

Prospects for Collaborative Tourism Planning in Pakistan (A Case Study of Sindh Coast)

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The proposed model has put the theoretical construct of collaboration theory into practice by conceptualizing generic conditions conducive to collaboration process among coastal tourism stakeholders in Pakistan. The model adopted different methodologies and techniques for evaluating the necessary preconditions for stakeholders' collaboration. It comprises three main stages of problem setting, direction setting & implementation. These stages progress through a set of six guiding propositions: 1. stakeholders' identification 2. recognition of interdependencies & legitimacy among stakeholders 3. legitimate convenor 4. joint information search 5. power dispersion, and 6. strategic planning. The model recognises the importance of involving a broad spectrum of stakeholders; emphasised power sharing and recommended appreciation of interdependencies in the domain. If adopted, the proposed model has strong implication in Pakistan for strategic planning of tourism. Furthermore, the model can be used in implementing coastal and marine tourism projects in China-Pakistan Economic Corridor (CPEC).

Keywords: Collaboration, Model, Tourism, Pakistan.

1. INTRODUCTION

Tourism is a multidisciplinary industry which needs management strategies at local, regional, and international levels. Tourism destinations are at the center of all management applications and facing a number of challenges (Fyall et al., 2012). Manente & Minghetti (2006) pointed out that a destination is essentially a “group of actors linked by mutual relationships with specific rules, where the action of each actor influences those of the others so that common objectives must be defined and attained in a coordinated way”. With respect to different management approaches, several researchers (Jamal & Getz, 1995; Ritchie & Crouch, 2003) have argued that at destination level stakeholders are mostly interdependent, hence, collaborative management strategies might be of immense value as compared to the conventional top-down management approach.

The importance of collaboration in tourism planning and management is receiving growing recognition (Kree Miodic, Razovic, & Klarin, 2016; Garcia-Rosell, 2014; Gyrd-Jones & Kornum, 2013; Waligo et al., 2013 & 2014; Fassin, 2009; Garcia & Molina, 2012; Randle & Hoyer, 2016; Reid, 2011; Jamal & Getz, 1995; Parker, 2000; Fyall et al., 2012 & 2000; Bramwell & Lane, 2000; Bramwell & Sharman, 1999; Plummer &

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FitzGibbon, 2004a; Selin & Chavez, 1995 and Hall, 2000). This growing interest in collaborative arrangements in tourism development stems from the belief that tourists' destination areas and organizations may be able to gain competitive advantage by bringing together the knowledge, experience, capital, and other resources of several stakeholders. Some other supporters of collaboration (Bramwell & Lane, 2000; Timothy, 1999) in tourism planning suggest that decisions about tourism development should not be left to a few politicians, government officials or tourism entrepreneurs but a wide range of stakeholders should have opportunities to participate in decision making that affects their interests. In short, there is general recognition among academics that stakeholder collaboration in the planning process has the potential to substantially enhance sustainability of tourism development (Drake, 1991; Joppe, 1996; Mederios de Araujo & Bramwell, 2000; Jamal & Getz, 1995; Roberts & Bradely, 1991; Butler, 1989; Hall, 1998; Hall, 2000; Selin, 1999 and Timothy, 1999).

In general, the collaboration process is considered to proceed through certain stages (McCann, 1983; Cummings, 1984; Gray, 1985, 1989; Susskind & Medigan, 1984; Parker, 2000; Jamal & Getz, 1995). McCann (1983) developed a three-stage model of collaboration. This model served as an important conceptual foundation in the development of collaboration theory. In the first stage of problem setting, participants recognize that they have a common problem and initiate collaboration; while in the second stage of direction setting, stakeholders establish ground rules for planning and working together to create a common vision for the future of the domain. In the third or final structuring stage, stakeholders design mechanisms and agree on responsibilities to implement their agreements. McCann (1983) explained that despite being modeled as a sequence, these stages are overlapped to a greater extent and interact with each other. Furthermore, these stages are regarded as open-ended and continuous. Gray (1989) modified McCann's (1983) model of collaboration and identified a range of key collaborative process in each stage. Jamal and Getz (1995), based on the work of McCann (1983) and Gray (1985; 1989) developed a three-stage model of collaboration for community based tourism. They also put forward a set of six guiding propositions supplemented by associated facilitating conditions and actions required. Collaborative model proposed by Selin and Chavez (1995); Caffyn (2000) and Mandell (1999) are also worth-mentioning here.

Several research studies (Caffyn & Jobbins, 2003; Getz & Jamal, 1995; Robson & Robson, 1996; Wray, 2011; Yasarata et al., 2010) have applied stakeholders' models for understanding inter-organizational tourism planning domains. Importance of such models have also been explored in destination marketing contexts, for example in destination branding (Bornhorst, Ritchie & Sheehan, 2010; Garcia et al., 2012; Gilmore, 2002; Hankinson, 2004; Pike, 2009).

The existence of a turbulent environment and an underorganised system in the contextual environment of Sindh coast, Pakistan (Ullah et al., 2018), encouraged the use of Jamal and Getz (1995) and Gray (1985; 1989) model of collaboration. However, the model provided by Jamal and Getz (1995) recognized the importance of involving a broad spectrum of stakeholders, power sharing and recognition of interdependencies in the domain for successful collaboration, however, it did not provide appropriate means to evaluate such attributes. Hence, in addition to examining the inter-organizational domain

for tourism planning at destination level, this study also contributed in devising practical tools for stakeholders' identification as well as subsequent classification and established mechanisms for measuring interdependencies and power sharing.

The study provided insight into the inter-organizational tourism planning domain and concluded that the proposed conceptual model has strong implications in the contextual coastal tourism environment of Pakistan.

2. METHODOLOGY

In order to conceptualise the process of collaboration among potential stakeholders in the coastal tourism domain of Sindh province, this study adopted Jamal and Getz (1995), Gray (1985;1989) model of collaboration (Table 1). Analytical tools were established for evaluating proposition 1, 2 & 5, whilst, international good practices, gleaned through case study approaches, were adopted for proposition 3, 4 & 6 of the model (Table 1).

Table 1

Generic Model of Collaboration for Tourism

Stages	Propositions
Stage 1. Problem Setting	<p>Proposition 1: Identification of requisite number of stakeholders which reflect the complexity of the problem.</p> <p>Proposition 2: The greater the degree of interdependence and overlap among stakeholders, the greater the likelihood of initiating collaboration.</p> <p>Proposition 3: Collaboration will be enhanced by convener who possesses legitimate authority and appreciative skills and who can serve as reticulist to rally other stakeholders to participate.</p>
Stage 2. Direction Setting	<p>Proposition 4: Joint information search by the stakeholders for mutually agreeable direction for the domain</p> <p>Proposition 5: Collaboration will be enhanced when power is dispersed among several rather than among just a few stakeholders. Not equal but sufficient distribution of power is necessary to ensure that all stakeholders can influence direction setting.</p>
Stage 3. Implementation	<p>Proposition 6: An effective community collaboration process for strategic tourism planning for the destination through formulation of vision statement on desired tourism developments and growth, formulation of tourism goals, and objectives, and finally establishment of a collaborative organization to assist with ongoing adjustment of the established strategies through monitoring and adjustment.</p>

Source: Jamal & Getz, 1995; and Gray, 1985, 1989.

2.1. Stakeholders' Identification (Proposition 1)

Following the snowball method, a subset of core stakeholders (DHA, CDGK, PQA, KPT¹) was initially identified and investigated through semi-structured interview

¹For abbreviations see Appendix 1

(for details see Ullah et al., 2018). These stakeholders were then asked to nominate other relevant and important stakeholders. Nominated stakeholders were subsequently visited and asked to propose others. The process was repeated until a comprehensive list of stakeholders was identified and investigated. Stakeholders were then classified into eight different classes within four broader categories (Table 2). The classification followed Mitchell's et al. (1997) stakeholders' classification system which is based on various combinations of stakeholders' salience attributes of power, urgency, and legitimacy.

Table 2

Stakeholders' Classification

Category I. Latent Stakeholders:

Class 1- Dormant Stakeholders: Possessed only Power

Class 2- Discretionary Stakeholders: Possessed only the attribute of Legitimacy

Class 3- Demanding Stakeholders: Stakeholders with Urgent claim only

Category II. Expectant Stakeholders:

Class 4- Dominant Stakeholders: Stakeholders possessed both Power and Legitimacy

Class 5- Dangerous Stakeholders: Stakeholders with Urgency and Power

Class 6- Dependent Stakeholders: Stakeholders with Urgent and Legitimate claims but without any Power

Category III. Definitive Stakeholders:

Class 7- Definitive Stakeholders: who possessed all the three attributes of Power, Urgency, and Legitimacy

Category IV. Non Stakeholders or Potential Stakeholders:

Class 8: Potential Stakeholders: Stakeholders possessed none of the three attributes

Source: Mitchell, et al. 1997.

The criterion used for deciding each salience attribute was:

Power: stakeholders' access or control of coastal land;

Legitimacy: stakeholders' legal responsibility to manage coastal zone/tourism;

Urgency: stakeholders' prospective role in coastal tourism.

The score for the three attributes was based on a managerial perspective. However, in order to avoid subjectivity, the expert views of academics and practitioners were taken into account.

2.2. The Stakeholders' Interdependencies (Proposition 2)

The stakeholders' interdependencies in the domain were assessed in terms of overlaps in organizations' jurisdiction from coastline to Exclusive Economic Zone (EEZ) within six major areas of: fishery, forestry, administration, ports/harbors, research and pollution control.

2.3. Stakeholders' Power Sharing (Proposition 5)

In order to assess power/interest balance, coastal stakeholders were classified through power/interest matrix (Table 3). Stakeholders' interest was investigated through their past, present or future interest in coastal tourism, while, the stakeholders' power was investigated according to Mitchell's et al. (1997) typology, where stakeholders' access or control of coastal land was regarded as major criterion of power.

Table 3
Power Interest Matrix of Stakeholders

<u>LEVEL OF INTEREST</u>		Low	High
P	L	<u>Minimal Effort</u>	<u>Keep Informed</u>
O	w		
W	H	<u>Keep Satisfied</u>	<u>Key Players</u>
E	i		
R	g		
	h		

Source: Johnson and Scholes, 1999, Johnson, et al. (2004).

The high and low score attribute of both power and interest was based on a managerial perspective. However, in order to avoid subjectivity, the expert views of academics and practitioners were taken into account.

2.4. Proposition 3, 4 & 6 (Table 1)

It was not in the scope of this research to develop analytical tools for propositions 3, 4, & 6, therefore, following case study approaches; international good practices in tourism conducive to the coastal tourism scenario of Pakistan were suggested for these propositions.

A case study technique incorporates a number of strategies and sources of evidence for the analysis of an incident, an organization, a programme, or even a subgroup in a society. It may be exploratory, explanatory, or descriptive; each type serving a different purpose. This study followed an exploratory case study approach. A strategic analysis of three selected case studies namely; Kaikoura District Council, New Zealand; Ulugan Bay, Philippines and Operation Wallacea, Indonesia was carried out. Strategic analyses were focused to examine these case studies in terms of their external environment, internal resources, competence and influence of stakeholders.²

² It is not in the scope of this paper to describe the strategic analysis of the case studies in depth, however, similar techniques adopted by the principal author can be retrieved on: https://www.researchgate.net/publication/271826164_Strategic_Analysis_of_Coastal_Tourism_in_Pakistan_A_Case_Study_of_Sindh_Province

3. RESULTS AND DISCUSSION

The contextual environment of Sindh coast is advanced through six major propositions (Table 1), which exhibited the potential for collaborative tourism planning in the province.

Proposition 1

On the basis of three major attributes (power, urgency and legitimacy), a total of 37 coastal tourism stakeholders, belonging to four broader categories and eight different classes, were identified. These stakeholders encompassed local, provincial, and national governments, organizations, community and other social groups. The identified stakeholders reasonably reflected a diversified group who can better understand the complexity of the issues rooted in coastal tourism of Sindh (Ullah et al., 2018).

Proposition 2

Interdependencies of stakeholders within the domain are considered to be a fundamental basis for collaborative problem solving efforts because the acknowledgment of mutual dependencies in the domain ensures that each stakeholder will have some stand in future collaborative negotiation. The investigations revealed that Sindh's coast was an inter-organizational domain, where activities like fisheries, forestry, administration, pollution control, research, ports and harbors control were highly overlapped among stakeholders, thereby making management difficult for individual organizations. In fact, stakeholders' interdependencies in the domain represented an under organized system for coastal tourism planning and development. An under-organized system as defined by Brown (1980) contains potential networks of organizations instead of established networks or other collaborative structures.

Proposition 3

Gray (1985) stated that the convener's role in collaboration was to identify and bring all legitimate stakeholders to the table. In order to achieve this, he argued that any convener, who may or may not be a stakeholder of the problem domain, must have the convening power, authority, credibility, vision, and ability to identify all legitimate stakeholders. In terms of collaboration in community tourism, Jamal and Getz (1995) also highlighted the need for a convener to initiate and facilitate the process of collaboration and stressed a convener's legitimacy, expertise, resources and authority for facilitating collaboration in community tourism domains. However, they also stated that an external mandate by a regional or state authority may also sometimes become imperative in order to start collaboration among stakeholders.

This study recommends Local Government (CDGK) as a most suitable convener for collaborative tourism planning along Sindh coast. Major arguments supporting this view are:

- Local Government exercise authority within broader municipal boundaries and are also responsible for well-being and the satisfaction of constituencies, especially after the 18th constitutional amendment in the country;
- Local Government would perform as the best convener if also mandated from both Federal and Provincial Governments;

- as a community representative, Local Government can play a more positive role in tourism planning and development at local level;
- the Local Government is an efficient link between destination communities, government and non-government organizations;
- Local Government's role as convener has also been noticed in international good practice in operation in both the developing and the developed countries (for example, Ulugan Bay, Philippines³ and KDC, New Zealand⁴).

Proposition 4

According to Gray (1985), 'search conference' is an option through which stakeholders jointly conceptualize the desired future of the domain. On the basis of relevant literature and good practice (as above in Ulugan Bay), 'Search Conference' can also be considered as a good starting point for conceptualizing a desired direction.

Proposition 5

Collaboration theorists suggest that effective collaboration cannot take place unless key stakeholders possess a roughly equal capability to influence the domain development. Without direct access to critical resources, some organizations become dependent on and vulnerable to the actions of others in the network (Pfeffer and Salancik, 1978). Similarly, extreme power differences will negatively impact direction setting (Walton, 1969). The proposed collaboration model suggests that power relations must be addressed at all stages of collaborative planning processes and, as argued by Jamal and Getz (1995), "power imbalance and legitimacy issues related to the stakeholders can inhibit both the initiation and success of a collaboration".

The existing power/interest matrix of stakeholders (Table 4) has shown that planning and management of coastal tourism in Sindh is following a power based approach. Key players (DHA, KPT, PQA, CDGK) are powerful organizations with access to coastal land utilization. However, some more interested but comparatively less powerful stakeholders (PTDC and STDC) play a passive role in coastal tourism. For the sake of a proposed strategy and as an alternative to the existing situation (Table 4) strategic repositioning of stakeholders is recommended, as shown in italics in Table 5. The dynamism philosophy as proposed by Mitchell, et al. (1997) is of potential efficacy in repositioning these stakeholders.

Proposition 6

The final stage in the collaborative arrangement is that of implementation which institutionalized collaborative efforts in terms of:

- stakeholders' joint formulation for desired tourism development and growth; and
- establishment of collaborative organizations for self-regulation of the planning and development of the domain.

³<http://www.unesco.org/csi/act/ulugan> (accessed 16th August 2006)

⁴<http://kaikoura.govt.nz> (accessed on 13th September 2006)

It was not in the scope of this paper to make site-specific recommendations for the above conditions. However, on the basis of international good practices and in view of the local socio-economic and environmental considerations, Ulugan Bay case study would be a more appropriate choice (Figure 1). The suggested collaborative organization structure is meshed at micro, meso, and macro levels by a management layer. It comprises key players and would be technically assisted through a 'Support Group', encompassing a variety of organizations with expertise in coastal tourism issues. Local Government would be responsible for tourism management at macro level, while, local communities would be implementing tourism activities and would represent the micro level of the organization.

Table 4

Existing P/I Situation

<u>LEVEL OF INTEREST</u>		Low	High
P O W E R	L O w	<u>Minimal Effort</u> CEMB, MRCC, IMS, NED , PCSIR, PINSTECH, NIO, MFD, FCSL /KFH, PFF, SEPA, ZSD, KOFH, DFGS, KWSB, IAA, CCBK	<u>Keep Informed</u> PTDC, STDC, SWD, IUCN, WWF, PITHM , SHEHRI, coastal communities, Agha's Sport fishing
	H i g h	<u>Keep Satisfied</u> SFD, PN , CGP, CDA, MSA, P & D Sindh, WAPDA	<u>Key Players</u> CDGK, KPT, DHA, PQA

Source: Original.

Table 5

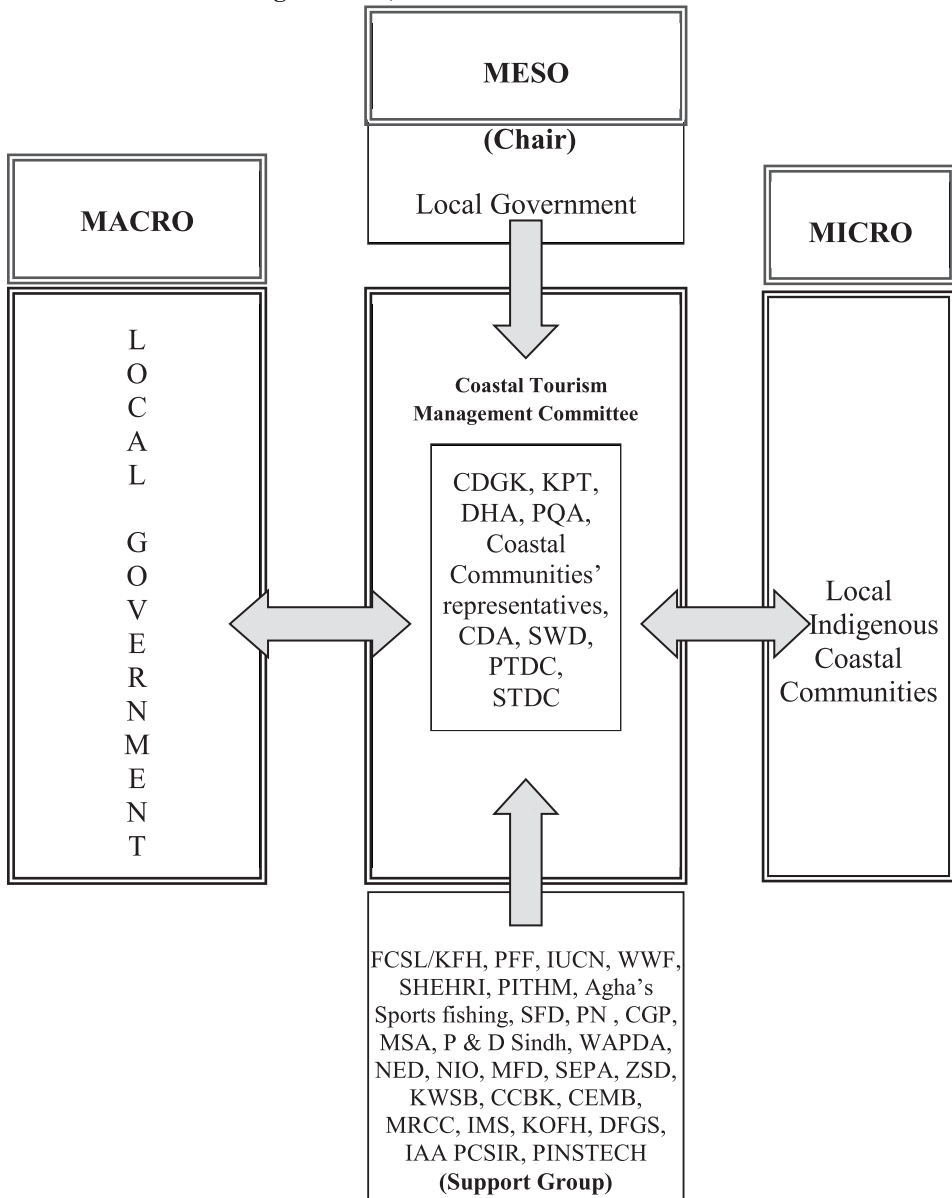
Proposed P/I situation

<u>LEVEL OF INTEREST</u>		Low	High
P O W E R	L O w	<u>Minimal Effort</u> <u>Minimal Effort</u> CEMB, MRCC, IMS, NED , PCSIR, PINSTECH, NIO, MFD, ZSD, KOFH, DFGS, KWSB, IAA, CCBK	<u>Keep Informed</u> <i>FCSL/KFH, PFF</i> , IUCN, WWF, PITHM, SHEHRI, Agha's Sport , fishing
	H i g h	<u>Keep Satisfied</u> SFD, PN , CGP, <i>SEPA</i> , MSA, P & D Sindh, WAPDA	<u>Key Players</u> CDGK, KPT, DHA, PQA, <i>Coastal Communities, CDA,</i> <i>SWD, PTDC, STDC</i>

Source: Original.

Note: For abbreviations see Appendix 1.

Fig. 1. Proposed Organization Structure for Collaborative Tourism Planning in Sindh, Pakistan



4. CONCLUSION

The six propositions of the model are based on two basic prerequisites for collaboration. Firstly, the turbulent environment, where conflicts over planning and development exist or mechanisms for sharing ideas and developing direction are required. Secondly, the presence of an under-organized system, characterized by the presence of numerous organizations but lack a well- defined inter-organisational

process. The existence of a turbulent environment and an under-organized system in the coastal tourism domain of Sindh, Pakistan are some of the major factors that encouraged the use of this specific model. However, in applying the model for the first time through original empirical research in the coastal tourism domain of Sindh, several issues of practical nature became apparent. The model recognized the importance of involving a broad spectrum of stakeholders; emphasized power sharing of stakeholders for successful collaboration and practical recognition of interdependencies of stakeholders in the domain. However, it fails to recommend appropriate mechanisms to evaluate such prerequisites. In order to overcome this shortcoming, this research adopted stakeholders' classification provided by Mitchell et al. (1997), where a diversified group of stakeholder was identified on the basis of their power, urgency and legitimacy thus fulfilling the demanding nature of Proposition 1. Similarly, Proposition 5 of the model (Table 1) emphasized power sharing of stakeholders for successful collaboration. However, the explicit structure and mechanism that enable power sharing between stakeholders was not recognized. Therefore, this research investigated stakeholders' power patterns in the coastal tourism domain through a Power/Interest matrix and established mechanisms for power sharing. Interdependencies of stakeholders in the domain were identified through in-depth assessment of the stakeholders' jurisdiction from the coastline to the EEZ.

The use of the proposed collaboration model has strong implications for collaborative tourism planning and also for achieving the target objectives of CPEC along the coastal belt of the country. However, in order to operationalize the concept, difficulties may be encountered due to the present political and/or economic turmoil prevalent in the country. Likewise, studies of Integrated Coastal Zone Management (ICZM) worldwide show this to be a slow process, involving trust-building and long-term planning.

APPENDIX 1

Abbreviations used for Stakeholders

CCBK -Clifton Cantonment Board, Karachi	PCSIR -Pakistan Commission for Scientific & Industrial Research
CDA -Coastal Development Authority, Sind	PFF -Pakistan Fisherfolk Forum
CDGK -City District Government, Karachi	PINSTECH -Pakistan Institute of Nuclear Sciences & Technology
CEMB -Centre of Excellence in Marine Biology	PITHAM -Pakistan Institute of Tourism & Hotel Management
CGP -Coast Guard Pakistan	PQA -Port Qasim Authority
DFGS -Directorate of Fisheries, Govt. of Sindh	PTDC -Pakistan Tourism Development Corporation
DHA -Defence Housing Authority, Karachi	SFD -Sindh Forest Department
FCSL -Fishermen Cooperative Society Limited	SHEHRI , Pakistan (NGO)
IAA -Industrial Area Administration	SEPA -Sindh Environmental Protection Agency
IMS -Institute of Marine Sciences	STDC -Sindh Tourism Development Corporation
IUCN -The World Conservation Union	SWD -Sindh Wildlife Department
KFHA -Karachi Fisheries Harbour Authority	WAPDA -Water & Power Development authority
KOFHA -Korangi Fisheries Harbour Authority	WWF P -World Wide Fund for Nature-Pakis
KPT -Karachi Port Trust	ZSD -Zoological Survey Department
KWSB - Karachi Water & Sewage Board	
MFD -Marine Fisheries Department	
MRCC -Marine Reference Collection Centre	
MSA -Maritime Security Agency	
NED Uni. of Kar - NED Engineering University, Karachi	
NIO - National Institute of Oceanography	
P & D Sindh -Planning & Development Govt. of Sindh, Distt. Admin	

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