*Original Article*

# Stakeholders' Role in Protected Area Tourism Development : A Thematic Analysis

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*Abstract - Despite having tourism potential in protected areas and the initiatives of different stakeholders, the role of stakeholders in tourism development has not been sufficiently examined. Hence the study aims to identify stakeholders and explore their roles in tourism development in protected areas of Bangladesh. Stakeholder theory has been used to categorize the stakeholders as primary and secondary. To achieve the objective, the study employs in-depth interviews under a qualitative research approach. A total of 36 semi-structured in-depth interviews have been performed with stakeholders involved in protected area tourism, including representatives of the forest department, community leaders, tour operators/guides, transportation, tourists, NGO representatives, media, and hotel/restaurant owners. The themes have been identified using thematic analysis. Two primary themes and 12 sub-themes of stakeholder roles have been discovered after examining respondents' replies obtained through in-depth interviews. The study's findings illustrate how and to what extent various stakeholders play their roles in developing tourism in protected areas. The study findings will assist the relevant authorities in understanding the significant roles of different stakeholders and taking appropriate tourism development initiatives.*

*Keywords - Stakeholder roles, Protected area, Primary stakeholder, Secondary stakeholder, Tourism development.*

## 1. Introduction

Protected areas need special attention to conserve biodiversity. Many scholars argue that biodiversity conservation and developing tourism in protected areas are complex and conflicting (Mbaiwa, 2013; Upton et al., 2008). Developing protected area tourism is a complex task as it is labor-intensive, and multiple stakeholders hold diversified views and interests on tourism and sustainability issues (Jamal & Stronza, 2009). Stakeholders are the most common factor in any tourism destination to utilize tourism opportunities for tourism development (Hoque et al., 2022). It is impossible to sustainably develop tourism, especially in protected areas, without the support of diverse stakeholders. Protected area tourism is only possible when all the different stakeholders are involved in tourism development (Obembe et al., 2021). Moreover, the benefits various stakeholders receive in participating in the tourism development process also play a crucial role in protected areas' tourism development (Apollo et al., 2020).

Prior research in tourism literature applies systematic correlation, hierarchical multiple regressions, and structural equation modeling only to determine tourism's impact on stakeholders' quality of life (Naidoo et al., 2019; Sarker et al., 2019). However, tourism development in protected areas is complicated since several stakeholders play different roles. Thus, this study aims to identify and explore different stakeholders and their roles in tourism development through an extensive literature review and in-depth interviews.

The theoretical lens for the present study is stakeholder theory (R Edward Freeman, 1984). According to stakeholder theory, people who are directly or indirectly influence the decisions of an organization can be defined as stakeholders (Freeman, 1984). The success of any organization depends on the active participation of stakeholders. These participations more or less rely on the legitimacy of stakeholders (Deng et al., 2016). Tourism literature has used stakeholder theory to explore management efficiency and enhance the interaction between institutions and individuals in planning, conflict management, attitudes, and locals' participation and involvement (Dangi & Gribb, 2018; Wilson et al., 2017). Some other studies applied stakeholder theory to map the tourism stakeholders' groups to understand inter-organizational tourism planning better (Wray, 2013; Yasarata et al., 2010). Stakeholder theory has widely used in tourism literature and mainly deals with stakeholder management. However, there are still deficiencies in identifying and exploring the roles of stakeholders in developing tourism, especially in protected areas. Thus, the main objective of the present study is to identify and explore the key stakeholders and their roles in developing protected area tourism with the help of a stakeholders' map from stakeholder theory.

## 2. Literature Review
### 2.1. Stakeholder and Tourism Development

Stakeholders of any destination can be categorized as tourism professionals, the communities, public authorities, the press, and other media (Zhang et al., 2022). A study conducted on the protected areas in Saudi Arabia concludes that stakeholders are a combination of representatives from private, public, and non-government organizations who are directly related to the development and conservation of protected areas (Al-Tokhais & Thapa, 2019). Moreover, another study divides tourism stakeholders into two groups, such as experts and suppliers. Government departments, tourism-oriented non-governmental organizations, and tourism organizations are included in the expert group, and local councils and local communities are counted as suppliers group (Dabphet, 2012). However, interest groups, individuals, particularly local residents and indigenous groups, also need proper recognition as a stakeholder. Most tourism literature identifies government organizations, private sector organizations or non-governmental organizations, local communities, tourists, protected area managers, development agencies, and local entrepreneurs as the main stakeholders (Imran et al., 2014; Yilmaz & Gunel, 2008).

According to stakeholder theory, all connected stakeholders should be involved in a location's overall tourist development process (Amin, 2018). Another study states stakeholders' interests should be considered in tourist planning (Byrd, 2007). Similarly, Halima Begum et al. (2014) advocate for developing public-private collaborations to achieve the most outstanding results (Begum et al., 2014). Thus, stakeholders should be identified early in the tourist development process depending on their level of involvement and roles (Terzić et al., 2014). However, these stakeholder groups must be legitimate to make the choice (Harrison et al., 2015). That is why mapping stakeholders is vital to explore their roles (Mitchell et al., 1997).

A literature review offers a diverse picture of stakeholders and encourages their participation in tourist development. However, research is limited to investigating the roles of key players in protected area tourism development in various situations. Despite having enormous tourist development potential, protected area tourism has not blossomed in Bangladesh. The involvement of the government, as well as supports wings such as Bangladesh Porjoton Corporation (BPC), Bangladesh Tourism Board (BTB), Forest Department (FD), and NGOs, cannot be overlooked for effective tourism development in protected areas. Even these groups should be recognized as main stakeholders since they are the formal authority with the legal power to design and implement decisions relating to tourism development (Phillips, 2003). The literature reviews clearly indicate that other stakeholders are little known except for the roles of government, tourists, and local communities.

### 2.2. Stakeholder Theory

Stakeholders, according to Freeman, are any group or individual who affects or is affected by the success of an organization's objectives (Freeman, 1984). The validity of having a stake in a firm as well as decision-making authority determines this group or individual (Freeman, 1984). This theory's primary idea is that attaining organizational goals depends on knowing many stakeholders' requirements, expectations, and values. Thus, stakeholders qualify if they can influence the company or have a vested interest in its performance.

Later, Michell et al. (1997) explore stakeholder theory and demonstrate that power and legitimacy are key characteristics of the stakeholder identification topology. They define legitimacy as a broad term based on socially established norms, values, and beliefs. Then, urgency is added to indicate how fast the stakeholders will be addressed (Mitchell et al., 1997). According to Freeman, to effectively execute stakeholder theory, the company must completely respect all persons or groups involved in planning, process, and product delivery. However, from this vantage point, it is true that tourism growth also includes human and contextual components (Freeman, 1984).

Donaldson and Preston have redefined stakeholders as a group or individual who must have a legitimate interest in the organization and offer three distinct aspects of stakeholder theory; descriptive, instrumental, and normative (Donaldson & Preston, 1995). The descriptive approach depicts an organization's behavior or attributes. Based on the descriptive component, stakeholder theory may define several facets of tourism development, tourism policies and processes in any location, and the links between the various tourism agencies and organizations (Byrd, 2007). The instrumental element identifies the relationship between a certain action and its outcome. On the other hand, the idea of the normative side is that stakeholders should participate when they have a stake or interest (Donaldson & Preston, 1995). The three parts of stakeholder theory highlight the need to thoroughly identify all potential stakeholders since failing to do so may result in the failure of the entire process.

## 3. Research Methods

The present study used interpretivism to investigate and comprehend various stakeholders and their roles in protected area tourism development ((Neuman, 2006). This research focused on the well-known Sundarbans protected areas, Lawachara National Park and Satchari National Park. The core data for this study was gathered through a qualitative research study that included an in-depth interview and field observation. The survey questions were developed in response to the research topics and objectives, which mostly focused on key stakeholders and their roles. Purposive sampling was utilized, and respondents were drawn from the forest department, non-governmental organizations (NGOs),

community leaders, tour operators/guides, media, tourists, and hotel/restaurant owners (Adams et al., 2021). Participants have been limited to 36 male and female respondents. The respondents were given a previous briefing on the research subject. Before the interviews, consent to participate in this research was acquired and documented. The question paper was supplied before the interview so the respondents could mentally prepare. Each interview was audio-recorded and ranged in length from 25 minutes to 1 hour and 20 minutes. Each interview was transcribed into Bangla and then translated into English when it was completed. The cross-English research environment is also taken into account to ensure that the respondent's perspective is preserved. Before moving on to the next phase, thematic analysis, the information was accurately transcribed in English and evaluated by the English linguistic translator. To guarantee the data's validity, the researcher performed all steps manually. The topics were developed in response to the study objectives and were then inspired by previous comparable studies on the issue.

## 4. Findings and Discussions

This study identifies the protected area tourism stakeholders as primary and secondary stakeholders based on the stakeholder theory (Freeman, 1984) and findings from in-depth interviews (Cadoret, 2021; Wang, 2019; Zhang et al., 2022). The primary stakeholders utilize tourism opportunities for tourism development in the protected areas. Subsequently, the secondary stakeholders may indirectly influence the protected area tourism development. Based on the in-depth interviews and the help of secondary literature, this study has identified eight direct and indirect stakeholders involved in the protected area tourism development and later grouped as primary and secondary based on their roles performed.

### List of Stakeholders in the Protected Area
- Forest Department as representative of the government
- Local Community
- Tourist/visitor
- Hotelier/Restaurants owner
- Tour Operators
- Influential Person (religious leader, local government representative, political leader)
- NGOs
- Media

### 4.1. Theme One : Primary Stakeholders

According to stakeholder theory, stakeholders hold similar and different characteristics based on the context and situation that may be related to power and interest (Freeman, 1984). Being the formal authority to make decisions regarding the protected areas, the forest department should have some initiatives to support tourism in the protected areas. According to the respondents, the protected areas could become an attractive tourism destination by utilizing available opportunities or adding some extra facilities. While talking about this with the officer from the forest department, he informed that they could not do anything unless directed by the ministry. One interviewee says,

> This is public property, and I can not do anything I want. We have to go through a long process for permission to implement anything. For example, I have to get approval if I want to set up a few dustbins here. (Interview No. 5)

He also adds,
> I have the plan to establish an interpretation center in front of the entrance and a map of the whole area from where tourists will get a primary idea about this area as soon as they enter. To encourage the use of dustbins, I planned to set up some dustbins with the shape of an animal face. Moreover, I think there should be a ropeway so that tourists can enjoy a birds-eye view of the entire area without disturbing the wildlife. When a leading person visits here, I share my ideas. Let's see what happens. (Interview No. 5)

However, while conducting the interviews, the forest department informed the researchers that a project had been undertaken to make the Sundarbans an attractive tourist destination. The project's key goals are to expand ecotourism attractions, visitor amenities, alternative job opportunities, lessen reliance on forest resources, and public awareness, including boosting locals' abilities to manage and promote ecotourism in a way that protects the environment. One of the government officials from the forest department says,

> Our eco-friendly ecotourism project has been undertaken. Under this, we have been approved for constructing RCC observation towers, roundabouts, RCC foot trails, suspension bridges, an interpretation and information center, souvenir shops, fiber body trawlers, pontoons, and gangways. In addition, we have been approved for RCC road construction, construction of public toilets, excavation and re-excavation of ponds, guide map, and dustbin with natural / animal design. The work will be taken up this financial year itself. (Interview No. 4)

He also adds,
> We will do whatever can be done without disturbing nature. (Interview No. 4)

From the above statement, it is clear that there are many deficiencies in the facilities offered in the Sundarbans. However, a matter of pleasure is soon these lacking will be removed. On the other hand, it has been observed that several hundred people visit LNP and SNP every day. Despite that, no such initiative is noticeable to increase ecotourism attractions or tourist facilities. Moreover, different views come from government officials of Lawachara National Park (LNP) and Satchori National Park (SNP). The government official from the forest department says,

The Lawachara National Park is mainly for research. It is all about nature; there is nothing artificial. People want modernity these days; they want artificiality. Now, by doing something unnatural, if someone makes it more attractive, the image of the national park will be destroyed. However, the number of people will be increased, and tourists will be encouraged, but it does not happen in the national park. (Interview No. 1)

He also adds:

We are not considering adding tourist facilities or increasing the number of tourists. Our target is to fulfill some urgent requirements such as we do not have a washroom in front of the entrance and we also have a shortage of water supply. So we are trying to solve such problems. (Interview No. 1)

The government is not adopting uniform policies in the tourism development of all protected areas. Again the policies that have been taken are not being properly implemented. Tours in the Sundarbans are organized by different tour operating organizations that are members of the Tour Operators Association of Sundarbans (TOAS). No one other than the TOAS member can operate tours in the Sundarbans. One operator says,

Bangladesh has many tour operators and travel agencies, but none can operate a direct tour in the Sundarbans. Those of us who are members of TOAS are registered. As we are registered, our company is also registered to operate tours in the Sundarbans. For an outside tour operator to enter the Sundarbans, they must liaise with the TOAS members. It is impossible to enter the Sundarbans by renting a ship from outside. (Interview No. 14)

Tour operators are doing a tremendous job in developing tourism in the Sundarbans. They are trying to create awareness regarding various issues. Previously, visiting the Sundarbans was like a picnic; people used to hunt and play loud music. Now the situation has improved. CEO of a tour operating organization says,

We have reduced sound pollution a lot. In the beginning, people would bring a mic and play music. Now the horn mics are totally off. Internally some mic is taken. Slowly, we are trying to stop that too. Now we have started working on light pollution. When we enter the jungle with the ship, it is seen that there are many lights on this ship, and this light adversely affects the wild animals at night. So, we are trying to minimize that too. (Interview No. 13)

Throwing waste everywhere and smoking is a common problem while tracking. Tour operators brief tourists not to throw dust and not to smoke. A typical fire can start a fire in the whole forest. One of the tour operators says,

I tell tourists directly on every tour, especially when we go to Katka Jamtala Beach. We must walk a long way

(about 45 minutes) to reach it. At that time, tourists felt thirsty for water, and I could not take water for everyone. So, we give everyone half a liter of water before starting and tell them that they will have to return these half-liter empty bottles at the launch, and then they will get lunch. Otherwise, they are throwing it away in the jungle, and who will clean it in the jungle? Is there a sweeper officially in the jungle? Even if so, is it possible for him to clean up so much dirt? And even if he did, it would take him three days to come to Khulna with it. Thus, there is no alternative to personal awareness here. (Interview No. 14)

Besides, the importance of tour operators and tour guides cannot be overlooked in promoting protected areas as tourism destinations. They share necessary information with people by developing their own webpage and social media. One of the tour guides says,

We developed a website where anyone can get needed information. We have different websites like www.nishorgo.org (developed under a project funded by USAID) and Orient Ecotourism Channel that we have worked on ourselves. We have provided tourists with various information. We do not even allow to tear a leaf when we are with a tourist. No one else gives such information. (Interview No. 8)

Except for a few private tourism channels, there are no reliable sources of information/websites from which tourists get a complete information package. One of the respondents from the tour operator says,

The tourism sector is much better now than it was five years ago. Now people want to travel, people are getting interested, and this interest is being created mainly due to private initiatives of tour operators. There are hundreds of tour operators like us in Bangladesh, and we are Facebook based. You know, there are many online businesses or online advertising right now via Facebook or Instagram. When we organize a tour and travel to any destination, we upload pictures and videos of that destination. All these pictures and videos increase people's interest in visiting the destination. Unfortunately, we could not notice such initiatives from the government or the forest department. (Interview No. 11)

The Forest department has no official arrangement for medical facilities for tourists entering the protected areas. LNP and SNP government officials informed that victims are shifted to Thana Sasthya Complex in case of any emergency. They do not have an official arrangement to provide emergency treatment to the injured. However, what about the tourists visiting the Sundarbans? It is far away from the land, so there should be some specific measures/ directions that could be followed during an emergency. The organizations operating tours in the Sundarbans are more prepared for this sensitive issue. One interviewee says,

Once, one of our officers fell ill suddenly. We have no doctor, no medical system. He died in the trawler on the way to take him to Mangla. (Interview No. 04)

Speaking on this issue, a representative of TOAS says,

We try to keep ourselves at least prepared to give primary treatment—nothing from the Forest Department. However, we can seek help from the Coast Guard during an emergency. Each area has its own Coast Guard vessel, where we can take the primary treatment. The Coast Guard also has some services, such as in Mongla and Hiron Point; these places have their vessels that give us instant service. They also have helicopters. If we communicate with them in a very emergency situation, we will get these facilities immediately. (Interview No. 14)

Although the local community of any destination can influence tourism development (Dabphet, 2012), they do not have the power to create or utilize any opportunity inside the protected areas to develop tourism but rather have some interests. The interaction between tourists and the local communities starts as soon as tourists enter the destination (Liu-Lastres & Cahyanto, 2021). They can only show supportive attitudes towards tourists and tourism. According to the community leader,

Local communities are supportive enough and help tourists. They are open-minded and welcome tourists wholeheartedly. Otherwise, think about it, every day, we see the same thing, tourists come in droves and enter our houses. It's normal to feel disturbed. But it is not happening. (Interview No. 22)

He also adds,

There is also a tribal community inside; they are very good people. They are bothered by thousands of people every day. But they do not say anything; most tourists want to see them, their way of life, and how they are. Actually, they have become accustomed. (Interview No. 22)

Tourists always look for local traditional items such as dresses, showpieces, boutiques, Manipuri shawls, clothes, and cloned tea. Tourists purchase those items for personal use and for their beloved ones. Few shops are owned by the local communities selling such items to tourists. This benefits the local communities. According to one interviewee,

I own a shop here. I run my family from the income of this shop. Due to the good behavior, tourists repeatedly come here. If we mistreat them, then tourists will not come. Once you have a terrible experience, you will not come again. So we try our best to help tourists, help tourism. (Interview No. 18)

The interest of hotel and restaurant owners are directly related to tourism development. When people visit any destination, they need accommodation; they want to try local foods and traditional items. Though protected areas do not provide accommodation for tourists, private initiatives fulfill the need to some extent. Hotels and restaurants in the destination avail the delivery of food and beverage for the tourists. A respondent who owns a restaurant in SNP says,

I have a restaurant here. This is a backward area, and there is no other restaurant here. The only customers of this restaurant are tourists, so it is open until 4.00.pm as there is no tourist after 4.00.pm. Most tourists who visit here take lunch at my restaurant, and I, with my staff, always try my best to serve the customers. (Interview No. 17)

A respondent who owns a tea stall in LNP says,

Linguistic problems often create misunderstandings because people come from different districts and parts of the country. However, we usually try to overcome or avoid such issues through mutual cooperation. (Interview No. 18)

It follows from the debate that those who run hotels or restaurants—whether they be community members or private investors—are constantly mindful of the interests of both parties.

Tourists represent individuals or groups who enter protected areas for recreational purposes. Tourists can help utilize tourism opportunities and help tourism development by ensuring sustainable use of tourism resources and holding responsible behavior. Tourists are directly related to tourism development in protected areas as they receive tourism services. They come to visit with and without friends and family. They upload and share pictures and videos with others on social media and promote protected areas as tourism destinations (Arkema et al., 2021). One of the interviewees says,

A few of my office colleagues visited different destinations of Kamalgonj and Sreemongal, including LNP, last year. They are excited about the green nature of LNP and the areas adjacent to LNP. I could not control myself without visiting this place. This year, I am here with my family. (Interview No. 30)

### 4.2. Theme Two : Secondary Stakeholders

Secondary stakeholders are not directly involved in tourism development. This group of stakeholders may indirectly influence the tourism development process. Some influence groups (religious leaders, local government representatives, political leaders, members of the district tourism development committee, biodiversity conservation committee president, and managing committee member) are in the protected areas (Jamal & Stronza, 2009; Zhang et al., 2022). They work to manage the protected area and protect biodiversity and encourage sustainable tourism in protected areas.

Non-government organizations (NGOs) that operate in protected areas are not directly involved in tourism development. They perform their task outside of protected

areas, extend loan facilities, inaugurate training and skills development programs, help empower the communities, and overcome poverty (Coad et al., 2008; White et al., 2022). While talking about this topic with the project manager of an NGO, he agrees and says,

> Indeed, NGOs do not have any projects directly related to tourism development. We invest in traders, cottage industries, lemon farming, and various agricultural activities. We give loans for house building too. They can start homestay service by building houses if they want. If someone wants to take a good initiative, we have no problem giving a loan. (Interview No. 7)

A respondent from another NGO says on the same topic,
> When NGOs go into loan activities, at first, they will discuss contemporary issues and try to figure out people's interests. If it turns out that they are interested in becoming a tour guide or want to come in this profession, then we arrange this training, or we inform other NGOs for training. Our task is not to create interest but to help fulfill their interest. (Interview No. 6)

The importance of media as stakeholders is established in the literature (Schweinsberg et al., 2017). Media includes print, electronic, and social media, which publicize and report information related to the destination (Zhang et al., 2022). Media indirectly influence tourism development by sharing news portals, pictures, video clips, and documentaries. Moreover, the press can form public opinion and create awareness regarding tourism behavior in a specific destination through their initiatives (Obembe et al., 2021). One of the interviewees from a reputed newspaper regrets that there is no planning regarding tourism development in the protected areas on behalf of the government or other responsible personalities. If tourism is permitted in the protected areas, there should be proper rules not to hamper the ecology or biodiversity. He says,

> It is a protected area, so it should be protected. The authority should not permit tourism here. But yes, as it is allowed and open for tourists, all types of facilities should be there. The forest department should be able to ensure sustainable tourism in protected areas. (Interview No. 35)

Bangladesh's media initiative is inadequate in promoting protected areas as tourism destinations. According to them, as the protected areas are government property, the planning and initiatives should pass from the government initiative. An interviewee replies in this regard,

> What can we do? Sometimes I can do news. The real work is of the government, the ministry. They have to think about how to make this potential sector more profitable. I think if there is any neglected sector in Bangladesh, it is tourism. The government has no plan of action. There is no coordination between the forest ministry and the tourism ministry. (Interview No. 36)

This study classifies protected area tourism stakeholders into primary and secondary groups, presented in Table 1.

**Table 1. Classification of Stakeholders in the Protected Area Tourism Development**

| Primary Stakeholders | Secondary Stakeholders |
|---|---|
| Forest Department | Influential Person (religious leader, local government representative, political leader, members of the district tourism development committee, biodiversity conservation committee president, and managing committee member) |
| Tour Operators | NGOs |
| Local Communities | Media |
| Hotelier/Restaurants owner | |
| Tourists/visitors | |

Based on the findings of the in-depth Interviews, analysis, and discussion from the secondary literature, the items below have been grouped as corresponding measurement variables of the stakeholders' roles in the protected area tourism development under two main themes and 12 sub-themes.

***List of Scale Variables for the Role of Stakeholders***

| | |
|---|---|
| Safety and Security | Information Sharing |
| Carrying capacity | Local community supports |
| Creating awareness | Responsible tourists' behavior |
| Updated information | |
| Cooperation | Financial and Non-financial aids |
| Promotion | News Portal |
| | Video sharing |

### 4.3. Discussion

This study answers the research question: Who are protected areas stakeholders, and what are their roles in tourism development? Multiple stakeholders have been identified along with their roles during the in-depth interviews. Subsequently, based on the findings of in-depth interviews, different themes have been identified by following the thematic analysis process. Moreover, the themes have then grouped into two criteria and 12 sub-criteria.

The study finds out that the functions of the forest department are not clear in all protected areas, and even the government's treatment is not equal. When there is a specific plan and budget for the Sundarbans to develop tourism, there is no particular declaration for LNP and SNP. The protected areas' basic infrastructure is neglected, and facilities such as washrooms, restrooms, prayer rooms, restaurants, and parking are inadequate. To ensure a secure visit, entry with a tour guide is a must. However, since it is not compulsory to take a guide, many people do not want to take it and enter without a guide, which is quite risky.

Tour guide and tour operator associations are doing their jobs as much as possible from their respective positions to develop tourism in the protected areas. Moreover, it has also been revealed that the local communities are supportive enough of tourists. Apart from a few unexpected incidents, there is no conflict between tourists and the local communities, and the local communities are quite friendly. However, tourists should also exercise responsible behavior inside the protected areas.

The influential group, NGOs, and media are not too active in protected areas. NGOs and donor agencies encourage communities to welcome tourism to overcome poverty. Moreover, NGOs act as project identifiers and finance the project implementation (Manwa & Manwa, 2014). However, such initiatives always do not bring a positive outcome. Thus

NGOs should practice the advocacy role instead of playing the role of a service provider (Hoque et al., 2022).

## 5. Conclusion

This research aims to identify the stakeholders and their roles in protected area tourism development. First, the study identifies the eight stakeholders responsible for tourism development in the protected area based on literature and field studies to achieve the objectives. Subsequently, based on the findings from in-depth interviews, the study grouped the stakeholders as primary and secondary according to their power, interests, and significant roles. It is found from the investigation that tourism in protected areas sustains due to tourists, tour operators, guides, and the supportive attitudes of local communities; the government is playing a secondary role.

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