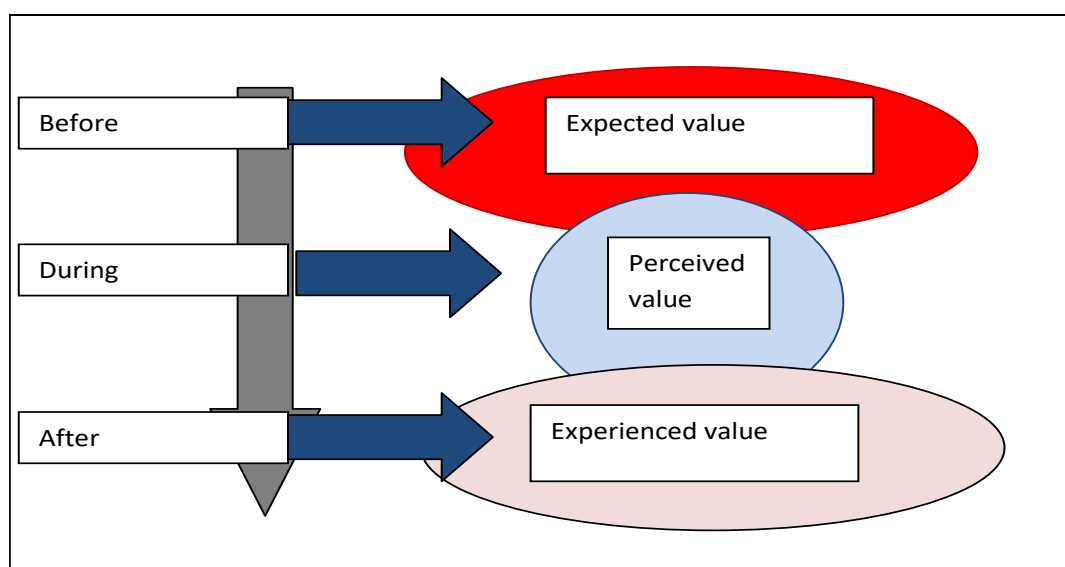

Figure 1: An illustration of customer value (Adapted from Komppula 2011)

Three key steps have been identified regarding customer value in tourism. Before the travel, there is the expected value that refers to the needs, purposes and goals of the customer or customers. It also reflects the customer´s desired value. When consumers pay for an experience, they pay so as to be able to spend time, enjoying the memorable events set in display by the tourism establishment. Therefore, the price set for a package by a company must match the series of events included in the package to give a better experience at the end of a consumer´s trip. As stated by (Komppula 2011, 17), "when positive, leads to a reaction, which results in the recognition of value, that remains in one's memory long afterward".

During the trip, the perceived value is the examination of perceptions and the expectations of people before entering the facility. In other word, it is the perception of an individual while the service is being performed. (Interviewee 1 15 April 2020.) says that, "if I would pay a lot, then I would expect more".

And finally, the experienced value examines the experiences as the services were being rendered and also after the rendered services. It reflects the satisfaction of customers and their received value evaluated against their goals and purposes.

2.2 Community-based tourism

Community-based tourism (CBT) is an important part of tourism development and is an integral part of responsible tourism. It is a clear fact that, tourism has a lot of effects on the environment and also on the people. Therefore, the need for tourism to be sustainable or responsible keeps growing. Historically, community-based tourism came to light in mid-1990s as stated by Asker, Boronyak, Carrard & Paddon (2010, 2). The authors adds that, this type of tourism is seen generally to be of small scale involving interactions between the tourist and the host community. And also that, it is suitable for rural and regional communities and known to be managed and owned by the "community for the community". The venture gives opportunities for tourists to locate new wildlife and local habitats, celebrates local traditional cultures, wisdom of the people and rituals (Responsible travel no date). Adopting good Community Based Tourism practice contributes to sustainability´s three pillars of delivering environmental, economic and social benefits. And so, communities, local government agencies and non-governmental organizations have followed and supported this form of tourism initiative because of its benefit to all the stakeholders of the industry.

This tourism form is beneficial in that, it "enhance social sustainability by empowering local communities to manage their own resources, provide meaningful employment, and assist with capacity building and cultural preservation". (Asker et al 2010, 3.) Environmentally, its benefits include the generation of income for communities and so encouraging them to actively protect their land from degrading. Black (2015, 13) stated that, the dependence of poor communities on the environment for their livelihood often causes environmental degradation, contributing to make these communities poorer. As such, conservation efforts could be increased that may in turn attract tourists like in the case of ecotourism initiative. (Asker et al 2010, 3.) In fact, Community-based tourism circles around the involvement of local community members in tourism development in order to create an industry with long-lasting effect.

Community participation in Community-based tourism: For many years, it has been a trend for local communities to take part in tourism development initiatives. Conventionally, tourism development has been observed to be the sole responsibility of the government. But to successfully develop tourism, stakeholder participation is highly essential. Participatory management in tourism models is regarded to be the key to prevent the negative effects of tourism on community members and ecosystems brought about by conventional tourism. (Giampiccoli & Saayman 2018, 3.)

Stakeholder´s participation is stressed by Gutierrez (2019, 25) as "key players framework wherein tourism development is defined as an activity requiring a multi-stakeholder approach". The author further adds that, clearly identified stakeholder of the tourism industry includes; tourism businesses, authorities, local communities and the tourists. Each stakeholder´s interaction is essential to ensure sustainability in tourism develop-ment. In this light, community´s participation is very important in the quest for sustainable tourism development or in any sustainable tourism initiative.
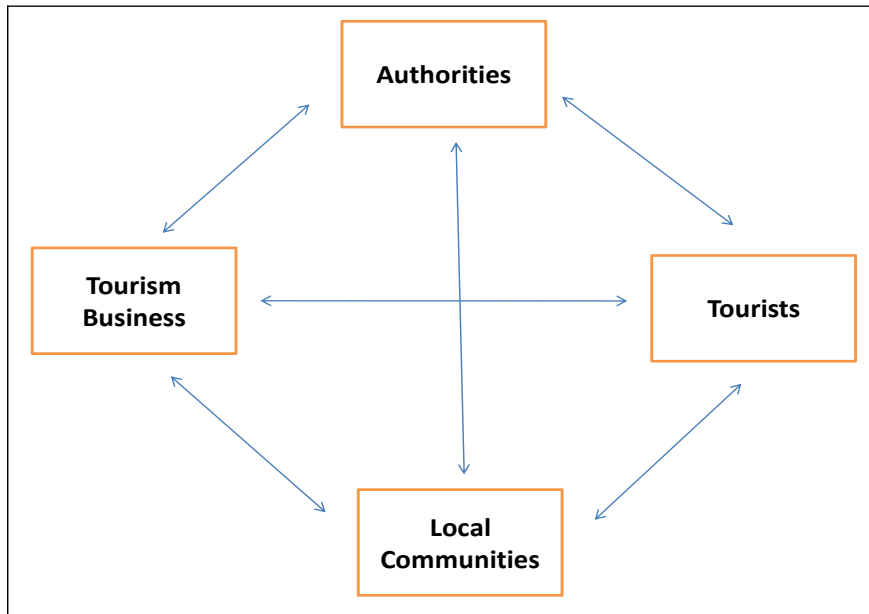
Figure 2: An illustration of tourism key players (Adapted from Gutierrez 2019)

Community-based tourism is a tourism form that produces high-level of community member´s participation in activities generating income from tourism. As such, the venture can be achieved via coordinated efforts of different tourism industry´s stakeholders with the main focus being to induce local community´s participation.

Community participation have been defined by Gutierrez (2019, 26) "as process of sharing decision-making by involving all stakeholders". The main goal here is to make sure power is redistributed by ensuring the benefits of tourism is shared equally among stakeholders. This objective can be obtained by empowering communities via raising awareness and transformative learning process during which the people are given the opportunity to understand the situation they are confronting. (Gutierrez 2019, 26.)

Despite the positive views regarding Community-based tourism development, many problems have been outlined by researchers concerning its implementation. Gutierrez (2019, 27) reports that, tourism development regarding participation is time-consuming and financial resources is limited. And that, putting away the high transaction cost that could be incurred during its implementation process, the cost of maintenace is also difficult to deal with. It is as well not easy to deal with a community as people have multiple interest (conflicting interest), sets of power relations and also different needs and values.

3 Rwanda as a Community-based tourism destination

As reported by Nielsen & Spenceley (2011, 231) in a World Bank report, Rwanda is known for its mountain gorillas. Historically, these gorillas were brought to light between 1960s and 1970s by Dian Fossey through his conservation efforts. These prestigious Rwandan animals have featured in several documentaries and have attracted many popular personalities like Bill Gates, Natalie Portman and Ted Turner with all of them taking part at the gorilla-naming event in Rwanda. (Nielsen & Spenceley 2011, 231.) The authors also found Rwanda and Uganda unique in that, they are the only countries in the world with safe access to mountain gorillas.

Gorilla tourism in Rwanda is seen as a very valuable conservation tool and so the government has placed tough rules for trekking with the gorilla families. Interestingly, visitors are willing to purchase restricted amount of permits for higher costs and yet, they are generally sold out. The revenue obtained from gorilla tourism assist the government to easily fund conservation activities and national parks.

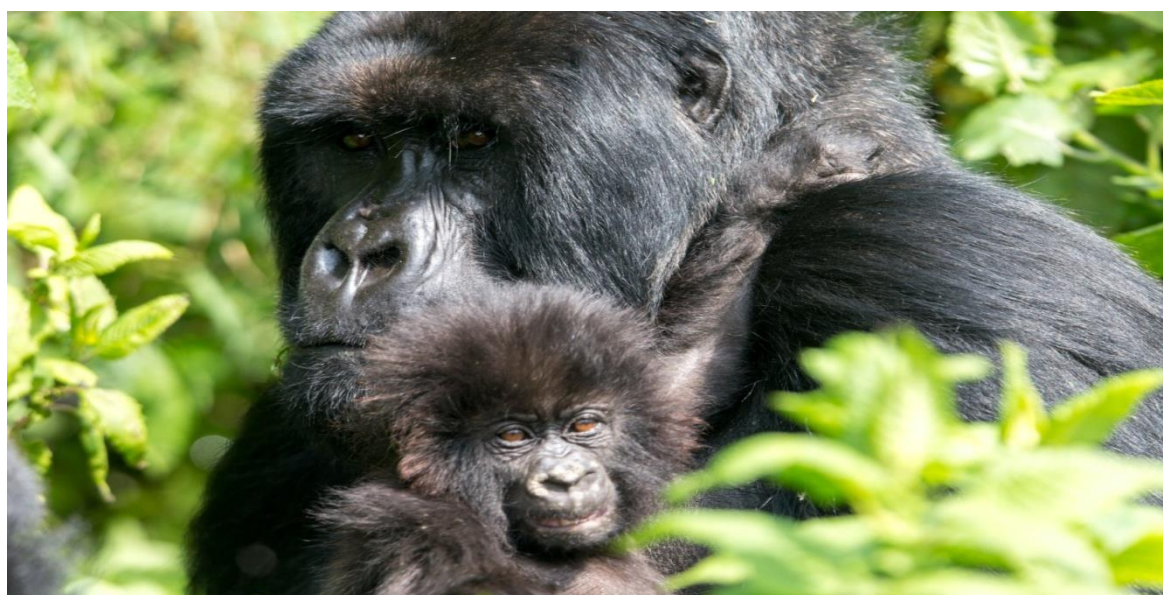Image 2: Gorillas at the Volcanoes National Park in Rwanda (Visit Rwanda 2019)

The international perception about the country is shifting from its violent past and is considered one of the safest nation in East Africa from 2010 as stated by Nielsen & Spenceley (2011, 231). Thanks to the mountain gorillas and the government´s aggressive marketing effort that has helped rebranded the destination.

Rwanda´s success in renewing attention to gorilla tourism shows that, a post conflict nation with the right strategy is able to focus on expensive tourism as well as enabling continuous conservation and community involvement that leads to poverty reduction.

Besides gorilla tourism, the country is attractive to many conference and business travelers with majority visitors coming from the Democratic Republic of Congo (DRC) and around the East African countries. A clear evidence as outlined by Nielsen & Spenceley (2011, 231) is the growing number of restaurants, hotel rooms and even a plan to build a convention centre. The convention center owned by Ultimate Concept Limited was actually completed in 2016. Looking at export revenue of the country as also revealed by these authors, tourism is doing far better than coffee and tea. This is very interesting at the time when most African countries are depending on agricultural cash crops like coffee, cocoa and tea.

There are several factors that accounted for the rebranding of the tourism sector in Rwanda successfully as outlined by Nielsen & Spenceley (2011, 231-232). These characteristics are listed as follows;

- The government of Rwanda portrays strong commitment to the development of tourism and so have been able to place the country via its policies as a safe destination in East Africa and of course, Africa.
- The Rwandan government got the private sector involved in the tourism development process from the beginning with the implementation of policies that encouraged the private sector to invest in tourism that helped to market the destination.
- Also, the country have always had a special focus on tourism as a key factor in poverty alleviation by getting the locals directly involved in the tourism business.

Rwanda is uniquely attractive as can be clearly seen on the marketing website of the country known as Visit Rwanda. On the website, one can find amazing videos of tourists visiting gorilla mountains with wonderful satisfaction testimonies. Beside the gorilla tourism, the country has several other attractions listed on visit Rwanda website.

One of such amazing attractions is the culture of the people. From the colonial days until today, Rwanda Umuganda tradition is unshakable. It is a practice whereby Rwandans from all works of life meet to work for the nation and their neighbourhood. As reported by (Visit Rwanda 2019.), "the last Saturday of every month, shops are closed, buses stop running, traffic disappears from the roads, and Rwandans set aside their personal business for the morning and contribute their efforts to public works projects around the country, which can include litter cleanup, tree planting, building houses for the vulnerable,

and more". The outcomes of this practice are clearly visible as Rwanda is today the cleanest country in Africa. This culture is in fact interesting and likely to be attractive to many responsible travelers as visitors are allowed to take part in these activities. If you plant a tree as a tourist during such activity in the country, you may want to revisit the destination alone or with your family after some years to see how the tree or trees are doing thereby promoting the country´s tourism business.

Another traditional signature of Rwanda is the Intore dancing. The Intore dance shows dynamic Rwanda´s traditional dance styles and music. The dance was founded or created many centuries ago with the Intore or the chosen one to exclusively perform for the royal court taught jumping techniques and military training that shapes an important part of the dance. (Visit Rwanda 2019.) Performers wear grass wigs and clutching spears with live dance performances seen at museums, cultural villages, entertainment at several lodges and hotels in many locations in the country.

In addition, another key traditional culture of the people of Rwanda is artisanal crafts. Traditional arts still in use today are weavings and basket makings for the production of dry containers to store medicines and food. These containers are as well called peace pots, used in traditional wedding ceremonies and as welcome gifts. As described by (Visit Rwanda 2019.), "pottery is one of the oldest forms of art in Rwanda and can still be seen in many towns today using traditional Batwa techniques".

The country is also blessed with a distinctive local craft called Imigongo (cow dung painting), fabricated in a local co-operative in Nyakarambi close to the Tanzanian boarder. The craft´s dominant colors are brown, black and white whirls plus other shapes in geometric form. These crafts are available in craft shops or markets located all over the nation. (Visit Rwanda 2019.)

Accessibility and security issues in Rwanda: It is obvious that, without being able to easily enter or move within a particular destination freely, tourism becomes difficult. People access first their security and how convenient they will be able to travel within a specific country before making that very first and key decision to take a trip to a destination. (Interviewee 3 12 May 2020.) revealed that "I strongly consider safety and accessibility first before making a travel decision" and according to (Interviewee 2 12 May 2020.), "My safety is important and so I often check the internet for useful safety infor-mation about a place before making a decision to travel there".

Let us begin by examining the accessibility situation of the country. To visit any country in the world, it is necessary to obtain the required document that grant access into the country. (The Directorate general of immigration and emigration 2017.) announced that, through the new visa regime program adopted by the country, Rwanda granted visa free access to some countries around the world. This new policy also eased visa restriction from visitors by allowing citizens of all nations around the world to obtain visa on arrival without any need for advanced application. This is a good policy that will undoubtedly boost tourism within the country but could place the country´s security at risks as they may be no time for the country´s immigration officials to do background checks on visitors before they arrive.

However, this policy is a good step to encourage many visitors to flood the country and could positively transform the tourism industry. Besides the Rwandan visa free access, one other key area to focus on is the country´s transport infrastructure that forms an important part of tourism. (Visit Rwanda 2019.) reports that, there is a continuous investment into infrastructures in Rwanda by the government with roughly a tenth of the country´s annual budget allocated to develop transport networks and other infrastructures. At a business seminar in Finland hosted by Haaga-Helia University of Applied Sciences in Pasila to talk on secure investments in Africa, the speaker (Wesselmann 18 January 2020.), the managing director of africrops praised the Rwandan government´s effort in developing the nation´s transport network. The business giant pointed out that, Rwanda has smooth roads as compared to its neighbouring Uganda. In terms of the rail networks, several efforts are being made to link the country to its East African neighbours to boom trade and of course tourism.

The road network is seen as the nation´s key transport sector with the country depending on it for its economic growth. Key towns within the country are linked by its road network. This transport system also connects neighbouring countries of Kenya, Uganda, Burundi, Democratic Republic of Congo and Tanzania. (Trigona 2018.) In addition, air transport plays an important role in linking the country with foreign destinations. The country´s main airport is Kigali international airport, serving its national carrier RwandAir and many different foreign airlines. (Visit Rwanda 2019.) But is Rwanda truly accessible to all tourists?

Accessibility in tourism is a very hot topic today in most destinations around the world as the tourism industry is becoming very competitive. The (United Nations World Tourism Organization 2016, 4) reports that, within more than a billion foreign tourists travelling annually, a large percentage consist of families with young children or families with elderly

persons (seniors) as well as families with disabilities or other special needs. Adding that, "for these millions of people to be able to participate in tourism on equal terms, it is crucial that destinations develop universal accessibility measures". Rwanda therefore as a tourists destination still have a lot to do in terms of accessibility by both the private and the public sectors of the country as reported by (Twydell 26 September 2017.)

The country is not very accessible to wheelchair partly because it is filled with hills and valleys. In a blog post reported by (Twydell 26 September 2017.) regarding the visitor´s trip to Rwanda, the Rwandan hotel visited claimed to be accessible to wheelchair with the inside actually step free. However, the access to the bathroom in the hotel was not accessible to wheelchair even though the staffs were very helpful. Also, the entrance into the hotel was not accessible at all but the staffs were happy to carry the visitor up the stairs into the hotel. However, despite all the assistance received from the staffs, the guest did not feel comfortable when exiting or returning to the hotel. With this example, one could see clearly the need for developing accessible services in all destinations around the world including the Rwandan society. The Rwandan government must encourage or set minimum standard rules that tourism service providers must meet so as to provide accessible services to their consumers.

After examining the nation´s accessibility situation, let us now look at the country´s security stand point. Rwanda is secure with the United Nations Organization rating its security to level one (Trigona 2018.) However, the Rwandan authorities may close the border without any advance notification if they notice any safety and security threat. As published by the (U.S. department of States 2019.), the nation´s border between Democratic Republic of Congo and Burundi remains porous. The United Nation´s peace keepers and the armed Congolese security forces are actively confronting the militia and rebel groups in the North and South Kivu provinces. These attacks sporadically occur, targeting civilians. As added by the report, the tense relationship between Rwanda and Burundi poses high risks of cross-border incursions and armed clashes.

Therefore, travelers are advised to take special precautions while in Rwanda. It is necessary to avoid demonstrations and be vigilant once you leave the cities. In areas where foreigners are frequent, maintain caution and also monitor the local news and alerts. Most crime incidents reported are; robberies (hotel rooms, residential rooms) and petty theft. (U.S. department of States 2019.)

Also essential is to avoid walking alone at night or after dark. It is good to make sure your valuables and money in cash form are not exposed. In addition, lock the car doors and windows as you drive around, making sure that your important documents (passport and visa) are with you and always in a safe location. For any emergency situation, always remember to call the local police number immediately and you will be directed on how to file a complaint at the nearest local police station in person. (U.S. department of States 2019.) But in fact, there is no country in the world that minor security issues are not found. Despite these minor security challenges, Rwanda is largely peaceful and welcoming to visitors. You can bear with me that, even in the United States of America or even in most European cities as a tourist or even a resident, you must be careful as you move around to avoid loosing your valuables to thieves. The killing of George Floyd, an unarmed black citizen of America in May 2020 by the American police sparked huge protests by human right activists across the nation and around the world including Finland. These are minor security issues that can not be tracked in advance. Another major threat on tourism worldwide is terrorism as it can hit any country at any time. The republic of France, Belgium and even the United Kingdom with all their maximun security facilities have experienced several terrorist attacks in recent years.

3.1   Rwanda as a tourism destination

Rwanda is landlocked, hilly, fertile and densely populated with over 12.5 million people as of 2018 statistics. As published by the World Bank, Rwanda has been able to perform key economic and structural reforms, securing the nation´s economic growth rate over the past ten years. (The World Bank 2019.). To better understand the country, let us look briefly at its political, economic, social, technological, environmental and legal (PESTEL) situation. These factors have contributed to make Rwanda a good destination to visit for tourism.

Politically, Rwanda can be seen to be stable after the horrible genocide that took place in the country in 1994. A stable political situation of a country is very important for tourism to flourish. As stated by the World Bank, the September 2018 parliamentary elections in the country saw 64% of women rising to power in a continent where the rights of women is still a big issue. Although the ruling party (Rwanda Patriotic Front) maintained huge majority of the seats in the parliament, two opposition parties emerged with two seats each in the parliamentary house. President Paul Kagame is currently serving his third term in the office following his re-election in August 2018 (The World Bank.)

At the economic point of view, Rwanda is currently looking at achieving a "middle income country (MIC) and high-income country (HIC) status by 2035 and 2050" (The World Bank 2019.) This great vision of the country will be achieved via 7 year series known as the National Strategy for Transformation (NST1). Since the end of the genocide that hit the country in 1994, Rwanda has achieved a commendable socio-economic progress, placing the nation among the fastest growing economy in the world.

Looking at the social situation of the country, as published by (The World Bank 2019.), Rwanda attained substantial improvement in the standard of living of the people. The organization noticed a 2/3 drop in child mortality and primary school enrollment is almost universal. Adding that, the national poverty line saw a decline in poverty level from 59% to 39% between 2001 and 2014 and however, the reduction became stagnant from 2014-2017.

At the technological standpoint, Rwanda is today undergoing transformation in the technological sector of the country. As reported by (Tafirenyika 2011.), "the growth of Rwanda's information and communications technology sector is stimulating innovation across the society". One of the key transformations can easily be noticed in the transport sector with the development of luxurious commuter buses equipped with smart card systems. For this to work, smart card readers or machines are installed into the buses to be able to read the cards. Even though this system is not unusual in developed countries and most emerging economies around the world, it is interesting to find this rapid development in a tiny landlocked nation like Rwanda just coming out of genocide roughly 26 years ago.

The technological transformation within the society is changing the way citizens communicate and purchase goods and services (Tafirenyika 2011.) Adding that, "Rwandan government´s policy to promote communications and technology sectors of the country is stimulating creativity within entrepreneurs and so bringing growth across the economy. It is as well a great opportunity for foreign investors to invest in the country because it is today faster, easier and even less expensive to carry out a business operation in Rwanda as compared to other countries in Africa. It is interesting also to know that, the government is planning ambitiously to transform the nation into a regional high tech hub dubbed the "Singapore of Africa".

Environmentally, (Muiruri 2018.) reports that, as you enter Kigali the capital of Rwanda, you are greeted by a "sparkling clean, cool and serene environment" as compared to

other cities within the African continent. The nation has passed laws to ensure all citizens or foreign residents in the country adapt to the non-pollution course.

There are several majors taken by Rwanda to conserve the environment today including the placing of ban on the importation of non-biodegradable plastics into the country. The move has transformed the nation over the years into a society free of plastic bags and bottles observed as common pollutants into the surrounding environments of most cities in Africa. It is as well important to note that, all visitors into the country are thoroughly frisked of plastics at the entry points. (Muiruri 2018.)

Furthermore, the government has set aside one day every month that people around the country come together to clean their environment referred to as "umuganda". As outlined by (Muiruri 2018), "on such a day, most streets are empty, shops are closed and many other services are temporarily halted as people embark on cleaning their city" with president Paul Kagame spotted in public taking part in umuganda´s activities.

Another positive step taken by the Rwandan government regarding the environment is the introduction of huge charges to mosques, churches and night clubs if they fail to sound-proof their building. In fact, it may cost a maximum jail term of two months or a fine of over one thousand dollars if charged with pollution within the Kigali city. This shows how serious the government is concerning the issue and as a result of the move, over 1,500 churches were closed down because they failed to meet the law.

In legal view point, in 2013, Rwanda was ranked by the World Bank Doing Business Report 32nd out of 189 countries. The country performed well in the areas of starting a business and in property registration by entering top 10 globally. Imagine that, it takes just 2 days to start up a business and 12 days to register a property in Rwanda. This is of course very interesting and even more interesting when we compare the same process to many African countries including Cameroon where similar process is very complicated and can take several months. The (International Trade Centre 2014: 23.) found that, "Several reforms have contributed to improving the business environment". One of such reforms is the reduction of time needed to get a registration certificate for business start up. The easing of property transfer by taking away the requirement for a tax clearance certificate and the introduction of web-based land administration information for processing land transaction has been seen as another positive reform. To attract foreign investment, state-owned enterprises were also privatized. Despite all these positive moves, as published by the (International Trade Centre 2014: 23.), "many current investors find the country's taxation regime and the room interpretation of contracts" as

the key problems faced when considering Rwanda for investment. Another major challenge is that, gaining access to investment credit by both locals and foreign investors are influence by networks closely attached to the government.

3.2   Community-based tourism in Rwanda

To understand Community-based tourism topic better, let us examine how the venture is being practiced in Rwanda. This form of tourism circles around the involvement of local community members in tourism development to create an industry that is long-lasting.

Rwanda is landlocked and is situated between the Central and West African regions. The nation has three national parks listed as Nyungwe, volcanoes and Akagera. (Luberwa & Sreedhara 2016, 328.) Global statistics shows that, about 1.2 billion individuals live in extreme poverty. A quarter of these people are roughly calculated to be living in the sub-Saharan Africa with three-quarter working and living in the rural areas. As such, the United Nations commission on sustainable development suggested to governments to highly utilize tourism potentials to wipe or stamp out poverty by "increasing suitable cooperative policies with major groups, and native local communities" (Luberwa & Sreedhara 2016, 329.) Therefore, tourism has been recognized as a priority sector to obtain Rwanda´s development goals as stated in the nation´s vision 2020 strategy.

Image 3: Kigali, the capital city of Rwanda (Igihe 2016)

Before we proceed, let us examine some key ways in which local communities benefit from tourism so you can understand why the United Nations strongly believes in it for poverty alleviation. First, it creates employment opportunities in several angles like in the Parks, restaurants and accommodation facilities. Secondly, tourism brings direct income from joint ventures into the economy of the local community. Thirdly, it brings tourist into the community who in turn do some shopping from the locals that helps to empower them financially. Fourthly, by doing tourism, some local community projects like the construction of a bridge could be financed through free will donations from the tourists. Fifthly, tourism can lead to the exploration of the culture of the local people that may become a source of income like in the case of a local dance group being paid to dance by the tourists. The Rwanda´s Intore dance performances is a practical example of an attractive culture that has become a source of income to the people.

So, let us now look at the Rwanda´s Community-based tourism initiative called Sabyinyo Silverback Lodge. As reported by Luberwa & Sreedhara (2016, 329-330), Rwanda has only one shared business enterprise called Sabyinyo Silverback Lodge. The facility is located at the edge of the park with 8 visitor's room able to host 16 people at full capacity. The facility´s non-discounted or support rates varies from 400 dollars to 1000 dollars with the provision of accommodation and all meals. It is a joint venture of Nyange and Kinigi local communities represented by Sabyinyo Community Livelihoods Association (SACOLA). SACOLA´s objectives are to conserve the natural resources within the Volcanoes National Park and to improve the livelihood of the people living near the park (Black 2015, 20). As such, (Black 2015, 20) writes that, the organization has funded and supported many community projects including low income family´s housing and housing for the genocide victims. It has also constructed a cultural center, purchased computers for schools within the community, the building of water tanks and the donation of cows and chickens to local families.

Also involved in the business venture are; the private sector Governor´s Camp Ltd, the international Gorilla Conservation Program, the African Wildlife Foundation and the government. The contract of the joint Venture consists of a lease agreement for 15 years between Governor´s Camp Ltd and SACOLA. The Governor´s Camp Ltd, a private sector builds and manages the lodge and do pay 50 dollars per bed per night into the community plus 7.5% of the net sales.

Image 4: The surrounding area of Sabyinyo Silverback Lodge (Jacada Travel Ltd 2020)

The advantages of this joint Venture are that, natives living close to the area gain employment at the lodge. The natives also have the chance to supply the lodge with goods and services. In addition, cultural tourism excursions are organised for tourists to watch local dancing, singing and drumming by Batwa people and rural community visiting trips for tourists to be aware of the village life like basket making, banana brewing, and trips to orphanages and schools. The tourists often pay the sum of RWF 100,000 which is almost equivalent to 150 dollars. Some lodges keeps a regular dance group that consist of residents around the area and staff members. At the moment, a community controlled craft shop is located at the main Park´s head office. Tourism income obtained from protected areas in Rwanda contributes 5% saved into a fund for community projects in the administrative sector near the national Park.

Image 5: Sabyinyo Silverback lodge (Jacada Travel Ltd 2020)

It is essential to examine also the indigenous people´s role and the tourism profit´s sharing method with the host communities when looking at Community-based tourism. One of the key benefits of the local people is that, the community members gain full time jobs and also perform traditional dances that aid cultural tourism. It is estimated that, about 455 people are permanently employed by the sector. In addition to the provision of local agricultural products like fruits and vegetables to the tourists, the locals also offer guiding and transportation services to the visitors. Estimated benefits from the buying of fruits and vegetables by the tourists from the locals per year are seen to range from 110,000 dollars to 266,000 dollars. The joint venture discussed earlier operated by the community constructs and does maintain accommodation facilities for the visitors, bringing in an anticipated sum of 100,000 dollars to its society organization associates. (Luberwa & Sreedhara 2016, 332.) We can see clearly that, the benefits of Community-based tourism to the Rwandan society is enormous and worth encouraging. Looking at this, it is reasonable for Finnish travelers to consider Rwanda as a destination for Community-based tourism. This shift is necessary to put pressure on the Finnish tour operators to start offering this type of service packages.

Challenges of the initiative and some suggested solutions: Black (2015) carried out a research to analzse the social and economic impacts of African Wildlife Foundation´s lodges on the local communities in Africa. The two lodges involved in the project were Ngoma Safari Lodge in Botswana and Sabyinyo Silverback Lodge in Rwanda. Some stakeholders of the ventures were interviewed in semi-structured form. These stakeholders are; some lodge operators, the International Gorilla Conservation Project, managers, Botswana tourism organisation and community trust representatives. Some of the research´s data were collected in the form of survey with the results outlining some key challenges faced by these initiatives. Regarding the manager staff relationship, the research found that, staffs were not given enough opportunities to openly express their needs. Therefore, it is necessary for the management to enable this type of environment to get the staff fully engaged. Looking at staff´s employment, both the survey and the interview data shows that, even though the joint venture agreement requires that a specific number of staff should be appointed from the community catchment, it was rare for this to happen. As a result, some resentment was created among the community employees and the staff. And so, it is important for the management to advertise staff positions transparently across the trust catchment for any community member to apply. Another major issue as portrayed by the survey data was the employment of staff from the nearby villages or villages close to the lodges. The lodge operators should be very

committed to make sure the community benefits from the lodge´s revenue and by ensuring that, greater portion of their staff should come from the local community. It was also noticed that, communication between partners were so critical for the joint venture partnership to be effective. The researcher found that, communication between the community trust, private tourism operator and lodge managers were not so good regarding regular meetings, transparency and face-face meetings. The findings also revealed that, the higher the number of partners in a joint venture, the more complex the arrangements and communications becomes. Also interesting to note is that, there were suggestions during the research by the respondents that, not all the partners regarded the relationship to be equal and did not feel their involvement in decision-making resulting to the lack of trust. As also revealed by the author, written clauses in some cases were not being applied and had been forgotten over a long period of time. Therefore, there appears to be the need for all the parties in a joint venture to monitor and consult the agreement often to make sure all the clauses are met. Lastly, the researcher also reports on the need to tap into local services and products during the establishment phase of the lodge by buying community´s products like eggs, milk, honey and vegetables and by utilizing local dance and handicraft groups. As suggested by the author, this relationship is essential to build in the early stage of the venture´s development as the establishment´s buying behaviour becomes a habit over time. (Black 2015, 66-68.)

4   Research methodology

The most important thing to consider when thinking on how a reseacrch has to be carried out is the research methodology. Dawson (2002,14) defines research methodology as " the philosophy or the general principle which will guide your research". The author adds that, it is the overall way of dealing with the situation or the research problem as it assist you to learn more regarding your topic with the inclusion of issues you need to consider during the process like the dilemmas, constraints and ethical choices within the research work. Research methodology is different from the research method in that, research methods are used to obtain data like interviews and questionnaires (Dawson 2002, 14). There are two main research methodologies called quantitative and qualitative.

Through quantitative research, statistics are generated via the utilization of large-scale surveys by using methods like structured interviews or questionnaires. Qualitative research focuses on behaviors, attitudes and experiences by using methods like focus groups and interviews. The method attempts to obtain deep opinion from the participants involved with fewer people taking part as compared to quantitative studies. Experiences, attitudes and behaviour of the participants in a qualitative research is very important. (Dawson 2002, 14-15.)

4.1   Research approach: Exploratory case study

This is an exploratory case study research because no previous study has been done in this topic area. It is often used by researchers to investigate problems not defined clearly. Case study is found favorable for this research because it is seen as an established design used extensively in several deciplines (Crowe et al 2011,1). But what is case study?

Case study: This research approach is very necessary when there is a need to dig deep to understand an issue, phenomenon or even an event that interest the researcher in its natural standard or in the exact form in which it happens. Case study has been defined by (Crowe et al 2011, 1), as "a research approach that is used to generate an in-depth, multi-faceted understanding of a complex issue in its real-life context. It is an established re-search design that is used extensively in a wide variety of disciplines, particularly in the social sciences". This research method can be defined in several forms but the key thing is to explore a phenomenon or events in depth and in its natural form. The work of (Crowe et al. 2011, 1), examines Stake´s report and states three main types of case study as in-

trinsic, instrumental and collective with an intrinsic case study undertaken to study or learn about a phenomenon that is unique in nature. The researcher will have to sort out the main factors that make the phenomenon unique or different from others. On the opposite side of intrinsic is instrumental case study which uses a certain case to gain a wider appreciation of a matter or an issue. And the last type collective is an aspect of studying many cases at the same time or in a sequence in an effort to achieve also a wider view appreciation of a certain issue or matter.

Steps of case study research: Case study research has 5 important steps to follow;
    a. the study ´s question
    b. the study ´s proposition
    c. the study ´s unit or units of analysis
    d. the logic linking the data to the propositions and
    e. the criteria to be used to interpret the findings.

Study question: The most important step in a case study is to determine the study question. The basic familiar series of questions used are; "who", "where", "how", "what", and "why". If a research question focuses on the "what" question, it gives birth to a set of questions. A "what" question is an explanatory question according to (Yin 2003, 5). For example, what are the ways of making work effective in a company? The best way to approach this is by conducting an explanatory study with the main aim of developing pertinent hypothesis and proposition for further or more inquiries. But as an explanatory study, (Yin 2003, 6.) also states that, any one of the 5 research strategies can be utilized. Examples of research strategies are; exploratory surveys, exploratory experiments, or exploratory case studies. The second type of "what" question can be seen to mean "how many" or "how much". It can be observed that, it focuses more on inquiries. For example, what has been the outcome of polio vaccination in Nigeria in 2010? These outcomes can be identified easily by doing surveys or using archival strategies than using any other means. The question derivatives of "who" and "where" are; "how many" and "how much". This type of questions will likely go in favour of the survey strategies or analyzing archival records. This strategy can only be of advantage if the research´s goal is to describe an incidence of a phenomenon. On the opposite side is the "how" and "why" questions which are more explanatory. These methods favour the use of case studies, histories and experiments as research strategies. In fact, some of the "how" and "why" questions are unclear or contradictory, needing a lot of explanations. Understanding "how" and "why" Barack Obama got elected as the president of America in 2008 can be studied by using a survey or a case study. The survey may look at the voting pattern that portrays that, John McCain ´s voters

were largely supporters of the then president George Bush and this can easily answer the how and why questions.

Study proposition: In this second phase, any proposition is focused on something that has to be looked upon in the course of the study. Let's examine the example stated by (Yin 2003, 22). According to the report, if one´s research on inter-organizational partnership topic begins with the question; "how" and "why" do organizations collaborate with one another to provide joint services? With the "how" and "why" picking what you are interested in answering, this could lead you to case study as the best strategy to be utilized. However, these how and why questions do not tell you exactly what you should study. You can only move in the right direction by stating some propositions. For example, you may focus on the point that, organizations collaborate because they obtain some benefits on both sides. But some studies have clear reasons for not having propositions. This condition does exist in surveys and experiments where the topic is the subject of the explanation.

Unit of analysis: This third component of case study research process is linked to the main issue of defining the case. In classic case study for example, an individual can be the "case" to study. It could be a case study of clinical patients or that of a leader. At each point, a person as an individual is the case to be studied and so that person is the primary unit to be analysed. As such, information on each relevant individual is to be collected with the person the primary unit of analysis. Proposition however would still be of use here to help sort out the most important information about the person. Without such proposition or call it guide, an investigator may try to collect all "all information" which is logically difficult to do. (Yin 2003, 22-23.)

Linking data to the proposition and criteria for interpreting the findings: According to (Yin 2003, 26), linking data to the proposition and criteria for interpreting the findings are the least developed sections of case study. This is the data analysis step of case study research and it is very essential for any research design to lay groundwork for such analysis. One interesting approach that can be used for case study is the "pattern-matching" idea. In this, many fractions of information from the same case could be linked to some theoretical propositions. (Yin 2003, 26) analyzed the work of Campbell regarding traffic speed limit. The report states that, Campbell first published a report, showing how the annual number of traffic fatalities has reduced due to the implementation of a new law limiting the speed to just 55 miles per hour. But further observation or examination of the fatal rates before and after the government´s 7th implementation of the rules for several years revealed that, there is a constant fluctuation in the rates than a smooth reduction or

clear reduction of fatality rates. In conclusion, Campbell pointed out that, the speed limit contributes nothing to reduce the traffic fatalities.

4.2   Research methods: Semi-structured interview

The data collection technique is semi-structured interview. Therefore, a general interview guide or important list of themes are built in advance so that, the "same general areas of information are collected from each interviewees" (Puustinen 2013, 6). The list allows some degree of flexibility to obtain information from the interviewees. This method of collecting data is commonly used in a qualitative research such as this. It allows researchers to gather or assemble information on a topic that is less known and so have been found useful in this work. (Puustinen 2013, 5.)

4.3   Research process

A total of five Finnish citizens (travellers) and one manager of a tour operator in Finland took part in the research. Same questions were asked to all interviewees (travellers) and a related question to the manager of the tour company (Matkatoimisto Aventura). The interviews were initially planned to be face-to-face but due to the Covid-19 situation in Finland that caused a temporal lock down of the country, the interview data were then collected on skype and whatsapp in English. The average lengths of the interviews were in between 15-20 minutes and took place between mid March and mid May 2020. However, the data obtained from the production manager of the tour operator were gotten via email response as the interviewee cited lack of time due to the corona virus pandemic that resulted to an increase in work load at work.

The criteria set to select each interviewee by the researcher were;
Travellers: Must be at least 18 years of age, must have travelled out of Finland, can speak English and must be a Finn.
Tour operator´s manager: Must have at least 5 years of work experiences as a manager, must have been to Africa and can speak English.

The product manager of Matkatoimisto Adventura interviewed has 8 years experiences as a travel company manager and has been to Rwanda. So, the manager is considered highly knowledgeable in the topic. The Finnish travellers interviewed have different travel ex-

periences in different parts of the world including Africa and so is considered good information sources regarding the topic area.

The researcher has interview experiences through professional development projects in school and during the bachelor's thesis writing. The main data sources are primary data collection via interviews and secondary data collection obtained through article reviews. Besides the interview recordings after permissions were obtained from the interviewees, notes were taken during the interviews by the researcher so that, key view points of the interviewees were not left out if anything went wrong with the recorded files. The results obtained could be implemented by the Rwandan government to boost Rwandan tourism by attracting Finnish travellers as well as it could give new business opportunities to the Finnish tour operators.

Convenience sampling: The interviewees who took part in the project were classmates at Haaga-Helia University, friends and colleagues at the jobsite of the researcher. Even though as indicated earlier, the production manager of Adventura with eight years experiences as a manager took part in the research, the research sample is largely a convenient sample. In all research, it would be best to utilize the whole population. However, Etikan, Musa & Alkassim (2016, 1-2) writes that, "in most cases, it is not possible to include every subject because the population is almost finite". Adding that, this forms the rationale or a set of reasons behind researcher´s use of convenience sampling. Convenience sampling is also called haphazard sampling or accidental sampling. It is a nonrandom or nonprobability sampling that involves members of a targeted population that meets a certain criteria like availability at a given time, easy accessibility, geographical proximity or being prepared to participate are being included for a study purpose. (Etikan et al 2016, 2.)

Due to limited resources and in fact the lack of funding regarding this project, the researcher found convenience sampling the most suitable sampling option because it is easy, affordable and the subjects readily available. As stated by Etikan et al (2016, 2), with numbers obtained "from convenience sampling, one can make only weak statement about some characteristic of the sample itself rather than a formal inductive inference concerning the population of interest". And that, the researcher decides on what is needed to be known and goes out to seek for people that can provide the information and are willing to give them based on their experience or knowledge. It is typically used in qualitative studies by utilizing the available resources properly through the identification and selection of the information-rich cases. The key disadvantage of convenience sampling is that, it is likely to be bias even though the main assumption associated with it

found "that the members of the target population are homogeneous". Meaning that, there "would be no difference in the research results obtained from a random sample, a nearby sample, a co-operative sample, or a sample gathered in some inaccessible part of the population" (Etikan et al 2016, 2.)

5   Results and Analysis

After the interviews were conducted, transcribed and analyzed, the facts obtained are presented as follows;

5.1   Results

The research result reveals that, the Finnish tourists are willing to interact with the local community members in a foreign country. All the interviewees pointed out the need to interact with the locals during a holiday. Living and interacting with the local people is just the best way of learning about their culture and tradition. As stated by (Interviewee 1 29 April 2020.), "when I go on holiday, I do like to be with the locals and see what the local life is". Similarly, (Interviewee 3 12 May 2020.) says "that is the most interesting thing because you come to interact with the local culture". It is with no doubt therefore that, home stay has become visible in recent years as a popular tool for communities in the local area to boost their economy and at the same time, preserving and sharing their cul- ture. (Shrestha 2020.) The idea of sharing a home with the locals according to the author is to be able to know their culture but the corona virus pandemic has created a situation where sharing may become difficult in the future. It caused planned trips by international tourists cancelled as the airlines were grounded and the national lock down imposed by countries around the world also sealed off the domestic tourism. As a result, several home stay tourism businesses and its partners worldwide went out of business. The research also found living in a local home with a local family challenging as many cited security concerns as well as privacy issues. Despite all the challenges involved in living in a local family home, home stay tourism remains a beneficial way of enjoy your holiday while learning a new culture and financially contributing to change the community you visit.

Also, the interviewees had different experiences using the Finnish tour operator´s services for their holiday trips. The research found four fifth of the participants willing to use the Finnish tour operator services for their holiday trips if they have nice packages at good prices. Most of the interviewees said they often prefer discounted packages to avoid pay- ing more and will rather plan their trips by themselves if it will be cheaper. But not every- one one has been through Finnish tour operators or has used the services of tour opera- tors in Finland as one of the interviewee has no travel experience with the tour operators. Travelling to a foreign country may be very challenging sometimes because of language barriers. As such, planning a trip individually becomes difficult for most Finns who may not be able to speak good English, a language commonly used around the world. Therefore, even if planning a trip individually is cheaper to this group of people, it will be necessary to

travel through tour operator´s guided tours with Finnish speaking tour leaders. (Interview-
ee 3 12 May 2020.), said that "If I was not able to speak English, I would likely see a
different picture. However, I don't have the experience of someone travelling without being
able to speak English". According to (Product manager 29 March 2020.), Adventura travel
agency and tour operator in Finland specialize in long-haul destinations, organizing "guid-
ed tours with a Finnish-speaking tour leader in small groups". The company and similar
companies therefore can be very helpful to Finnish tourists planning a trip to a country like
Rwanda.

Looking at the satisfaction level of the interviewees regarding Finnish tour operator´s ser-
vices, many found their services very good. Their services offer opportunities to less expe-
rienced travellers in Finland to seek for advanced information regarding a destination to
"feel safer" (Interviewee 1 29 April 2020.) These advanced services before a trip is made
by the consumer contribute to give the overall rating of the company´s services by the
consumers or travellers. The (Product manager 29 March 2020.) revealed that, "we have
large amount of repeating clients" This in fact can be observed as a way of measuring
consumer´s satisfaction as satisfied customers are likely to do repeat business.

The interviewees also shared the view that, if they pay more for a travel package, then
they are of course expecting better services in return. Therefore, the price of a package
should reflect the quality of services to be rendered. As mentioned by one of the interview
participant, if something goes wrong when a huge payment was made by a customer, the
customer gets offset easily. One can judge therefore that, the price of a tour package to-
gether with the services rendered gives experienced value to the consumers and the abil-
ity to judge if their goals were met.

Examining the preference to live in a local hotel or with a local family during holidays, the
interview participants generally saw the need to practice living with a local family so as to
gather some experiences. Even though the interviewees were worried about their security
and privacy regarding home stay (living with a local family) accommodation option, many
found it interesting and were willing to give it a try. As noted by (Interviewee 2 12 May
2020.), "I don´t know how living with a local family would be but I would be curious to try".
Responding to similar question regarding client's preferences, (Product manager 29
March 2020.) explains that, it varies across customers, the community´s accommodation
condition and the overall characteristics of the trip. Therefore, clients wanting to live in a
luxurious hotel during their holiday will generally not accept to live in the house of a local
family. Recognizing this, Adventura developed a cooperation network with local partners
to make sure the benefits of tourism get to the locals even if the client live in a higher-

level accommodation. Adding that, as an example, Wilderness safaris in Africa owns luxury lodges and camps and yet the organization´s goal is to make tourism as sustainable as possible. Interestingly, the organization also has a lodge in Volcanoes and Akagera national parks in Rwanda. It also takes part in conservation and tourism management program in Gishwati-mukara national park also located in Rwanda. Aventura was cooperating in the past with "defunct Duara travels who arranged stays in many villages around the world" (Product manager 29 March 2020.) But as admitted by the manager, the actual living conditions in most parts of the world can be shocking to majority of leisure travellers from Finland. And so this type of travel (home stay) would often require younger travellers or a traveller with well managed expectations and a sense of adventure. However, they may be a different picture emerging during the post corona virus period. Family multi-generational trips involving mother, father, grand parents and children is likely to be seen but will be done in a secured way (Kiesnoski 2020). In this regards, the auther suggests that, "accommodations perceived to be more isolated will find greater favour" with more increase in the reservation of private homes and villas as people try to avoid overcrowded environments. This will be therefore an opportunity for isolated communities with cleaner and safer accommodation facilities to gain more tourists as most rural communities often host less tourists as compared to the urban areas. This could transit into a big breakthrough for community-based tourism initiatives like home stay with private apartments for the guests.

Furthermore, the interviewees unanimously showed strong interest towards community based tourism packages with 80% (4/5) saying they have been encouraged in the past by tourism service providers to be responsible during their trips. Sustainability or responsibility was generally observed to shape the future of the travel industry. In a blog post, (Jong 14 April 2019.) reports an increase "in the commitment of travellers towards local communities" And that, based on the trend rapport of Responsible Travel, 55% of 1405 respondents said they have contributed actively to the wellbeing of the locals. This is a great shift in consumer´s behaviour within the tourism industry and so the industry´s service providers must understand and act accordingly to make available services that reflects this demand.

However, one of the participants has never been encouraged verbally from any tourism service provider to be responsible or sustainable even though the concept is highly valued by the interviewee. Most tourism organizations have their sustainability or responsibility policies on their websites and may generally believe customers have read in advance. Even though they are stated on company´s websites, it is necessary to remind consumers verbally about responsible actions when they check into a hotel or before a tour trip be-

gins for example. Also, airline companies could produce a short video to remind travellers to be responsible at their destination immediately after the safety information video is played before a trip. The reality is that, when tourism companies make responsible decisions, the benefit of tourism flows into the local communities. As a result, businesses created within the local environment gives the possibilities for the continuation of services provided. Having the ability to earn a living contributes to boost community´s motivation to preserve and develop attractions for the tourists.

Base on the study, the Finnish travellers take several factors into consideration before choosing a community to visit. These factors are; accessibility, transportation, costs, safety, friends living in the area and friends who have been there earlier. But above all, many found their safety the most important point to consider before a trip. Therefore, the safer a destination is, the more attractive it is to people. Prior to undertake a holiday journey to a particular destination, people try to dig out some information about the place before making the final decision especially if there are recorded crimes regarding the destination. As revealed by the interviewees, the internet serves as a big information source. They found internet discussion forums useful by scanning through to verify some advice before a trip is planned. However, friends with travel experiences to the destination were generally seen to be the best information sources. Just like any other traveller, in a report by (Schwartzel 2020.) before going to Rwanda, many questions were running in the mind of the traveller regarding the nation´s infrastructure and its road network in particular. But after the visit, Rwanda was found to be safe and was ranked the 5th safest place in the world in 2018 by the world economy forum. In addition, the author found these key reasons for any traveller to visit Rwanda. Its "amazing infrastructure of roads, technology and natural beauty makes getting around the country effortless and enjoyable" And also that, it has "spectacular hotels and lodges across the country, good food, makes it extremely comfortable".

Image 6: A night sky view of Rwanda (Schwartzel 2020)

The research outcomes shows also that, a nation´s past history of violence does not total-ly affect the security situation of the country as a tourist destination in the minds of many travellers in the long run if proper steps are taken to change the image. Tourists often seek for the current or present information about a country to access if it is safe or not. One essential source of information gathering cited by the interviewees is the Finnish min-istry of foreign affairs. Potential travellers in Finland go there to seek for latest information about a planned destination and its security level. If the Finnish foreign affairs ministry issues a travel restriction about a country, the place is avoided by many Finnish travellers. But (Interviewee 3 12 May 2020.) thinks that, the security statements of the ministry of foreign affairs of Finland are often generalized in that, "they make it seem more dangerous than actually is" to avoid being blamed for underestimating the situation. "I have not found the places that I visited to be very dangerous as stated by the ministry of foreign affairs. Some of the countries I visited that are on the blacklist of the foreign affairs ministry are; Brazil, Philippines, Armenia, France after the terrorists attack in 2016" (Inter-viewee 3 12 May 2020.)

Finally, the participants were interested to make a trip to Africa and viewed Rwanda as a favourable country to visit for Community-based tourism.

5.2   Analysis

The collected data were converted into text format for easy analysis. That is, the voice recordings were transcribed manually via verbatim transcription method by the researcher to make sure that, no important view of the interviewees were abandoned. Verbatim tran-

scriptions capture all the words from an audio file, converting it into text form and exactly as the words were spoken by the speakers. The only setback regarding this transcription type is that, it is time consuming.

The interview transcripts were analysed via thematic analysis by examining the data and identifying common themes. Common themes as defined by (Caulfield 6 September 2019.) are repetitive patterns of meaning, topics and ideas. A six-step process namely; familiarization, coding, generation of themes, reviewing themes, defining and naming themes and finally writing up was followed.

The initial step was to know the data collected after transcribing the interview audio files by reading through the texts and taking some key notes to get familiar with them. Next, the data were coded by highlighting sections of the texts to generate shorthand labels (codes) that described their contents. These codes gave the ability to have an overview of the key points and common meanings that appeared all over the data. (Caulfield 6 September 2019.) The third step was to generate the themes by using the codes already created. These codes were examined to sort out patterns among them to be able to come up with themes. Themes are in actual fact broader than codes and most often, several codes are combined into one theme. Furthermore, the themes were reviewed to make sure they were useful and accurately represent the data. Additionally, the themes were defined and named by developing a clearly expressed and understandable name for each of the themes. Finally, the analyses of the data were written with clear details of the findings revealed as results.

Reliability, validity and objectivity: To understand clearly the terms validity and reliability as used in qualitative studies, it is important for us to begin by knowing what being reliable or valid means. For something to be reliable means that, it is of good quality or can be trusted. On the other hand, when we say something is valid, we mean that it has a clear argument or point.

As stated by Abdul, Gururajan & Subrata (2016, 3), the term reliability "is synonymously used with 'testing', and if this perspective is adapted then the most important test of any qualitative study is its quality, as this will enable the elimination of any 'confusion' in the study". As this was a qualitative study, the purpose of the research was clearly explained to all the participants (interviewees) involved in order to eliminate confusion during the interviews. This was necessary because if confusion occurs during an interview, the information provided may not be relevant and will of course affect the outcome of the study. For example, in focus group study type as reported by (Abdul et al 2016, 4), "individual

dominance might digress the conversation from main focus". So, reliability in qualitative studies of this nature in general is a concept used to evaluate the quality of the study with a purpose of coming up with a clear understanding. Golafshani (2003, 7) adds that, "quality concept in qualitative study has the purpose of "generating understanding" ".

Regarding validity, Abdul et al (2016, 4) reports that, "validity is not a single or universal concept in qualitative studies, rather a wide range of terms for some kind of qualifying check or measure". Adding that, the year 2000 report of Creswell & Miller suggested the subjectiveness of validity and thus the researcher´s perception affects it. As such, many researchers have come up with their own validity concepts with the generation of terms deemed appropiate like quality, trustworthiness and rigor. If these factors are important for determining a good research from a bad one, then testing the findings will be neccessary to be seen as trustworthy. To support this argument, (Golafshani 2003, 8) reports that, " if the issues of reliability, validity, trustworthiness, quality and rigor are meant differentiating a ' good' from 'bad' research then testing and increasing the reliability, validity, trustworthiness, quality and rigor will be important to the research in any paradigm". With the concepts of reliability and validity redefined and found useful for qualitative research, the most challenging fact remains how to test or increase the validity. In fact, increasing the validity of a qualitative study like this leads to the reliability of the study. Therefore, for this research to be trustworthy, the researcher linked the results obtained to current reports regarding the study area. Since validity also means a clear argument, any finding arrived at during the research has been argued to present a valid outcome to increase the quality of the research.

Lastly, with a clear understanding of reliability and validity, let´s examine objectivity in qualitative research studies as well. (Ratner 2002.) writes that, "in qualitative methodology, the researcher is encouraged to reflect on the values and objectives he brings to his research and how these affect the research project". Researchers are therefore obliged to stay clear from their study knowledge so that, it does not influence the findings arrived at. The findings of this research therefore depend on the information obtained from the actors (interviewees) involved in the research. In actual fact, during the entire research process, the researcher put in maximum effort to maintain neutrality and remained unbiased to be objective.

Triangulation: In qualitative study, validity refers to whether the findings arrived at are certain and true. With regards to findings, "true" accurately reflects the actual situation meanwhile "certain" examines the evidence backing the outcomes of the research. (Guion 2002,1.) The author adds that, with certainty, there is no reason for someone to doubt the

results based on the weight of evidence supporting the conclusions. According to Honorene (2016, 1), triangulation is the involvement of multiple data sources in a study or investigation to come out with an understanding. Therefore, triangulation methods are used by researchers in qualitative study to verify and affirm the study´s validity.

There are several types of triangulation but in this research, data triangulation has been used. It is the use of different information sources. The main strategy here has been to bring together each type of stakeholder or group for evaluation regarding the program (Guion 2002, 1). Base on Honorene (2016, 1), "the process of the triangulation of data, strengthens your paper by increasing the overall validity and credibility of the data sets and information you use".

Therefore in order to apply triangulation in this research, the key stakeholders of the project (Finnish travellers and a manager of a tour operator in Finland) were identified and interviewed to gain their perception on the topic area or themes. The perceptions or outcomes derived from the interviews were then triangulated by examining the points that were generally agreed upon or accepted by the stakeholders. In clear terms, the views of the travellers were examined alongside the data obtained from the product manager to come out with the generally accepted outcomes or results. These results were then cemented by backing them up with recent articles and news regarding the topic area.

6   Conclusion and Recommendations

Conclusion: Globally, statistics shows that about 1.2 billion individuals live in extreme poverty. A quarter of these people are roughly calculated to be living in the sub-Saharan Africa with three-quarter working and living in the rural areas. As such, the United Nations commission on sustainable development suggested to governments to highly utilize tourism potentials to stamp out poverty by "increasing suitable cooperative policies with major groups, and native local communities" (Luberwa & Sreedhara 2016, 329.) But for the benefits of tourism to reach the inhabitants of local communities remains a challenge as most tourists often live in the urban centers and in luxury hotels.

Therefore, Community-based tourism ventures like Sabyinyo Silverback Lodge in Rwannda is necessary to be supported by the tourist so as to put pressure on tourism service providers worldwide to invest more on this type of initiatives. As people continuously become conscious of the negative impacts of conventional tourism, the demand for responsible or sustainable market segment like CBT will keep rising. Community-based tourism can actually be seen as a fast-growing niche market as more and more tourists or travellers are curious or eager to know more about local communities and to interact with the local people. (Jong 14 April 2019.)

As have been seen in this report, the advantages of Community based tourism is huge as it creates a plateform where everyone is a winner. To the locals, it creates employment, brings direct income into the local economy, bring tourists into the community who in turn buy from the locals, tourists taking part in local charity projects and so on. On the other hand, the tourists benefit the exposure into a new culture and may even take part in some activities like dancing with a cultural dance group. However, tourism development has been observed to be the sole responsibility of the government. But to successfully develop tourism, stakeholder participation is highly essential. Participatory management in tourism models is regarded to be the key to prevent the negative effects of tourism on community members and ecosystems brought about by conventional tourism. (Giampiccoli & Saayman 2018, 3.)

The corona virus pandemic currently giving the world sleepless nights may affect the tourism business in the nearest future. First, the social distancing rule may stay in the minds of many consumers for several years even if a cure for the virus is found. As such, in Commnity-based tourism cultural activities like dacing close to each other is likely going to reduce. Also, certain accommodation types like living in the same apartment with a host family will be avoided by many for safety reason. Family multi-generational trips involving

mother, father, grand parents and children is likely to be seen but will be done in a se-cured way (Kiesnoski 2020). In this regards, the auther suggests that, "accommodations perceived to be more isolated will find greater favour" with more increase in the reservation of private homes and villas as people try to avoid overcrowded environments. This will be therefore an opportunity for isolated communities with cleaner and safer accommodation facilities to gain more tourists as most rural communities often host fewer tourists as compared to the urban areas. This could transit into a big breakthrough for community-based tourism initiatives like home stay with private apartments for the guests.

Recommendations: Base on the finding, the following recommendations are made to the Rwandan tourism authorities and the Finnish tour operators in Finland.

There is the need for the Rwandan tourism authorities to reach out to some Finnish tour operators to establish a cooperation link between them. Meaning that, tourists from Finland booking gorillas trekking trip or Sabyinyo Silverback Lodge with tickets purchased via the tour operators should have a discount. This way, the Finnish tourists may get motivated with the promotion offer. Once they visit the destination with positive experiences during their trips, they will likely post a picture on their social media pages that may attract their friends or relatives to take the journey. As the results indicated, many travellers are happy to pay for discounted travel packages. It could be a year campaign with selected travel agencies in Finland.

The Rwandan tourism authorities can produce a 3 minutes marketing video including unique tourist attractions of the country like the gorilla mountains, Sabyinyo Silverback Lodge facility, Intore dance etc. To effectively target the Finnish market, the video should be done in Finnish. It is necessary for an English video to be made as well so as to reach the English speaking segment of the population.

Based on the fact that, the Finnish travellers are very sensitive to security information from the foreign affairs ministry of the country, maintaining a good relationship with Finland will be of advantage to Rwanda.

The Rwandan tourism authorities should also be represented at the Nordic travel fair that takes place in Finland yearly. This event offers an opportunity for people to get to know unpopular destinations like Rwanda and the amazing attractions there. At the travel fair, few free gorillas trekking tickets or a free accommodation ticket at the Sabyinyo Silverback Lodge facility can be won.

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