



**THE IMPACT OF MOUNTAIN GORILLA TOURISM: PERSPECTIVES OF THE
MANAGEMENT OF THE ATTRACTION**

by

IMELDA AMONY

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**Supervisor: Professor JP Spencer
Co-supervisor: Dr CN Dube**

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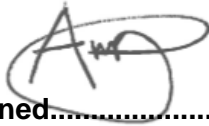
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ABSTRACT

Mountain gorilla tourism is the most unique and key asset which Uganda possesses compared to the other tourist attractions in Kenya and Tanzania. The country has two national parks where these special animals are found, namely the Bwindi Impenetrable National Park and the Mgahinga Gorilla National Park. The study focuses on the Bwindi Impenetrable National Park in the Butogota Town Council in the Kanungu District of Western Uganda. Gorillas are the most important and number one tourism attraction with a number of economic, socio-cultural and environmental impacts. The present study found that the selected stakeholders, namely the residents, businesses owners, local leaders, educationalists, religious leaders and Government official's perceptions are often not considered and yet they are directly involved in mountain gorilla tourism related activities. Therefore, it is very important to scrutinize the impact of mountain gorilla tourism.

The aim of this study was to determine how the different selected stakeholders perceive mountain gorilla tourism in their area. The study explored if the stakeholders were aware of the management strategies and policies put in place plus their strengths and weaknesses. It further examined the impacts of mountain gorilla tourism and these covered the triple bottom-line aspects above, so as to offer solutions to continued gorilla tourism activities to benefit the management, community, tourists and the economy of the area.

To achieve the aim of the study, the following objectives were formulated:

- To determine the extent to which mountain gorilla tourism has created opportunities for the different stakeholders;
- To identify the positive and negative economic impacts of gorilla tourism on the communities in the Butogota area;
- To establish if mountain gorilla tourism related activities have socially affected the local area;
- To identify environmental contributions that mountain gorilla tourism has brought to the area; and
- To provide recommendations on management strategies and policies for future mountain gorilla tourism developments.

The researcher made use of both quantitative and qualitative methodologies to obtain data, making use of both primary and secondary sources to meet the objectives of the study. The closed-ended section of the survey was analysed using IBM's Statistical Package for Social Sciences, whereas the open-ended section (section D) of the survey was analysed qualitatively using conceptual categories, which were then compared, categorised and clustered accordingly.

The general findings indicated knowledge and awareness of the management strategies and policies of mountain gorilla tourism by selected stakeholders. Regarding the economic impacts, the majority agreed that gorilla tourism had contributed positively to their area,

meanwhile socially, the study conclusions suggested that gorilla-related activities had negatively affected the lives of the locals around the park. Environmentally, the findings showed that this tourism niche had created opportunities for environmental education and awareness. However, it is required of the Ugandan Wildlife Authority and the Uganda Tourist Board to implement current laws and policies to effectively manage the competition from Rwanda and Congo since the tourism industry is growing and changing rapidly. The need for restructuring of these laws, policies and strategies is important so that stakeholders can be kept updated on activities related to mountain gorilla tourism.

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DEDICATION

This work is dedicated to my parents, Mrs Margaret Ekwang and Prof Edward Ojuka, who have always loved me unconditionally and whose good examples have taught me to work hard for the things that I aspire to achieve. I am truly thankful for having you in life.

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ACRONYMS AND ABBREVIATIONS

Terms/Acronyms/Abbreviations	Definition/Explanation
ACD	Anti-Corruption Division
BINP	Bwindi Impenetrable National Park
CAO	Chief Administrative Officer
CBD	Convention of Biological Diversity
CBO	Community Based Organisations
CBT	Community-based tourism
COED	Compact Oxford English Dictionary
CPUT	Cape Peninsula University of Technology
DRC	Democratic Republic of Congo
EAC	East African Community
GDP	Gross Domestic Product
IGCP	International Gorilla Conservation Programme
IUCN	International Union for Conservation of Nature
MGNP	Mgahinga Gorilla National
NESH	National Committee for Research in the Social Sciences and the Humanities
NGO	Non-governmental organisation
PFMA	Public Financial Management Act
PNV	Parc National des Volcans
PNVi	Parc National des Virunga
SET	Social Exchange Theory
SET	Social exchange theory
SPSS	Statistical Package for Social Sciences
TIES	The International Ecotourism Society
UBOS	Uganda Bureau of Statistics
UGX	Uganda Shillings
UNEP	United Nations Environment Programme
UNEP	United Nations Environment Programme
UNESCO	United Nations Educational Scientific and Cultural Organization
UNWTO	United Nations World Tourism Organisation
US\$	US Dollar
UTB	Uganda Tourist Board
UWA	Ugandan Wildlife Authority
WTTC	World Travel & Tourism Council

CHAPTER ONE

STUDY ORIENTATION

1.1 Introduction and background to the study

The area most critical to mountain gorilla habitats lies at the heart of the Great Lakes region of Africa (Maekawa, Lanjouw, Rutagarama & Sharp, 2013:127). This area is shared by three African countries, Uganda, the Democratic Republic of Congo (DRC) and Rwanda. Maekawa *et al.* (2013:127) indicate that these three countries share boundaries and a national park that is extended into each country's own protected area, which is the Parc National des Virunga (PNVi) in the DRC, Parc National des Volcans (PNV) in Rwanda, and Mgahinga Gorilla National Park (MGNP) in Uganda. It is further stated that the shared park bordered by the aforementioned three countries contains about half of the region's mountain gorilla population (Maekawa *et al.*, 2013:127). Uganda's Bwindi Impenetrable National Park (BINP) has become home to the other half of mountain gorilla populations (Virunga National Park, 2017). The Ugandan Government has realised the impacts (economic, social and environmental) of mountain gorilla tourism and has imbedded these into the Ugandan tourism product offering (Moyini & Uwimbabazi, 2000:32). To make this more sustainable, some conservative efforts have been directed to this niche tourism field resulting in the elevation of the conservation status of the Bwindi Forest, which became known as the BINP two decades ago (Ahebwa, van der Duim & Sandbrook, 2012a:310). Raising the conservation status of Bwindi meant that the management and operational systems had to be adjusted too to meet national objectives, such as promotion and growing tourism (Batte, 2017:2). In the new system, no human inhabitation could continue in the park, resulting in resentment amongst community members living around the park area (Ahebwa *et al.*, 2012a:310).

The BINP, located in the southwestern part of Uganda and covering an area of 331 square kilometres, is one of the oldest and most biologically rich systems on earth and protects one of the most diverse afro-montane forests of the world (Laudati, 2010:727). Van der Duim *et al.* (2014:588) explain that Bwindi is a thick forest on a hilly landscape embracing both montane and lowland forest and is a natural haven of mountain gorillas. Montane ecosystems are found in mountainous areas and are strongly affected by climate, which gets colder as elevation increases. They are stratified according to elevation and are highly dense forests (Montane Forests, 2018).

The area is of international importance, is rich in fauna, with extensive lowland-montane forest and several Albertine Rift endemics, and harbours the globally threatened species - the mountain gorillas. Van der Duim *et al.* (2014:588) further mention that this forest is home to more than 340 (43%) of the world's known global population of 786 mountain gorillas and the rest (446) are spread in the Mgahinga National Park in the Virunga Mountain region. Mountain

gorilla numbers have increased and surpassed 1,000 (World Wide Fund [WWF], 2018). The global population of mountain gorillas was estimated at 1,004 when combined with the published figures from BINP (WWF, 2018). This was due to the conservation efforts of three countries—the Democratic Republic of Congo, Rwanda, and Uganda. Despite the increase in the mountain gorilla population, rope and wire snares continue to threaten the growth of the great ape directly.

According to the United Nations Environment Programme (UNEP) (2005:2), any form of tourism should be sustainable. UNEP further mentions that to ensure that gorilla tourism becomes more sustainable, the concept of sustainability should include the liability of all stakeholders within that environment, and therefore, stakeholder perceptions of the impacts of mountain gorilla tourism are a key component to the growth and sustainability in the Butogota Town Council in the Kanungu District.

According to Sandbrook (2010, cited by Brandon & Wells, 1992)

.... If conservation developments can be beneficial to the local people, they can contribute to poverty alleviation and compensate for costs associated with conservation actions, thereby providing new local incentives for conservation, and therefore to achieve this goal, strategies have to be put in place to ensure that the local people benefit from biodiversity conservation.

Gorilla trekking-tourism started in 1993 and has grown progressively since then (Sandbrook, 2010:22). This is a touristic activity involving tourists (both local and international) coming out to track and observe the gorillas in their natural habitations. For Uganda, gorilla tourism is the only main asset which the country has, compared to other tourist attractions in Kenya and Tanzania (Moyini & Uwimbabazi, 2000:31). Maekawa *et al.* (2013:133) note that gorilla tourism is the only unique tourism attraction that Uganda and Rwanda are offering which is not found in any of the other East African countries and therefore giving them competitive advantages. The tourist numbers to track gorillas is however limited by a permit quota, designed to ensure that gorillas are not exposed to too many tourists at the same time. As a result, permit prices have risen over time, from US\$275 per person in 2004 (Sandbrook, 2010:22) to US\$600 per person in 2017 (Matooke Tours, 2017). However, the Republic of Rwanda Development Board Chief Executive, Clare Akamanzi, announced on 11 May 2017 a drastic increase in the rates for trekking gorillas in Rwanda from US\$750 to US\$1,500 for all visitors effective immediately (Rwanda Development Board, 2017); a 100% increment overnight. The Uganda Tourist Board (UTB), on a Facebook post, responded immediately to the price rise saying: "... remember; our gorilla trekking permits still go for US\$600, this would guarantee you an experience like you have never had anywhere before..." (Uganda Tourism Board, 2017). Goldstein, a spokesperson for the Ugandan Wildlife Authority (UWA), noted that giving tourists a chance to achieve lifetime dreams to track mountain gorillas is crucial to their maintenance, and therefore

hundreds of tour operators are quickly re-arranging their programmes to switch countries (The Independent, 2017).

Maekawa *et al.* (2013:130) state that mountain gorillas are currently considered critically endangered by the International Union for Conservation of Nature (IUCN), where the gorilla population has continuously suffered from habitat degradation and poaching by the local communities. Maekawa *et al.* (2013:130) stress that key conservation programmes were put in place by the end of the 1970s and these concentrated on three broad issues:

- The development of sustainable and economically viable gorilla-based tourism;
- Support for anti-poaching programmes; and
- Conservation education targeting resident populations around the parks.

Maekawa *et al.* (2013:130) mention that the impacts of mountain gorilla tourism are best understood in light of the conditions in the communities near the various national parks. Uganda, Rwanda and the DRC are among the poorest countries in the world, and population densities, especially surrounding the parks, were among the highest in the world: up to 700 people per square kilometre (Plumptre *et al.*, 2004). Ahebwa *et al.* (2012a:306) indicate that direct community involvement in the tourism business was introduced in Bwindi in Buhoma in 1993, with the foundation of the Buhoma Community Rest Camp which was collectively owned by all adult residents of the Mukono parish. Ahebwa *et al.* (2012a:306) continue by stating that this was the first direct policy involvement mediated and facilitated by the International Gorilla Conservation Programme (IGCP), the IUCN, and the UWA, and aimed at enabling communities to benefit from tourism with the hope that it would address livelihood and conservation concerns.

Ahebwa *et al.* (2012b:377) explain that tourism revenue-sharing has become a common policy intervention in Africa, and especially in Uganda where charismatic populations of wildlife remain, and despite the participatory rhetoric of policy reforms, the UWA remains the most powerful body controlling resources and consequently determining how everything should be handled. Ahebwa *et al.* (2012b:377) stress the fact that the local communities do not feel adequately compensated for conservation costs. This issue is worsened by the poor communications of local people, problems of unfair income distribution locally and nationally, corruption claims, and powerful local elites (Ahebwa *et al.*, 2012b:379).

Maekawa *et al.* (2013:130) support Moyini and Uwimbabaz'si (2000:31) assertions that there are significant benefits accruing from gorilla tourism, especially the economic value of the activity, to the national economy of Uganda, and gorilla tourism benefits various levels of Government and different stakeholders. Maekawa *et al.* (2013:130) add that gorilla tourism activities play a crucial role in the sense that some of the tourists who principally visit the

country to see the mountain gorilla could be encouraged to visit other natural attractions and wildlife areas (Moyini & Uwimbabazi, 2000:31).

The World Travel and Tourism Council (WTTC) (2017:3) indicated that the direct contribution of travel and tourism to the Gross Domestic Product (GDP) of Uganda in 2016 was UGX2,423.6 billion (2.6% of GDP) which is equivalent to US\$678,608 (Currency Converter, 2018). It is forecast to rise by 16.9% to UGX2,833.9 billion in 2017, which is equivalent to US\$793,492 (Currency Converter, 2018). The direct contribution of travel and tourism to GDP is expected to grow by 7.0% per annum to UGX5,558.3 billion (3.2% of GDP), which is equivalent to US\$1,530,937 (Currency Converter, 2018) by 2027. WTTC (2017:3) claims that this primarily reflects the economic activity generated by industries such as travel agents, hotels, airlines and other passenger transportation, linked to the gorilla tourism activities.

1.2 Clarification of basic terms and concepts

Some of the definitions and concepts used in the current study are explained in the following sub-sections.

1.2.1 A stakeholder

Waligo, Clarke and Hawkins (2013:343) state that a stakeholder means individuals or groups who are associated with tourism development initiatives and can affect or be affected by, the decisions and activities concerning those initiatives. Waligo *et al.* (2013:343) subscribe to Freeman's (1984) explanation that stakeholders are important components of a society's environment, and it was argued that the support of all stakeholder groups is necessary for the continued survival of an organisation. According to Bryson (2004:22), 'stakeholders' refers to groups, individuals and institutes whose interest must be considered during decision making.

1.2.2 Community-based tourism (CBT)

Lorio and Wall (2012:1440) state that CBT should, at a high level, involve the local people in in-putting decisions that affect them, their families, and communities at large. It is noted that a participatory development approach facilitates implementation of principles of sustainable development by delivering local control of development, consensus-based decision-making and equitable flow of benefits to all those affected (Lorio & Wall, 2012:1440).

As Reimer and Walter (2013:123) note, CBT holds great potential in solving contradictions between conservation imperatives, local and native rights to territory, and includes a focus on cultural preservation, which proves to be more sustainable for local communities in socio-cultural terms. CBT represents a mutually reinforcing of the relationship between environmental conservation, local economic livelihood, and social-cultural preservation, and

this kind of relationship benefits everyone in the society, as further stated by Reimer and Walter.

CBT is tourism in which local stakeholders invite tourists to visit their communities with the provision of overnight accommodation (Blackstock, 2005:40). According to Mack (n.d.), residents earn income as land managers, entrepreneurs, service and produce providers, and employees, and part of the tourist income is set aside for projects that provide benefits to the community as a whole. Lorio and Wall (2012:1440) note that whether it is in cultural tourism, ecotourism, heritage tourism or any other form of tourism, academics stress consideration of the needs and desires of stakeholders, paramount among whom are local residents, is very vital.

1.2.3 Gorilla tourism

Gorilla tourism is a touristic activity involving tourists (both local and international) coming to track and observe the mountain gorillas in their natural habitations (Moyini & Uwimbabazi, 2000:31).

1.2.4 Resident

A resident is defined as a person who lives in a place permanently; he/she has lived in that area on a long-term basis (Compact Oxford English Dictionary (OED), 2003:970).

1.2.5 Responsible tourism

Responsible tourism can be defined as creating better places for people to live in and better places for people to visit (Burrai *et al.*, 2019). Responsible tourism requires that the government, hoteliers, tour operators and local communities take responsibility, and undertake actions to make tourism more sustainable within their areas (Responsible Tourism Partnership, 2017).

1.2.6 Stakeholder perception

George (2005:400) defines stakeholder perception as the process by which an individual select, organises, and interprets information inputs to make a meaningful picture of the world. The Chambers Concise Dictionary (2004:886) defines perceptions as the understanding of a particular phenomenon with a particular area. According to Bourne (2009), stakeholder perceptions could be affiliated with their expectations.

1.2.7 Tourism

Sharply and Telfer (2014:16-17) note that tourism is a term subject to diverse interpretation, with a wide variety of definitions and descriptions proposed in the literature. They describe tourism as an activity involving individuals who travel within their country or internationally and who interact with other people and places (Sharply & Telfer, 2014:16-17). Conversely, Sharma

(2004:163) viewed tourism primarily as a social activity involving people travelling from one place to another.

1.2.8 Tourism impact

Hall and Lew (2009:3) label tourism impacts as a kind of shorthand, which describes changes in the state of something related to tourism over time. In this study, the term tourism impact is used to mean both the positive and negative effects of mountain gorilla tourism.

1.3 Rationale for the study

Limited research exists that focuses on the management of gorilla tourism and on stakeholders' perceptions of the impacts of mountain gorilla tourism, particularly in the Butogota Town Council area. Therefore this study is unique and very helpful to the UTB and could lead to further improvement and promotion of tourism in rural areas. According to Liu (2006:878), tourism has become an alternative for improving rural existence, creating favourable changes in the allocation of income. Usually when a rural community considers tourism as a development tool, unspoilt environments and rurality are advantaged. Therefore, as a result, this study should play a basic role in the improvement of tourism in more rural areas such as the Butogota Town Council and this can contribute to growth and sustainability of the tourism industry in the area.

1.4 Statement of the research problem

Very limited research has been conducted on stakeholders' perceptions of the management of the impacts of mountain gorilla tourism, specifically in the Butogota Town Council area. However, this study focuses on the social, economic and environmental impacts of mountain gorilla tourism in the area of Butogota Town Council. Researchers such as Maekawa *et al.* (2013:127), Ahebwa *et al.* (2012b:377), and van der Duim *et al.* (2014:588) have mainly focused on the gorillas and the tourists, not on the different stakeholders that live adjacent to the national parks and specifically the people who reside in the Butogota area. It is apparent that mountain gorilla tourism is the most important tourist activity that has branded the Butogota Town Council area as a popular tourist destination. Therefore, the opinions and perceptions of the different stakeholders, such as the local leaders, educationalists, business owners, religious leaders, Government and conservation agencies, and the local residents, are a fundamental element to consider and evaluate. Understanding stakeholders' perceptions is central to the growth and development of mountain gorilla tourism in the area and contributes to better planning, organisation and management of tourism, not only in the present, but in the future.

The study problem, therefore, is that limited research has been carried out in relation to the different stakeholders' perceptions on the impacts management of mountain gorilla tourism in the Butogota Town Council area for the development and preservation of this tourist attraction.

1.5 Research aim

The aim of this study is to investigate the impact of mountain gorilla tourism on the different stakeholders of the Butogota area near the BINP in southwestern Uganda and to offer solutions for continued gorilla tourism activities to benefit the management, community, tourists and the economy of the area.

To achieve the aim of the study, key questions and objectives were posed.

1.6 Research questions

The research questions for this study are:

- To what extent has mountain gorilla tourism activities created opportunities for different stakeholders in the Butogota Town Council area in the Kanungu District?
- What are the positive and negative economic impacts of gorilla tourism to the communities in the Butogota Town Council area in the Kanungu District?
- How have activities related to gorilla tourism socially affected the local communities in the Butogota area?
- What environmental contributions has mountain gorilla tourism brought to the Butogota area?
- What management strategies and policies are needed for future mountain gorilla tourism developments in the Butogota Town Council area in the Kanungu District?

1.7 Research objectives

To achieve the aims of this study and answer the research questions, the following research objectives are considered:

- To determine the extent to which mountain gorilla tourism has created opportunities for the different stakeholders in the Butogota Town Council area in the Kanungu District;
- To identify the positive and negative economic impacts of gorilla tourism on the communities in the Butogota Town Council area in the Kanungu District;
- To establish if activities related to mountain gorilla tourism have socially affected the local communities in the Butogota area;
- To identify environmental contributions that mountain gorilla tourism has brought to the Butogota area; and
- To provide recommendations on management strategies and policies for future mountain gorilla tourism developments in the Butogota Town Council area in the Kanungu District.

The questions and objectives of the study mentioned above form the basis from which conclusions are drawn and recommendations proposed.

1.8 Research design

The research makes use of both quantitative and qualitative methodologies. A structured survey questionnaire was used to obtain data from both primary and secondary sources to meet the objectives of the study. The open-ended section of the survey was analysed qualitatively using conceptual categories that were then compared. The research method for this study was selected on the basis that it covered all the desired objectives of the study. George (2008:108) defined quantitative research as methodology for the compilation and examination of statistical information and gathering a limited quantity of data from an outsized sample.

1.8.1 Primary data

Welman, Kruger and Mitchell (2005:149) define primary data as fresh information that has been collected by a researcher for the use of a study. This research uses a structured survey questionnaire (see Appendix A) to obtain the primary data and this method is explained below.

1.8.2 Survey questionnaire

The researcher employed a structured questionnaire to obtain data to answer the research questions and objectives. The questionnaire comprised both closed- and open-ended questions and these were administered in a face-to-face setting. The surveys were administered to the different stakeholders and residents in the Butogota area around the BINP by the researcher and fieldworkers.

1.8.3 Secondary data

The theoretical framework of this study was derived from literature obtained from previous studies. According to Hox and Boeie (2005:593), secondary data are documents compiled for an earlier study but used again for different investigations. Secondary data sources that were consulted for this study included journal articles, Internet websites, theses and dissertations, books, Government publications and newspapers.

1.9 Study area

The Butogota Town Council is located in the Kanungu District of southwestern Uganda between 29° 05'E and 0° 45'S of the equator. The district is bordered by Rukungiri in the north and east, Kabale in the southeast, Kisoro in the south and the Democratic Republic of Congo in the west (Uganda Bureau of Statistics [UBOS], 2014:8). The administrative headquarters are located in Kanungu Town. The map of the study area is presented in Figure 3.1 found in the third chapter of this dissertation.

1.10 Pilot study

Veal (2011:313) defines a pilot study as a trial of the research instrument on a small sample. The reason for a pilot study is to test the efficiency, effectiveness, validity and reliability of the research instrument designed for data collection. Veal further states that a pilot study enables the researcher to identify errors, assess the ease with which respondents complete the questionnaire, and the amount of time needed. In this study, five surveys were piloted with different stakeholders in the study area. From the pilot study, it was found out that some questions had variables which could confuse the participants. These variables were changed and updated to ensure that the survey would collect data that would assist in achieving the study's objectives.

1.11 Significance of the research

The researcher identified the BINP as a popular mountain gorilla tourism destination in Uganda. It is important for the Government of Uganda and the various stakeholders in the Butogota area to work closely together to improve mountain gorilla tourism. By involving stakeholders, they would be motivated to work towards the conservation and protection of the park and feel they have a responsible role in ensuring mountain gorillas are protected.

The study will assist in realising the potential benefits and opportunities of mountain gorilla tourism. The findings will better equip various stakeholders, specifically the management of mountain gorilla tourism, with tools to plan strategies and policies. Furthermore, it will guide stakeholders in improving this area and provide them an opportunity to be part of the decision-making process in the long-term. However, the Ugandan Government must realise the importance of involving the various stakeholders.

1.12 Method of data analysis

Welman *et al.* (2005:17) define data analysis as the process of inspecting, cleaning, transforming and modelling data to highlight useful information, suggesting conclusions and supporting decision-making to improve on mountain gorilla tourism in the Butogota area.

For the purpose of this study, the data analysis approach that was employed involved the use of the Statistical Package for Social Sciences (SPSS) software version 26, and the Constant Comparative Analysis method.

1.13 Delineation of the study

This study focused solely on local leaders, educationalists, BINP staff, business owners, church leaders and community members from the Butogota Town Council area and their perceptions of the management policies, strategies and impacts of mountain gorilla tourism. The researcher engaged with them to scrutinise their perceptions and collect information to

improve on mountain gorilla tourism in the area. The study was conducted in an area outside the BINP.

1.14 Ethical considerations

According to the National Committee for Research in the Social Sciences and the Humanities (NESH) (2006:5), the consideration of ethics is fundamental in ensuring autonomy, safeguarding against mutilation and vicious anguish, and strengthening of privacy and close relations. NESH further defines research ethics as a complex set of values, standards and institutional schemes that help constitute and regulate scientific activity. Ethics is a key element to consider, particularly when involving various stakeholders. Thus, the study strived to ensure the integrity of the research. Details of how ethical considerations were applied to the study are further explained in Chapter Three.

1.15 Expected outcomes

The outcomes of the research should contribute to a broader understanding of the important strategic strategies of gorilla tourism in the area, including the impacts thereof. The results could further contribute to an acceptable framework of tourism in the area, as gorilla tourism is perceived as a major contributor to the economy. Gorilla tourism has created employment opportunities, branded the area, encouraged infrastructure development, and attracted visitors to the area. Nevertheless, it should be acknowledged that there could be negative implications too.

1.16 Structure of the dissertation

The theoretical outline of the literature in this study reflects the practical development of the research. The study was structured as follows:

Chapter One: Introduction

Chapter One introduces the research and highlights important issues such as the impacts of mountain gorilla tourism in general and specifically to Uganda. The chapter presents the problem statement, the aim, questions and the objectives of the study. It addresses the significance of the study and clarifies some terminology used.

Chapter Two: Literature review

This chapter contains a review of different literature sources regarding strategies and policies to manage mountain gorilla tourism, perception studies of the stakeholders, CBT, poverty alleviation, responsible tourism, tourism, and gorilla tourism specifically in Uganda. Different sources of secondary data, specifically of the strategies and policies to manage mountain gorilla tourism, are reviewed, including journal articles, newspaper articles, Government publications and books.

Chapter Three: Research design.

Chapter Three focuses on the research methodology and the techniques/tools applied in gathering data for the study. This chapter discusses the methods and tools used to gather data. Furthermore, the sampling procedure and data analysis are explained, as well as validity and reliability.

Chapter Four: Data analysis

Chapter Four analyses and interprets the data sourced from the participants. The results are presented in the format of word-clouds, tables, pie charts, bar charts, histograms as well as text.

Chapter Five: Conclusions and recommendations

The final chapter of the study presents the key findings of the research study, makes recommendations, outlines the limitations of the study, and proposes the direction for future research.

CHAPTER TWO

AN OVERVIEW OF MOUNTAIN GORILLA TOURISM AND SUSTAINABLE TOURISM DEVELOPMENT

2.1 Introduction

The chapter focuses on a review of literature on selected stakeholders' perceptions of the impact of mountain gorilla tourism in Uganda. It presents an overview of mountain gorilla tourism in the BINP, which is home to the highest number of gorillas in Uganda. In reviewing the literature relevant to this study, a conceptual framework is presented which underpins the study. In addition, some key concepts relevant to the study are discussed, including an overview of tourism, types of tourism—with the focus on gorilla tourism, stakeholder perceptions, tourism impacts, poverty alleviation and management of the attraction.

Conducting a literature review helps researchers identify authoritative studies presented by different scholars or authors in trying to answer the research questions to eventually achieve the study's objectives. The focus of this study is on how the selected stakeholders (including residents, park leaders, tourism businesses, educationists, church leaders and the local leaders) perceive the impacts of mountain gorilla tourism in the BINP.

2.2 Theoretical framework

A theoretical framework, termed the study's conceptual framework, forms a crucial component of a research study. It is the central structure of ideas and concepts that underpin a study. Lester (2005:460) defines a conceptual framework of a research study as a "...skeletal of justification..." which guides the research study, allowing the researcher to put relevant conceptual arguments together and then discuss them in a more critical way. Veal (2006:54) notes that a conceptual framework involves those concepts that are used in a research study and examines the relationships between them. It thus steers the whole research study's understanding of how the variables in the study connect with each other and identifies the study variables that are necessary in the research investigation (Regoniel, 2015:1). In addition, a conceptual framework represents the researcher's combination of literature on how the phenomenon under study is explained (Regoniel, 2015). It maps the activities and actions that are needed for the completion of the study by presenting existing knowledge from other researchers' points of view and one's own observations on the research topic. It thus enables the researcher to answer the proposed research questions. For this study, the social exchange theory and stakeholder analysis form the basis of understanding how mountain gorilla tourism affects the selected stakeholders and the management of the great apes.

2.2.1 Social exchange theory

The social exchange theory (SET) suggests that individuals interact with others because of the benefits that could be derived from such relationships (Rocha, 2012:41). This theory has been widely used in organisational psychology to explain the resultant effect of the interaction between various stakeholders (Ap, 1992). Emerson (1976:335) offers a definition of social exchange which he views as the exchange of both tangible and intangible commodities between people. This exchange is thought to be at times costly or less rewarding for the concerned individuals (Emerson, 1976:335). Various studies have employed the social exchange theory as a theoretical foundation for understanding different residents' attitudes towards tourism (Turco, Riley & Swart, 2002; Kim, Gursoy & Lee, 2006; Ohmann, Jones & Wilkes, 2006). To confirm the above statement, the SET employed a number of studies as the theoretical foundation to interpret the relationship between the perceived impacts, benefits and support from stakeholders such as residents (Choi & Murray, 2010; Lee, Kang, Long & Reisinger, 2010). Ap (1992:668) views the SET as a general sociological theory concerned with understanding the exchange of resources between individuals in the interaction network. The purpose of the exchange is assumed to be minimising costs and maximising the benefits from a social relationship (Ap, 1992:668). It is therefore thought that individuals enter an interaction process to obtain value from it and this value could be material, social or psychological in nature (Andereck, Valentine, Knopf & Vogt, 2005:1061). Like any other form of tourism, mountain gorilla tourism affects various stakeholders positively or negatively, depending on their level of benefit, or costs associated with the tourist activity undertaken. According to Yu, Chancellor and Cole (2011:59), the socio-cultural impact might be positive and includes aspects such as improved community services and cultural facilities, as well as the encouragement of cultural activities. Slabbert and Viviers (2013:626) note that when the tourist host community perceives a positive exchange resulting from tourism activities, its members are more likely to develop positive attitudes towards the tourism activities pursued. On the other hand, when community members at a tourist destination feel that the benefits are minimal, or there are no benefits at all or there is no exchange, it affects the attitude towards the tourism activities, which could be negative (Slabbert & Viviers, 2013:626).

In support of the above, perceptions of the exchange could vary in that an individual who perceives a positive outcome will evaluate the exchange differently to an individual who perceives it negatively (Gursoy, Jurowski & Uysal, 2002:81). Therefore, the social exchange process model considers that social relations involved an exchange of resources among social actors and that social actors seek to obtain mutual benefits from the exchange relationship (Ap, 1992:669). From a tourism perspective, it is noted that the SET describes an individual's perceptions and attitude toward the industry and the subsequent level of support for its development, which will be influenced by the individual's evaluation of resulting outcomes in the community (Andereck *et al.*, 2005:1061).

Andereck *et al.* (2005:1061) further established that exchanges must occur to have tourism in a community but local people must develop and promote it, and then serve the needs of the tourists. In this regard, it is of great importance to note that some community members realise the benefits from tourism activities, while others may be negatively impacted. Therefore, the SET suggests that people should evaluate an exchange based on the costs and benefits arising from that exchange (Andereck *et al.*, 2005:1061). An individual who perceives benefits from an exchange is likely to evaluate it positively, whilst the one that perceives costs is likely to evaluate it negatively. Communities who perceive themselves as benefiting from tourism activities are likely to view it positively, while those who do not will view it negatively (Ap, 1992:669). The main reason for initiating exchange, from the community member's perspective, is to improve the social and economic well-being of the community. Generally, it is assumed that stakeholders' perceptions and attitudes act as predictors of their behaviour towards tourism activities, for example resentment or support.

Slabbert and Viviers (2013:627) argue that destination planners need to understand the social exchange taking place in the community, based on the three kinds of impact, leading to positive or negative attitudes. Slabbert and Viviers (2013) add that if indicators show that the tourism activity is generating more costs than benefits, communities and planners should seriously reconsider the type of tourism taking place in the host destination.

In relation to this study, it is believed that SET could assist stakeholders, such as local community members, to become more aware of the impacts and exchanges between them. Their awareness thus determines how they would perceive the type of tourism taking place in their area. Henceforth, this will assist in sustaining the long-term success of mountain gorilla tourism and the management of the attraction. Figure 2.1 represents the SET theory matrix as a framework that would provide an understanding of mountain gorilla tourism and how the selected stakeholders, particularly residents of the Butogota Town Council in the Kanungu District, perceive the activity.

Power of actor 'A' (e.g. Stakeholders including community member)	Power of Actor 'B' such as tourism developer i.e. UWA	
	High	Low
	Quadrant 1	Quadrant 2
	Balanced social exchange	Unbalanced social exchange
	<i>Both actors benefit from tourism development</i>	<i>Actor 'A' advantaged and Actor 'B' Disadvantaged</i>
	Quadrant 3	Quadrant 4
	Unbalanced social exchange <i>Actor 'A' disadvantaged and Actor 'B' advantaged</i>	Balanced unrewarding social exchange

Figure 2.1: Exchange outcome matrix based on Ap's (1992:670) Social Exchange Process

To enable understanding of stakeholders' perceptions, particularly residents of a tourist destination, the SET can be relevant. Ahebwa *et al.* (2012a:306) notes that the exchange encounter may be rewarding or satisfying and thus may "stimulate and reinforce impulses to exploitation on the part of the host, and to suspicion and resentment on the part of the visitor". This helps in explaining host perceptions of tourists and their activities. It is important to note that not all tourist activities favour community members and the exchanges could be unbalanced, favouring one more than the other.

2.2.2 Stakeholder analysis

The management of tourism resources requires combined efforts by various stakeholders. In any given tourist destination, stakeholders with varying interests, relations and different degrees of co-operation can be found (Luštický & Musil, 2016:98). The term stakeholder refers to any group of people who affect or are affected by "...achievement of the organization's objectives" (Freeman, 1984:46). However, this definition has undergone many modifications with several definitions proposed in the literature. Gibson (2003:245) offers a comprehensive definition by referring to stakeholders as:

...those groups or individuals with whom the organization interacts or has interdependencies and any individual or group who can affect or is affected by the actions, decisions, policies, practices, or goals of the organization.

In this study, the groups and individuals forming part of the stakeholders include residents, educationists, community and religious leaders, park management and Government officials. All these influence or are influenced by the actions, decisions, practices and goals related to management and use of the tourism attraction in the study area.

An understanding of stakeholders' perceptions of tourism activities within their locality is assumed beneficial as it allows for the identification of relevant and acceptable goals for sustainable tourism (Luštický & Musil, 2016:101). It is crucial to understand stakeholders' perceptions of tourism in their area, which has been acknowledged by several scholars like Sandbrook (2010:22), Maekawa *et al.* (2013:133), Ahebwa *et al.* (2012a:306) and numerous others in the literature. Many scholars have examined various aspects of stakeholders' perceptions of the impacts of different forms of tourism, including the positive and negative factors of the three impact facets—economic, socio-cultural and environmental.

2.3 Clarification of key concepts

The definitions and concepts used in the study are explained in the next section.

2.3.1 Conservation

Conservation, as defined by the International Union for Conservation of Nature (IUCN, n.d.), is the management of human use of the biosphere to yield the maximum sustainable benefits to current generations, while maintaining its potential to meet the needs and aspirations of future generations. The IUCN further notes that conservation is a positive action embracing preservation, maintenance, sustainable utilisation, restoration and enhancement of the natural environment.

2.3.2 Sustainable tourism

Sustainable tourism takes full account of its current and future economic, social and environmental impacts, addressing the needs of visitors, the industry, the environment and host communities (UNWTO, n.d.a). Sharma (2005:114) defined sustainable tourism as “tourism that meets the needs of the current generation without compromising the ability of the future generations to meet their own needs”. Sustainable tourism is thus a positive approach aimed at minimising the tensions and friction created by the interactions between the tourism industry, visitors, the environment and the host communities; it entails working for the long-term viability and quality of both natural and human resources (Sharma, 2005:114).

2.3.3 Ecotourism

Baromey (2008:151) defined ecotourism as:

...travelling to natural areas or relatively undisturbed or uncontaminated areas with the purpose of studying, admiring and enjoying the scenery and their wild plants and animals, as well as any existing cultural manifestation found in these areas.

The International Ecotourism Society (TIES) (2012) adds that ecotourism is basically responsible travel to natural areas that promotes the conservation of natural resources and improves the well-being of local people (TIES, 2012). Conservation, communities and sustainable travel are the heart of ecotourism (TIES, 2012).

2.3.4 Natural resources

Candela and Figini (2010:559) define natural resources as “goods or factors of production that are not reproducible or that are not obtainable in the economic process of production given the present technological frontier”. They are further distinguished into renewable and non-renewable resources.

Renewable resources are those capable of being replenished and their reproduction occurs naturally (Tribe, 2011:160). Tribe adds that non-renewable resources have a fixed supply and once they are finished, there is nothing left for future generations. Examples of natural resources, as noted by Lubbe (2003:73), include mountains, oceans, beaches, flora and fauna.

2.4 Overview of the tourism industry

Tourism has grown at an unparalleled pace compared to most economic sectors since the Second World War, and has developed into arguably the world’s largest industry (Mieczkowski, 1995:1). Neto (2003:212) added that while tourism had previously been enjoyed by a relatively small group of wealthy people, the period after World War II saw tourism become a mass phenomenon. According to Newsome, Moore and Dowling (2013:1), in the year 2011 the UNWTO recorded over 990 million international tourist arrivals and an estimated US\$1,030 billion was generated through tourism receipts. Newsome *et al.* (2013:2) noted that while advanced economies experienced an average growth of 1.8% in the period between 2000 and 2010, as noted in the UNWTO 2011 report, emerging economies experienced an average growth of 5.6%. The natural areas as key attractions for most of these emerging economies signalled a massive growth in nature-based tourism. Saayman (2009:63) concurs that nature-based tourism or ecotourism is one of the fastest growing segments in the tourism industry with an estimated 10% to 15% annual growth in southern Africa. Table 2.1 illustrates global tourism growth for the period 2010 to 2019 in terms of arrivals and the value the industry brought to the global economy. There has been a steady increase in global arrivals from 955.86 million in 2010 to 1.460 billion in 2019. This growth is expected to continue, thereby generating more revenue to the global economy. In terms of the value of international tourism, US\$927 billion was generated from the tourism industry in 2010 (Statista, n.d). The revenue from

international tourism reached US\$1,252 billion in 2014, while in 2019 US\$1,480 billion was recorded from the travel and tourism sector.

Table 2.1: Global tourism arrivals and revenue, 2010-2019

Year	Arrival Numbers	Value in US\$
2010	955 860 549.5	927 billion
2011	996 752 403.9	1042 billion
2012	1.054 billion	1078 billion
2013	1.105 billion	1197 billion
2014	1.157 billion	1252 billion
2015	1.204 billion	1196 billion
2016	1.245 billion	1220 billion
2017	1.322 billion	1342 billion
2018	1.442 billion	1445 billion
2019	1.460 billion	1480 billion

Source: World Bank Group (2018; 2019) and Statista (n.d.)

The Convention of Biological Diversity (CBD) notes that tourism in many developing countries is closely linked to biodiversity, such as protected areas, unspoiled mountains, beaches, wildlife and natural landscapes (CBD, n.d.). Many of these countries, including Uganda and other East African countries, remain as mainstream tourism destinations with over five million international arrivals per year (CBD, n.d.). Nature-based tourism, for example to protected areas, is attracting a growing number of tourists and a clean environment is uppermost in most tourists' minds (CBD, n.d.). In a study conducted in West Germany on tourists' opinions of the importance of high quality environment, 72.0% of participants indicated that a high quality environment was the primary condition for a successful vacation (Mieczkowski, 1995:12). The same study showed that an overwhelming majority (94.0%) of the respondents indicated that preserving the natural environment was important for the success of nature-based tourism.

However, the tourism industry, which was once viewed as a clean industry, has been subject to criticism as people have become more aware of the negative environmental impacts, especially in protected areas such as national parks, if its development is not well managed (du Plessis, van der Merwe & Saayman, 2013:188). CBD (n.d.) notes that tourism has a large and growing environmental footprint and is a source of increasing stress on fragile ecosystems. While biodiversity is responsible for approximately 40.0% of the world's economy, about

34,000 plant species and 5,200 animal species are in danger of extinction, while an estimated 45% of the world's forests have been cleared and other ecosystems, including wetlands and coral reefs, are threatened (CBD, n.d.).

2.5 Understanding tourism

While attempting to offer a better understanding of tourism impacts and perceptions, it is important to define tourism. Theron (2011:13) suggests that in studying the impacts of tourism, an attempt to define tourism is important. Tourism in principle remains a technical concept that can be measured by available and existing data of visitor movements and expenditure and estimates of the supply side (Tourism Society, 2017). The Tourism Society (2017) further notes that tourism as a concept is undoubtedly subject to diverse interpretation and there is a need to achieve greater accuracy in the way the term is used, regardless of geographical location. The planning and management of tourism involves various stakeholders that have different conceptions of what tourism actually means. Therefore, it is important to have a common definition for the success of the tourism industry. Tourism is a broad term that covers both demand and supply that has been assumed in several forms and used all over the world. It is in most cases defined in terms of the activities of persons recognised as visitors or tourists. According to UNWTO (n.d.b), a visitor is:

...someone who is making a visit to a main destination outside his/her usual environment for less than a year for any main purpose [including] holidays, leisure and recreation, business, health, education or other purposes This scope is much wider than the traditional perception of tourists, which included only those travelling for leisure.

UNWTO (n.d.b) has thus proposed a widely acceptable definition for tourism as:

... activities of travellers taking a trip to a main destination outside his/her usual environment, for less than a year, for any main purposes (business, leisure, or other personal purpose) other than to be employed by a resident in the country or place visited.

A number of researchers (Sharply & Telfer, 2002; Sharma, 2004; Keyser, 2009) have accepted this definition.

Tourists are visitors who visit a destination for varying reasons. These include business, holiday or to visit friends and family (Keyser, 2009:5). They may visit an area for a couple of hours or for several days or even weeks (Keyser, 2009:5). For the purposes of this study, the term visitor(s) and tourist(s) is used interchangeably and refers to the same concept.

Three categories of tourism can be identified—domestic, outbound and inbound (Keyser, 2009:69). By definition, domestic tourism includes "...activities of a resident visitor within the country of reference, either as part of a domestic tourism trip or part of an outbound tourism trip" (Baldigara & Mamula, 2012:57). For Uganda, domestic tourism remains one of the main contributors to the country's safari tourism industry, which seems to have received only limited

attention from the UWA that markets the country to the outside world (Prime Ugandan Safaris, 2018). Ugandan tourism mostly depends on international tourism and a combined effort by various stakeholders is needed to ensure that domestic tourism is promoted. The main focus of UWA is promoting inbound tourism, which comprises "...the activities of a non-resident visitor" coming to Uganda on an inbound tourism trip (Martin *et al.* 2011:629). This category of tourism brings in much revenue, especially from mountain gorilla tourism activities. The third category of tourism identified by Keyser (2009) is the outbound, which encompasses the activities of a resident visitor outside the country of reference, either as part of an outbound tourism trip or as part of a domestic tourism trip (Martin *et al.* 2011:629)

In addition, tourism has become an important feature of global economic activities as well as regional and local economies (Keyser, 2009:3). According to Pao (2005:68), the year 2004 saw tourism growing to such a point that it accounted for over 241 million jobs worldwide and for more than 10% of the world's GDP.

Many countries recognise their comparative advantage of tourism and see tourism as a means to grow and develop (Strydom, Saayman & Saayman, 2006:1). Uganda, for example, held the top African tourist destination position in the 1960s, which, however, declined as a result of the unstable political landscape in the early 1970s (Okello & Novelli, 2014:55). In the late 1960s, Uganda's tourist sector became prosperous, registering close to 100,000 visitors every year (Republic of Uganda, 2012; Nakaweesi, 2013). During that time, tourism was Uganda's fourth largest foreign exchange earner (Okello & Novelli, 2014:55). Moving into the 1980s, the political landscape stabilised which saw tourism growing since the environment had become suitable for reinvestment in the tourism sector (Okello & Novelli, 2014:56). Uganda has thus been rehabilitating tourism as one of its important economic sectors (Republic of Uganda, 2007).

For Uganda, tourism is undoubtedly a key generator of employment, investment, and foreign exchange, and contributes approximately 4.0% to the national GDP (Okello & Novelli, 2014:56). Examining the visitor numbers to Uganda for the period 2010 to 2018, it is evident that there has been a steady increase in numbers, reaching a peak of over 1.800 million tourists in 2018 (see Figure 2.2). This increase in international visitor numbers meant that increased revenue was received by the country.

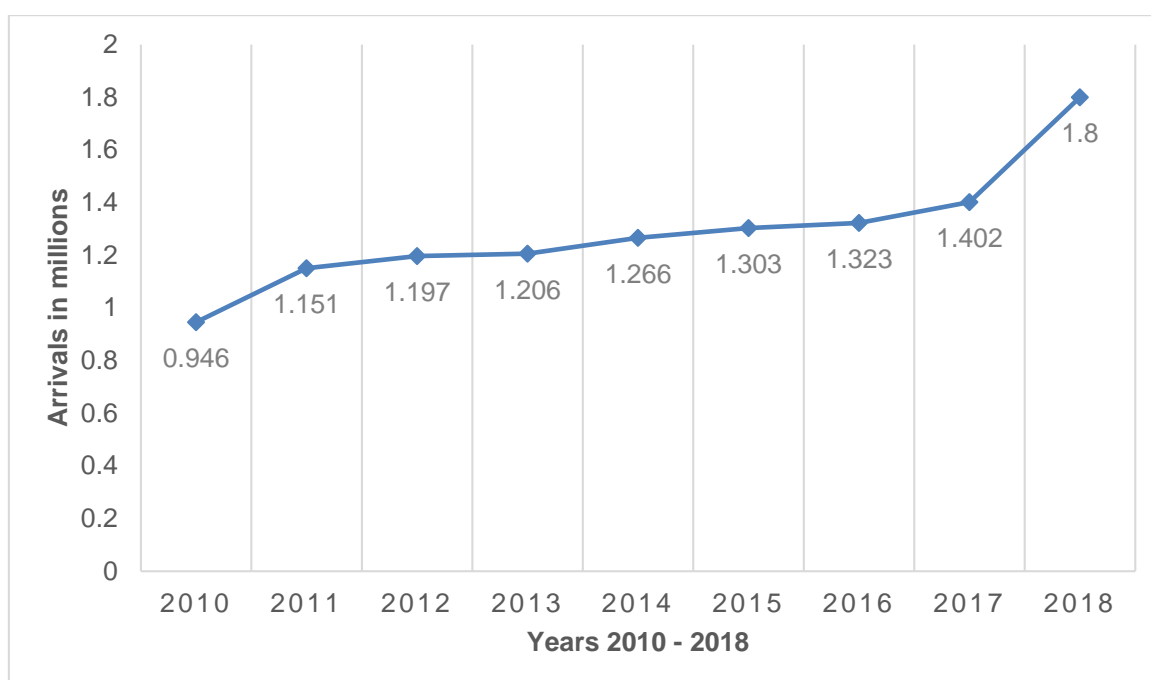


Figure 2.2: Tourist arrivals in Uganda for the years 2010–2018 (Adapted from UBOS, 2019:80)

The figures continued to grow steadily until surpassing a million tourists in 2011 with 1.15 million tourists recorded to have visited Uganda. In 2012, the tourist numbers continued to grow, reaching 1.19 million international visitors (UBOS, 2019). The slightly slow increase in visitor numbers to Uganda could be attributed to the political unrest in the neighbouring country of Kenya (Nakaweesi, 2013). UBOS (2016) reports a continued increase in numbers of international visitors to Uganda, from 1.2 million in 2013 to 1.26 million in 2014, whilst 2015 recorded 1.3 million. It is clear from the statistics that Uganda's tourism continues to register growth that helps to support the economy. As presented on Figure 2.2, the numbers rose to close to 2 million visitors in 2018 (UBOS, 2019). Table 2.2 presents a snapshot of how tourism contributes to Uganda's GDP by indicating the GDP contribution as well as tourism revenue for the years 2005 to 2012.

It can be seen that the GDP contribution from tourism for Uganda in 2005 was at US\$7.940 billion, which increased in 2006 to US\$9.240 billion. The figures continued to grow each year, reaching a peak of US\$17.200 billion in 2011, then dropping slightly to US\$16.810 billion in 2012. The post-election unrest in neighbouring Kenya in 2007 and 2012 could have contributed to the increases in visitor numbers to Uganda as people avoided Kenya and this increased the GDP contribution from tourism for Uganda (Okello & Novelli, 2014:55). In recent years, Uganda's tourism sector has diversified its offerings from the popular safari parks of Murchison Falls and Queen Elizabeth, which face competition from other parks.

Table 2.2: Tourism and economic trends of Uganda

Year	GDP (US\$ billion)	Tourism revenue, USD billions & (% GDP)
2005	7.940	0.330 (4.16)
2006	9.240	0.380 (3.82)
2007	9.980	0.450 (4.51)
2008	11.920	0.590 (4.95)
2009	14.440	0.560 (3.88)
2010	15.800	0.660 (4.18)
2011	17.200	0.800 (4.65)
2012	16.810	0.830 (4.94)

Source: Okello and Novelli (2014:56)

Tourism remains one of the leading foreign exchange earners to the Ugandan economy, and in 2017 it generated US\$1,453 million compared to the figure of USD1,371 million recorded in 2016 (Budget Framework, 2019). The direct contribution to Uganda's GDP of tourism in 2017 was UGX2,699 billion which amounted to 2.9% of GDP (Budget Framework, 2019).

2.5.1 Gorilla tourism

Mountain gorillas and tourism are intimately connected in Central Africa. They support each other and each determines the future of the other (Martin *et al.*, 2011:629). The revenue which is earned directly from gorilla tourism forms an important component of funding conservation efforts and management of the park. This funding is collected annually and part of it is directed towards projects beneficial to the community, which ensures locals benefit from tourism in their area.

Intensive gorilla tourism was set up in Rwanda in the late 1970s where groups of mountain gorillas were habituated to humans with the specific purpose of taking tourists to visit them (Klailova, Hodgkinson & Lee 2010:22). The same procedure was followed in the DRC and in Uganda. To ensure that these remaining great apes are not adversely affected by visits, tourists have to comply with strict rules. These rules, listed below, must be strictly adhered to for the sustainable management of the mountain gorilla,

- Each gorilla family may be visited only for one hour per day;
- A group of visitors must not exceed eight per gorilla family; and

- A distance of at least seven metres must be kept between tourists and gorillas.

The question arises, however, as to whether using the gorillas as a tourist attraction is actually a beneficial protection measure. Tourism may have negative effects on the animals.

2.5.1.1 *Costs and benefits of mountain gorilla tourism*

Mountain gorillas face numerous threats, which include poaching, loss of habitat, and transmission of disease, especially from humans. Civil wars, which affected most parts of east African countries, affected the gorilla population, reducing them to fewer than 500. The continuous decline in mountain gorilla numbers prompted strong conservation efforts across Uganda, Rwanda and DRC. Subsequently, the mountain gorilla population grew to 880 individuals. The advantages and disadvantages of mountain gorilla tourism are summarised in Table 2.3 below.

Table 2.3: Advantages and disadvantages of mountain gorilla tourism

Advantages for the gorillas tourism	Disadvantages for the gorillas tourism
<ul style="list-style-type: none"> • A higher degree of safety: the regular presence of people deters poachers. • Better monitoring: regular visits help to record births, deaths and other population changes, to identify health problems in individual gorilla groups and to record illegal activities in the protected areas. • Source of foreign exchange: the considerable income generated from gorilla tourism safeguards the maintenance of the protected areas. The national park authorities benefit from this income, as does anybody who generates income from tourism including, albeit to a smaller degree, the resident population. • Popularity: being charismatic animals, gorillas generate a lot of interest—both from the media and scientists. 	<ul style="list-style-type: none"> • Gorillas lose their natural shyness toward people: as a result they raid crops and no longer flee from poachers. • Infectious diseases: diseases can be transferred from humans and domestic animals to gorillas. • Behavioural changes: the presence of humans may generate stress. • Population pressure: an increasing number of people hope to profit from tourism and therefore move closer to the protected areas. People living in the neighbourhood of the gorillas but making little or no profit from tourism are often frustrated and, as a consequence, they may hinder protection measures. • Habituation of too many gorillas: the range countries may become too dependent on gorilla tourism and habituate more and more gorilla groups. • Within national parks habitat is lost for tourist facilities and vegetation is destroyed.

Source: Kayigamahe (2013)

Nonetheless, the three countries harbouring the mountain gorilla, Uganda, Rwanda and DRC, combined efforts to ensure the future of gorilla tourism. Specifically, they engage in joint trans-boundary management efforts aimed at protecting mountain gorillas. In addition, the combined efforts are directed towards managing gorilla habitats, especially combating human disease

threats. These countries seek to ensure that the benefits of allowing tourists to see gorillas are maximised, while minimising the costs.

Since Uganda has nearly half of the world's remaining population of mountain gorillas, this positions it as the most-visited country in East Africa, particularly for viewing gorillas. This discounts travel time and distance in comparison to neighbouring Rwanda, which has gorilla tourism in the Volcanoes National Park. Looking at tourism numbers in Uganda, there has been a steady increase. For example, in 1994, the number of tourists visiting the mountain gorillas was only 1,300 while in 2016 the number stood close to 20,000 tourists (Okello & Novelli, 2014:55). Table 2.4 presents the number of visitors to Uganda for tourism, and most specifically to visit the national parks. In total, Uganda has 12 national parks that are all rich in diverse fauna and flora.

Table 2.4: Visitors to Uganda's National Parks: 2011–2015

National Parks	2011	2012	2013	2014	2015
Murchison Falls	60,273	60,803	70,798	66,844	72,964
Queen Elizabeth	87,924	58,172	69,193	58,769	65,366
Lake Mburo	21,480	22,927	14,068	26,980	24,979
BINP*	17,335	18,259	21,695	20,611	16,476
Kibaale	10,433	10,372	10,834	12,097	10,463
Semliki	3,152	3,591	5,752	4,824	10,389
Mgahinga Gorilla	1,899	2,497	8,952	3,033	2,648
Kidepo Valley	2,452	2,300	2,890	4,091	5,663
Rwenzori Mountains	1,738	1,663	2,724	2,758	3,343
Mount Elgon	2,350	1,565	2,096	2,314	2,669
Toro Semliki	770	0	4,948	564	598
Total	209,806	182,149	213,950	202,885	215,558

BINP* - The park under investigation for the study

Source: UWA (2016:214)

According to UWA (2016:214), 209,806 tourists (both residents and foreign) visited Uganda's national parks in 2011 and approximately 8.3% of them (17, 335) visited BINP. In 2012, of the

182,149 visitors to Uganda's parks, 18,259 (10%) visited BINP. UWA (2016) further reports that in 2013 and 2014, 213,950 and 202,885 tourists respectively visited Uganda's parks, with 10.1% (21, 695) and 10.2% (20, 611) making their way to Bwindi. In 2015, the number of visitors to national parks in the country grew by a bigger margin compared to that for the previous year to 215,558 visitors. Despite this considerable increase in visitor numbers to the national parks, visitor numbers to BINP dropped to 16,476 tourists, constituting 7.7% of national parks visits for that year.

The top five most-visited national parks in the country are Murchison Falls, Queen Elizabeth, Lake Mburo, Bwindi and Kibaale, all attracting at least 10,000 visitors each year. For the years 2012 to 2015, Murchison Falls National Park had the highest number of tourists to a Ugandan park. Murchison Falls National Park is viewed as "...one of the best game parks to visit while in Uganda" (Murchison Falls Safaris, 2018). This park has several attractions, including several mammal species and is home to four of the big five—lion, leopard, elephant and buffalo. Queen Elizabeth National Park is believed to be Uganda's most popular tourist destination, having a diversity of ecosystems suitable for the big five, various primate species, as well as different bird species (UWA, 2018a). Visitors who come to Uganda see the great apes in the BINP usually expand their visit to travel to other tourist destinations such as the Queen Elizabeth National Park to see the rare tree-climbing lions. Kibaale National Park is one of the popular sites to view primates.

2.6 The Bwindi Impenetrable National Park (BINP)

The BINP was declared a national park in 1991 and tourism activities commenced in 1992, attracting many international tourists to track and view the remaining mountain gorillas (Ahebwa *et al.*, 2012b). Before its designation as a national park, the area was inhabited by the Batwa pygmies who were hunter-gatherers. These people were nomadic, relying on the forest as a source of food such as honey, plant roots, wild fruits, animals for meat, as well as using the forest for spiritual connections. Other tribal groups such as the Bakiga and the Bafumbiria used this densely forested area, mainly for hunting bush meat, accessing traditional medicine and herbs, as well as sites of spiritual connection with their gods. The designation of Bwindi to a national park meant that all the inhabitants of the area had to be relocated to protect the remaining mountain gorillas and other endangered species of wildlife. This meant that no humans would be allowed to enter or reside within the park, which caused great resentment from those who stayed inside and closer to the park (van der Duim *et al.*, 2014:594). In addition, the formal eviction of all forest habitation and traditional activities inside the forest became illegal and law enforcement became stricter (Harrison, 2014). Eventually, their eviction from the forest made these people landless, which made their livelihood a struggle.

2.7 Tourism impacts

Luštický and Musil (2017) posits that various studies, particularly about the impacts tourism has on any tourism destination, have centred mainly on economic analysis and the benefits occurring in that area. However, through the passage of time the impacts of tourism were analysed more critically by many researchers focussing on both positive and negative effects (Brescia & Pineda, 2006:127). The United Nations Environment Programme (UNEP, n.d) suggests that if well managed, tourism plays a positive role in the socio-cultural, economic, environmental and political development of a destination. However, it is appreciated that unchecked tourism activities within an area cause considerable impacts on various stakeholders, especially local residents for deprivation to access facilities, crime, pollution and overcrowding (UNEP, n.d). In assessing the impacts of tourism, three interrelated sets of guiding principles have been identified and are organised around the triple bottom-line of social, economic and environmental responsibility (Ivanovic *et al.*, 2009:361).

The economic impacts of tourism are in most cases perceived positively by residents (Tatoglu, Erdal, Ozgur & Azakli, 2002:746). Tourism acts as an export industry generating new revenue from external sources (Ivanovic, 2008:53). It is noted that tourism assists destinations to gain foreign exchange, which has the effect of improving the nation's balance of payment (Tatoglu *et al.*, 2002:746). It decreases unemployment by creating job opportunities, infrastructure development and better living standards (Cooper, Fletcher, Gilbert & Wanhill, 1993:112-114). Tatoglu *et al.* (2002:746) further note that if tourism is not well planned and controlled, it has negative impacts or reduces the effectiveness of positive impacts, for example, prices may be pushed up thus resulting in poor living standards for residents.

Hall and Lew (2009:3) argue that tourism affects people and conversely, is affected by people. Tourism affects the natural environment, people, communities and the broader social environment, which requires an integrated approach to bring the various dimensions of tourism together (Hall & Lew, 2009:3-4). Rodgers (2001:69) directs attention to tourism and the environment and affirms that tourism impacts on the environment are worse because it is not easily identified until it is too late. The gorilla trekking tours in Uganda and neighbouring countries are perceived differently by the stakeholders, positively bringing business to local markets (arts and craft) and businesses, and on the negative side, causing environmental degradation and having negative effects (New York City, 2013).

2.7.1 Economic Impact of tourism

Most studies on the economic impacts of tourism focus on the positive side and ignore the negative aspects (Andereck *et al.*, 2005:2). Tourism is widely perceived as a potential economic base. It provides elements that may improve quality of life, such as employment opportunities, tax revenue, economic diversity, festivals, restaurants, natural and cultural

attractions, and outdoor recreation opportunities. Arguably, tourism is the second largest industry in the world. Estimates from the World Travel and Tourism Council (WTTC) suggest that it generates around 200 million jobs worldwide, accounting for 10.0% of the global GDP (WTTC, 2017).

Swarbrooke (2002:25) asserts that tourism brings foreign currency and contributes to improving the balance of payment of a country as a whole. Cooper *et al.* (1993:114) note that tourists spend their money on a variety of goods and services. Tourist money may be spent on accommodation, food and beverages, services, goods from retail operations, and activities. This money is seen as an injection into the economy and is viewed to have effects on demand (Cooper *et al.*, 1993:114).

Tourism is argued to generate income for the central government through taxes paid by employees and taxes on purchased items (Swarbrooke, 2002:25). Ryan (2003:149) views tourist spending as a profit-generating mechanism for tourist businesses such as accommodation, food and beverage, and activities. Tourist spend is thereby used for expansion and growth of businesses, hence the growth of the local economy.

In trying to explain the impacts of tourism in economic terms, Kreag (2001:6) offered a table highlighting positive and negative economic impacts. According to Kreag, tourism increases employment opportunities although it is argued that most of these jobs are low paying and seasonal. Swarbrooke (2002:25) is of the view that most tourism jobs are part-time due to the seasonality nature of the industry. This necessitates effective planning to promote tourism during the low season. Weed (2008:498) suggests that tourism activities, coupled with extensive marketing and strategic pricing, acts as a way to boost tourism during the low season.

As tourism grows, additional opportunities are created for investment, development, and infrastructure spending (Kreag, 2001:7). Tourism often encourages improvements in public utilities such as water, sewers, sidewalks, lighting, parking, public toilets, waste control and landscaping (Frost & Hall, 2009:295). Such improvements, as Kreag (2001:7), notes benefit tourists and residents alike.

In addition, tourism promotes improvements in transport systems resulting in upgraded roads, airports and public transportation (rail and buses). Kanwal *et al.* (2020) declares that transport facilities are necessary for tourism development, while Jina (1994:36) weigns in claiming that without transport facilities, tourism is seen as “a dead body with no life.” Kanwal *et al.* (2020) claim that tourism development is anchored on improved transport facilities. In this regard, the researcher is of the opinion that tourism development results in improved transport systems at

the destination. Tourism encourages new elements to join the retail mix, increasing opportunities for shopping and adding healthy competition.

However, tourism is affected by leakages, which Rylance and Spenceley (2017) described as siphoning of income from the income flow of a destination. Leakages have the effect of diluting income, whereby tourism receipts leave the destination economy. Page (2009) notes that leakages are mostly felt when the economy heavily depends on imports. Page suggested ways of combating leakages, which include reducing the openness of an economy, maximising local economic linkages, reduction of imports such as labour, goods and services, and promotion of local investment.

The economic impacts of tourism are summarised and illustrated in Table 2.5. The table, adapted from Kreag (2001:7) in the study of the impacts of tourism development, highlights both positive and negative impacts of tourism. The impacts of tourism can be categorised into the positive and the negative (Cooper *et al.*, 1993:108; Keyser, 2002:279; Swarbrooke, 2002:25; Charag *et al.*, 2020).

Table 2.5: Economic impacts of tourism

Positive impacts	Negative impacts
<ul style="list-style-type: none"> Income generation and improved standard of living; Local economy is improved; Employment opportunities; Investment and infrastructure development; Increases tax revenue; Improves public utilities infrastructure; Increases opportunities for shopping; Economic impacts (direct, indirect, induced spending); and Creates new business opportunities. 	<ul style="list-style-type: none"> Increases prices of goods and services; Increases prices of land and housing; Increases cost of living; Increases potential for imported labour; Cost for additional infrastructure (water, sewer, power, fuel, medical); Increases road maintenance and transportation systems costs; Seasonal tourism creates high-risk under- or unemployment issues; Competition for land with other (higher value) economic uses; Profits may be exported by owners; and Jobs may pay low wages.

Source: Kreag (2001:7)

The perceptions of local residents are influenced by a number of factors, together with the extent of contact that they relate with tourists, which includes personal economic dependence on the tourism industry (Marzuki, 2012:201). Based on the argument that rural communities are very fragile, the growth of tourism could rapidly affect local communities at the destination. The impacts from tourism influence local perceptions in each community to different degrees, depending on the factors and local residents' interaction with the industry.

Nevertheless, it is understood that local residents' perceptions are important to strengthen economic growth from tourism development and provide a good image of the tourism industry (Marzuki, 2012:202).

Table 2.6: Components of tourist spending considered retained and leaked

Spending considered retained	Spending considered leaked
<ul style="list-style-type: none"> • All out of pocket spending in the study area (shopping, tips, handicrafts and donations); • Spending on the community walk and activities in BINP (other than gorilla tracking); • Living allowances for tour drivers/guides; • All income for locally-owned tour camps apart from spending on food bought outside the study area; and • Spending by non-locally-owned tour camps on food bought inside the study area and salaries for local staff. 	<ul style="list-style-type: none"> • Spending by locally-owned tour camps on food bought outside the study area and non-local staff salaries; and • All income for non-locally-owned tour camps apart from spending on food bought inside the study area

Source: Sandbrook (2010:129)

2.7.2 Socio-cultural impacts of tourism

Social impacts of tourism occur due to increased contact between locals and tourists and refer to changes in life of the destination community (Lis, 2009:12). The study of social impacts of tourism has been combined with cultural impacts, resulting in socio-cultural impacts (Keyser, 2002:346). To make a clear distinction between the two, Keyser (2002:346) refers to social impacts as changes in the norms and values of society that are more noticeable in the short term. Cultural impacts are long-term changes in art forms, rituals, community structures and so forth, as mentioned by Keyser (2002:346).

Tourism has caused many changes worldwide, some of these impacts might have positive influences and some negative, and Keyser (2002:349) views tourism as one driver in societal change. These impacts are two-sided and they could bring good or bad things in the destination as pointed out by Mthembu (2009:70). Weed (2008:394) reiterates that any impact on society should be classified within the social domain. Malthieson and Wall (1982:4) suggested that in categorising or defining social impacts in tourism, anything that affected the quality of life has to be considered. In this regard, changes in quality of life of residents of a tourist destination constitute social impacts.

Sociologists view tourism as a social phenomenon whilst anthropologists consider it as a cultural phenomenon (Keyser, 2002:344). Keyser states that the social phenomenon involves social interaction between tourists and residents and between tourists and the tourist industry. In addition, Keyser opines that such form of interaction causes social change. Keyser further identifies factors which influence tourism, for example fashion, social status, norms and values of a society.

The cultural phenomenon involves contact between the different cultural backgrounds of tourists and host communities, and tourism industry and residents. This form of contact is

referred to as cultural exchange (Keyser, 2002:345). Sharma (2004:94) argues that cultural exchange is possible even with well-managed, small-scale tourism development.

2.7.2.1 Revenue sharing approach

The concept of sharing the benefits derived from protected areas is important as it assists in the sustainable management of such areas (Tumusiime & Vedeld, 2012:15). The profit-sharing approach has been accepted globally as a key instrument for preserving protected areas, including national parks. The tourism proceeds-sharing approach seeks to ensure that various stakeholders share the responsibility of managing and conserving the world's biodiversity. These stakeholders include community, businesses, non-governmental organisations (NGOs) and the government. Tumusiime and Vedeld (2012:15) report that the approach promotes "hybrid environmental governance" where responsibility and revenue is shared for the sustainability of the activities. Uganda, one of the only three countries harbouring the mountain gorilla, has embraced the sharing of benefits concept, where the proceeds from its protected areas such as the BINP are shared. Using the concept, local farmers and community members residing close to the parks receive a certain percentage from the gorilla tracking passes which are sold.

The sharing of gorilla tourism revenue was enacted by the UWA's Wildlife Statute Act of 1996 in parliament (Moyini & Uwimbabazi, 2000). The Act ordered UWA to set aside a certain percentage (20.0%) of park entrance fees for communities living close to the national parks. Through the provision of incentives to community members, the BINP authorities sought to demonstrate the economic importance of conserving the biodiversity. It was assumed that the approach would change people's attitudes, perceptions and behaviours towards the park, thus encouraging them to strive to protect and conserve the park (Moyini & Uwimbabazi, 2000:32).

Because of the tense relationship between conservation activities and the community, it prompted the Ugandan Government in 1994 to implement a collaborative forest management approach that permits the sharing of conservation benefits with community members (Mugenyi, Amumpiire & Namujuzi, 2015:1). The reason for adopting this approach was aimed at for example, shouldering the cost of land not used for agriculture as well as making the community custodians of the resources. The approach meant controlled access to plant resources for medicines, basketry weaving materials, placement of beehives and consequently, the revenue-sharing scheme (Mugenyi *et al.*, 2015:2). The park proceeds-sharing scheme with community members residing in close proximity to the park was considered critical for the sustainability of park activities (Tumusiime & Vedeld, 2012:15). A number of studies confirm that communities which benefit from tourism activities in their area are more likely to support conservation efforts (Watts & Faasen, 2009; Anthony & Shestackova, 2015; Muchapondwa & Stage, 2015; Swemmer, Grant, Annecke & Freitag-

Ronaldson, 2015; Swemmer, Mmethi & Twine, 2017). The main goal for sharing revenue from gorilla tourism, as indicated by Manyindo and Makumbi (2005:1), is to:

...enable communities living adjacent to protected areas to experience the economic benefits they accumulate so that the communities may improve their welfare, and ultimately work in partnership with UWA and local governments to sustainably manage the resources in and around protected areas.

According to UWA (2000), the revenue-sharing scheme had three objectives, which are to:

- Provide an enabling environment for establishing good relations between protected areas and adjacent communities;
- Demonstrate the economic value of protected areas and conservation in general to adjacent communities; and
- Solicit support and acceptance of protected areas and conservation from adjacent communities.

With the above objectives in mind, implementation guidelines were established by UWA and these addressed issues on strategies for implementation, the roles and responsibilities of various stakeholders involved (Manyindo & Makumbi, 2005:1). The procedure included measures for selecting critical projects to be supported, their location, funds disbursement approaches, as well as the monitoring and evaluation mechanisms of the whole process (Mugenyi *et al.*, 2015:2). The sharing of revenue from mountain gorilla tourism with community members around BINP involves the allocation to local communities of US\$5 on every permit sold, and the 20.0% of park entry fees (Tumusiime & Vedeld, 2012:20). The disbursement of funds to communities has revived hope for the community since they are able to obtain tangible benefits from the management and conservation of wildlife. This is a positive move towards attaining conservation and community welfare objectives (Manyindo & Makumbi, 2005:1). However, the revenue-sharing approach has some shortcomings, for example, that fees given to the community are insufficient to support the identified projects (Tumusiime & Vedeld, 2012:20). In addition, the system of funds payment to local communities has been marred by corruption, with some of the allocated funds failing to reach the intended beneficiaries (Tumusiime & Vedeld, 2012:23). Manyindo and Makumbi (2005:2) note the inadequacy of the revenue-sharing scheme, especially that the poorest members of the communities are not fully engaged to benefit from the scheme. This notion was shared by Tumusiime and Vedeld (2012:23) who attributed this problem to lack of access to information.

2.7.3 Environmental impacts of tourism

While the primary role of protected areas is the conservation of species diversity, biodiversity conservation, along with sustainable resource management, can and must result in material benefits to neighbouring communities (Taylor & Atkinson, 2012:14). Within the context of co-operative environmental management, concepts such as inter-governmental relations, partnerships, collaboration and co-management are highlighted, thereby emphasising the

importance of working together and soliciting public input to manage the environment in a sustainable manner (Malan, 2009:1138).

Mountain gorilla trekking officially started in 1994 in Uganda's BINP with an understanding that gorilla tourism, if managed effectively, would bring immeasurable benefits as well as opportunities to the economy and most importantly, to communities living adjacent to the park. The conversion of Bwindi into a protected area in 1991 meant that new laws and policies for the management and conservation of the tourism resources in the area had to be enacted (van der Duim *et al.*, 2014:588). These policies in most cases guide global debates and shapes trends, particularly on principles of equity, social justice, participation, environmental sustainability, accountability and transparency (de Koning, 2009:7). The gazettement of the area as a national park increased hostility towards the area by locals and this was because of the stringent rules that restricted access to the forest (Manyindo & Makumbi, 2005:3). Because of the restricted access into the forest, community members expressed their dissatisfaction in different ways. For example, there was increased destruction of forest biodiversity through deliberate forest fires (Blomley, 2003:238). During the 1992 drought over 16 fires were deliberately started in and around Bwindi by locals to destroy Government property (Blomley, 2003:238). Therefore, to ensure that harmony was created between the park and the community, it was important to set up Integrated Conservation and Development (ICD) interventions. These interventions included controlling problem animals, sharing of revenue, managing the resource collaboratively, as well as tourism (Manyindo & Makumbi, 2005:3). The ICD interventions sought to resolve community resistance since this threatened the management of the national park.

2.8 Training for gorilla ranger guides

The mountain gorilla trekking experience is enhanced when there are knowledgeable rangers and tour guides whose mandate is to lead the group of visitors to trek gorillas until they find them (Gorilla-Tracking Uganda, 2018). The guides are responsible for a number of things in enhancing the trekking experience, for example giving clients detailed information on how to behave while trekking (Granat, 2017). It is important to note that the guides work closely with scouts who carry AK-47 rifles for the safety of the group (Volcanoes National Park, n.d). The reason for having armed scouts is to offer protection in the forest, especially against wild elephants or angry, wild gorillas. The scouts are trained how to use a gun, such as first firing shots into the air to scare away the animals but this is only done on the rarest of occasions when all other options like hiding away from such dangerous animals have been done (Volcanoes National Park, n.d). In addition to working with scouts, guides work closely with trekkers who go out looking for where the gorilla families might be. The trackers communicate the gorillas' movements to the guide so that decisions on the best approach to meet the gorilla family can be made. For ranger guides to deliver good service they are expected to be good

communicators and be knowledgeable about the primates and other wildlife. Hanratty (2018) lists the qualities which tourist guides need to possess as follows:

- *Charismatic*: The ability of the guide to 'charm' the tour group, to enhance the group's experience.
- *Knowledgeable*: Hanratty (2018) argues that charisma works hand-in-hand with knowledge, therefore a guide is expected to have extensive in this field and be able to answer any questions that may be asked.
- *Communication skills*: If a ranger guide is knowledgeable and charismatic, it enriches the experience of the tour group. However, this works best with good communication skills, including the ability to engage with the group.
- *Good storytellers*: Guides need to be knowledgeable and have the ability to tell stories to the group. This may require some practice in terms of knowing the timing of the story, length of the story and punch lines, if any.
- *Good organisational skills*: One needs to be organised, for example, adhering to the timing of the itinerary. Guides need to be able to allocate sufficient time for the activities on the itinerary and in the case of mountain gorillas, ensuring that the one-hour time with the primates is maintained.
- *Sense of humour*: This entails being creative but careful with the stories and jokes shared with the tour group.
- *Empathy*: Dealing with a group of people requires the ability to be empathic since some situations could be difficult.

2.9 Management of mountain gorillas

Mountain gorilla tourism destinations in East Africa have developed strategies and regulations aimed at reducing the negative effects of human contact with the primates. The regulations include maintaining a viewing distance of seven metres between humans and the great apes, and having a limit on the number of people allowed to visit the gorillas (Sandbrook & Semple, 2006). Eight tourists are allowed to visit a particular group of gorillas and this number needs to be maintained (Fawcett, Hodgkinson & Mehlman, 2004). To sustainably manage gorilla tourism and prevent overexposing the gorillas to humans, one gorilla group is assigned to one group of tourists not exceeding eight (Fawcett *et al.*, 2004). The amount of time allowed per gorilla group to be visited and viewed by people has been regulated to a maximum of one hour in an attempt to avoid stressing the animals (Sandbrooke & Semple, 2006). Persons with visible symptoms, or suffering from any disease, are not permitted to visit the mountain gorillas to prevent chances of spreading disease to the great apes (Shutt *et al.*, 2014:73). Other regulations and restrictions in place for the management of mountain gorilla include allowing tourists who are 15 years and older to track the gorillas (Fawcett *et al.*, 2004). Tourists viewing the gorillas are instructed not to use the flashlights of their cameras when taking pictures of the great apes. Below is a summary of the restrictions and rules to sustainably manage mountain gorilla tourism (Nielsen & Spenceley, 2010:4):

- Tourists are requested to remain together in their groups;
- Avoid loud noises and pointing at the gorillas;
- Food and cigarettes are not permitted within a distance of 200 metres of the gorillas;
- When one coughs or sneezes, it is advisable that they turn away and cover the mouth;

- Since there are no ablution facilities in the forest, visitors are requested to bury their waste in a hole of 30 centimetres in depth;
- Avoid littering the forest and park area; and
- Tourists viewing the gorillas are not permitted to clear away vegetation for better views of the great apes.

These rules are designed and intended to reduce behavioural disruption and disease transmission from tourists to mountain gorillas. Even though the health and welfare of the gorillas is of primary concern, the majority of these restrictions and regulations were formulated based on expert opinions rather than specific research findings (Nielsen & Spenceley, 2010:4).

2.10 Tourism in Rwanda

Rwanda, a country in the East African bloc, is renowned for its mountain gorillas, where the great apes can be visited safely. Mountain gorilla tourism became important and received international attention because of the conservation efforts of Dian Fossey in the 1960s and 1970s. Rwanda's great apes have featured in several documentaries and have been visited by high profile individuals, including affluent business people such as Bill Gates, Natalie Portman and Ted Turner (Nielsen & Spenceley, 2010:2). These individuals and others have participated in annual events dedicated to gorillas, such as the *kwita izina*, the gorilla naming ceremony, where the primates are given names.

Looking at visitor numbers to Rwanda for 2008, 17,000 people visited the Volcanoes National Park to see the mountain gorillas. There has been an increase in visitor numbers to Rwanda for wildlife tourism, particularly to track mountain gorillas. It is reported that in 1999 when the park was re-opened, 417 visitors were recorded to have visited Rwanda to see the gorillas. Rwanda sees gorilla tourism as a valuable tool for conservation of wildlife. To successfully manage and conserve the mountain gorillas, stringent rules and regulations are enforced for both habituation and trekking of the mountain gorillas. Tourists come in large numbers and pay a high price for the limited gorilla trekking permits. These are usually sold out and tourists are advised to purchase permits well in advance. The revenue generated from mountain gorilla tourism is used to fund conservation activities in the area, support community projects and provide funds to the national park. A certain percentage, set at 5% of park proceeds, is directed towards community projects.

Between the years 1993–2000, Rwanda suffered much conflict, particularly political unrest, which was unfavourable for tourism growth (Nielsen & Spenceley, 2010:2). The image of the country, especially its violent past, harmed the country's tourism brand for several years. However, international perception of the country has shown great improvement over the years and currently Rwanda is rated one of the safest tourist destinations in the East African bloc. The change in image and country brand was achieved through a number of strategies, including marketing of the country, and in particular, the mountain gorillas. Nielsen and

Spenceley (2010:2) acknowledge that the success of Rwanda in the renewal of the country image rested on the adoption of the right strategies and policies aimed at driving the country forward through tourism. Community involvement, especially to assist with conservation efforts, played a role in ensuring that gorilla tourism in Rwanda became a success story. This helped as it contributed to poverty alleviation as communities residing close to the parks became actively involved in tourism.

There are, however, more tourism developments in Rwanda, which help to bring in much-needed revenue to the country (Spenceley, Habyalimana, Tusabe & Mariza, 2010:648). Besides the tourism in Virunga National Park, the country has more to offer in terms of wildlife and biodiversity. In addition, several meetings are hosted in the country attracting large numbers of visitors who could be on business trips or attending conferences. The East African Community (EAC), which is composed of six African countries in East Africa, remains the main tourist-generating hub for Rwanda. In terms of export revenue, tourism has already outperformed coffee and tea by a wide margin in Rwanda (Nielsen & Spenceley, 2010:2).

Several strategies have enabled the successful revival of Rwanda's tourism sector. The Government has been clear in its objective to grow tourism through the policies and clear commitment to develop the sector. Efforts and funds have been made available to market and promote Rwanda as a safe tourist destination in the region. Multi-stakeholder involvement, particularly getting more private sector involvement in tourism, has assisted in removing barriers that restrict tourism growth. Nielsen and Spenceley (2010:2) note that the government's commitment to promote and develop tourism in Rwanda was reflected by the early development of a strategy and policy. Private sector involvement and giving incentives to tourism investors were part of Government's strategy that saw the sector improving markedly. Furthermore, Rwanda has always viewed tourism as a tool that assists in reducing poverty, especially that local communities are actively involved in tourism activities.

2.11 Summary

As has been discussed in the current chapter, the extensive amount of literature on the management of mountain gorilla tourism suggests that the conservation and protection of the primates remains critical. Mountain gorilla tourism remains important to the national economies of Uganda, Rwanda and the DRC, bringing in considerable revenue. Important to the continual success of gorilla tourism is the role played by communities surrounding protected areas harbouring the great ape. Through interventions aimed at getting community support, such as the revenue sharing scheme, local employment, and opening of wider opportunities from this type of tourism, it helps to ensure that unsustainable practices, such as poaching, are discouraged. This would enable the communities to continue benefitting from the management of gorilla tourism into the foreseeable future.

Having reviewed literature related to the management of mountain gorillas and the impacts of this type of tourism in Uganda, the following chapter (Chapter Three) will shift the discussions to describe and explain the methods and procedures used to complete this study.

CHAPTER THREE

METHODOLOGY

3.1 Introduction

This chapter discusses the methods used to carry out the study successfully. The methods identified were selected with the primary aim of answering the research questions as set out below:

- To what extent has mountain gorilla tourism activities created opportunities for different stakeholders in the Butogota Town Council area in the Kanungu District?
- What are the positive and negative economic impacts of gorilla tourism to the communities in the Butogota Town Council area in the Kanungu District?
- How has mountain gorilla tourism related activities socially affected the local communities in the Butogota area?
- What environmental contributions has mountain gorilla tourism brought to the Butogota area?
- What management strategies and policies on future mountain gorilla tourism developments in the Butogota Town Council area in the Kanungu District, are needed?

The study investigated the impact of mountain gorilla tourism, mainly focusing on the management of the attraction. This was undertaken to investigate the positive, negative, social, economic, and environmental impacts of mountain gorilla tourism, plus what strategies and policies are needed for future mountain gorilla tourism development in the Butogota Town Council in the Kanungu district in Uganda. The chapter elaborates on the methodology of the study and why it was most effective for collecting the required data. It is essential that the right methods be used to attain the desired results. Many different stakeholders from the Butogota area formed part of the study and the methods that were used are explained in this chapter.

3.2 Study area

According to UBOS (2014), the Butogota Town Council is located in the Kanungu District which is found in south western Uganda between 29° 05'E and 0° 45'S of the Equator, bordering the districts of Rukungiri in the north and east, Kabale in southeast, Kisoro in the south and the Democratic Republic of Congo in the west (see Figure 3.1). The administrative headquarters are located in Kanungu Town. The district has a population of approximately 257,300 people and 19,000 of those live in the Butogota area. UBOS (2014:8) states that the district has a total area of 1,228.28 sq. km and comprises 15% high tropical forest, 60% small-scale farmland, 9% grassland, 11% woodland, 2% bush land, 2% miscellaneous mosaics and 1% open water. The vegetation comprises high tropical forests of the BINP, which is located in the Butogota Town Council area and provides a habitat for the endemic mountain gorillas. The other tourist attractions in BINP include birds and reptiles.

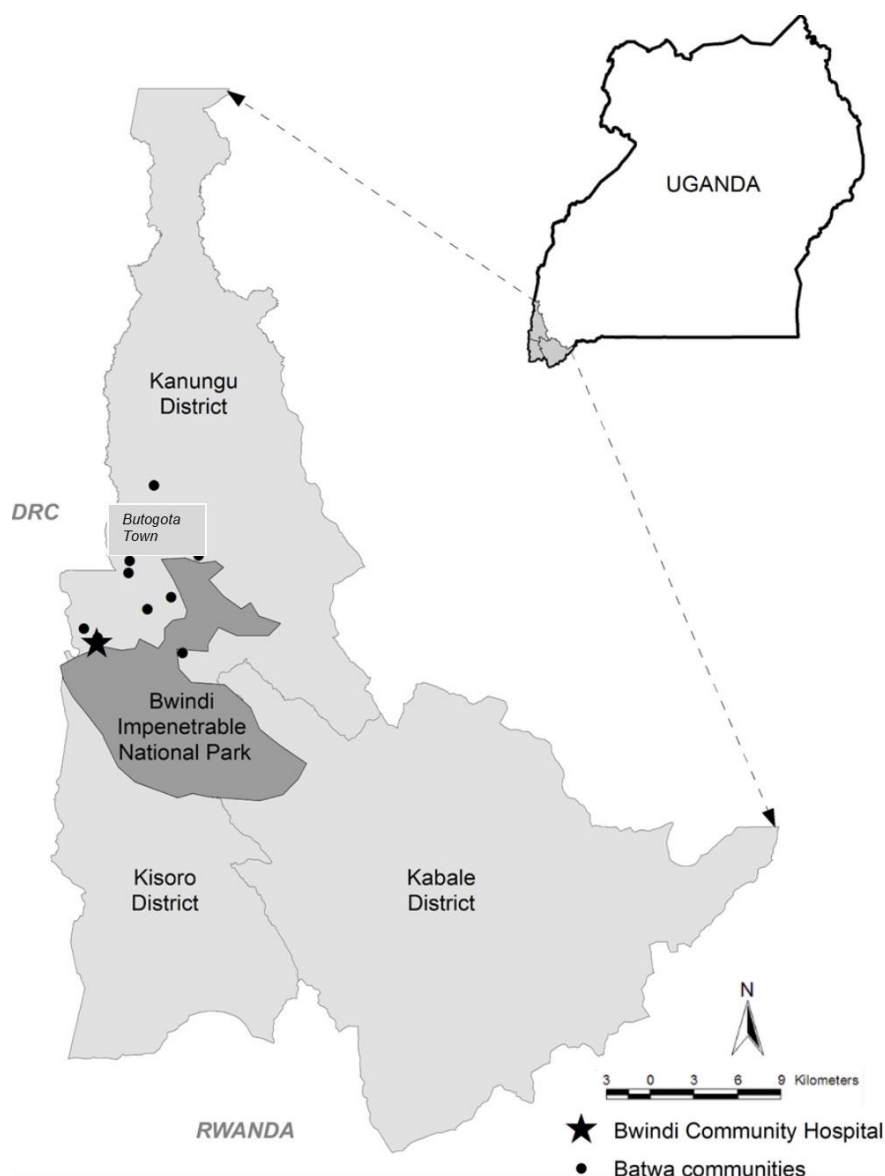


Figure 3.1: Map of the study region, Butogota Town Council (MacVicar et al., 2017)

3.2.1 Background of the Kanungu District

Byamukama (2013:1) reports that in 1962, when Uganda obtained her Independence, the Kanungu District existed as one of the counties of the former Kigezi (then called Kinkiizi County). In 1974, it formed part of its administrative structure and in July 2001, it achieved district status. The Kanungu District was created by the sixth Parliament of Uganda and now consists of 13 sub-counties and four Town Councils, being Kanungu, Butogota, Kambuga and Kihhi Town Councils, with 53 parishes, 16 wards and 517 villages (Byamukama, 2013:1)

According to Natamba, Kukundakwe and Ampumuza (2015:1), Kanungu district is managed by both political and technical leadership who work together to deliver services to the people. The political leadership is headed by Canon Josephine Kasya, assisted by 19 elected councillors (including the Speaker), who provide an oversight role and supervise development projects to ensure quality service delivery. The technical leadership is fronted by Chrezestom

Kayise, the Chief Administrative Officer (CAO), who works with a team of heads of departments to provide technical guidance and implement lawful council resolutions to provide services to citizens (Natamba *et al.*, 2015:1).

According to Donnelly *et al.* (2016:2), 80% of the Kanungu district total population live in rural settlements and the majority of the population is of Bakiga ethnicity. The non-Batwa (non-indigenous populations, including the Bakiga) depend largely on subsistence farming of cash- and food-cropping, and small-scale livestock holdings. Donnelly *et al.* (2016) indicate that tourism, specifically gorilla trekking in Bwindi, provides local employment. The indigenous Batwa population of the Kanungu District numbers approximately 900. The Kanungu District is very remote and has limited infrastructure and service delivery (Donnelly *et al.*, 2016:2).

The Kanungu district is renowned for its beautiful scenery and areas of protected nature, including game reserves, national parks and both central and local forest reserves. In these protected areas, there is a variety of wild animals, including buffalo, climbing lions, mountain gorillas, elephants and various birds and reptiles. The BINP attracts both local and foreign tourists (Natamba *et al.*, 2015:1).

3.2.2 Butogota Town Council

UBOS (2014:9) reports that the Butogota Town Council is one of the four town councils found in the Kanungu district. It is very important to the district as it hosts not only one of the most important tourist attractions in the country but the most unique attraction and a world heritage site. The BINP provides a habitat of the endemic mountain gorilla. UBOS (2014:8) further states that the town council has a total population of 19,000, comprising 9,450 males and 9,550 females. In terms of education in the Butogota area, statistics from UBOS show that 72.4%—the majority of the population—has only primary school level education. About 37.3% of the people that live in the Butogota Town Council area are subsistence farmers, 3.4% are involved in trade, 1.2% are involved in manufacturing, 10.3% provide services and 46.3% do other things (UBOS, 2014:18). The Butogota area is remote with poor infrastructural development that requires Government intervention. The majority of the population live in rural settlements with no water and electricity (Donnelly *et al.*, 2016:5).

3.2.3 BINP

According to Baker, Milner-Gulland and Leader-Williams (2012:162), BINP is a dense forest with a rugged topography of narrow valleys, steep hills and elevations ranging from 1,200 metres to 2,600 metres and is bordered by 21 densely populated parishes. Baker *et al.* (2013:68) indicate that when Bwindi was gazetted as a national park, the average population density was 125 people per square kilometre in the central and northern areas, 256 per square kilometre in the eastern areas, and 275 per square kilometre in the southern and western

areas. Plumptre *et al.* (2004) argue that this is one of poorest and most densely populated regions in Africa, where the rural communities depend on natural resources for their well-being.

Baker *et al.* (2012:162) report that villagers around Bwindi rely on agriculture and perennial crops such as bananas, grown lower than 1,800 metres above sea level, and annual crops like sorghum and millet, grown higher than 1,800 metres above sea level. Farming is mainly for subsistence but provides an income from cash crops that include tea and sales of surplus subsistence crops at the local markets.

Baker *et al.* (2013:68) further indicate that BINP comprises two blocks of forests connected by a small corridor approximately 115 kilometres long. Bwindi was first gazetted as a forest reserve by the colonial Government in 1932, then in 1961 it became a game sanctuary under the joint management of the Forestry and Game Department until 1991, when it was gazetted as a national park, which is currently under the management of the UWA (Baker *et al.*, 2013:68).

According to UNESCO (2017:2), BINP is believed to be a mere remnant of a very large forest which once covered much of western Uganda, Burundi, the eastern Democratic Republic of Congo (DRC) and Rwanda. UNESCO reports that Bwindi is the most significant area in Uganda for species due to an extraordinary diversity that comprises many Albertine Rift endemics. It also has the highest diversity of tree species, including over 200 species as well as 10 endemics and ferns (some 104 species) in the East Africa region, and possibly the most important forest in Africa for montane forest butterflies with 202 species (84.0% of the country's total), including eight Albertine endemics. The park is significant as it is home to almost half of the population of the critically endangered mountain gorillas. BINP has over 347 species of forest birds and hosts numerous globally threatened species, including high-profile mammals such as mountain gorillas and chimpanzees (UNESCO, 2017:2).

3.3 Reliability and validity

As mentioned by de Vos, Strydom, Fouché and Delport (2006:345), the validity of the measurement procedure is the degree to which the measurement process measures the variable that it claims to measure, whereas reliability refers to the consistency of the stability of the measurement taken.

Atkinson (2012:227) describes validity in two ways: firstly, whether the research is actually measuring what it was intended to measure, and secondly, whether the research design does not create bias that may result in skewed results.

According to Creswell (1994:121), using established methods of measurement help to limit any bias and subjectivity of the researcher. In order to maintain a high level of reliability in the

study, the design of the questionnaire used in the current study was adopted from previous similar mountain gorilla tourism and community-based tourism studies dealing with economic, social, and environmental impacts. Examples of such studies are those undertaken by a number of researchers including Sandbrook (2010), Ahebwa *et al.* (2012b); Maekawa *et al.* (2013) and van der Duim *et al.* (2014).

To ensure the reliability of this study, the following steps were taken by the researcher:

- Proper training in the administration and management of the questionnaire was provided to the five selected fieldworkers by the researcher.
- Errors and problems in the questionnaire that were detected by means of a pilot study were rectified prior to the commencement of the study.

3.4 Research design

Whittemore and Melkus (2008:11) refer to research design as the overall plan for carrying out a study that will optimise the ability to attain the study purpose and accurate results. According to de Vaus (2001:9), the research design is a key component to address prior to the data collection and analysis stage. De Vaus states that the research design consists of a work plan and outlines what is needed to finish a study although the researcher may decide to use different research designs that will be determined by the research problem and the reason for the investigation. Whittemore and Melkus (2008:2) state that when carrying out research, the design should be done carefully and should be carried out systematically to make sure that precise and generalisable results are obtained.

The researcher employed both quantitative and qualitative methodologies to obtain data, making use of both primary and secondary sources to meet the objectives of the study. The closed-ended section of the survey was analysed using SPSS, whereas the open-ended section (section D) of the survey was analysed qualitatively using conceptual categories which were then compared, categorised and clustered accordingly. The open responses from the stakeholders were first captured on a spreadsheet and themes and concepts were identified per question. These concepts were then categorised, particularly those which were closely related, to assist in the interpretation of them. The research method for this study was selected because it would cover all the desired objectives of the study.

3.5 Methods of data collection and techniques

The most commonly used technique for gathering information about a survey population is by means of a questionnaire. The questionnaire used in the current study administered on the different stakeholders of the Butogota Town Council who live adjacent to the BINP area in the Kanungu district. The following section gives a breakdown of the research instruments and the primary and secondary data collection methods used in the study.

3.5.1 Secondary sources of data

The secondary data sources used provided a theoretical background to the research study. Relevant literature on mountain gorilla tourism, CBT, poverty alleviation, strategic planning and management of policies and stakeholder studies were collected and examined to form a basis for the study. The sources provided data that had previously been collected, discussed and analysed by scholars in the field and presented in such a way as to link previous studies to the research and design of the questionnaire.

Secondary data sources included:

- Books that dealt with mountain gorilla tourism, stakeholder perceptions, community-based tourism, responsible tourism, poverty alleviation and sustainable tourism;
- Journal articles, such as the Journal of Sustainable Tourism, Tourism Management, Conservation & Society, Community Development Journal, Environment & Planning D: Society and Space, and Society & Natural Resources, among others;
- Local, regional, national and international newspapers having information on rural tourism, sustainable tourism development and any topics related to the current study;
- Internet websites, especially those with information related to sustainability, community, rural tourism; and
- A number of theses and dissertations related to the current study were consulted, which guided the researcher on the structure to follow in completing the study.

3.5.2 Primary data

Primary data are data that are collected for the specific research problem at hand, using procedures that fit the research problem best. According to Curtis (2008:2), primary data seeks to solve a current dilemma and the research is directed by a researcher, academia or marketing corporation. Primary data for the current study were gathered from a survey questionnaire that was divided into various sections.

3.5.3 Survey questionnaires

The objective of a questionnaire is to gather facts and opinions from people with an informed opinion on a particular issue (de Vos *et al.*, 2006:166). Leedy and Ormrod (2005:185) note that a questionnaire permits participants to respond to questions with the assurance that their responses will be anonymous, allowing them to be more truthful than they might otherwise have been.

In this study, the questionnaire included both open- and closed-ended questions. The closed-ended questions were specific, requiring respondents to select their answers from multi-choice pre-set responses, whereas the open-ended section gave respondents the opportunity to provide answers in their own words to the questions asked of them (Baker, 1988). The questionnaires were administered in a face-to-face setting by trained and experienced interviewers. Welman *et al.* (2005:175) note that closed-ended questions permit the

respondent to select an answer from a number of responses provided while open-ended questions are used for gathering further information from the different stakeholders.

The questionnaire consisted of four sections from A to D. Section D was divided into six sub-sections with questions regarding what the stakeholders thought about the strategic management of mountain gorilla tourism. The data were collected in the Butogota Town Council area adjacent to the BINP. The sections in the questionnaire are explained below.

The first section of the questionnaire (Section A) contained questions aimed at identifying the demographic profiles of the respondents, including their age, level of education, employment status, marital status and income bracket. The main aim of this section was to determine which of the stakeholders were able to be involved in touristic activities, especially mountain gorilla-related activities.

Section B of the questionnaire focused on key resident/stakeholder information such as length of stay in the Butogota area, whether they were Ugandan or not, if they thought the price of gorilla tracking was too high, how often they interacted with tourists trekking gorilla and if the community gained anything from mountain gorilla tourism. Respondents were asked to select from a series of statements that were summarised in the questionnaire. This would assist in gaining an understanding if locals actively participated in mountain gorilla tourism and if they could afford a permit to track gorillas. These questions would reveal what was in the minds of the stakeholders and whether there were any challenges to be addressed in the future.

Section C consisted of questions (developed by the researcher based on a previous relevant study) on the perceptions of stakeholders on mountain gorilla tourism in their area. Using a Likert rating scale, they were required to rate statements on economic, social and environmental impacts of mountain gorilla tourism. Stakeholders were asked to explain the management strategies and policies of mountain gorilla tourism as they understood them. The respondents were required to answer questions on their level of support of mountain gorilla tourism and if they had gained anything from this tourism niche.

Section D of the questionnaire posed questions to the different key stakeholders in the Butogota area. These categories of stakeholders included educationists, BINP staff, business owners, church leaders, local leaders and Government leaders in the Butogota area. Section D sought to determine stakeholders' support and awareness of mountain gorilla-related activities in the area. All questions were open-ended and respondents had to give their own opinions on the matter at hand. This would assist the researcher to understand what they felt was being done correctly regarding this tourism niche, and what needed to be improved by management for betterment of future mountain gorilla tourism in this area.

3.6 Population and sampling

Molenberghs (n.d.:48) defines a population as the total unit of analysis from which inferences will be made, whereas the sample reflects a smaller representative portion of that total unit/population.

Struwig and Stead (2001:118-119) state that sample size usually depends on the objectives of the research, the data analysis undertaken, characteristics of the population, the amount of time allowed for data collection, the level of credibility assured, the financial constraints imposed on the data collection, the degree of statistical precision concerned and the non-response factors involved.

Selecting a sample involves obtaining a sample that corresponds with the population from which it was drawn and utilises the data that was gathered (Latham, 2007:2). The sample size to match the population number was selected at a 95% confidence level (Isaac & Michael, 1981:193). The population size, targeted sample and actual respondents are shown in Table 3.1 below.

Table 3.1: Key stakeholders for the study

Key stakeholders	Potential population sizes	Targeted sample size	Sample reached
Residents	19 000	382	394
Educationists	850	50	54
Local leaders	45	5	30
BINP staff	350	20	29
Business owners	620	20	12
Church leaders	28 Registered	5	30
Government officials	150	25	21
Total	21 043	507	570

3.6.1 Sample selection

The researcher used both quantitative and qualitative methodologies for the study. A structured survey instrument, including both open and closed-ended questions, was employed to obtain data. Both primary and secondary sources were used to facilitate the study and ensure that the study's objectives were met.

Both convenience and snowballing sampling methods were applied to obtain the sample for the study. According to Etikan, Musa, and Alkassim (2016:1), convenience sampling, known as haphazard sampling, is a type of non-probability or non-random sampling where members of the target population that meet certain practical criteria, such as easy accessibility, geographical proximity, availability at a given time, or the willingness to participate, are included.

Snowball sampling, known as chain-referral sampling, is a non-probability sampling method which involves primary data sources nominating other potential primary data sources to be used in the research. In other words, the snowball sampling method is based on referrals from initial subjects to generate additional subjects (Research Methodology, 2018). The researcher used two methods of sampling to increase the responses, for example in cases where those who were conveniently accessible were not able to participate but they could point to someone who was able to participate in the study. The composition of the sample that was targeted included local leaders, established business owners, BINP staff, educationists, church leaders, Government officials and residents. The researcher included whoever was available and willing to participate during the study period.

3.7 Data analysis

The quantitative data were analysed using SPSS software. SPSS enables data to be described and summarised using descriptive statistics and graphic presentations such as bar charts and tables. Constant Comparative Analysis was used to analyse the qualitative sections of the questionnaire. This involves the data-analytic process whereby each interpretation and finding is compared with existing findings as it emerges from the data analysis.

3.8 Ethical considerations

Canterbury Christ Church University (2006:2) highlights that it is the duty of the researcher to ensure that the privileges and welfare of participants are identified and remain unharmed. Ethical considerations are vital to ensure that the integrity of the study remains intact. To consider and support ethical concerns, all information provided by participants must remain confidential (Canterbury Christ Church University, 2006:2).

The researcher upheld the ethical issue of confidentiality. The identities of the respondents were not exposed at any time and their responses regarding what they thought about mountain gorilla tourism were kept confidential and presented anonymously in an aggregate format in the dissertation. Informed consent was achieved through participants being asked to participate in this research project and being informed in advance that the study was about mountain gorilla tourism in their area.

The principle of voluntary participation was applied in the study. Respondents were politely requested to answer the questions; if they did not wish to be part of the study, they were not forced to participate. According to Taylor (1994), persons who supply information for research purposes often have legitimate concerns about the uses to which the information is put and therefore expect a strict undertaking of confidentiality given at the time of data collection.

The researcher sought permission from the UWA (see Appendix B) and UTB (see Appendix C) because the study focuses on wildlife and these are the two national bodies that manage wildlife conservation and natural resources in Uganda. In addition, ethical clearance was granted by the Cape Peninsula University of Technology's Faculty of Business and Management Sciences Ethical Committee (see Appendix D). Since the study adopted a multi-stakeholder approach, permission had to be granted by the various stakeholders living in the study area. These included the schools in the area, primary and secondary (see Appendices E and F respectively) as well as church representatives (see Appendix G). The surveys were conducted in residents' homes.

3.9 Limitations of the study

Throughout the implementation of the research study, there were numerous obstacles encountered which hindered the execution of the intended study. The limitations of the study are presented in the next section. Chapter Five presents more of the study limitations, together with actions taken to mitigate them.

The researcher had limited financial resources for paying field workers, providing transportation for the team, and providing them with food. The researcher had to source funds from family members and friends to facilitate the research process. However, the received funds were insufficient to cater fully for the study, thus affecting the targeted sample size for the different stakeholder groups.

It was noted that some stakeholders were reluctant to reveal their income categories. They rather chose the 'confidential' category or indicated that they had no income when they were asked about their salary. This limited the researcher's ability to determine whether income had any influence on their perceptions on mountain gorilla tourism.

The research team found it challenging to access most of the homes in the study area due to a number of reasons. Firstly, the homes were widely spread and required the team to walk for miles to reach the respondents. The second challenge was that the area lacked a proper transport infrastructure, such as a road network, to reach most homes. Therefore, the research team only targeted homes which were easily accessible and omitted residents who lived in areas farther afield.

3.10 Summary

Chapter Three discussed the methodology and techniques applied in the study. It addressed the research objectives, the sampling methods, presented an overview of the research design and methods deployed to collect the data. SPSS and Constant Comparative Analysis methods were used to analyse the data collected. In total, 570 completed questionnaires were available for data analysis.

Having presented the methodology for the study in this chapter, the following chapter analyses the data collected and presents appropriate answers to the research objectives of the study.

CHAPTER FOUR

DATA ANALYSIS AND DISCUSSION

4.1 Introduction

Chapter Three discussed the methodology employed to derive the intended results of the research. The method involved using self-administered questionnaires on the different stakeholders in the Butogota Town Council area adjacent to the BINP in the Kanungu District of Uganda, asking both quantitative and qualitative questions, through semi-structured interviews. The respondents were selected by means of convenience and snowballing sampling methods. A total of 394 valid responses were received from the planned sample of 400. These responses were captured and analysed using SPSS.

Chapter Four presents the findings, discussion and analysis of the responses that were obtained from the questionnaires. To understand such responses, the results were analysed, based on the objectives of the study. In some cases, findings were graphically depicted in tables and figures. To lay the basis for the discussion, the following section presents key findings in relation to the demographic profiles of the different stakeholders in the Butogota Town Council area.

4.2 Demographic profile of respondents

The following sub-sections of the dissertation present the findings obtained regarding the demographic profile of the respondents in terms of age, level of education, monthly net income, marital status, occupation, if the respondent is Ugandan or not and length of stay in the Butogota area. They were asked whether they had seen and/or trekked a mountain gorilla before, if gorilla trekking prices were too high for local residents to afford and if the Ugandan Government had considered local residents when planning for gorilla tourism.

4.2.1 Age of the respondents

The researcher considered the age of respondents in the Butogota area to try to understand the different age categories of people in the area and which age bracket was more likely to engage and be interested in gorilla tourism. Ascertaining the respondents' age groups was considered important in this study as this information could be used to test for relationships between categories, for example if age has an influence on how the respondents perceive mountain gorilla tourism. The study's findings indicated that only 27 respondents, constituting 6.9%, could disclose their exact age, however, most preferred to show their age by ticking the indicated categories. The results for the age categories of the respondents are presented in Figure 4.1.

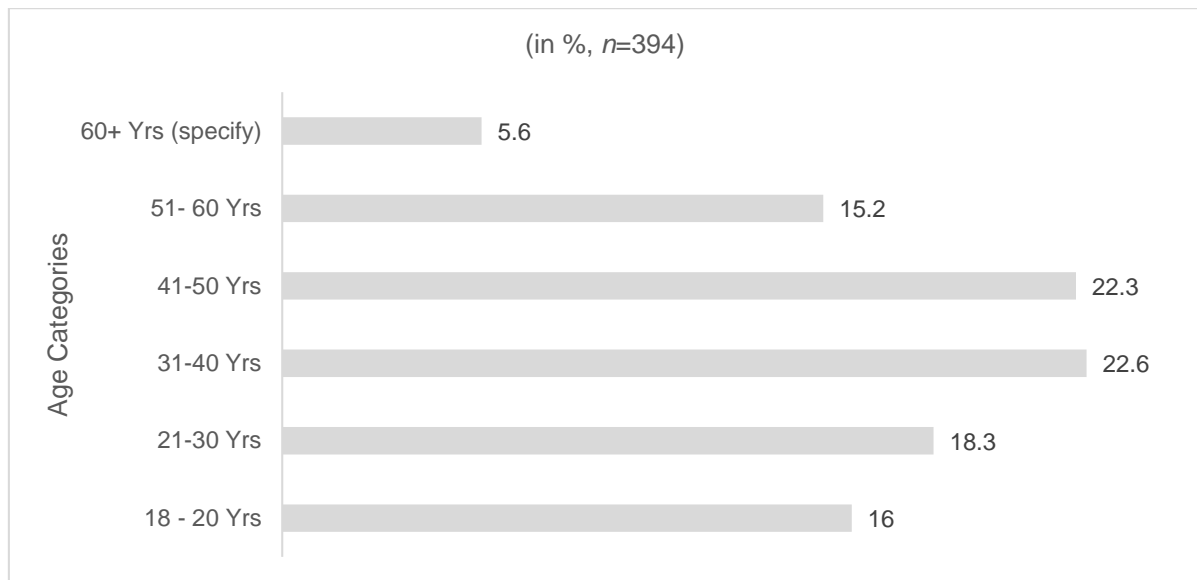


Figure 4.1: Age categories of the respondents

Most of the respondents were between the ages of 31 and 50 years, constituting 44.9% of the sample, while 18.3% were between 21–30 years and 15.2% which represented respondents aged 51–60 years. Sixteen percent of the respondents indicated that they were aged between 18-20 years, followed by those above 60 years of age (5.6%). Respondents who indicated that their age category was 60 years and above were further prompted to state their exact age. The average age of the respondents in this study was 38 years. According to the study findings, those who engage in mountain gorilla tourism activities are between 31 to 50 years of age. This could be because most respondents in this age group could be working and therefore have funds to afford trekking permits for the mountain gorillas.

4.2.2 Highest educational level of the respondents

As indicated in Chapter Two, the Butogota Town Council area is plagued by high illiteracy rates. Asking questions regarding educational levels of the respondents was useful as this is mostly linked to literacy levels. Roser and Ortiz-Ospina (2018) argue that individuals with higher educational levels are believed to possess higher cognitive and affective skills compared to those without, or with low educational backgrounds. Illiteracy is normally associated with limited or no education, whilst literacy is generally associated with sound educational backgrounds. The question on the highest level of education of the residents was important to assist in understanding whether educational level has affected the understanding of gorilla tourism. In addition, educational background was assumed to assist in understanding whether the respondents were aware of the strategies and policies implemented by UWA to manage mountain gorillas.

As shown in Table 4.1, the majority of the respondents (55.5%) had at least a certificate/diploma in some area of study, which could be an indication of progress in the

Ugandan Government's effort in supporting education for all. Of the 55.5% who had attained at least a certificate/diploma, 26.1% had a certificate/diploma, 23.1% had an undergraduate degree, whilst 6.3% had a postgraduate qualification.

Table 4.1: Highest level of education attained (in %, $n=394$)

Highest level of education	Frequency	%
No formal education	51	12.9
Primary completed (7 years of schooling)	47	11.9
Certificate/diploma	103	26.1
Undergraduate degree	91	23.1
Matric/secondary completed (> 7 years of schooling)	76	19.3
Postgraduate degree	25	6.3
Other (specify)	1	0.3

Those who had completed Matric/secondary education accounted for 19.3%, while those who were in possession of a primary education certificate formed 11.9% of respondents. Fifty-one respondents, constituting 12.9%, indicated that they had no formal education. Only one respondent (0.3%) specified the level of education and indicated that s/he had vocational training. Evident from the findings is that 44.5% of the respondents had inadequate education levels, which could impede these participants in understanding the strengths and weaknesses of policies and management strategies that Government had put in place to manage mountain gorilla tourism effectively.

4.2.3 Monthly income

It was very important to ascertain the monthly income of respondents since it would give an idea of how many people from the community would be able to afford gorilla-trekking permits. In terms of net monthly income, a large proportion of the respondents (41.1%) had no income at all. This finding was not surprising, noting that a number of respondents were unemployed (19.0%) and some were students (19.8%) who did not earn any income. Those earning between US\$1–US\$140 per month accounted for 17.8% of the total, whereas those earning between US\$141–US\$211 per month accounted for 15.2% of all respondents. The respondents who earned between US\$212–US\$352 constituted 6.6% of the total whereas those earning between US\$353–US\$704 represented only 3.0% of the total respondents. See Figure 4.2 below.

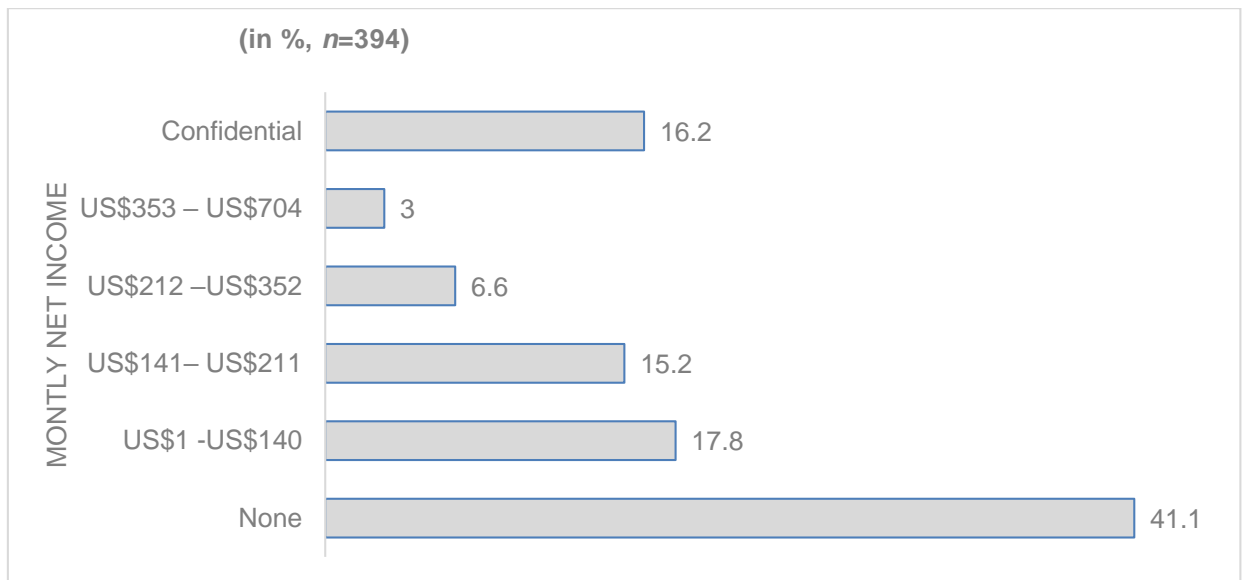


Figure 4.2: Monthly net income of the respondents

The remaining 16.2% of the respondents were not comfortable to disclose their monthly income and selected the confidential response to the question. The average monthly income for the respondents was very low, a mere US\$19.22. This result was not surprising, noting that the study was conducted in a remote area of Uganda where poverty levels are generally high. In Uganda, particularly within rural areas, the majority of the population live below the poverty datum line and mostly under US\$2 per day (World Bank, 2016). It is clear from the findings that most people's income levels were so low that they could not afford trekking permits for the mountain gorillas.

4.2.4 Marital status

The respondents were requested to indicate their marital status as it was thought that this could reveal the trekking patterns of those living staying alone, and for couples. The findings showed that the majority of the respondents (46.4%) were single, which was expected as they were young students, compared with the 38.6% who were married. A smaller proportion (10.2%) of the respondents indicated that they had lost their partners through death, while the remaining 4.8% stated that they were divorced. Figure 4.3 illustrates the findings for the marital status of the respondents.

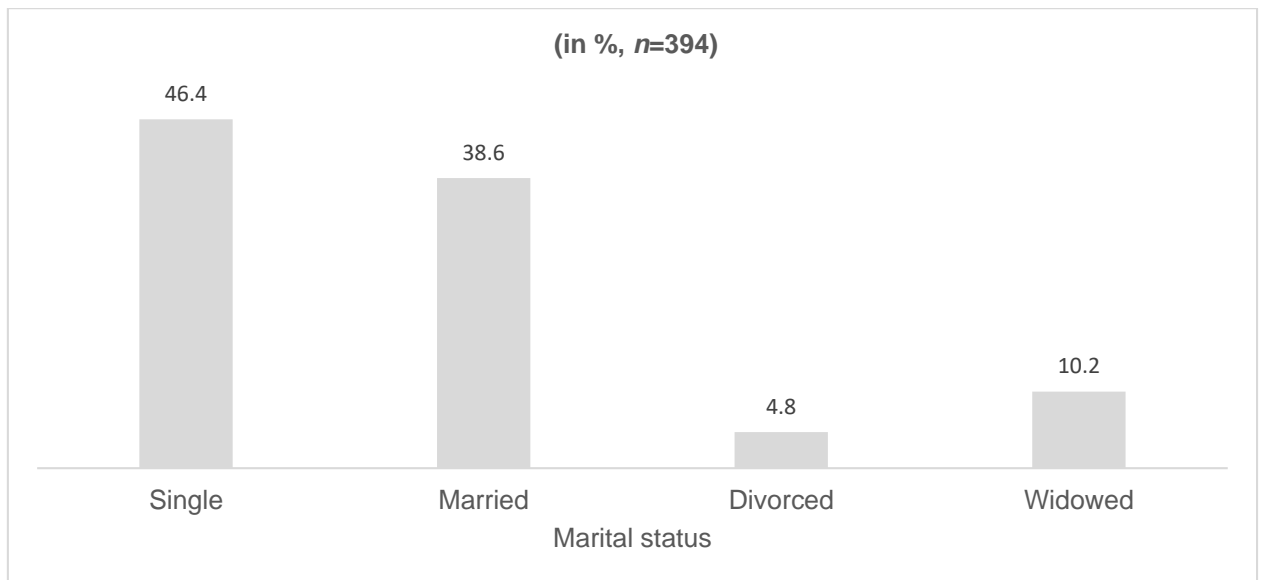


Figure 4.3: Marital status

4.2.5 Occupation

The researcher needed to understand the different occupations of the respondents. This information would help in determining how many of them were employed and therefore able to afford gorilla trekking permits and if their jobs were flexible enough to allow them to engage in gorilla tourism activities.

In terms of the employment status of the respondents, most of the stakeholders (42.2%) indicated that they were employed, while 19.0% were unemployed. Almost 20% of the respondents (19.8%) were students pursuing studies in different academic institutions in the Kanungu District and beyond. Some respondents (14.2%) indicated that they were entrepreneurs running small businesses, which included arts and crafts, carpentry, sewing, mechanic shops, and small-scale poultry farming, whilst 4.8% were retired (see Table 4.2).

Table 4.2: Respondents' occupation (in %, n=394)

Occupation	Frequency	%
Student	78	19.8
Employed	166	42.2
Unemployed	75	19.0
Entrepreneur	56	14.2
Retired	19	4.8

As noted previously, a significant proportion of the respondents (41.1%) indicated that they had no income, which could be because they were students, unemployed or retired. The 42.2% employed respondents could be those with academic qualifications of at least a certificate/diploma (see Table 4.1). Those who indicated that they were employed were further prompted to specify their exact job titles as well as the names of the organisations where they

worked. However, a number of respondents were not comfortable with disclosing their job titles, nor the companies for which they worked, despite having indicated that they were employed. The reasons for their unwillingness to indicate company names and job titles could be that they thought their responses could be identified and hence their identity revealed. Eventually, only 96 respondents, constituting 26.4% of the study participants, disclosed their job titles, with 90 stating the names of the companies for which they worked. In compliance with research ethics, the names of companies were not reported in this dissertation but only grouped job titles of respondents were. Table 4.3 presents the job titles which were indicated by the respondents who participated in the study. For the exact jobs list for each category shown in Table 4.3, see Appendix H.

Table 4.3: Job title category of respondents (in %, n=394)

Job titles	Frequency	%
Religious related jobs	3	0.9
Agricultural jobs	4	1.1
Ministry of health jobs	9	2.5
Accounting, HR and finance jobs	21	5.6
Academic jobs–Education	21	5.6
Tourism and hospitality industry jobs	16	4.3
Transport and security jobs	5	1.5
Other professions	17	4.9
No job title disclosure	298	73.6

The job titles of the respondents were categorised for easier analysis and ultimately seven groups were identified. These were linked to religion (0.9%), agricultural jobs (1.1%), those that fell within the Ministry of Health (2.5%), accounting, HR and finance jobs (5.6%), academic or education jobs (5.6%), tourism and hospitality industry jobs (4.3%), transport and security jobs (1.5%), and other professions (4.9%).

4.2.6 If respondent are Ugandan or not

Respondents were asked to state if they were Ugandan or not. The responses to this question illustrates that the majority (98.0%) of the respondents were Ugandans and 2.0% were foreigners. This clearly shows that the residents that live in the Butogota area are Ugandans

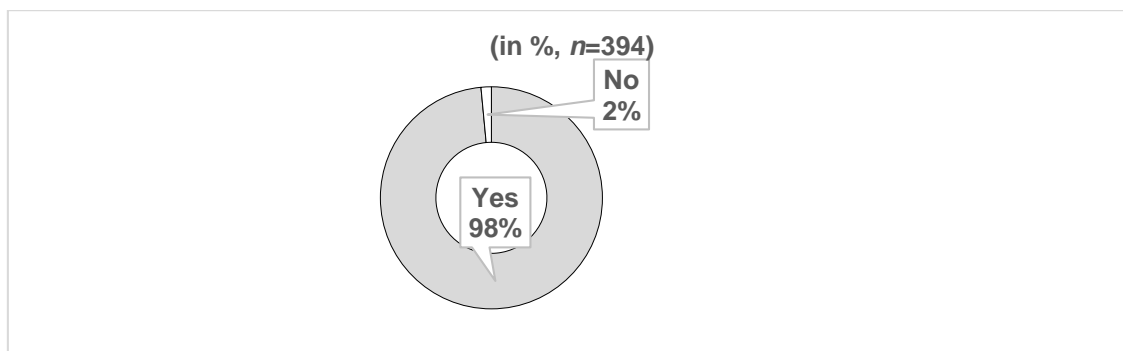


Figure 4.4: If Ugandan or not

Asking respondents if they were Ugandan or not assisted the researcher to identify if there were any foreigners living around the Butogota area and to find out if gorilla tourism activities were being carried out by foreigners working in the area or by the local residents. The researcher wanted to know what the foreigners thought about the current management strategies and policies around mountain gorilla tourism.

4.2.7 Length of stay in the Butogota area

The participants were asked to indicate the duration of stay in the Butogota area, which was captured and analysed in six different categories. This information was important because it helped the researcher to understand whether the people who had lived longer in the Butogota area had a better understanding of the importance of gorillas in their area, and their responsibilities to improve and promote this type of tourism. A few of the respondents (5.6%) stated that they had been residing in the Butogota area for less than a year. The percentage of respondents who had stayed for between 1 and 2 years was 10.2%, while those who had stayed for between 3 and 5 years constituted 23.9% of the study participants. Those who had stayed for between 6 to 10 years were 23.1%, residents who had lived in the area for between 11 and 15 years were 22.3%, with the remaining 15.0% having stayed for longer than 15 years.

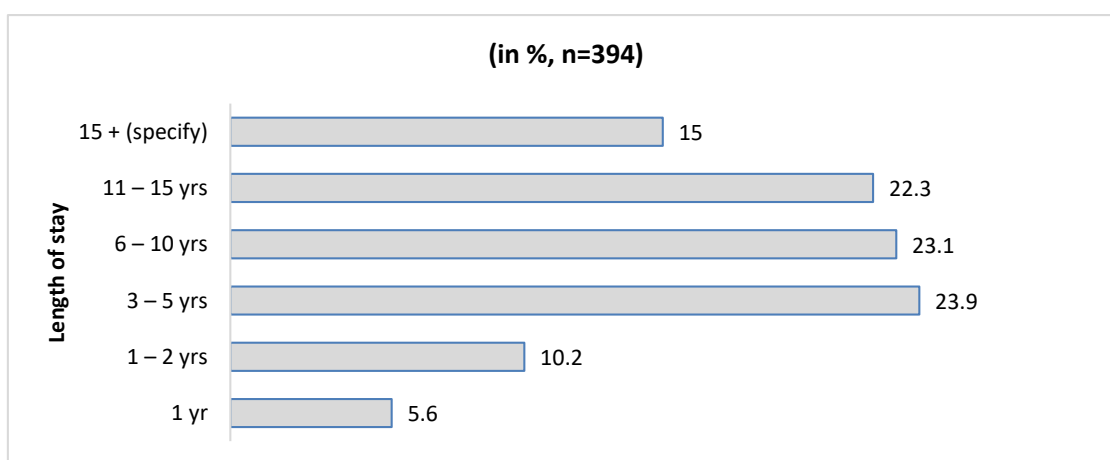


Figure 4.5: Length of stay in the Butogota Town Council area

The length of stay in the Butogota Town Council area exceeding 15 years ranged from 17 to 66 years. Seven respondents, constituting 11.9% of the study participants, indicated that they had resided in the study area for a period ranging between 15 to 19 years. This was followed by those who had stayed in the study area for a period ranging from 20 to 29 years and comprised 6.8% of the respondents. Seventeen respondents, constituting 28.9% of participants, had stayed in the study area for a period of between 30 and 39 years. Those who had stayed for a period of 40 to 49 years in the Butogota Town area were 13 respondents, making up 22.1% of the study participants. Finally, 18 respondents (30.4%) had stayed for more than five decades, a period ranging from 50 to 66 years the study area.

The researcher established that it did not matter how long respondents had lived in the area for them to understand the policies and management strategies. Some people had stayed longer in Butogota but were not aware of any strategies, while others had lived in the area for a shorter period but understood them.

4.2.8 Seen and trekked a mountain gorilla before

This question was asked if respondents had seen and trekked gorillas. Gorilla permit prices being very high, the researcher needed to find out how many respondents had actually trekked. The findings show that the majority (63.5%) had seen a gorilla, but only 27.7% of these indicated that they had trekked them. This could mean that respondents had seen stray gorillas that had escaped out of the park.

Table 4.4: If respondent had seen or trekked a gorilla before (in %, n=394)

Seen a gorilla	Frequency	%		Trekking a gorilla	Frequency	%
Yes	250	63.5		Yes	109	27.7
No	144	36.5		No	285	72.3

As shown in Table 4.4, 36.5% of the respondents indicated that they had not seen a gorilla before and the majority (72.3%) had not trekked a mountain gorilla. The fact that close to 75% of the residents had not trekked mountain gorillas could be due to the price of the trekking permits being too high.

4.2.9 Gorilla trekking permit price

The price for a gorilla trekking permit for international tourists was pegged at US\$600 whilst for locals and East African citizens it is 250,000 Ugandan Shillings (UGX250,000 is approximately US\$65) (Muzungu, 2018; UWA 2018a:6). Despite the fee paid by locals and residents of East Africa being close to one tenth of the fee paid by international tourists, it is, however, still too expensive for the majority of locals to afford. As seen in the current study, most of the respondents do not have an income (41.1%) while those in the income bracket of

US\$1–US\$140 is 17.8%. Looking at these two groupings, it can be seen that more than half of the respondents earn too little to afford spending on gorilla trekking permits, which are considered luxury activities. The researcher wanted to understand whether the US\$600 charged for international tourists for the trekking permit is high or low. As shown in Figure 4.6 below, the majority of the respondents (69.8%) were in agreement with the statement that the gorilla trekking permit prices are too high, which suggests that the price charged for locals and residents of East African descent was viewed as too high. It would have been worthwhile for the researcher to ask the respondents their opinion regarding the fee paid by locals, the UGX250,000.

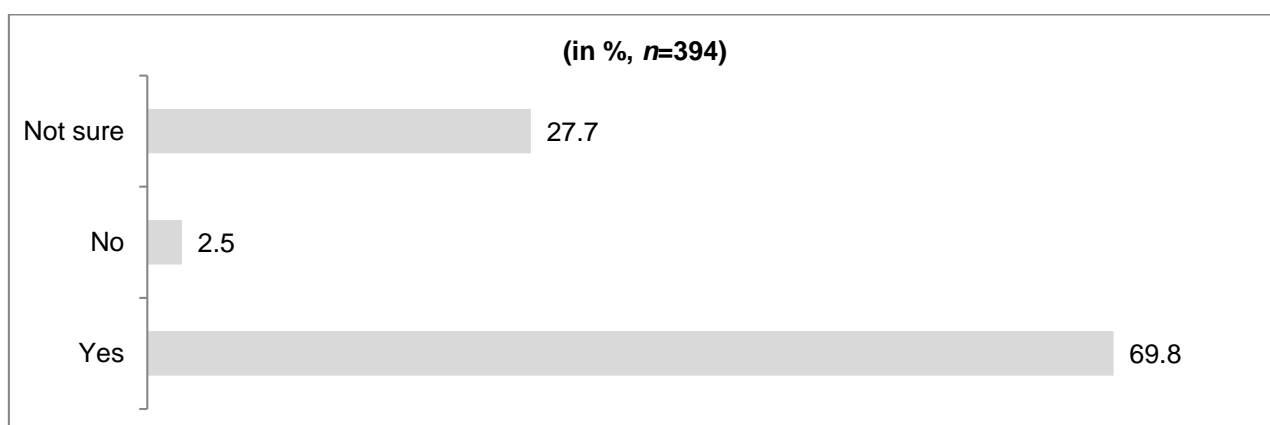


Figure 4.6: Is US\$600 too high for local residents to afford

A mere 2.5% indicated that the trekking prices were not high, while 27.7% of the respondents were not sure if the prices were too high or not. This may explain the reason why the majority of the local people, 72.3%, had not trekked gorillas (Volcanoes National Park Ruhengeri, n.d.).

4.2.10 Tourist groupings that should engage in trekking gorillas

Having noted that the gorilla trekking permits are perceived as too expensive by local residents, the researcher wanted to know which groupings of people would be interested to engage in mountain gorilla tourism activities. The respondents were asked to indicate the groupings of tourists who should engage in trekking gorillas. The responses to this question are presented in Table 4.5. Of the respondents, 159 (40.2%) indicated that business associates should engage in trekking. Many of the respondents thought this way because of the high cost of trekking permits, which can be afforded by companies paying for their employees. This was followed by 136 respondents (34.5%) who said that friends and family needed to engage in trekking of gorillas, while 49 respondents indicated that gorilla trekking can be undertaken together with friends (12.4%), and 9.1% of them indicated that this activity can be done with family members.

Table 4.5: Groupings of tourists who should engage in trekking gorillas (in %, n=394)

Tourist groupings engaging in gorilla trekking	Frequency	%
Business associates	159	40.2
Friends and family	136	34.5
Friends	49	12.4
Family	36	9.1
Alone	11	2.8
Other (specify) - rich people	3	0.8

Eleven respondents constituting 2.8% of the study participants reported that they engage in trekking alone whereas three respondents (0.8%) indicated that the trekking of mountain gorillas should be left for the rich because of the high trekking permit fees. The findings clearly demonstrate that more business associates engage in these activities since their companies probably pay for them, as opposed to the other categories.

4.2.11 Observe or talk to tourists about mountain gorilla tourism

The respondents were asked to indicate whether they observed or interacted with tourists who come to their area to trek mountain gorillas. This question was important because it assisted the researcher to understand whether the locals interacted with tourists who came to the area. At times, tourists interacted with locals to gain more knowledge and information regarding the area, and to learn the local cultures. The responses to this question are presented in Table 4.6. More than half (55.3%) of the respondents pointed out that they observed as well as talked to tourists about mountain gorillas. This was followed by 106 respondents, constituting 26.9%, who indicated that they have never observed or interacted with tourists. Forty-four respondents (11.2%) stated that they had observed tourists and spoken to them frequently. These could be participants who work in the park, local entrepreneurs, or tourist guides who have constant contact with the tourists. Finally, 6.6%, of the respondents revealed that they observed and talked to tourists about the mountain gorillas every day.

Table 4.6: If you observe or talk to tourists about mountain gorilla tourism (in %, $n=394$)

If observed or talked to tourists about mountain gorilla tourism	Frequency	%
Never	106	26.9
Occasionally	218	55.3
Frequently	44	11.2
Everyday	26	6.6

4.2.12 Local residents' involvement in gorilla tourism planning

It was of great importance to establish whether the Ugandan Government considered the residents in key decision-making processes around the park activities. This information would assist in gaining a better understanding of whether the local residents felt gorilla tourism was of any importance in their area.

Tourism development can be maximised when communities living in areas where the tourist attraction is located are involved in decisions regarding use and management of the attraction. Local communities' participation in decision-making is viewed as key for the success of tourism in any destination. To establish whether the Ugandan Government, and more specifically the UWA, considered local residents in the planning for gorilla tourism, the respondents were asked to indicate whether there is involvement. The results to this question are presented in Figure 4.7 below.

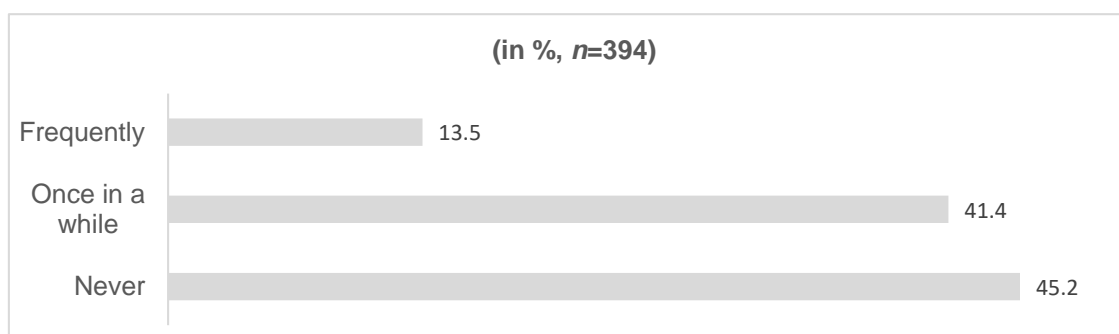


Figure 4.7: If the Ugandan Government has considered the local residents' while planning for gorilla tourism

Almost half (45.2%) of the respondents revealed that they were never involved by the Ugandan Government in the planning for gorilla tourism. To them, they see the Government and UWA as one organisation and detached from community members, and feel that they are being neglected. However, 41.4% indicated that the Government did involve them occasionally. This finding suggests that there may be a need for more community involvement by the Government to garner more support on most of the planning, thus helping to minimise hostile action from by community members. The study findings show that the planning of mountain gorilla tourism did involve community members and 13.5% stated that they are frequently consulted by the Government. The result therefore clearly shows that the Government and UWA have not sufficiently involved local residents and this may need to be changed. In addition, for the success of tourism, more local residents need to be involved in the decision-making processes.

4.2.13 Gained anything from mountain gorilla tourism

The participants were asked if they or the community had gained anything from mountain gorilla tourism. This was asked to gauge how the local residents were benefitting from gorilla tourism and the level of support of the tourism activities in the area. Their responses were captured and analysed in four different categories. Figure 4.8 below reflects that 38.1% of respondents agreed that they had gained from mountain gorilla tourism. Those that stated that they had not gained anything from this tourism niche constituted 35.5%, while 26.1% of the respondents were not sure if they had gained or not gained anything at all. A few of the respondents (0.3%) did not respond to the question.

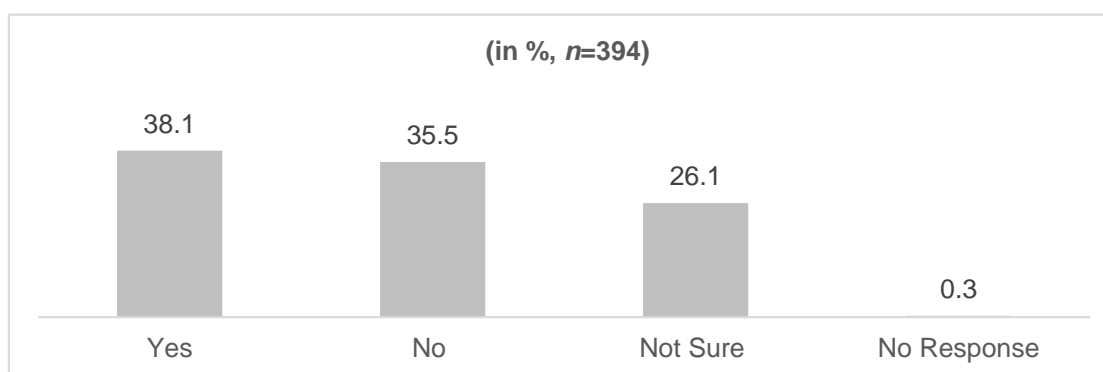


Figure 4.8: If respondent or community had gained anything from mountain gorilla tourism

4.3 Awareness of management strategies and policies of mountain gorilla tourism

The data and findings in this section emanate from the qualitative questions asked to the respondents. The questions were open-ended, and the resident stakeholders had to write and explain what they knew or thought about policies and strategies of mountain gorilla tourism. The respondents were able to express their own opinions on how to improve and implement the management strategies and policies of mountain gorilla tourism.

Bull and Lovell (2007:239) state that the importance of understanding the levels of residents and stakeholders' awareness of the management strategies and policies is essential, as it determines their levels of support for gorilla tourism. This section presents key findings about the Butogota residents and stakeholders' awareness of the Government's management strategies and policies of mountain gorilla tourism.

Putting in place management strategies and policies has assisted both the Government and the stakeholders to have better knowledge of how to run gorilla tourism-related activities in the country. These different policies have helped to protect the endangered species, hence leading to an increase in mountain gorilla numbers in recent years. The results are elaborated upon and discussed in the following sub-sections.

4.3.1 Awareness of management strategies and policies

The respondents were asked to indicate whether they were aware of any strategies and policies. This question was posed to ascertain local residents' knowledge of mountain gorilla tourism. Knowledge about levels of awareness is important for planners as it helps in identifying what owners of attractions may need to do to ensure that there is awareness and ways of reinforcing it. The study's findings, as shown in Figure 4.9, reveal that more than half (56.1%) of the respondents were aware of policies but the remaining 43.9% were not.



Figure 4.9: If respondent is aware of any strategies or policies to manage gorilla tourism

Those who confirmed their awareness were further requested to explain briefly by pointing to any policy or strategy of which they were aware. With this question, most respondents answered in relation to what strategies needed to be put in place to properly manage mountain gorilla tourism, rather than pinpointing the strategies and policies of which they were aware. The findings to this question were varied and included tourism marketing and promotion, infrastructural development, education of community members, conservation efforts, and collaboration, especially in the management of the attraction, governance issues, community beneficitation and involvement.

In terms of tourism marketing and promotion, some respondents pointed out that the UWA and the UTB had resorted to using social media platforms, such as Facebook, to market the attraction and increase visitor numbers, as seen in the interview excerpt "... market our gorillas on different social media platforms". Treatment of sick and injured gorillas is one of the strategies adopted to manage the attraction and one respondent indicated, "constantly treating the sick gorillas..." as a strategy used in management of gorilla trekking.

In terms of collaboration, the responses varied to include the need to collaborate with neighbouring countries which manage similar attractions. It was indicated that there is the need to "Work in hand with Rwanda and Congo..." The partnerships would enhance country relationships and sharing of knowledge on the proper management and marketing of the

attraction. Some residents who participated in the study pointed out that there was a need to market tourism as a region, "...to promote East African tourism". The respondents indicated the need for community members to work together, for example, one respondent said, "Working hand in hand with everyone in the community". Some respondents indicated that they were aware of several meetings which were held in the community. At these meetings park officials at times came to chat with locals about the benefits of managing and continued conservation of wildlife, as well as ways to improve tourism. Comments included "Constantly meeting with the locals to discuss how to better tourism..."; "Communicating or talking to the locals"; "... dialogue among all stakeholders"; "Frequently carrying out community meetings with stakeholders"; "Government has introduced programmes to educate locals about the benefits of tourism"; "Government leaders and stakeholders work hand in hand". It was indicated that community development projects were undertaken by Government and other stakeholders because of tourism happening in the area. These include road infrastructure upgrades and business expansion in various sectors. One respondent pointed out "...rural urbanisation and development to encourage more tourists".

The respondents indicated that they were aware of anti-poaching awareness programmes which the UWA had put in place to manage gorilla tourism, such as locals being made aware of the importance of co-managing the protected areas via platforms such as national radio for a wider reach. For example, some respondents revealed that they were aware of "...educative programmes about gorillas on the local radio station" and "(M)ore educative programmes have been put in place". The killing of mountain gorillas for ritual purposes was on the rise until the Government, with the help of international organisations, developed a policy to stop the killing and hunting of the gorillas. The respondents were aware that killing of gorillas was illegal, and pointed out, "...stop poaching and killing stray gorillas"; "put an end to illegal trade of gorillas and their products..."; "put an end to illegal poaching"; "protect gorillas from poachers". There were responses which showed that residents valued or owned the attraction in their area and stated that they were aware of the Government's efforts of "...protecting our animals".

Job creation for local community members was highlighted as one of the strategies employed to manage the park sustainably. Jobs in local hotels, as rangers, in arts and crafts, entertainment, conservation, and other sectors have been created, and this helps in alleviating poverty (e.g. "opened businesses around the park ..."). It was revealed that conservation of the environment had come about because of touristic activities in the area, which worked hand in hand with sustainable management of tourism. Some respondents indicated "...the Government has put in place strict laws to protect gorillas", denoting awareness of Government's commitment to conserving the primates.

A revenue-sharing policy was identified as one strategy to manage gorilla tourism and gain more local support. However, it was clear from the responses that the sharing of the park

proceeds needed to be re-considered to benefit everyone. Some indicated that the park management policies were sometimes discriminative, and hence they wanted to see the policies working towards enriching community members. The other issue that was raised by a number of respondents was their displeasure over the land that had been taken from them and used for the park, and responses such as “the Government grabbed our land”; “we need our land back”; “displaced us from our land” were obtained from the respondents. However, some suggested that those people who were residing close to the park might need to be moved further to allow the growth and continued conservation of the park area, “evicting the people living around the park...”

The findings from this sub-section are a proof that the majority of the stakeholders (56.1%) are aware of the management strategies and policies that the UWA and the UTB have put in place, Furthermore, they are making recommendations on these management strategies and policies to improve them for future mountain gorilla tourism developments in their area. This answers the fifth study objective, which stated that “To provide recommendations on management strategies and policies for the future mountain gorilla tourism developments in the Butogota Town Council area in the Kanungu District”.

4.3.1.1 Awareness of the strengths and weaknesses of the policies and strategies

The strengths and weaknesses of the strategies and policies are important to understand because this assists the UWA and the UTB to plan properly and check if the current policies are effective for the community, which therefore will continue with them. This information may assist the park management and relevant stakeholders to understand what policies and strategies need to be improved. Opportunities for improvement can easily be identified after reviewing the responses from the stakeholders.

The respondents were requested to confirm whether they were aware of the strengths and weaknesses of existing policies and strategies to manage the mountain gorillas in Bwindi. As presented in Figure 4.10, more than half (56.0%) of the respondents reported that they were not aware of the strengths and weaknesses of the policies and strategies. The remaining 44.0% of the study participants were, however, aware of the policies and strategies in place to manage mountain gorillas.

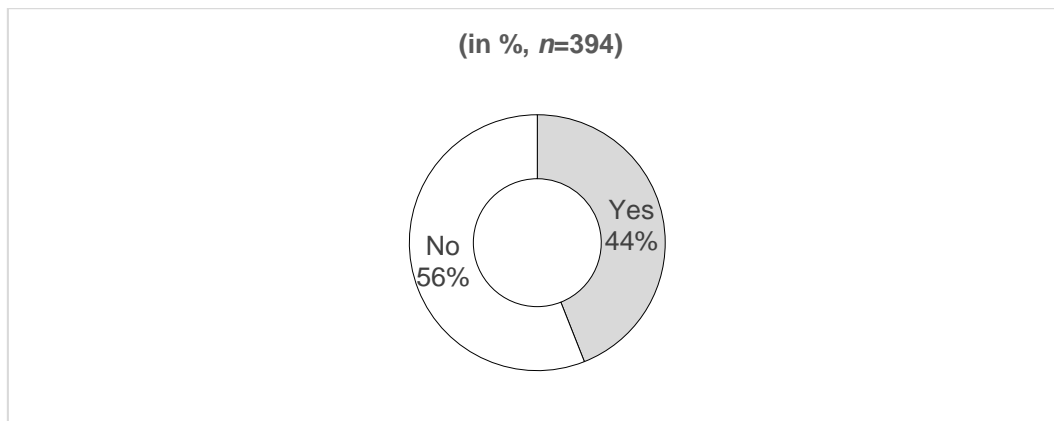


Figure 4.10: If aware of strength and weaknesses of policies and strategies to manage mountain gorillas

Those who confirmed that they were aware of the strengths and weaknesses of policies and strategies were further prompted to explain their reasoning briefly. Their responses were varied, including the protection of the primates, to boost development through infrastructure, proper governance, promote sustainable management of wildlife, and benefit locals in different ways (economic, social and environmental). In terms of proper management of the parks and wildlife, policies and strategies ensure that poaching is curtailed and well controlled. For example, one respondent indicated, “there is reduced illegal poaching in the forest...”

One of the weaknesses of the policies and strategies that was reported by respondents was the loss of their land and reduced access to the forest, for example, “this left us homeless and without land”. Respondents highlighted the poor sharing of the benefits derived from the parks.

Empowering local communities to take part in the management of the park is one of the strategies which the UWA adopted as a way of sustainably managing the primates. When locals were empowered, it was believed that they became supportive of conservation efforts. Continuous education and information dissemination to community members was seen as an effective strategy to make locals aware of tourism resources in their locality.

According to Export Gov (2017a), Uganda is rated amongst the most corrupt nations in the world. Transparency International (2018) ranked Uganda at number 151 out of 176 countries in the 2016 Corruption Perception Index, which is clear testament to the alarming corruption levels in the country. In a December 2012 report on corruption, Uganda's Inspectorate of Government characterised corruption in Uganda as “rampant” and noted that it “causes distortions of great magnitude in the Ugandan economy” (Export Gov, 2017b:61). The report cited public procurement as the area most prone to abuse and noted that 9.4% of total contract values went to corrupt procurement payments at local and central Government levels (Export Gov, 2017a).

In recent years, the Ugandan Government has taken some measures to tackle corruption. In 2012, for example, Uganda passed an Anti-Corruption Act that criminalised bribery, influenced peddling, and a number of other offences (Export Gov, 2017b). In 2015, the Ugandan parliament passed the Public Financial Management Act (PFMA) that promised to improve mechanisms for managing public finances (Export Gov, 2017b). The PFMA established corruption control measures which regulated public expenditures and ensured transparency. Other draft legislation, including an Anti-Counterfeiting Bill and a Proceeds of Corruption Assets Recovery Bill, remain pending in Parliament (as of 2018). Uganda's High Court opened an Anti-Corruption Division (ACD) in 2009 but Uganda does not provide any protection to NGOs investigating corruption (Export Gov, 2017b).

Despite the corruption control measures by the public sector, the general perception is that the Government is not doing enough to fight corruption. It has been reported that high-level officials are involved in corrupt activities and these include politicians who are in most cases exempt from investigation or prosecution. The anti-corruption laws, particularly those extending the investigation or prosecution processes to family members of Government officials or political parties, renders the measures ineffective. This was noticed in the tourism industry, where some Government officials are involved. The above-mentioned notions were derived from the responses obtained from the study respondents in the current study.

The majority of stakeholders are aware of the strategies and policies in place. From the findings in this sub-section, more than half (56%) are not aware of the strengths and weaknesses of those policies.

4.4 Understanding the impacts of mountain gorilla tourism

To determine local community members' perceptions and attitudes on the impacts of tourism, a series of impact statements were designed, which covered the triple bottom-line (economic, socio-cultural and environmental) aspects. A five point Likert-type scale was used with the following options and responses: SD - Strongly Disagree, D – Disagree, N – Neutral, A – Agree, and SA - Strongly Agree. Because of the close association between SA and A, as well as SD and D, in some cases the results were grouped together for greater clarity. In short, SA and A was at times combined to generally indicate an agreement result, whereas SD and D would reflect a disagree result.

Tables 4.9, 4.10 and 4.11 as presented in this section show the frequency distribution of the responses to the statements which were asked in relation to economic, socio-cultural and environmental impacts respectively. The respondents were requested to indicate their level of agreement or disagreement to statements on impacts of mountain gorilla tourism as presented

in the survey instrument. The advantage of presenting the responses in a table is that it is easier for the reader to see which statement in each grouping respondents felt most strongly.

A summary of the findings in relation to the impacts of tourism are presented in tabular form in this section.

4.4.1 Perceptions about economic impacts

As seen in the literature review chapter under section 2.7.1 (Economic impact of tourism), tourism has both positive and negative impacts. The positive impacts of tourism development, as well as touristic activities, are the most preferred type of impact and hence garner support from various stakeholders. However, the negative impacts are perceived negatively by stakeholders, such as residents, resultant in limited support given to tourism development and related activities. Andereck *et al.* (2005:1061) note that stakeholders, especially residents of a tourist destination, usually support tourism development that brings benefits to them. Tourism that is beneficial is therefore in most cases perceived positively. From the study findings, a high level of agreement was evident among the respondents pertaining to the positive economic impacts of mountain gorilla tourism in the Butogota Council area. Such impacts included the creation of various types of employment (direct and indirect), revenue generation, supply of new services and amenities to the community, the unlocking of many entrepreneurial opportunities for the residents, and boosted local businesses. This answered the research objective on the extent to which mountain gorilla tourism had created opportunities for the different stakeholders. It was noted from the study findings that undeniably this tourism niche created openings for the locals in terms of job and business opportunities, among other impacts. The findings answered another study objective that sought to identify the positive and negative economic impacts of gorilla tourism on the communities in the Butogota Town Council area in the Kanungu District. In terms of the economic impacts of mountain gorilla tourism, residents were asked to express their opinion by indicating levels of agreement to the economic impact statements. As can be seen from Table 4.7, residents perceive economic impacts positively, especially those that benefit them, whilst those with less benefit to them are perceived negatively.

The results show that 41.6% of the respondents agree and a lesser 14.0% strongly agree that gorilla tourism has created employment for local people. A mere 6.1% strongly disagreed and 16.0% disagreed with the statement. The balance of 22.3% of respondents remained neutral. In short, more than half of the respondents (55.6%) agreed that gorilla tourism does create jobs whereas 22.1% were in disagreement with the statement. The above result supported previous claims in literature, for example, Swarbrooke (2002:25), who contended that tourism development results in employment opportunities for locals.

Table 4.7: Stakeholders' perception of the economic impacts of mountain gorilla tourism in the Butogota area (in %, n=394)

STATEMENT	Level of agreement				
	SD	D	N	A	SA
Economic impacts					
Gorilla tourism has created employment for local people	6.1	16.0	22.3	41.6	14.0
Tourism has unlocked many entrepreneurial opportunities for Butogota residents	5.9	18.6	22.4	40.5	12.7
Prices of goods and services have increased due to tourists activities	24.9	28.9	16.0	16.5	14.5
Revenue generated from tourists spending is used to develop the area.	29.9	32.2	17.8	12.9	7.1
Tourism helps to supply new services to the communities	35.3	26.1	15.5	16.8	6.3
	36.8	20.3	17.3	16.8	8.9
Money generated from gorilla tourism has been used to improve the infrastructure in the Butogota municipal area.	28.9	29.7	15.5	17.0	8.9

KEY: SD - Strongly Disagree; D–Disagree; N–Neutral; A–Agree; SA - Strongly Agree

The respondents were asked to indicate their level of agreement with the statement that “tourism has unlocked many entrepreneurial opportunities for Butogota residents”. The results showed that 40.5% of the respondents supported and 12.7% strongly agreed that tourism had unlocked business opportunities for the people who lived in the study area. This means that more than half (53.2%) of the respondents agreed but 24.5% disagreed, while the balance of 22.4% remained neutral about entrepreneurial opportunities.

To determine whether tourism caused price increases at a destination, the respondents were requested to indicate levels of agreement or disagreement with the statement “prices of goods and services have increased due to tourist activities.” The results showed 31.0% of the respondents agreed, whereas a significant 53.8% indicated that they did not perceive that prices had increased because of mountain gorilla tourism. Usually tourism activities result in price increases as many businesses target tourists whose spending patterns are higher than locals are (Kreag, 2001:7). However, for this study, the respondents indicated that price increases were probably not linked to gorilla tourism. The remaining 16% were undecided and remained neutral when they were asked to indicate their level of agreement or disagreement about the price increase statement.

The respondents were asked whether they thought that the revenue generated from tourists is used to develop the Butogota area. A considerable number of respondents (32.2%) disagreed with the statement whilst 29.9% strongly disagreed, thereby giving a strong negative perception by residents when it comes to the use of the tourist spend. A few respondents (17.8%) were neutral about the statement, with only 12.9% agreeing with it. The remaining

7.1% of the respondents strongly agreed with the statement. Generally, the findings suggest that residents felt that money spent by tourists was not being used to develop Butogota and other surrounding areas of the park.

The respondents were asked to state if mountain gorilla tourism helped to supply new services to the communities. A large number of residents strongly disagreed with the statement (35.3%) and 20.3% disagreed. However, 17.3% of the residents had mixed feelings about the statement. Those who agreed with the statement constituted 16.8% of the respondents whereas the remaining 8.9% strongly agreed that tourism helped supply new services to the communities. The findings showed that gorilla tourism was not perceived to supply new services to community members. It seems that respondents are receiving only limited benefits from tourist activities in their areas, hence the high disagreement level with the statement. In short, the majority (55.6%) of the respondents generally disagreed that new services were created because of tourism, whilst only 27.7% agreed that tourism brought in new services that could be useful to community members.

In trying to determine whether tourism improved the living standards for community members, the respondents were requested to indicate levels of agreement or disagreement with the statement that “standards of living have been improved through gorilla tourism”. The responses to this statement showed 57.1% disagreeing, 25.7% agreeing, while 17.3% remained neutral. Since the majority of the respondents felt that living standards were not improved by mountain gorilla tourism, it might be indicative that they had not directly benefitted from tourism.

Tourism is argued to be a stimulator for development in terms of improving infrastructure within the destination (Prime Uganda, 2013). To find out whether tourism boosted development in terms of infrastructure, the respondents were asked for their reaction to the statement that “money generated from gorilla tourism has been used to improve the infrastructure in the Butogota”. The findings show that more is still expected in terms of developing Butogota’s infrastructure since the majority (58.6%) generally disagreed with the statement although 25.9% agreed that tourism had led to infrastructure development in their area. A smaller 15.5% of the study participants remained neutral on the statement.

4.4.2 Perceptions about the social impacts

As previously discussed and presented in section 2.7.2 (Socio-cultural impacts of tourism), researchers such as Mthembu (2009:70) show that the social impacts of tourism occur because of the interactions and contact between hosts and visitors. With this view in mind, it was necessary to understand residents’ attitudes towards social impacts. The results presented in Table 4.8 are discussed in this section.

When asked to indicate levels of agreement or disagreement to the statement “gorilla tourism has promoted unity and cultural appreciation”, more than half (57.3%) of the respondents agreed. However, a lesser 26.4% of the study participants generally disagreed with the statement and felt that gorilla tourism had not promoted unity and cultural appreciation. The remaining 16.2% of the respondents remained neutral on the statement.

Furthermore, when they were asked whether local people changed their behaviour in an attempt to emulate tourists, 22.6% disagreed whilst 6.3% strongly disagreed with the statement, thus totalling 28.9% of respondents who generally disagreed with the statement. Those who agreed constituted 35.8%, whilst a few (19.3%) strongly agreed with the statement. In total, more than half of the respondents (55.1%) were of the view that locals tend to change their behaviour in an attempt to emulate visitors. A few respondents (16.0%) remained neutral on the statement. This finding showed the power of tourism in influencing local behaviours and supports researchers like Keyser (2002:345) who investigated the social impact of tourism.

Table 4.8: Stakeholders’ perception of the social impacts of mountain gorilla tourism in the Butogota area (in %, *n*=394)

STATEMENT	Level of agreement				
	SD	D	N	A	SA
Social impacts					
Gorilla tourism has promoted unity and cultural appreciation	6.9	19.5	16.2	42.1	15.2
Local people change their behaviour in an attempt to emulate tourists	6.3	22.6	16.0	35.8	19.3
Tourism has improved the image of the Butogota residents by improving on the quality services such as restaurants, cafes, bars and art and crafts	9.6	17.5	13.2	32.0	27.7
Crime has increased due to tourist-activities in the area	40.9	26.1	7.9	14.2	10.9
Local youth have adopted the western cultures and lifestyles due to tourist activities	9.4	19.5	12.9	27.4	30.7
Gorilla tourism has caused commodification of cultures in Butogota	6.9	18.5	11.9	40.4	22.3
Butogota Town Council area has become a popular destination because of mountain gorilla tourism	9.1	17.5	8.9	38.6	25.9
The locals have been made aware of tourism development plans relating to their area	34.5	30.2	12.4	17.8	5.1
Residents have been involved in all tourism activities that are happening in the area	34.3	28.2	12.2	16.5	5.8
Residents are resentful of the impacts of mountain gorilla tourism	15.5	24.9	13.2	26.3	19.8

KEY: SD - Strongly Disagree; D–Disagree; N–Neutral; A–Agree; SA - Strongly Agree

The respondents were asked to react to the statement that “tourism has improved the image of the Butogota residents by improving the quality of services such as restaurants, cafes, bars and art and crafts”. The responses to this showed 59.7% agreeing, 27.1% disagreeing, whilst

13.2% of the respondents remained neutral on the statement. According to Hall and Lew (2009:139-140), tourism helps to improve the image of a tourist destination, especially when the quality of goods and services supplied at the destination are of a high quality. This is reflected in this study where the majority of the respondents agreed that the image of Butogota residents improved by supplying improved services and facilities, including restaurants, cafes, bars, arts, and craft.

High crime rates are generally associated with tourism with tourists becoming the victims (Hall & Lew, 2009:29). In trying to find out whether tourist activities in the Butogota area had suffered from increased crime, the study participants were asked to indicate their level of agreement or disagreement to the statement that crime had increased due to tourist activities in the area. The findings showed 40.9% of residents strongly disagreed with the statement and 26.1% disagreed. In general, the majority of the respondents (67.0%) indicated that tourism was not the cause of crime in the area. While 7.9% remained neutral, 14.2% agreed and 10.9% strongly agreed with the statement.

The respondents were asked to indicate what they thought regarding the statement "gorilla tourism has caused commodification of cultures in Butogota". A significant 40.4% of the respondents agreed that the local cultures were being commoditised because of tourism with 22.3% strongly disagreeing. This meant that 62.2% of all participants in the study generally agreed that with tourism comes commodification. Most local people in the Butogota area dance for tourists and from this they get money which they can use to buy basic commodities. Some products are manufactured with the tourist in mind, and as such, some businesses no longer supply authentically original products as focus is on making more to sell to visitors. Those who disagreed with the statement constituted 18.5% with 6.9% of the study participants strongly disagreeing. The remaining 11.9% of the respondents remained neutral on the statement.

In a statement intended to gauge whether tourism caused a change of culture especially when hosts adopted new lifestyles, the respondents were asked to state their position as to whether local youth had adopted Western cultures and lifestyles due to tourist activities. The majority of the respondents (58.1%) agreed with the statement, whereas 29.9% disagreed. The remaining 12.9% remained neutral position and could not indicate which view they supported. It seems that the lifestyle of the youth is affected by foreign cultural influences brought by the tourists. This supports Keyser's (2002:345) statement that cultural phenomenon involves contacts between the different cultural backgrounds of tourists and host communities and tourism industry and residents. The locals' styles of living changed because they copy the behaviour of the tourists who come to their areas.

The respondents were further requested to indicate their level of agreement or disagreement with the statement that the Butogota Town Council area had become a popular tourist

destination through mountain gorilla tourism. The findings revealed that the majority (64.5%) of the respondents generally agreed while a lesser 26.6% were in disagreement about tourism numbers while 8.9% remained neutral.

To establish whether the local authorities worked hand-in-hand with local communities, respondents were asked to indicate levels of agreement or disagreement with the statement “the locals have been made aware of tourism development plans relating to their area”. The responses to this question showed that 34.5% of respondents strongly disagreed while 28.2% disagreed with the statement. Overall, the majority (62.7%) of the study participants disagreed as to them it seems they are being ignored when it comes to tourism development plans for their area. A mere 12.4% were neutral, 17.8% agreed and 5.1% of the respondents strongly agreed with the statement. Overall, 22.9% of the study participants agreed that they were made aware of developmental plans. However, the number of those who agreed is less than those who disagreed, meaning that more effort should be directed towards involving locals in tourism plans in their area.

The respondents were asked whether they felt that they were involved in tourism activities happening in their area. A considerable number of respondents (34.3%) strongly disagreed and 28.2% disagreed with the statement, meaning that 62.5% of the study participants felt that they were not involved in tourism activities in their area. This finding cautions the UWA and the Government to develop strategies to encourage more local people to become involved in mountain gorilla tourism, for example, by creating more job opportunities. The study showed that only few of the respondents (15.5%) agreed and 5.8% strongly agreed with the statement that they were involved in gorilla tourism. Those who assumed a neutral position comprised 12.2% of the respondents. The above result clearly indicates that much needs to be done to encourage residents to participate more in tourism planning. Gutierrez, Lamoureux, Matus and Sebunya (2005:7) note that the success of tourism depends on the involvement of residents in the planning of any tourist attraction or destination. It is therefore imperative to involve residents to build positive perceptions about tourism impacts.

To determine whether mountain gorilla tourism is well supported by community members, the respondents were requested to react to the statement that “residents are resentful of the impacts of mountain gorilla tourism”. The responses were varied with 15.5% strongly disagreeing while 19.8% strongly agreed with the statement. Those who were in disagreement with the statement constituted 24.9% whereas 26.3% of the study participants agreed that they were annoyed with tourist activities taking place in the area. A smaller percentage (13.2%), were undecided on the statement and remained neutral. In general, a slightly higher proportion (46.1%) of respondents was not pleased with mountain gorilla tourism while 40.4% were happy and thus supported the tourist activities in the Butogota area.

This answered the study objective of investigating whether mountain gorilla tourism-related activities have socially affected the local communities in the Butogota area. The findings clearly show that indeed these activities have socially affected the lives of the locals around the park.

4.4.3 Perceptions about the environmental impacts

The environment is viewed as the most important element of the tourism product, which could be either manmade or natural (Cooper *et al.*, 1993:102). In support of this statement, American Heritage (2016) views environmental science as being intended to contribute to the safety of the environment or decreasing its destruction. Farajirad and Aghajani (2010:39) state that when we think of environmental tourism, we think primarily of people who are in a place for sightseeing, taking a vacation and enjoying a good time. It is therefore important for all tourism stakeholders to collaborate and work together to ensure sustainable and responsible tourism. According to Verlag (2002:146), sustainable tourism seeks to ensure that tourism development is focused on natural resource management, private sector development, poverty alleviation, and distribution of benefits to a larger part of the community. To shed more light on the above statement, Asadzadeh and Mousavi (2017) define sustainable and responsible tourism in three ways:

- Quality of sustainable tourism that can offer an excellent experience to tourists, and allows the host society to improve both their quality of life and the environment.
- Sustainable and responsible tourism guarantees maintenance and duration of natural resources as well as the culture of the host society giving it a valuable source of experience.
- Sustainable and responsible tourism establishes a balance between the needs of the tourism industry, protection of the environment and the local community.

To understand residents' perceptions about the environmental impacts of mountain gorilla tourism, Table 4.9 graphically illustrates what has been discussed in this section.

Table 4.9: Stakeholders' perception of the environmental impacts of mountain gorilla tourism in the Butogota area (in %, $n=394$)

STATEMENT	Level of agreement				
	SD	D	N	A	SA
Environmental involvement					
Gorilla tourism has created opportunities for environmental education and awareness	6.3	18.0	18.8	31.2	25.6
Conservation policies/programmes have developed due to this kind of tourism	7.9	15.2	18.3	32.7	25.9
People have come to appreciate the importance of nature	10.7	16.5	15.2	28.4	29.2
Locals have stopped poaching and killing of stray gorillas	11.2	19.2	15.7	31.5	22.6

KEY: SD - Strongly Disagree; D–Disagree; N–Neutral; A–Agree; SA - Strongly Agree

Respondents were asked to show levels of agreement or disagreement with the statement that mountain gorilla tourism has created opportunities for environmental education and awareness. The findings show the majority (57.8%) of the respondents generally agreeing, whilst a smaller 24.3 % disagreed with the statement. The remaining 18.8% of the participants remained neutral on the statement.

Furthermore, when asked whether conservation policies or programmes were developed because of mountain gorilla tourism, more than half (58.6%) of the residents who participated in the study agreed. A smaller 18.3% of the study participants were undecided and remained neutral. The remaining 23.1% were those who disagreed with the statement (strongly disagreed = 7.9% and 15.2% = disagreed). The UWA is generally in charge of conservation programmes and projects, which includes dealing with the conservation of the country's natural heritage (UWA, 2018b).

In addition, the UWA implements a variety of strategies aimed at sustainably conserving and managing of the country's wildlife. These strategies, amongst others, include involvement through local participation in wildlife management, collaborative management, sharing of revenue, joint management of problematic wildlife, wildlife use rights, and conservation education and awareness (UWA, 2018b).

Amongst other strategies employed by the UWA to address challenges, including poaching, are the policing patrols which are placed within all the protected areas, as well as arresting those who access the protected areas without permission (UWA, 2018b). There are notable efforts by the UWA authorities to partner and work with community members in and around the protected areas to assist in addressing other challenges between humans and wildlife. As seen from the study, wildlife conservation and management brings benefits to locals through the benefit-sharing programmes, which are aimed at achieving Government's major objective of poverty alleviation and improving the lives of community members (UWA, 2018b).

A question was posed regarding the statement "people have come to appreciate the importance of nature". The majority (57.6%) of the study participants generally agreed (28.4% agreeing and 29.2% strongly agreeing) with the statement. The study findings show that 16.5% disagreed and 10.7% strongly disagreed, thus indicating that the stakeholders appreciated the importance of nature in their area. The remaining 15.2% of the study participants assumed a neutral position on the statement.

The rare mountain gorillas of Eastern Africa have suffered disturbing attacks, particularly in the 20th century (Explore Rwanda Tours, 2018). The illegal hunting and poaching of the mountain gorilla remains a major threat to the great apes and other primates of Africa. As indicated in section 2.5.1.1 (Costs and benefits of mountain gorilla tourism), the mountain gorillas are threatened by poaching activities for various purposes, including "food, bush meat trade and

traditional medicines” (Explore Rwanda Tours, 2018). In addition, gorillas have been injured and killed by traps and snares, which are set for other wild animals, such as antelope. The study survey had a question where respondents had to indicate levels of agreement or disagreement regarding whether locals had stopped the killing and poaching of mountain gorillas, including the strays. More than half (54.1%) of the respondents generally agreed that locals had stopped the hunting and poaching of stray gorillas, whilst 30.4% disagreed with the statement. However, the remaining 15.7% of the study participants remained neutral on the statement.

This responded to the study objective that investigated if mountain gorilla tourism had brought environmental contributions to the Butogota area. According to the findings, it is noticeable that these activities have definitely created opportunities for environmental education and awareness. The conservation policies/programmes have been developed and as a result, people have come to appreciate the importance of nature. Poaching and killing of stray gorillas has been minimised, which is a big achievement by the UWA and the UTB.

4.5 Training of gorilla tourism guides

Mountain gorilla tourism requires rangers and guides to possess a number of skills useful in sustainable management of the primates. Among the skills important for the guides are basic military training, safety and health, marketing skills and physical fitness. Usually rangers undergo paramilitary training for a number of months to prepare them to become disciplined guides. In short, they are trained on the ranger code of conduct, patrolling techniques and handling weapons as one of the tools they use in their daily work (UWA, 2018b). To confirm whether the respondents were aware of the type of training rangers and guides involved in mountain gorilla tourism should have, study-participants were asked to indicate the type of training rangers and guides needed to undergo. The responses were grouped into 11 categories, which are presented in Table 4.10.

The respondents confirmed that tour-guiding training needed to include survival skills and the use of weapons (15.2%). Since mountain gorillas are forest animals, the rangers needed to be trained on how to survive in the forest, protect themselves from the wild animals which they may encounter during trekking, and how to scare away ‘angry’ gorillas (UWA, 2018b). Some indicated that it is important to know how to use a gun to protect themselves, the primates from poachers, as well as from other dangerous animals which may want to attack trekkers. The study revealed that safety and security skills (2.2%) are crucial in the training of rangers and guides. It was indicated that guides needed to be introduced to first aid skills as well as health and safety tips. The respondents pointed out that rangers and guides needed to possess people-skills (35.1%) to be proficient in foreign languages, good communication skills, better management, as well as human resource skills. Since Uganda receives many international

visitors who come to trek the mountain gorillas, the guides needed to be able to speak at least some international languages, particularly that of key tourist markets (UWA, 2018b). One respondent pointed out that the guides needed to have frequent training on gorilla trekking, "...constant refresher courses to update guides and rangers on the most current skills on trekking". In addition, some respondents pointed out that the rangers needed to be impartial in the way they treated visitors, for example one noted that "...teach them how to love all tourists even if they don't tip them". Good listening skills, hard work, self-confidence, kindness and other desired human qualities emerged as important skills necessary for guides and rangers. Respondents indicated that physical fitness (7.3%) is an important requisite for the training for rangers. Knowledge of animal anatomy (9.2%), including health and wildlife management, was mentioned as an important skill for rangers and guides. This included the ability to take care of animals, for example, possessing the skill to treat injured and sick gorillas, being able to identify sick gorillas as well as caring for other species of wild animals. One respondent said, "Impart guides with the knowledge of handling other wild animals and birds in the parks". The findings are summarised in Table 4.10.

The findings answer the study objective of determining the extent to which mountain gorilla tourism has created opportunities for the stakeholders, particularly the park staff/management. Some of the park staff has been exposed to various training/refresher courses that have kept them updated with current gorilla handling tactics, hence improving on the tourist experiences. Some tour guides and rangers have been able to learn different international languages, which has greatly improved the communication between them and the tourists. However, some stakeholders felt that the Government needed to offer more training to all the BINP staff in other respective sections to keep them updated with the new management strategies and policies that are in place.

Table 4.10: Type of training for tour guides

<p>Survival skills & use of weapons–15.2%</p> <p>Bush skills, how to survive in the jungle; Animal fighting skills; How to climb the big trees; How to escape during an emergency; How to fight gorillas; How to live in the forests; How to manage life in the wild; How to see ahead in case of danger; How to scare off angry gorillas; How to shoot and use a gun; Use of all types of guns; How to survive in the harsh conditions; Military skills and how to fight animals if they want to kill [attack] people; Protecting oneself (self-defence); Teaching them skills of swimming; hunting skills; Fire-fighting skills</p>
<p>Safety and security–2.2%</p> <p>Safety and health skills; Safety skills; How to give First Aid; Healthy tips; Healthy and safety studies; Health tips; Health and Nutrition; Giving first Aid</p>
<p>People skills, i.e. proficiency in foreign language, communication, management, HR etc.–35.1%</p> <p>Capacity building; Communication skills; Constant refresher courses to update guides and rangers on the most current skills on trekking; Course unit on motivation; Customer care; Different international languages; Effective training program; Faithfulness and honesty; Financial management skills; General knowledge; Hospitality skills; How to be a hard worker; How to be disciplined; How to be friendly; How to be kind and courageous; How to co-operate and work with others; How to handle different people with different characters; How to handle tourists; How to interact with tourists; How to plan effectively; How to work with one another; Human resource management skills; Inter- personal skills; Knowledge on how to understand a tourist group you are dealing with; Kindness;</p>

Listening skills; Management skills for tourist groups; Marketing skills; Need to teach them other international languages like Spanish, Germany and many others; People skills; People with love and interest in the gorillas; Public relations skills; Respect for all people; Self-confidence; Teach them how to love all tourists even if they don't tip them; The ability to entertain a tourist group; management skills; networking and marketing skills
Animal anatomy, health, caring and wildlife management–9.2% Treating sick gorillas; Train them veterinary skills and knowledge; The gestation period of gorillas; Teach them the different characteristics of gorillas; Teach them how to know the characteristics of different animals; Stages of producing young ones; Skills of managing wildlife animals; Should include a unit on animal husbandry; Love for the animals; Look at ways of identifying an angry gorilla; It should entail how to help people and tourists being attacked by the gorillas; Impart guides with the knowledge of handling other wild animals and birds in the parks; Identifying sick gorillas; How to spot gorillas in the bush; How to locate the gorillas; How to identify an angry gorilla; How to detect the different sounds of the different animals; How gorillas reproduce; Teach guides how to feed gorillas
Physical fitness–7.3% How to be fit; Fitness; How to run fast and be fit; Physical fitness; Physically fit people; Proper tree climbing skills; Strong men and women; Strong people
History of the area–1.5% The history of gorilla tourism; History of the park; History of mountain gorillas in Uganda; Historical classes; The background and the culture of the people of this area
Personal health and hygiene–5.5% How to keep healthy; How to keep the environment clean; How to maintain good personal hygiene; How to stay healthy; Smartness
Dealing with corruption & bribery–4.1% Ways of fighting corruption tendencies; Ways on how to reduce the massive corruption; Ways to stop bribery and asking for money from tourists; How to stop corrupt behaviours...
Religious doctrines–1.8% Religious studies; People with the fear of the Lord; How to fear God; God fearing people; God fearing lessons; Encourage to preach the gospel to tourists
Dealing with poaching–8.9% How to handle poachers
Other responses i.e. marketing, PR etc.–3.4% How to handle both tourists and gorillas; How to make repeat sales; How to market the gorillas; How to properly guide trekkers; Motivational skills; Respect for all the animals; Skills on how to locate stray gorillas; Teach guides the new techniques of trekking; Train them how to easily locate where the gorillas are
No Response–5.8%

4.6 Viewing of gorillas in the BINP

It should be noted that mountain gorillas are a special and endangered species, which need close monitoring, specifically during the trekking process. Various restrictions have been put in place by the UWA and the UTB to ensure tourists do not violate current trekking policies. This section presents key findings of the Butogota residents and stakeholders on the viewing of gorillas. The results are elaborated upon and discussed in the following sub-sections.

4.6.1 Optimum size of a group-viewing gorillas

As presented in section 2.9, a maximum of eight people is allowed to view one particular group of mountain gorillas at a time (Fawcett *et al.*, 2004). In trying to establish whether respondents

know the group size restrictions or could suggest what the optimum size of groups viewing the primates should be, an open question was asked. Varied responses to this question were received ranging from under eight (standard current group size) people to more than 30 persons in a group. The responses to the question are presented in Table 4.13. For easier analysis, the responses were clustered into eight groups which are below 8, 8 as a standard group size, 9–12 individuals, 13–15 individuals, 16–20 individuals, 21–30 individuals, more than 30 individuals. Some participants did not respond to the question. In trying to avoid losing the exact information obtained from the respondents, the exact answers in each group are presented in Table 4.11.

Table 4.11: Optimum group size of viewing a gorilla (in %, $n=394$)

Gorilla viewing size	Frequency	%	Gorilla viewing size	Frequency	%
Below 8	44	11.3	16–20	35	8.9
2	1	0.3	18	1	0.3
3	1	0.3	19	2	0.5
4	3	0.8	20	32	8.1
5	23	5.8	21–30	16	4.1
6	7	1.8	25	9	2.3
7	9	2.3	30	7	1.8
8	94	23.9	More than 30	17	4.3
9–12	114	29.0	40	2	0.5
9	3	0.8	50	8	2.0
10	89	22.6	60	1	0.3
12	22	5.6	100	6	1.5
13–15	33	8.5	No Response	41	10.4
13	1	0.3			
14	5	1.3			
15	27	6.9			

Forty-four respondents (11.3%) suggested that the optimum group size should not exceed eight people. The responses for this ranged from two to seven individuals per group of gorillas. Ninety-four participants (23.9%) indicated that the optimum size of a group viewing the mountain gorillas should be limited to eight individuals. Over 100 respondents (29.0%) reported that group sizes of between 9 and 12 people are considered the optimum for viewing a mountain gorilla. Some participants (89 = 22.6%) said that a group of 10 would be the best size for viewing a mountain gorilla group. Those who reported that a group size of 13–15 individuals is best comprised 8.5% of the respondents, 35 respondents (8.9%) said that a group size of 16–20 is ideal and only 16 respondents (4.1%) said that the ideal group size is between 21–30 individuals. Finally, 4.3% suggested that the group could comprise more than 30 people, with responses of 40, 50, 60 and 100 people per group. The researcher thought that more than 20 people viewing a particular group was unrealistic and could indicate that the respondents did not know how to trek for mountain gorillas. They might have seen gorillas, particularly strays, in their areas but have not trekked or been informed of how the trekking of

mountain gorillas happens. For this question, 10.4% of respondents did not know what the optimum group size should be and did not answer.

From the findings above, it is clear that the majority of the respondents were not aware of the UWA management policy stipulating that only eight people are allowed to view a particular gorilla family at a time (UWA, 2018b). There is a need to sensitise the community about these management policies to enable a better understanding of the rules and regulations of mountain gorilla tourism. This answers the fifth study objective on the management strategies and policies. Educating stakeholders will improve the future management of mountain gorilla tourism.

4.6.2 Number of tourist groups per day allowed to view a specific gorilla group

The respondents were asked to indicate the number of tourist groups per day that should be allowed to view a gorilla group. This was done to gauge the respondents' knowledge and awareness of the number of groups that can trek a specific gorilla group daily. This would help the researcher to ascertain whether the stakeholders knew the rules, regulations and restrictions governing gorilla tourism activities. Most of the respondents (27.9%) stated that only one tourist group should be allowed to view a specific gorilla group in a day, 16.8% believed that two tourist groups could view a specific gorilla group in a day. Fifty-six respondents (14.2%) indicated that five groups should be viewed in a day. Table 4.12 presents the responses to the question.

Table 4.12: Number of tourist groups that should be allowed to view a particular gorilla group (in %, $n=394$)

Number of groups per day to view a particular gorilla group	Frequency	%
1	110	27.9
2	66	16.8
3	39	9.9
4	22	5.6
5	56	14.2
6	9	2.3
7	3	0.8
8	7	1.8
9	1	0.3
10	21	5.3
11	2	0.5
12	1	0.3
14	1	0.3
15	3	0.8
18	2	0.5
20	6	1.5
50	1	0.3
100	3	0.8
No Response	41	10.4

It is clear from the responses that some respondents were ignorant about mountain gorilla tourism, hence they indicated a large number of groups to be viewed in a day. This could have been because the respondents misinterpreted the question by assuming that the researcher wanted to know numbers of primates in each gorilla group. This clearly indicated that majority

of the stakeholders did not understand the management policies on how many groups per day should be allowed to view a specific gorilla group.

4.6.3 Gorilla viewing distance

The study wanted to establish the respondents' knowledge of how close tourists and trekkers should come when viewing gorillas. The current regulation stipulates the viewing distance as seven metres to prevent transmission of infectious diseases between humans and the primates (Nielsen & Spenceley, 2011:233; Hanes, 2012:10). The responses to this question were varied and show that the respondents were unaware of how close a tourist could approach a gorilla group. It was clear that some had only observed the great ape from afar, which was reflected in the responses obtained to the question. Figure 4.11 presents the findings indicating the distance allowed for viewing the mountain gorillas. Ten respondents (2.5%) reported that the distance should be less than three metres, saying that closer contact between humans and the great ape should be allowed for a "great gorilla trekking experience".

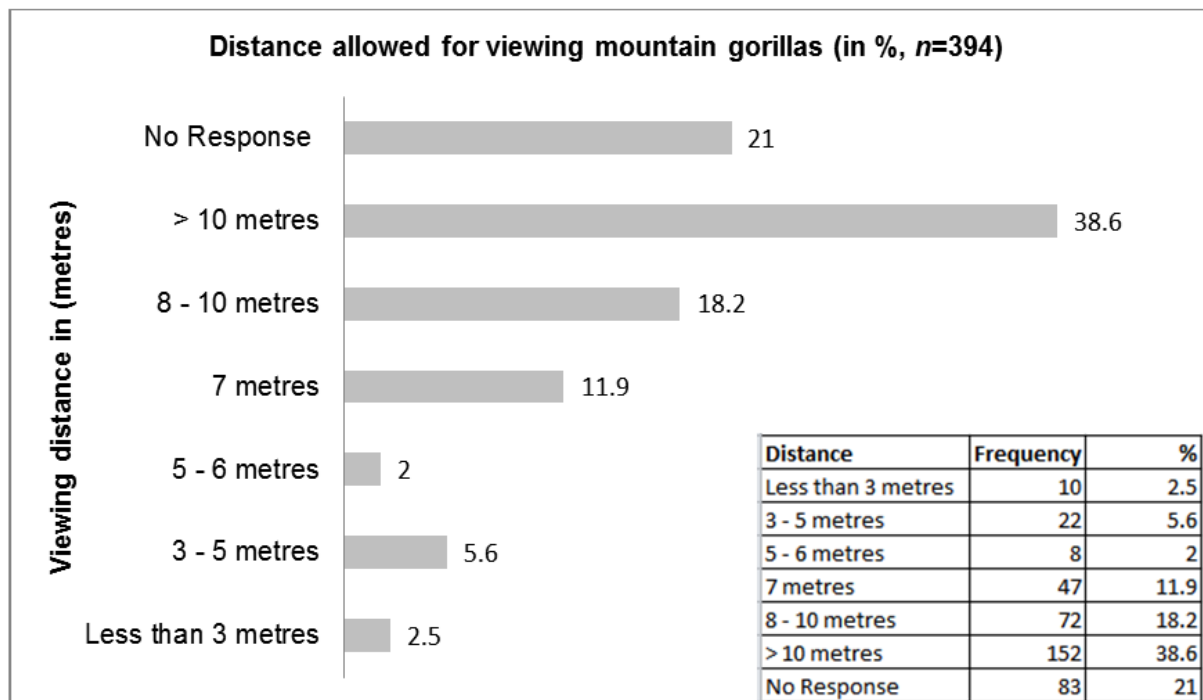


Figure 4.11: Gorilla viewing distance allowed

Those who indicated that a distance of between 3 to 5 metres should be allowed comprised 5.6% of respondents. Only 8 respondents (2.0%) assumed that a viewing distance of 5 to 6 metres needed to be maintained. Forty-seven respondents (11.9%) indicated that the viewing distance should be 7 metres, whilst 72 (18.2%) stated that the distance should be maintained between 8 and 10 metres. Some respondents suggested a distance of more than 10 metres (38.6%) while the remaining 83 respondents (21.0%) did not answer this question.

Twenty respondents (5.1%) indicated that the distance varied depending on a number of factors, such as the family of gorilla being viewed. They confirmed that there is no specific distance but it depended on which family a group is trekking. For example, one respondent briefly explained that, "...this depends on which family we are trekking since other families are friendlier than others..."

From the findings, it is evident that majority of the respondents were not aware of the distance allowed when viewing mountain gorillas. This suggests that the Government needs to do more to educate the local community on the management strategies and policies of gorillas. The UWA needs to involve the locals more in planning and implementation of these policies so that they can feel more involved.

4.6.4 Gorilla viewing restrictions

The viewing of mountain gorillas follows rules and regulations, which needed to be adhered to if the management of the primates is to be sustainable (Nielsen & Spenceley, 2011:233; Hanes, 2012:10). In trying to find out if the respondents were aware of the restrictions on groups viewing the gorillas, they were asked to confirm their awareness. More than half (53.0%) of the respondents reported that they were aware whilst 43.1% indicated that they were not aware of the restrictions. The remaining 5.8% did not answer the question and hence no response was reported (see Table 4.13).

Table 4.13: If there should be restrictions on the composition of a group viewing gorillas (in %, n=394)

If aware of the restrictions	Frequency	%
Yes	209	53.0
No	162	43.1
No Response	23	5.8

Some of those who indicated that they were aware stated the restrictions. The responses to this question were grouped into categories for easier analysis, as presented in Table 4.14. Respondents pointed out there were needs for restrictions, especially on group sizes, for example, having fewer people view a particular group of gorillas. Some even indicated the optimum group size of people per gorilla group, for example "not more than 8 people per group per day". Responses such as regulating the numbers of people coming to view the primates were noted, and that there should be restrictions on the composition of a group viewing gorillas as a way of trying to prevent the spread of disease. Since the mountain gorilla and humans share the same genes, diseases can be spread easily, therefore there needed to be distance restrictions to prevent disease transferral. This confirms what Nielsen and Spenceley (2011:233) said regarding the current regulation and restrictions on mountain gorillas. The

respondents pointed out that mountain gorillas are sensitive to humans, so gorillas needed to be protected from diseases, which can be shared. In addition to keeping the primates healthy, restrictions, such as not allowing “sick” people or people showing signs of sickness close to gorillas, should be enforced. In this regard, one respondent indicated, “only healthy people should be allowed to trek”, stressing the importance of protecting the great apes. Another restriction that was mentioned by the respondents was the need for trekkers to get permission from the authorities who issue the trekking passes. Possessing trekking permits needs to be supported as this generates revenue, which benefits various stakeholders. In addition, the respondents highlighted the importance of respecting the mountain gorilla and suggested restrictions such as “giving gorillas the privacy they need” and protecting them. A summary of these restrictions is given in Table 4.14.

Table 4.14: Restrictions on the composition of a group viewing gorillas (varied responses)

<p>Restriction on group size</p> <ul style="list-style-type: none"> • A few people at a time • Avoid big numbers • Few people • Not allowing many people to view at the same time • Not more than 8 people per group per day • Not too many people at the same time • To avoid congestion <p>Spread of diseases</p> <ul style="list-style-type: none"> • Gorillas are very sensitive to human diseases so we need to protect them • Only healthy people should be allowed to trek • Only physically fit people should trek • Sick people should not view gorillas • The sick shouldn't trek • The sick shouldn't trek gorillas • Tourists need to be fit and healthy to trek <p>Gorilla trekking passes</p> <ul style="list-style-type: none"> • Only people with authority should trek • Only authorised people should trek <p>Viewing distance</p> <ul style="list-style-type: none"> • People shouldn't come too close to the animals 	<p>Respect of the great ape</p> <ul style="list-style-type: none"> • Give gorillas the privacy they need • Gorillas need their own space • Gorillas need to be respected • To protect them <p>Need for trained guides</p> <ul style="list-style-type: none"> • Groups should not be allowed to view gorillas without trained rangers • Instructions should be given to tourists first before they start trekking <p>Other responses (reasons for having restrictions)</p> <ul style="list-style-type: none"> • This allows tourists and community members to obtain detailed information about gorillas from the guides • This avoids transmission of diseases to animals • Gorillas are dangerous • Some tourists can transfer their diseases to the gorillas • Some gorillas are not friendly to human beings • Some gorillas are very aggressive • Gorillas are very sensitive • Gorillas are nice and friendly • A gorilla is smelly
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Another restriction noted by the respondents was ensuring that trained rangers guided tourists. For an unforgettable mountain gorilla tourism experience, well trained guides needed to accompany visitors. It was mentioned, “Groups should not be allowed to view gorillas without trained rangers”. Tourists needed to be well briefed about the ‘do’s and don’ts’ while trekking

and this needs to be done before the trekking begins, “Instructions should be given to tourists first before they start trekking”. Restrictions such as maintaining a proper viewing distance needs to be enforced so that trekkers do not come too close to the animals. Additional reasons emerged, including disease transfer, having smaller groups so that tourists can obtain detailed information from guides, gorillas being shy and at times dangerous and the aggressiveness of some gorillas.

The results demonstrate that various stakeholders (53%) are aware of the gorilla viewing restrictions, which meets the study objective on the management strategies and policies of mountain gorilla tourism developments. However, the remaining (48.9%) need to be educated on the viewing policies in place.

4.7 Management of mountain gorilla tourism: Stakeholders’ perspectives

Sections 3.5.3 and 3.6 of this study started with the identification of stakeholders who possessed the necessary and relevant characteristics to provide the researcher with the information that the research project was designed to collect. A thematic analysis was undertaken to enable the efficient analysis of 187 semi-structured interviews held with the identified stakeholders in the Butogota area. These included six stakeholder groups, which comprised business owners, church leaders, educationists, BINP staff, Government officials, and local leaders. Table 4.15 presents all the stakeholders who participated in the study, including gender, designation and average number of years operating within the Butogota Town Council area.

Table 4.15: The stakeholder profile

Stakeholder	Total	Average years in service within the Butogota area	Gender of participants	
			Male	Female
Business owners	26	13.0	17	9
Church leaders	27	6.1	8	19
Educationist	54	8.0	31	23
BINP Staff	29	18.3	19	10
Government officials	21	12.5	10	11
Local leaders	30	23.8	26	4

In total, 187 stakeholders were interviewed for this study, being 26 business owners, 27 church leaders, 54 educationists/teachers, 29 BINP staff, 21 Government representatives and 30 local leaders. To better understand the stakeholders’ knowledge of mountain gorilla tourism, it was necessary to know how long the stakeholders had stayed in the study area and worked in their various designations. From the study’s findings, it was noted that business owners had operated within the study area for an average of 13 years. Within the Butogota area there are

several Community Based Organisations (CBOs) that developed numerous tourism initiatives such as souvenir shops, tour companies, forex bureaux, hotels, lodges and bottle stores. These CBOs and local entrepreneurs had operated within the study area for a period ranging from one year to 37 years.

The church leaders who participated in this study had been involved with church activities in the study area for an average of 6.1 years, with a range of six months to 41 years. Most of the church leaders were of the Christian faith, which is Uganda's most widely professed religion (Pariona, 2017). Participating educationists included kindergarten, primary and secondary school teachers, as well as those involved with vocational training within the study area. They had worked for an average of eight years as educators in the Butogota Town Council area, with a range of seven months to 32 years. The BINP staff included rangers, wardens, tour guides, security personnel, drivers and animal veterinary staff. The number of years these BINP staff had served in their positions in the BINP ranged from two years to 35 years, with an average of 18.3 years. This finding shows that some had worked in the park before it was gazetted as a national park, which suggests that they do have in-depth understanding of the park activities. Twenty-one Government officials participated in the study and these included social workers, agricultural extension workers, and health practitioners. These Government officials had been in service within the study area for an average period of 12.5 years. The local leaders who participated in the study included ward councillors, headmen, local chairpersons, and community elders. The average number of years the local leaders had been involved with local activities in their area was 23.8 years and this ranged from three years to 43 years.

4.7.1 Business opportunities from gorilla tourism

The respondents who owned and operated businesses within the Butogota Town Council area were asked to indicate the business opportunities which had resulted from gorilla tourism activities. This question was asked to understand the value of mountain gorilla tourism in terms of the opportunities it presents to business owners. Knowledge regarding opportunities emanating from tourist activities could be useful to Government and other stakeholders since ways to maximise opportunities could be devised. The findings revealed that tourist activities brought more benefits and opportunities to business owners, who were pleased to see tourism expanding and growing. New businesses were opened while others were expanded to cater for the growing tourism demand. This was expressed by one participant who managed to have a business set up easily because of tourist activities, "I have been able to open up my tour company." An entrepreneur expressed how mountain gorilla tourism helped open the business, "I have opened up my business in less than one year, but I have already got so many customers". As expressed by the business participant, mountain gorilla tourism had enabled

growing a customer base which benefits the business in terms of making profits, growing job opportunities, and increased sales.

The business respondents revealed that mountain gorilla tourism activities presented ready markets for their products and this increased business profitability, as shown in the following excerpt from one of the business owners, "... markets have been created, thus development of the business", and "(M)ore revenue has been realised from the tourists purchasing from our business." The entrepreneurial opportunities that tourism activities have brought to locals have made it possible for them to afford basic commodities and experience a better life. Infrastructure has been improved in the area, for example, road networks leading to tourist products, and this benefits local businesses which make use of the infrastructure. Government programmes, such as rural electrification, have been extended to the Butogota Town area. Most stakeholders who participated in this study link this to the active tourism activities within the area. As shown in excerpts from business owners who participated in the study (see Table 4.16), a major opportunity emanating from gorilla tourism was employment and the rural electrification programme.

Table 4.16: Excerpts from business stakeholder interviews regarding opportunities from gorilla tourism

Been able to open up my African shop and tourists buy from me.
Income generation through selling of my art pieces.
Improved on the infrastructure.
We have been able to open up a new branch in this area and therefore expanding.
I have made friends with some of the tourists and we communicate on social media.
Tourism has boosted my business.
Employment opportunities, Urbanisation of the area, rural electrification around the area.
Increase in my customer numbers.
I was able to open up my shop.
I have been able to construct my guest house and expand it.
Supplied new services to the community.

This is in positive response to the study objective of seeking to establish the extent to which mountain gorilla tourism activities have created opportunities. There is no doubt that this tourism niche has indeed opened up various opportunities for the people of the Butogota area.

4.7.1.1 Business owners' view regarding gorilla tourism policy

The business respondents were asked whether Government policies relating to how businesses operated were favourable or not. It was important to establish this from business

owners since the information could be used to inform a Government stance on policies that affect businesses. The responses to this question were varied, with some revealing that the policies were favourable while some were not happy with the hefty taxation levied on their businesses. A business owner indicated that some of the policies were favourable and allowed business growth, however, some policies seemed unfavourable, particularly tax, "...some policies are favourable but taxation is high, hence reducing our profits", and impacting on jobs. When the researcher further prompted to find out what those favourable policies entailed, participants revealed that they managed to access funding in the form of loans, as seen in the following excerpt, "the Government has given us loans that we have used to start up our business". One of the favourable Government interventions as a way of supporting small businesses and all businesses in general, is reduced tax on products. This is seen in the following quote, "... there is reduced taxes on some of our imported products." However, business owners were of the view that the policies enacted on businesses were selective, favouring foreign investors more than compared to local businesses, as expressed by one business owner, "... the Government has discriminated us (sic) and is only supporting foreign investors."

From the findings, it is noted that business owners had mixed feelings about the different Government policies on gorilla tourism. Government needs to do more sensitisation of their policies and strategies to enable the community to understand and learn more about this tourism initiative in the Butogota town area.

4.7.1.2 Business owners' recommendations to improve gorilla tourism

The researcher wanted to gain an understanding of what business owners in the Butogota area would recommend to Government to improve and develop mountain gorilla tourism in this area. This question was in response to the study objective that required recommendations on management strategies and policies for future mountain gorilla tourism developments in the Butogota Town Council area in the Kanungu District. The theme of eradication of corruption arose prominently in the responses, with business owners indicating that Government (both national and local) needs to enforce stern measures to deal with corruption. Svensson (2005) suggests that corruption is rampant in the developing world and that it is more prevalent in the developing countries than it is in developed ones. In the case of Uganda, respondents expressed their opinions on the fact that most Government departments wanted to be able to mastermind the budget within their own department. There was a feeling by some business owners that foreign investors or foreign individuals operating businesses in the area got preference from Government and this was associated with corrupt activities by Government officials. In addition, there was testimony of some businesses operating without being registered, which was viewed as an unfair practice by registered businesses. This called for

Government to treat all businesses in the same way. Some excerpts from the interviews to support this view are presented in Table 4.17:

Table 4.17: Excerpts from business stakeholder interviews regarding recommendations to improve gorilla tourism in the BINP

Treat everyone equally.
Need to fight corruption.
Stop being corrupt.
Government should register all businesses in the area for easy management.
Need for Government to support local entrepreneurs by offering them loans at a low interest rate.

As shown from the study’s findings, corruption emerged as a key issue that could easily slow down the development process of tourism through mountain gorillas visits in the BINP. In addition, the business stakeholders pointed out the need for developing an appropriate marketing strategy to promote tourism in the country in a synergistic manner. It was proposed that more marketing must be undertaken and Government needed to implement the policies it had introduced. This was indicated by a respondent, “do a lot of extra marketing and implement all the polices on paper”. Despite having pointed out that infrastructure such as roads, telecommunication, health centres, and electricity had been improved because of gorilla tourism, the stakeholders stated the need to expand it to cover the whole area. One business participant wished to see the Butogota area become developed the same way as Mukono, “... construct a better town like for example Mukono”. Mukono is a small town which has an access point into the BINP and is more developed than the entry point via Butogota town. Other excerpts emphasising the need to further develop the area in terms of infrastructure include, “Government needs to embark on infrastructural developments especially the road networks...”, “We need better development in the infrastructure, especially roads”, “Develop better infrastructure and do extra marketing and Government needs to invest more money in gorilla tourism”, “We need the roads improved”, and “Build better roads to compete effectively”. In view of the infrastructure, the business stakeholders stressed the importance of the existence of infrastructure. Daniels (2007) submits that a destination requires a developed economy and tourism industry to sustain the demands that tourism can bring to a destination’s services and economy. The inability of roads, hotels, and other utilities to keep pace with tourism development seems to be a major policy concern in relation to mountain gorilla tourism in Butogota.

The stakeholders suggested the need for Government to collaborate with various stakeholders, especially in planning for tourism development in the area. Some business owners raised concerns such as difficulties in accessing funding in the form of loans to expand

their businesses. They thus stated, "...need for Government to support local entrepreneurs by offering them loans at a low interest rate." It seemed the interest rate which was charged on business loans was too high and to support entrepreneurial spirit in the locals, the interest rate on loans needed to be favourable. However, some respondents were of the view that tax which was levied on products was too high and this affected them as seen in the following excerpt, "Government needs to reduce on the taxes they are charging us..." High taxes are detrimental to business success and profits and thus it was thought that the Government be more tolerant of business growth through charging reasonable tax on products.

In trying to improve and develop mountain gorilla tourism within Butogota, business owners asked for more awareness and education on the importance of the primates. From the findings, a business owner recommended, "protection of the animals and educating the locals about the importance of gorillas to the development of the area", "conserving more space for the gorillas..." and one indicated that, "need to do more media coverage programmes on gorillas."

4.7.1.3 Impacts of mountain gorilla tourism on businesses

The research wanted to understand how mountain gorilla tourism affected business owners. This was anticipated to reveal the impact of gorilla tourism on businesses. Most of the business respondents acknowledged that gorilla tourism in the area had affected their businesses in several ways. Some indicated that tourist activities presented them with markets for their products and this facilitated the growth of businesses. It was stated that mountain gorilla tourism had helped to bring in clients for business products as seen in the following excerpt, "yes, tourism in this area has enabled my business to grow and mostly in a positive way ... tourists have formed part of my customers." Another respondent, a guesthouse owner, was pleased that tourists after the gorilla trekking exercise would come and eat from her business. She said:

Indeed, mountain gorilla tourism is helpful to us business people; look at the number of tourists who come to track the gorillas, most of them, come and have lunch and breakfast at the guesthouse... I am happy and would like to see this kind of tourism growing. My children are at good schools and this is possible because of tourism who (sic) support my business...

Arts and crafts businesses in the area benefited from tourist activities since they were supported by selling products. However, there were concerns about stiff competition among the businesses as expressed by one respondent, "... some tourists buy from me but there is too much competition, which requires us to look at ways to become competitive, for example stocking a variety of wares..." Competition has enabled businesses to improve on the quality of the products that they offer as a way to attract more customers.

From the findings, there were mixed feelings about the impacts of mountain gorilla tourism. While most stakeholders had benefitted, others had gained nothing out of it. This answers the

study objective of investigating if gorilla tourism activities had affected the communities positively or negatively.

4.7.1.4 Stakeholders' suggested management strategies and policies

In trying to determine ways of improving mountain gorilla tourism in the Butogota Town Council area, the respondents were asked to indicate the management strategies and policies which they wished to see in place to monitor mountain gorilla tourism. From the study's findings, mechanisms to deal with corruption featured mostly during the interviews. Corruption, including the unfair distribution of benefits from gorilla tourism, was a matter of concern for residents, who felt that the Government needed to install strict measures and policies to deal with this. This finding was also noticed in Tumusiime and Vedeld's (2012) study where corruption was visible, particularly in the sharing of the parks' revenue. Corruption was seen as detrimental to tourism growth and development in Uganda as a whole, and this called for various stakeholders to work together in trying to find a solution for it. One respondent said "(I)f Government comes with strict measure to deal with corrupt activities, it will enable growth and all people to benefit... Stop the massive corruption!" Corruption was identified as a huge barrier to tourism growth as it affected the industry negatively (Ekine, 2018:47). This thus requires Government to work with other stakeholders in trying to fight corruption.

The study findings suggest that the Government of Uganda still has a lot of work to do in terms of improving the management strategies and policies to manage mountain gorillas. Some of the stakeholders did not seem to have an understanding of these policies although they are very important.

Figure 4.12 summarises the themes that emanated from the interviews with the stakeholders who participated in the study. The researcher developed eight different themes as explained in the subsequent section.

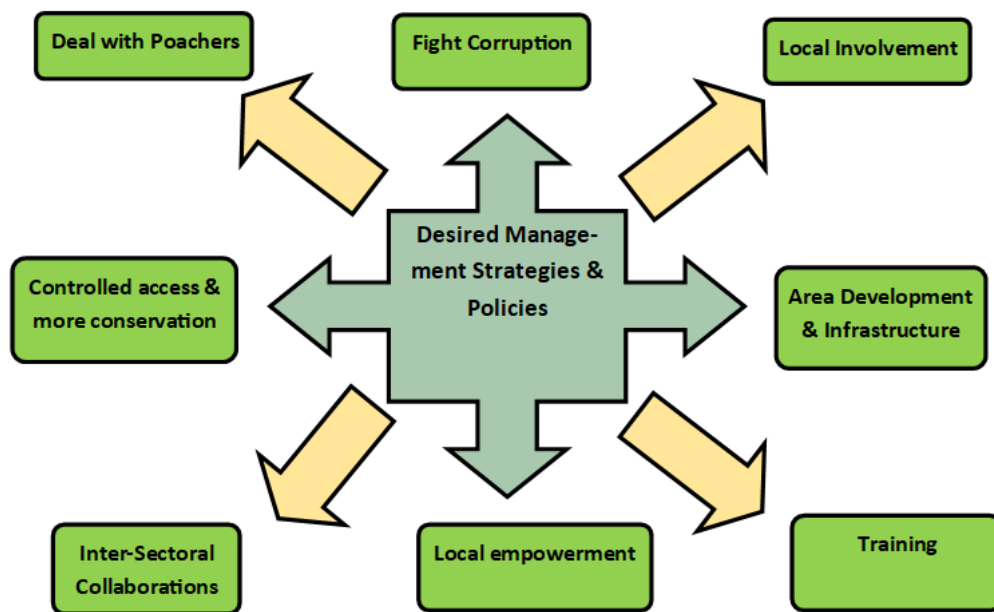


Figure 4.12: Themes pertaining to management strategies and policies for monitoring mountain gorilla tourism

In trying to ensure the protection of the country's wildlife, the Ugandan Government established protected areas (PAs) such as national parks for the preservation of its species (Pfeifer *et al.*, 2012:1). However, this is threatened by rampant deforestation (logging), poaching, increase in the human population, and encroachment which exposes wildlife to the risk of extinction (Kaggwa, Hogan & Hall, 2009:10). Most business stakeholders who participated in the study indicated that if gorilla tourism is to grow, there is a need for measures to be implemented to control poaching as well as control cutting of wood for timber. One business owner indicated that the programme of tree planting needed to be expanded to many areas so that it helps support wildlife. This is seen in the following quotations from the interviews, "...more work needs to be done to improve on conservation programmes and including tree planting", "...encouraging conservation policies and their implementation ... rather than only policy formulation."

The study revealed the need for more local involvement when it comes to tourism development and management of the park. Involvement of local communities with tourism planning and development is critical for the success of tourism (Aref & Gill, 2010:81). This is because these local communities provide the major services which are necessary for tourism at a destination, for example, accommodation, transport, catering, businesses, information and other services. It was suggested during the interview process that local and host communities to tourism activities should take control and be involved in the decision-making process. This is in line with Akama's (2011:1) views, which argued that when local communities are involved in the planning, it would encourage them to maintain the structures, policies and practices, and thus help reduce any resistance to tourism. The participants in this study indicated that they would

like to see more involvement of local community leaders as a sustainable way of managing mountain gorilla tourism. The involvement of local communities encompasses various aspects, including creation of jobs for locals, use of local materials, businesses, and ideas in support of tourism. One business owner revealed in the interview that the planning process should not isolate local communities, as shown in the following excerpt, "... local people's ideas should be considered while planning." While some respondents expressed involvement in terms of being considered for jobs and other aspects, for example "encourage more local tourism", "park management should work very closely with us business owners", "employ local and well-trained people as rangers and managers of mark (sic) affairs...", it is clear from the findings that local involvement is critical for the success of tourism, especially in the management of mountain gorillas in the BINP.

Ugandan tourism has been affected by poor infrastructure for decades (Prime Uganda, 2013). The state of infrastructure in the country is thought to have impacted negatively on the development of the tourism sector (Prime Uganda, 2013). Despite this, Government, in collaboration with other sectors and stakeholders, is making strides to address this as a way of growing tourism (Duminy, 2018). The poor infrastructure has made tourists consider other destinations which offer similar tourism products, for example Rwanda. According to the Daily Monitor (cited by Gorilla Safaris Holiday, 2016), 38 German tourists who were travelling to Kalangala Islands on a holiday trip in Uganda, refused to board a ferry in Entebbe because of the poor docking site. In another incident showing how poor infrastructure in Uganda hampers tourism growth, tourists refused to board a transfer shuttle because it was anchored by stones and rocks in the lake (Gorilla Safaris Holiday, 2016). Because of this, revenue is lost, jobs cannot be created (or extended), and the potential of tourism contributing to the economy is eroded. The Government of Uganda should therefore keep upgrading and expanding its tourism infrastructure to boost revenue from the industry. This is only possible if infrastructure at tourism sites is improved and marketing and publicity is increased. As seen from the study, respondents indicated the need for better roads, for example, "...construct better roads", "build and expand better roads to compete effectively", "We need the roads improved", "Need to improve on the road networks especial if it rains", as well as overall development of the area.

Government officials who participated in the study were asked to indicate any new strategies which the Government, in association with the UWA, needed to put in place to improve the management of mountain gorilla tourism in the Butogota area. Several strategies used to improve the management of mountain gorillas have been in use for decades. These included maintaining the viewing distances, sticking with the group size, not permitting sick visitors to trek, and many others. However, there could be new strategies planned with advanced technology and the research wanted to ascertain these new strategies as they could be beneficial in the management of mountain gorillas. Government representatives were asked

to suggest what policies needed to be implemented in trying to promote Ugandan gorilla trekking. Varied responses were received during the interviews, which were linked to what Uganda needed to do differently to make its mountain gorilla tourism competitive.

Conservation initiatives needed to be expanded, including “gazetting more land for wildlife”, which was thought would promote wildlife growth. As seen in the responses from the other stakeholders who participated in this study, poaching was indicated as one of the major threats to wildlife growth. In trying to deal with this, Government officials echoed the same sentiments of initiating stern measures of fighting corruption, “...strict laws should be put in place to fight poachers and the people breaking the laws”. Another way of making Ugandan trekking of the primates more competitive is the investment in knowledgeable staff, including rangers. Having staff who display high levels of professionalism, integrity, transparency, and are prepared to serve in the conservation of wildlife, is critical for tourism as a whole, including mountain gorilla tourism. If Uganda improved its infrastructure of roads, air-links, communication networks, accommodation and facilities to service tourists, its tourism would be more competitive in the East African bloc. Government officials who participated in this study highlighted the need for the Government to consider investing more in infrastructure development, for example, one official working as an agricultural extension officer indicated, “(G)overnment needs to mobilize resources to improve on infrastructure like roads, hospitals and markets”.

The excerpts in Table 4:18 below from the interviews are testament to the view of having well trained staff.

Table 4.18: Excerpts from the statement regarding testament to the view of having trained staff

Training more professional tour guides and rangers to help tourists around the park.
Fight corrupt Government officials.
Replace the staffs (sic) who are transferred to other centres rather than leaving a few staffs (sic) doing more work, ... it is important to train more guides and other staffs (sic) and these need to come from the area—local employment.
Train more people in the tourism sector.
Reduce levels of corruption generally in the entire Ugandan Government.
Park staff and locals must unite to work together.

Indeed, most parts of Uganda require a good deal more in terms of infrastructure expansion and development, and these are thought would speed up tourism growth. One respondent felt that Uganda was lagging somewhat in development compared to the neighbouring country of Rwanda, and wished to see Ugandan tourism developed as in Rwanda, “... improve on the area to develop like how Rwanda is developed.” It was indicative of the need to have better

roads, as expressed in the following excerpts from interviews with Government officials, "... set up new and improved roads, lodges and hotels", "Improve on road facilities", "Need to improve on our roads and infrastructure to compare to Rwanda", and the need to "... (I) mprove on the roads, the roads are too bad". The findings confirm that much needs to be done to make Ugandan tourism competitive and this, as seen from the study, is anchored on good infrastructure.

Another strategy which was considered useful in making Ugandan tourism competitive in the East African bloc is collaboration at various levels. Various stakeholders involved in tourism needed to work together, and these collaborative initiatives in tourism promotion could be undertaken at inter-governmental levels. One respondent testified that a strategy to be competitive requires governments to work together, for example, "...the Government of Rwanda should work hand in hand with the Government of Rwanda to improve gorilla tourism."

4.7.1.5 Contribution of gorilla tourism activities by church leaders

As indicated previously, church leaders were interviewed in this study to ascertain how mountain gorilla tourism activities had contributed to churches in the area and further afield. Some church leaders were pleased by the tourism activities, for example, one church leader indicated that they received their book of faith as shown in this quote, "... we were given Bibles a few years ago."

In trying to ascertain whether gorilla-related tourism has led to the commodification of culture in the Butogota area, church leaders were requested to respond, and most of them were of the view that gorilla tourism has led to the local culture being commoditised. However, a few church leaders disagreed with this view, whilst some were not sure if gorilla tourism was influencing the local culture. Some indicated that the local culture was being commoditised but did not explain further. Those who provided explanations regarding the commodification of local culture because of gorilla tourism gave their opinions on cultural bias as presented in Table 4.19 below:

Table 4.19: Quotations from the statement regarding the commodification of culture because of gorilla tourism

Yes—the Bakiga culture in Butogota has been diluted as many people are now making money.

Yes—many people have composed songs and plays that they show tourists.

Yes—young people who interact with tourists daily are starting to change our culture.

Some new creativity and innovation have been created hence improving standards of living... money is earned as some do this as full-time jobs or means of making a living.

Yes—people nowadays have changed our culture to just make money.

Yes—people are just making money out of our culture here.

The contents of Table 4.21 clearly suggest that the majority of stakeholders believe that mountain gorilla-related activities have greatly affected the culture of the Bakiga and the Batwa people who live near the BINP area, which therefore answers the study objective of exploring if mountain gorilla tourism-related activities have socially affected the local communities in the Butogota area.

4.8 Problems associated with gorilla tourism

Even though gorilla tourism is an important and constructive activity that takes place in the Butogota area, residents and stakeholders, specifically those who live adjacent to the BINP, expressed various challenges or problems that they faced that were associated with this tourism niche. This section presents the problems associated with gorilla tourism in the Butogota Town Council area. The results are elaborated upon and discussed in the following sub-sections.

4.8.1 Land issues

It should be noted that some residents and stakeholders criticised the Government for displacing them from their original land to give the land to accommodate gorillas. Some of the respondents pointed out that they were evicted from their land, left homeless and that they wanted their land back, as evidenced in some of the responses from participants, such as “evicting and displacing us from our land...”, “we want our land back”, “...this left us homeless and without land”, “...give us back our land”. What is clear is that respondents are not happy with the Government removing them from the forest where they used to get wood and food, and not properly relocating them. Because of the removals from “their land”, respondents expressed their disappointment, including increased poverty levels “...Government has left us in poverty after taking our land”. Other respondents considered Government’s move of taking “their land” and designating it for gorilla tourism as “theft”, as seen in the response from one respondent, “...Government stole our land”.

The land issues answered the study objective of investigating whether mountain gorilla tourism-related activities had socially affected the local communities. Displacement of the locals from the forest area affected their social life styles, for example, how they lived and related with each other in terms of food.

Furthermore, the land issue responds to another study objective of scrutinising the positive and negative economic impacts of gorilla tourism on the communities. The results show that some of the stakeholders have been negatively affected economically when the Government relocated them from the forest area where they survived on forest foods like honey and hunted animals freely.

4.8.2 High corruption levels

Respondents responded strongly regarding the high corruption tendencies perceived among some of the Government officials and the BINP staff members. For example, one respondent clearly indicated that corruption is one of the reasons why there are few investors in the area and he said, "Corruption is the reason there are very few investors here, they don't want to invest their money that officials will steal". Respondents further specified that there is a need to fight nepotism and corruption among the leaders. Corruption in the sharing of tourism revenue was reported to have been witnessed by some respondents with some indicating a serious need to fight corruption, for example, as stated by the respondents, "Fight nepotism and corruption in the Government", "Government officials are very corrupt", "Reduce on the corruption in the Government". Respondents hoped that the Government would fight these high corruption levels if mountain gorilla tourism were to flourish in Uganda. By doing this, there would be improved management of the attraction, as questioned in one of the study objectives.

4.8.3 Underdeveloped infrastructure

The Butogota Town Council area is one of the most underdeveloped sub-counties in the Kanungu district, with many poor people in the area living under poor conditions (Plumptre *et al.*, 2004). Tumusiime and Vedeld (2012:16) mention that communities living around national parks suffer from massive poverty and therefore it is the role of the government to share tourism benefits with the poor people living adjacent to the parks. This was reflected in some of the responses obtained during data collection, confirming the need for authorities to improve infrastructure. Road networks needed to be improved to all areas, not only maintaining those leading to where tourism activities take place. In addition to improving road networks is the need for authorities to ensure that telephone signals reach all areas since some lack connectivity. Improved roads facilitate accessibility, thus making the tourist destination more competitive with developed areas. Responses to support this view are, "...the reason why Rwanda receives more tourists is that they have better infrastructural development specifically

the road networks, this makes them compete more effectively”, “...build better roads and more 5-star hotels which will accommodate highly paying tourists to our area”. Some respondents pointed out the need to improve schooling within the area by “giving books and computers for students to learn”, which highlights the need to modernise the schools through the adoption of computers and technology. Health facilities needed to be improved in the area. This supports the need for Government, in partnership with various stakeholders, to improve infrastructure in the area.

4.8.4 Questionable management

Poor management was one of the challenges that were highlighted by the residents and stakeholders in the Butogota area. Some respondents stated that the management of the park needed to be changed. For example, a stakeholder stressed that “change the current management of the park if we want to see more improvements and development regarding gorilla tourism...” and another said “...proper management of park staff”. There was a concern that some top management of the park employed people depending on whether they knew them or whether they were related, as mentioned by this respondent “...employ park staff depending on their skills and not on technical know who (sic) or nepotism...” Other respondents felt that there is segregation in terms of who is employed in the park, “...stop segregation when offering people jobs”.

This answers the final study objective on the management strategies and policies for future mountain gorilla tourism developments. Some respondents hoped that the UWA improved the questionable management as observed by the various stakeholders in the Butogota Town Council. Improving some of their strategies and policies might improve the relationship between the local people and the park management, hence leading to the betterment of mountain gorilla tourism.

4.9 Summary

Chapter Four provided discussions and analyses of participants’ impressions of impacts of mountain gorilla tourism—perspectives of the management of the attraction, with responses being based on the attitudes and perceptions of the various residents and stakeholders in the Butogota Town Council area. The area of emphasis in this chapter has been the interpretative analysis and presentation of data collected.

The demographic profiles of all 570 residents and stakeholders surveyed revealed that most of them were between the ages of 31 and 50 years, constituting 44.9%, with the average age of the respondents being 38 years. The findings further revealed that those who engage more in mountain gorilla tourism activities are middle-aged, between 31–50 years. Regarding other demographic attributes, a large portion of 41.1% had no income at all. The average monthly

income for the respondents was very low, a mere US\$19.22. It is clear from the findings that most people's income levels are so low that they cannot afford the trekking permits for the mountain gorillas. It is noted that the great majority (98.0%) of the respondents are Ugandans.

Most respondents (56.1%) were knowledgeable and aware of the management strategies and policies of mountain gorilla tourism that are in place. Some of them provided recommendations on how to improve on these policies to improve the future of tourism. However, more than half (56.0%) of them reported that they were not aware of the strengths and weaknesses of these policies and strategies. The Government, through the UWA and the UTB, need to explain the strength and weaknesses of the strategies and policies to the local community so that they can come to appreciate them more.

The findings on the understanding of the impacts of mountain gorilla tourism, specifically the economic impacts, indicate a high level of agreement among the respondents regarding the positive economic impacts of mountain gorilla tourism in the Butogota Council area. The majority of them believed they had gained something helpful, most especially the business community. Socially, the study conclusions suggest that gorilla-related activities have negatively affected the lives of the locals around the park. For instance, there is clear evidence of adoption of western cultures and lifestyles by the youth. Regarding the perceptions of the environmental impacts, the study shows that gorilla tourism has created opportunities for environmental education and awareness. Various stakeholders have come to appreciate the significance of fauna and flora, as well as the relevant conservation policies and programmes.

On the training of gorilla tourism guides and rangers, the study revealed that some of the park staff had been exposed to various training/refresher courses that have kept them up to date with current gorilla handling tactics. However, other stakeholders felt that the Government needed to offer more training to park staff in other departments to keep them updated with the new policies and strategies in place.

It was clear that the majority of the respondents were not aware of the UWA management policy on viewing of gorillas and the distance that should be maintained by tourists. There is a need to inform the community about these management policies. This will enable them have a better understanding of the rules and regulations regarding mountain gorilla tourism.

Concerning the management of mountain gorilla tourism, the various stakeholders had different perspectives. For example, business owners had mixed feelings about the different government policies on gorilla tourism. Some were of the view that current policies needed revisiting while others were fine with the existing policies. The Government officials who participated in the study indicated that some of the current policies and strategies were too old and needed revision for Uganda to compete effectively with countries such as Rwanda and Kenya.

Overall, most of the stakeholders had positive attitudes toward the impact of mountain gorilla tourism and perspectives of the management of the attraction. The majority of them believed that this type of tourism is beneficial to their area.

The research findings established the basis for conclusions and recommendations for future studies as contained in Chapter Five.

CHAPTER FIVE

CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

The previous chapter presented the data analysis and discussed the findings obtained from the primary investigation into the impact of mountain gorilla tourism focusing on the perspectives of the management of the attraction by the survey participants. The perceptions of relevant multiple-stakeholders (residents, church leaders, BINP staff, Government officials, business owners and educationists) regarding mountain gorilla tourism were discussed. The findings in Chapter Four of the study were presented in relation to the study's objectives.

This chapter of the study draws from the findings reported earlier in Chapter Four, to draw conclusions, and make recommendations for future research into the management of mountain gorilla tourism in Uganda. The limitations of the study are further discussed in this chapter, together with the measures taken by the researcher to mitigate these limitations. The conclusions are presented and are relevant to the predefined objectives of the study.

5.2 Conclusions

Research findings were analysed with regards to the following objectives:

- *Research objective 1:* To determine the extent to which mountain gorilla tourism has created opportunities for the different stakeholders of the Butogota Town Council area in the Kanungu District.
- *Research objective 2:* To identify the positive and negative economic impacts of gorilla tourism on the communities in the Butogota Town Council area in the Kanungu District.
- *Research objective 3:* To establish if activities related to mountain gorilla tourism have socially affected the local communities in the Butogota area.
- *Research objective 4:* To identify environmental contributions that mountain gorilla tourism has brought to the Butogota area, and
- *Research objective 5:* To provide recommendations on management strategies and policies for future mountain gorilla tourism developments in the Butogota Town Council area in the Kanungu District.

The conclusions were generated from the findings discussed in Chapter Four. These conclusions were drawn in line with the study's objectives and the extent of their attainment is presented. Each of the objectives is assessed and discussed in the following sub-sections.

5.2.1 Conclusions regarding objective 1

To determine the extent to which mountain gorilla tourism has created opportunities for the different stakeholders of the Butogota Town Council area in the Kanungu District

The study intended to determine the extent to which mountain gorilla tourism created opportunities for the various stakeholders. As seen from the study, seven stakeholder groups participated in the study, all of which had varying perceptions of the impact and opportunities created from mountain gorilla tourism. This has led to entrepreneurial opportunities for local people, enabling them to earn an income to afford basic commodities, thus improving their lifestyle.

A fact that emerged from the study is that mountain gorilla tourism has created job openings for the local communities around the park area. Various job opportunities, including rangers, tour guides, security officials and drivers were put in place, and these job-opportunities improved their standards of living. This conclusion is supported by Swarbrooke (2002:25), who mentioned that tourism development results in employment opportunities for locals.

The study revealed a strong negative perception by residents that the revenue generated from tourists is not used to develop the Butogota area and other surrounding areas of the park. This was clear since the majority of the residents remain poor with underdeveloped infrastructure, no permanent houses and no electricity and water supply. This was noted by Tumusiime and Vedeld (2012:16) and confirmed in Chapter Four, section 4.8.3 (underdeveloped infrastructure) of this study.

The study data confirmed that as much as mountain gorilla tourism had created opportunities for the different stakeholders of the Butogota Town Council area, the revenue generated from tourists was not used to develop the area.

5.2.2 Conclusions regarding objective 2

To identify the positive and negative economic impacts of gorilla tourism to the communities in the Butogota Town Council area in the Kanungu District

This objective sought to examine the positive and negative economic impacts of gorilla tourism activities on the people living in the Butogota area. The study has confirmed that both positive and negative impacts are realised because of mountain gorilla tourism activities in the Butogota area. The findings revealed that some of the stakeholders had gained positively from these activities, for example, in terms of job creation and entrepreneurial opportunities. Although some of the locals had been employed by the UWA, others had gained nothing from it. This could be because they do not have the start-up capital for small-scale businesses, or they are not trained and do not have any skills, therefore could not be employed by the park management. From the conclusion, it is suggested that stakeholders had mixed feelings about gorilla tourism having both positive and negative economic impacts.

5.2.3 Conclusions regarding objective 3

To establish if activities related to mountain gorilla tourism have socially affected the local communities in the Butogota area

Each stakeholder was questioned on his/her perceptions of how mountain gorilla tourism had socially affected the community. More than half (57.3%) of the respondents agreed that gorilla tourism had promoted unity and cultural appreciation. A smaller portion (26.4%) of the study participants disagreed with the statement. This suggests that the majority of the locals in the area are united and have experienced an improvement in their cultural relations. The study revealed that the majority of the respondents (55.1%) agreed that locals tend to change their behaviour in an attempt to emulate visitors. This was seen especially in the way the local people dress, the majority of them having abandoned their traditional African cultural attire. Furthermore, the youth, who deal directly with English-speaking tourists, are changing as they copy tourists' accents.

The findings suggest strongly that gorilla tourism has caused commodification of cultures in the Butogota area; the local culture of the Bakiga and the Batwa tribes is being diluted and commoditised because of tourism. The locals are using their culture to make money, so from the findings it is evident that mountain gorilla tourism-related activities have socially affected the local communities in the Butogota area. Therefore, this objective has been achieved.

5.2.4 Conclusions regarding objective 4

To identify environmental contributions that mountain gorilla tourism has brought to the Butogota area

The key findings of this study, as presented in Chapter Four, led the researcher to conclude that activities related to gorilla tourism have indeed contributed positively to the environment in the Butogota area. The majority (57.8%) of the respondents agreed that mountain gorilla tourism has created opportunities for environmental education and awareness, while only 24.3% did not agree. This suggests that this tourism niche has assisted people to understand and respect the importance of conserving nature in their area. More than half of the respondents agreed that conservation policies and programmes had developed because of mountain gorilla tourism. This conclusion therefore suggests that the UWA policies and programmes aimed at sustainably conserving and managing the country's wildlife, especially the gorillas, are certainly effective and people appreciate them (UWA, 2018b).

According to the findings, the locals have generally stopped the killing and poaching of mountain gorillas, including the strays, which is because of the UWA policies in place on poaching. The results clearly confirm that mountain gorilla tourism has brought positive environmental contributions to the Butogota area.

5.2.5 Conclusions regarding objective 5

To provide recommendations on management strategies and policies for the future mountain gorilla tourism developments in the Butogota Town Council area in the Kanungu District

It was noted that the majority of the different stakeholders were conscious of the management strategies and policies put in place by the UWA. These strategies, among others, include collaborative management, sharing of revenues, involvement through local participation in wildlife management, joint management of problematic wildlife, wildlife-usage rights, and conservation education and awareness (UWA, 2018b).

However, there is definitely a need for creating more awareness and sensitisation on all these different strategies and policies since there are still some residents who do not understand them. The Government can do this through holding frequent meetings (every three months, for example) with the local leaders and the residents of the Butogota area to keep updating them on these policies and strategies. This will assist to get feedback from the local people, hence improving the relationship and communication between the park management and other stakeholders.

Another conclusion on management strategies and policies for future mountain gorilla tourism developments is that Government should work closely with local residents in terms of providing job opportunities for the youth, reducing taxes for the business community and assisting them to market local products, like arts and craft, and furniture and clothes made by the Bakiga and the Batwa communities. Undertaking this responsibility will encourage and motivate the stakeholders to follow and respect the management strategies and policies that UWA has put in place.

5.3 Recommendations

- Since the study has shown that only a few locals had trekked mountain gorillas in their area, calls are made for the Ugandan Government to consider reducing the price of gorilla trekking permits to allow more locals to enjoy this touristic attraction which resides in their area. This will grow local tourism and boost the support of locals regarding tourism development in the area, and specifically the conservation of the mountain gorilla. In addition, regulating the permit price for locals would generate support for the conservation initiatives which may be in place.
- To facilitate more locals to experience the attractions in their area, it is recommended that Government implements programmes which allow locals, especially schoolchildren and the youth, to have a gorilla-trekking experience. This would enable them to develop full knowledge of the attraction, thereby encouraging them to appreciate the beauty of

their country, which in turn would promote the effective management and preservation of the mountain gorillas.

- Revenue received from the tourists MUST (as per agreements already in place but not implemented) be shared equally among the local residents and used to develop the area. This would encourage everyone to participate positively in conserving the environment.
- The findings suggest that the majority (56.0%) of the stakeholders were not aware of the strengths and weaknesses of the management strategies and policies in place. This could mean that stakeholders do not respect these policies since they do not know their strengths and weaknesses. The Government therefore, through the UWA and the UTB, needs to explain clearly to the local community the strengths and weaknesses of the strategies so that they can come to appreciate, respect, and put them into practice. They need to hold frequent sensitisation meetings (possibly every three months) with the local stakeholders to keep them updated on new undertakings in the sector. This will empower them to become more responsible in dealing with anything related to gorilla tourism.
- Some of the management policies currently in place are very old and outdated, and this is affecting the proper management and running of gorilla tourism in the BINP and its surroundings. The Government needs to draft and put in place more current laws and policies to effectively manage this tourism, especially since the tourism industry is growing and changing very rapidly. This will enable the country to compete on the same level as Rwanda and attract more tourists to trek gorillas, thereby improving Uganda's total income.
- There is a need for the Government to concentrate on the infrastructural development in the Butogota area. Many of the stakeholders in the study, specifically the businesses owners, the local leaders and the residents, indicated that infrastructure like the road network needs to be upgraded. When it rains some of the roads flood and they become impassable. Once better roads and bridges are put in place, more tourists will be attracted to the area since it will be more easily accessible.
- The Government, with the help of the UTB and the UWA's marketing department, needs to implement a better strategic plan than currently exists on how to market the Ugandan gorillas. This can be achieved by inviting tourist experts from other countries to come and train the team to improve their marketing skills. Furthermore, the marketing team could attend trade fairs worldwide to advertise and tell the world about Ugandan gorillas and could advertise on social media platforms.
- Uganda needs to collaborate more with Rwanda and the DRC, particularly in terms of the management strategies and policies they have in place. It is important for Uganda to learn and understand how the Rwandan government manages its gorillas, and to emulate them. If these three countries, which have the same gorilla attractions, come

together and plan and work as one team, they can improve this tourism niche and all of them can benefit equally.

- Furthermore, the UWA and the UTB need to position themselves clearly to seriously network with private practitioners/partners such as tour operators, travel agencies and the hotel industry, all in the Ugandan tourism industry. These need to co-operate and join hands together to boost and uplift mountain gorilla related activities. If all the sectors involved speak one language, this will increase the tourist numbers coming to trek gorillas in the country.
- Corruption is one of the biggest concerns in Uganda. From the study findings, it was apparent that some of the park staff were very corrupt. The researcher therefore recommends that the Government consider retraining these persons, and in serious cases, punish the implicated officials by firing/dismissing them, making them pay a heavy fine, and/or imprisoning them. This could create respect among other staff members and reduce the level of corruption.

5.4 Limitations of the study

In the course of the research, numerous obstacles were encountered that delayed the completion of the study. The researcher considers it important to present these impediments and an explanation of the actions which were taken to mitigate them. Identifying research challenges and explaining ways of overcoming them to make the study a success is important as it assists those who may want to undertake similar studies.

One of the challenges faced by the researcher in this study was that most of the respondents, particularly residents, were illiterate and could not speak or write in English. This provided the research team with more work as they had to explain the questions to the respondents using the local language, which resulted in more time and costs incurred to get the survey answered. The questionnaire was meant to take approximately 10 minutes to complete but some respondents took more than half an hour. The researcher overcame the language challenge by employing field assistants who could speak the local language of the area (Rukiga language). Furthermore, because most of the resident-respondents were illiterate, they seemed unaware of the management policies and most aspects relating to the management of mountain gorilla tourism in their area. However, the fieldwork team were locals who could assist with translation. This was challenging in that through the translations, some of the information could have been lost through misinterpretation on the part of the field assistant.

Many of the respondents wanted to be paid before they completed the questionnaires especially the BINP staff, the local leaders, and the Government officials. This made it difficult for the research team to carry out the activity smoothly. There was a perception from resident-respondents that the research team was part of Government, or represented organisations

coming with relief mechanisms to address poverty. This resulted in some participants requesting financial assistance before their participation. However, after explaining the research process to the respondents, the interviews were undertaken.

Some stakeholders were not willing to participate in the study for fear of losing their jobs. Despite efforts by the research team to assure the respondents that they would remain anonymous, they still feared being victimised by their seniors for giving out information. This was specifically true for the parks staff and government officials who were part of the study. This problem was partially resolved when the researcher showed them the permission letter from the UWA, as this letter contained the full details of the study.

Another limitation of this study was the lack of an existing database regarding the population size for the selected stakeholders. It was difficult for the researcher to ascertain the exact population of the different stakeholder-groups as there were no official data available for this. The researcher had to source this information from local people who had knowledge about the various stakeholder-groups. However, the data were based on estimates and was useful as the basis on which to conduct the study. Despite the abovementioned limitations, the collected data were sufficient from which to draw conclusions on what was under investigation and to make recommendations.

5.5 Possible future research

This study investigated the management of mountain gorilla tourism in Uganda's BINP. Mountain gorillas bring in much-needed foreign currency which helps to boost the economy. The success of gorilla tourism in Uganda has been attributed to government initiatives and collaborative partnerships with various stakeholders. However, as shown in the current study, it seems the benefits from conservation areas and tourism is at the expense of local disadvantaged inhabitants. It was indicated that benefits, for example the revenue-sharing programme, may need to be monitored to ensure that it benefits everyone residing close to the park as they feel the negative impact of wildlife, for example, crop invasion and destruction. Against the background of the above, it could be useful to investigate the revenue-sharing initiative to obtain evidence-based findings on how this initiative is benefiting locals.

A further proposal for future research is to conduct a similar study in other national parks, such as the Virunga and Mgahinga National Parks, to determine the perspectives of various stakeholders regarding the management of mountain gorilla tourism.

5.6 Concluding remarks

Recommendations were made to the UWA and various stakeholder groups that the opinions of all parties should be considered and embedded within the strategic planning and

management of the mountain gorilla tourism. When various stakeholders are included in the planning and made aware of all tourism development activities in their area, they are more likely to be supportive. This would generate a positive perception regarding how the attraction should be managed.

The results of the study clarified the importance of understanding multiple stakeholders' perspectives on the management and impact of mountain gorilla tourism in the BINP. The divergent views of stakeholders on the management of mountain gorilla tourism and its impacts on the economy, culture and social development of the communities surveyed, requires thorough investigation and evaluation. Joubert (2012:3) notes, "Role players need each other in order to gain economic prosperity and therefore provide economic contribution to the economy". For mountain gorilla tourism to be sustainable, improved and upgraded, much research is required into how to gain a competitive advantage over Rwanda and the Congo, which boast gorilla tourism. This study's findings and recommendations play a meaningful role in the future of mountain gorilla tourism in the Butogota Town Council area.

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APPENDIX A: SURVEY INSTRUMENT



OFFICIAL USE ONLY

Name of the Area.....

Date of the survey.....

Questionnaire.....

MOUNTAIN GORILLA TOURISM SURVEY

I am conducting a survey into stakeholder's perceptions on the impacts and the management strategies and policies of mountain gorilla tourism in the Butogota Town Council in the Kanungu District. I am a master's student at the Cape Peninsula University of Technology. The survey will take approximately 10 minutes. The researcher is conscious of the following ethical issues; confidentiality, voluntary participation principle, informed consent, and anonymity. Participants will be asked to participate in this research project and will be informed in advance of what the research is about. The researcher has sought for ethical clearance and permission from the Faculty of Business and Management Science and the ethical committee. Please note that your identity and responses will be kept confidential and presented anonymously in an aggregate format in my dissertation. Should you have any questions regarding this study please contact the student Imelda Amony via her email address: Imelda.amony@gmail.com or call her on +27 060 458 1303.

SECTION A: DEMOGRAPHIC PROFILE

1. What is your age or age range? _____ Years

18 - 20	21-30	31-40	41-50	51- 60	60+ (specify)
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2. Highest level of education attained

No formal education	Primary completed (7 yrs of schooling)	Matric/ secondary completed (> 7 yrs of schooling)	Certificate/di ploma
Undergraduate degree	Postgraduate degree	Other (specify)	

3. What is your monthly net income or can you provide a range?

None	US\$1 -US\$140	US\$141– US\$211	US\$212 –US\$352
US\$353–US\$704	US\$353–US\$704	Confidential	>US\$705 (specify)

4. Marital status

Single	Married	Divorced	Widowed	Other (please specify)
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5. Occupation

Student	Employed	Unemployed	Entrepreneur	Retired	Other (please specify)
---------	----------	------------	--------------	---------	------------------------

5.1 If “employed”, please specify your job and organisation where you work

Job Title	Name of Organisation
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SECTION B. RESIDENT/KEY STAKEHOLDER INFORMATION

1. Are you a Ugandan?

Yes	No
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2. Length of stay in the Butogota Town Council area?

<1 yr.	1–2 yrs.	3–5 yrs.	6–10 yrs.	11–15 yrs.	15 + (specify)
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3. Have you seen a mountain gorilla before?

Yes	No
-----	----

4. Have you ever tracked a mountain gorilla?

Yes	No
-----	----

5. The price of viewing a mountain gorilla tourism is US\$600. In your opinion, do you think the price of gorilla permits is too high for local resident to afford?

Yes	No	Not sure	Other (Please explain)
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6. What groupings of tourists should engage in tracking gorillas?

N/A (alone)	Friends	Family	Friends and family	Business associates	15 + (Please explain)
-------------	---------	--------	--------------------	---------------------	-----------------------

7. How often do you observe or talk to tourists about mountain gorilla tourism?

Never	Once in a while	Frequently	Everyday
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8. Do you think the Government of Uganda has considered the local residents' ideas as they plan to improve on mountain gorilla tourism in the area?

Never	Once in a while	Frequently	Other (Please explain)
-------	-----------------	------------	------------------------

9. Have you or your community gained anything from mountain gorilla tourism?

No	Yes	Not sure	Other (Please explain)
----	-----	----------	------------------------

10. Are you aware of any strategies or policies to manage mountain gorilla tourism?

.....

11. Are you aware of the strengths and/or weaknesses of these strategies and policies?

.....

SECTION C. COMMUNITY/RESIDENTS PERCEPTIONS ON MOUNTAIN GORILLA TOURISM IN THE BUTOGOTA AREA

1. Indicate the extent to which you agree or disagree with each STATEMENT with an 'X' or a tick '✓' in the right hand column.

KEY: 1 - strongly disagree; 2-disagree; 3-neutral; 4-agree; 5 - strongly agree

STATEMENT	1	2	3	4	5
Economic impacts					
Gorilla tourism has created employment for local people					
Tourism has unlocked many entrepreneurial opportunities for Butogota residents					
Prices of goods and services have increased due to tourists activities					
Revenue generated from tourists spending is used to develop the area.					
Tourism helps to supply new services to the communities					
Standards of living have been improved through gorilla tourism					
Money generated from gorilla tourism has been used to improve the infrastructure in the Butogota.					
Social impacts					
Gorilla tourism has promoted unity and cultural appreciation					
Local people change their behaviour in an attempt to emulate tourists					
Tourism has improved the image of the Butogota residents by improving on the quality services such as restaurants, cafes, bars and art & crafts					
Crime has increased due to tourists activities in the area					
Local youth have adopted the western cultures and lifestyles due to tourist activities					
Gorilla tourism has caused commodification of cultures in Butogota					
Butogota Town Council area has become a popular destination because of mountain gorilla tourism					
The locals have been made aware of tourism development plans relating to their area					
Residents have been involved in all tourism activities that are happening in the area					
Residents are resentful of the impacts of mountain gorilla tourism					

Environmental involvement					
Gorilla tourism has created opportunities for environmental education and awareness					
Conservation policies/programmes have developed due to this kind of tourism					
People have come to appreciate the importance of nature					
Locals have stopped poaching and killing of stray gorillas					

Please explain the management strategies and policies of mountain gorilla tourism as you understand these.

.....

What should the training of gorilla tourism guides include?

.....

What is the optimum size of a group viewing a gorilla?

.....

How many groups per day should view a particular gorilla group?

.....

How close should tourists be allowed to view a gorilla?

.....

Should there be any restrictions on the composition of a group viewing gorillas?

.....

SECTION D. KEY STAKEHOLDERS IN THE BUTOGOTA AREA

As a key stakeholder in the Butogota area, please respond to the following questions based on your knowledge and applicable to your grouping.

1. Educationists

Educationists	
Question 1	In your opinion as an educationist, do you think mountain gorilla-related activities have socially affected the local people's way of living? Please elaborate.
Response 1	
Question 2	Have the tourists who come to track gorillas in the Butogota area impacted on your schools in any way? If yes, briefly explain.

Response 2	
Question 3	Do you think schools and colleagues in the area have provided students with relevant information in relation to mountain gorilla tourism?
Response 3	
Question 4	As an educationist in the Butogota area, what would you recommend the government to engage in to improve and develop mountain gorilla tourism in this area?
Response 4	
Question 5	What management strategies and policies would you like to see in place to monitor mountain gorilla tourism?
Response 5	

2. Local leaders

Local leaders	
Question 1	Does mountain gorilla tourism assist with destination marketing for the Butogota Town Council area; if so how?
Response 1	
Question 2	Has mountain gorilla tourism facilitated job creation and skills development? If yes, as a leader, are you able to provide some examples?
Response 3	
Question 3	As a local leader, do you have any inputs for the improved delivery of mountain gorilla tourism in the Butogota area? Please elaborate.
Response 3	
Question 4	Do you think that mountain gorilla tourism has improved on the environmental conservation of the Butogota area? If so, please explain.
Response 4	
Question 5	What management strategies and policies would you like to see in place to monitor mountain gorilla tourism?
Response 5	

Question 6	How is the community involved in the management of the strategies and policies of mountain gorilla tourism
Response 6	

3. BINP staff

BINP staff	
Question 1	As a staff member of the BINP, what do you think the Government needs to put in place to improve on mountain gorilla tourism in this park?
Response 1	
Question 2	In your own opinion, do you think the BINP management considers the various stakeholders in making decisions that affect mountain gorilla tourism? Please explain
Response 2	
Question 3	Do you think that the various BINP staff are well remunerated and motivated to enable them carry out their duties in the best way possible?
Response 3	
Question 4	As a staff member, if there was one thing you were able to change about the gorilla tracking policies, what would that be? Please explain.
Response 4	
Question 5	What management strategies and policies would you like to see in place to monitor mountain gorilla tourism?
Response 5	
Question 6	Provide a critical evaluation of the current management of mountain gorilla tourism
Response 6	

4. Business owners

Business owners	
Question 1	What opportunities has mountain gorilla tourism created for you as a business owner in the Butogota area?
Response 1	

Question 2	Do you think government policies are favourable for you to run your business without any interruptions in this area?
Response 2	
Question 3	As a business owner in the Butogota area, what would you recommend the Government to engage in to improve and develop on mountain gorilla tourism in this area?
Response 3	
Question 4	Has mountain gorilla tourism affected your business in any way? If yes, please explain how?
Response 4	
Question 5	What management strategies and policies would you like to see in place to monitor mountain gorilla tourism?
Response 5	
Question 6	What changes and improvements would you like to see regarding the management of mountain gorilla tourism
Response 6	

5. Church leaders

Church leaders	
Question 1	How has mountain gorilla tourism activities contributed to the church in the Butogota area?
Response 1	
Question 2	In your option as a church worker, do you think tourist behaviour has affected the congregation morally?
Response 2	
Question 3	Do you think gorilla-related tourism has led to the commodification of culture in the Butogota area?
Response 3	
Question 4	As a church leader in the Butogota area, what would you recommend the government to engage in to improve and develop mountain gorilla tourism in this area?
Response 4	

Question 5	What management strategies and policies would you like to see in place to monitor mountain gorilla tourism?
Response 5	

6 Government officials

Question 1	What new strategies should the government put in place to improve on gorilla tourism in the Butogota area?
Response 1	
Question 2	As a government official, what policies do you think need to be put in place to make tourist's opt to track gorillas in Uganda other than Rwanda?
Response 2	
Question 3	In your own option, do you think it's important to involve different stakeholders in making decisions that affect mountain gorilla tourism in the Butogota areas? If do, please explain why.
Response 3	
Question 4	Provide a critical evaluation of the current management of mountain gorilla tourism in the Butogota area.
Response 4	
Question 5	As a government official, if there was one thing you were able to change about the gorilla tracking policies, what would that be? Please explain.
Response 5	

THANK YOU FOR YOUR PARTICIPATION

For any queries, please contact my Project Supervisor, Prof JP Spencer

jpsafron@mweb.co.za

APPENDIX B: PERMISSION LETTER FROM UWA



UGANDA WILDLIFE AUTHORITY

OFFICE OF THE EXECUTIVE DIRECTOR
PLOT 7 KIRA ROAD KAMWOKYA
P. O. Box 3530, Kampala, Uganda

Our Ref: FOD/96/02

8th November 2017

AMONY Imelda
23 Kettley Way, Rugby
Capetown, 7405
SOUTH AFRICA

RESEARCH APPLICATION APPROVAL

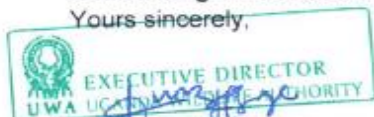
I am in receipt of your application dated 29th October 2017 seeking to carryout research addressing in Bwindi Impenetrable National Park titled; ***"The impact of mountain gorilla tourism: stakeholder perspective"***.

I wish to inform you that your request has been approved for you and your co-worker **Daniel Otim** from 17th October 2017 to 10th April 2019. You will be expected to submit a progress report by April 2018 and a final report of your findings by April 20179 to Uganda Wildlife Authority. In case you are unable to work within these dates, please notify us in writing. However remember that any researcher failing to submit reports will not be allowed to come back to protected Areas for further research.

Please report to the Chief Warden of Bwindi Mgahinga Conservation Area on arrival for registration and further guidance.

Conserving for Generations

Yours sincerely,



Charles Tumwesigye
For: EXECUTIVE DIRECTOR

cc: Chief Warden, BMCA
cc: WEM, BMCA

APPENDIX C: PERMISSION LETTER FROM UTB



16 August 2017

Uganda Tourism Board (UTB)

Re - Permission seeking letter.

I hereby confirm that **Imelda Amony** has permission to interview stakeholders in Butogota Town council, Kanungu district in Uganda.

She undertakes to provide The Tourism Board (UTB) with a full research report at the end of this study.

UTB fully supports this initiative and we wish her the best of luck in her project and therefore, ask you to assist her in her research if approached by her.

Please feel free to contact me should you require further assistance.

Yours faithfully,

ESARAERI BAGUMA

APPENDIX D: CPUT ETHICAL CLEARANCE



P.O. Box 1906 • Bellville 7535 South Africa • Tel: +27 21 4603291 • Email: fbmaethics@cput.ac.za
Symphony Road Bellville 7535

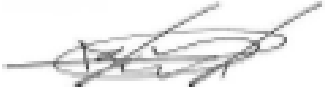
Office of the Chairperson Research Ethics Committee	Faculty: BUSINESS AND MANAGEMENT SCIENCES
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At a meeting of the Faculty's Research Ethics Committee on 2 May 2018, Ethics Approval was granted to Imelda Amony (214288005) for research activities of MTech: Tourism and Hospitality management at the University of the Cape Peninsula University of Technology.

Title of dissertation/thesis/project:	THE IMPACT OF MOUNTAIN GORILLA-TOURISM: PERSPECTIVES OF THE MANAGEMENT OF THE ATTRACTION Lead Researcher/Supervisor: Prof. J.P. Spencer
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Comments:

Decision: **APPROVED**

 <hr/> Signed: Chairperson: Research Ethics Committee	<hr/> 4 May 2018 <hr/> Date
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Clearance Certificate No | 2018FBREC533

**APPENDIX E: PERMISSION LETTER FROM A PRIMARY SCHOOL IN THE
STUDY AREA**

BUJENGWE COMMUNITY NURSERY & PRIMARY SCHOOL,
BUTOGOTA KANUNGU DISTRICT.



9 August 2017

Bujengwe Community Nursery and Primary School, Butogota Kanungu district.

ATTENTION – Imelda Amony

Re –Permission seeking letter.

Thank you for selecting Bujengwe Community Nursery and Primary School to form part of your study. Permission is hereby granted to you to include Bujengwe Community Nursery and Primary School in your study. You are free to interact with my staff and students to help you obtain all the information you may need.

I look forward to seeing your results at the end of your study and also hope that this will improve on how stakeholders view gorilla tourism in this area.

Please feel free to contact me should you require further assistance.

Yours faithfully,

A handwritten signature in dark ink, appearing to read 'Katusiime Scovia', is written over a faint, large, diagonal watermark that says 'DRAFT'.

Katusiime Scovia,

Deputy Head teacher.

P.O.BOX 09373, Bujengwe, Kanungu District. Tel: 0787 547243/ 0700 645217

APPENDIX F: PERMISSION LETTER FROM A SCHOOL IN THE STUDY AREA



BUTOGOTA TRINITY SCHOOL.

16 August 2017

ATTENTION – Imelda Amony

Re – Permission seeking letter.

Thank you for selecting Butogota Trinity School to form part of your study. Permission is hereby granted to you to include Butogota Trinity School in your study. You are free to interact with my staff and students to help you obtain all the information you may need.

I look forward to seeing your results at the end of your study and also hope that this will improve on how stakeholders view gorilla tourism in this area.

Please feel free to contact me should you require further assistance.

Yours faithfully,

Wence Muhwezi

Head Teacher.

APPENDIX G: PERMISSION LETTER FROM A RELIGIOUS ORGANISATION IN THE STUDY AREA



KINKIIZI DIOCESE, CHURCH OF UGANDA

10 August 2017

Kinkiizi Diocese, Church of Uganda.

Re – Permission seeking letter.

In my capacity as the Diocesan Secretary of Kinkiizi Diocese, I hereby confirm that **Imelda Amony** has been granted permission to interview and interact with the congregation of Butogota Town council, Kanungu district in Uganda.

May you please be of assistance to her should she approach you.

If you have any further questions, please feel free to contact me.

Thank you very much and to God be the Glory.

Yours faithfully,

Rev. Can. Bernard Bagaba.

APPENDIX H: EXACT JOB TITLES OF RESPONDENTS (IN %, N=394)

Job titles	Frequency	%
Religious Related jobs	3	0.9
Assistant Pastor	1	0.3
Church Worker	1	0.3
Bishop's Driver	1	0.3
Agricultural jobs	4	1.1
Farmer	2	0.5
Farm Manager	1	0.3
Agricultural Officer	1	0.3
Ministry of Health jobs	9	2.5
Nurse	3	0.8
Nursing Assistant	1	0.3
Veterinary Doctor	1	0.3
Medical Doctor	2	0.5
Pharmacists	1	0.3
Clinical Assistant	1	0.3
Accounting, HR and Finance jobs	21	5.6
Procurement Department Officer	1	0.3
Procurement Officer	1	0.3
Records Assistant	2	0.5
Quality Assurance	1	0.3
Human Resource Department clerk	2	0.5
Accountant	4	1.0
Community Development Officer(Finance)	1	0.3
HR Manager	5	1.3
Secretary	2	0.5
Executive Director	1	0.3
Administrator Assistant	1	0.3
Academic jobs–Education	21	5.6

Early Child Development Teacher	1	0.3
Lecturer	1	0.3
Librarian	1	0.3
Head Teacher	1	0.3
Bursar	1	0.3
Teacher	13	3.3
Assistant District Education Officer	1	0.3
Nursery Teacher	2	0.5
Tourism and Hospitality Industry jobs	16	4.3
Reservationist	1	0.3
Tour Guide	2	0.5
Tour Guide Intern	1	0.3
Tour Operator	1	0.3
Warden–Ranger/Guide	1	0.3
Ranger	5	1.3
Field Assistant	3	0.8
Hotel Receptionist	2	0.5
Transport and security jobs	5	1.5
Security Department	1	0.3
Security	1	0.3
Road Inspector	1	0.3
Police Officer	1	0.3
Driver	1	0.3
Other professions	17	4.9
Trader	1	0.3
Carpenter	1	0.3
Sales Person	1	0.3
Office Assistant	3	0.8
Painter	1	0.3
Cleaner	1	0.3

Inspector	1	0.3
Cook	1	0.3
Councillor	1	0.3
Craft Maker	1	0.3
District Environment Officer	1	0.3
Fashion Designer	1	0.3
Shop Attendant	1	0.3
Supervisor	2	0.5
No job title disclosure	298	73.6

APPENDIX I: GRAMMARIAN LETTER

22 Krag Street
Napier
7270
Overberg
Western Cape

20 October 2019

LANGUAGE AND TECHNICAL EDITING

Cheryl M. Thomson

THE IMPACT OF MOUNTAIN GORILLA-TOURISM: PERSPECTIVES OF THE MANAGEMENT OF THE ATTRACTION

Supervisor: Professor JP Spencer
Co-supervisor: Dr C Dube

This is to confirm that I, Cheryl Thomson, executed the language and technical editing of the above-titled Master's dissertation of IMELDA AMONY, student number 214288005, at the CAPE PENINSULA UNIVERSITY OF TECHNOLOGY in preparation for submission of this dissertation for assessment.

Yours faithfully



CHERYL M. THOMSON

Email: cherylthomson2@gmail.com

Cell: 0826859545