

**Assessing Local Community Involvement in Tourism Development around a
Proposed World Heritage Site in Jerash, Jordan**

by

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AUTHOR'S DECLARATION

I hereby declare that I am the sole author of this thesis. This is a true copy of the thesis, including any required final revisions, as accepted by my examiners.

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Abstract

Research on community involvement in development has been conducted in diverse fields of study including planning, geography, community development, anthropology, and others. In the disciplines of tourism, many attempts have been made to shift from a conventional form of tourism towards a more sustainable form. Sustainable tourism calls for a greater role for local communities to engage in its planning, development, and management. The ultimate goal of community engagement in tourism is to strive for sustainable practices that balance the needs and interests of local communities with broader industry needs. Various efforts have been made, particularly in developing countries, to promote community participation and translate it from concept to practice. However, its appropriateness and success are the major points of debate among tourism practitioners and scholars.

The difficult financial and economic situation facing Jordan calls for a renewed focus on how best to provide social and economic initiatives and opportunities for communities in the country. It is argued that involving local communities in tourism leads to sustainable tourism development, but surprisingly very few studies have been conducted to understand local communities' views and their involvement in tourism in the Arab countries (Middle East Region).

Using Jerash as the study area, this research examines local communities' perspectives on tourism development and prospects for improvements in community engagement in Jordan. The dissertation objectives are to: 1) to assess local views about tourism in Jerash and their interest in its success; 2) to document the type and level of prevailing local involvement in tourism; 3) to examine local perspectives on the role of the government in tourism development; 4) to examine local perspectives on community contributions to tourism.

Data employed in this research were collected using mixed methods, including participant observation, household questionnaire, and semi-structured interviews. Field work was conducted during July – October 2013, and in October 2014. Results show that the tourism sector is performing at a level far below its potential. In particular, hotels and restaurants in Jerash need to be increased to meet demands from tourist and domestic visitors. Also, tourism development projects would not have been possible without the support of the local communities. Some projects were successful in providing meaningful employment to local people. The study findings conclude that residents agreed that the local community in Jerash supports tourism, and they think that tourism is an important tool to enhance and develop the community, economy, and the environment.

The respondents agreed that community-oriented tourism initiatives might be one of the best solutions to solve issues such as poverty and unemployment. In addition to the lack of information about tourism development projects among local residents in their area, it was found that decisions related to tourism development were made without consultations with the local community as the level of local residents' involvement in tourism was limited, and tourism benefits were not shared fairly among all areas in Jerash. Most residents believe that only people who are close to the archeological site are able to establish or work in tourism businesses such as restaurants, souvenir shops and tourist guides. A fair distribution of tourism benefits could be achieved if the government focused on expanding tourism development to other areas in Jerash Governorate instead of concentrating around the archeological site only. In general, the study concludes that residents support tourism and seek more tourism development in their areas.

Key Words: Community involvement, Development, Jerash, Jordan, Local participation, Tourism

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Working to pursue a PhD is not an easy work especially when you have a family with small kids to take care. The process of embarking on a PhD study has come with challenges as well as opportunities. Overall, it has been intellectually a stimulating and interesting experience. This dissertation could not have been completed without the support and guidance from my advisor, my advisory committee members, and the University of Waterloo.

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TABLE OF CONTENTS

Abstract.....	iii
Acknowledgements.....	v
LIST OF TABLES.....	x
LIST OF ABBREVIATIONS.....	xii
Preface.....	xiii
CHAPTER I: BACKGROUND AND FOCUS OF THE THESIS.....	1
1.1 Introduction.....	1
1.2 Problem of the Study	2
1.3 Purpose of the Study	5
1.4 Research Questions	5
1.5 Research Objectives.....	5
1.6 Significance of the Study	6
1.7 Conceptual Framework.....	7
1.8 Research Contributions.....	9
1.9 Research Limitations	9
1.10 Dissertation Organization	10
CHAPTER II: LITERATURE REVIEW	11
2. 1 Development	11
2.1.1 Sustainable Development.....	13
2.1.2 Role of Institutions in Development	15
2.1.3 Development Participatory Approach.....	18
2.2 Centralized and Decentralized Planning in Tourism	19
2.2.1 Planning in Developed and Developing Countries	21
2.3 Sustainable Tourism.....	24
2.4 Impacts of Tourism Development	25
2.4.1 Positive Impacts	27
2.4.2 Negative Impacts.....	29
2.4.3 Advantages and Disadvantages of Tourism as a Growth Strategy	30
2.5 Cultural Heritage.....	32
2.5.1 Contribution of Cultural Heritage to Tourism Industry	33

2.6 Tourism Stakeholders	34
2.6.1 Stakeholder Roles in Tourism	35
2.6.2 Stakeholder Cooperation and Conflicts.....	38
2.7 Community Involvement in Tourism Development	41
2.7.1 Local Community Involvement in Tourism.....	41
2.7.2 Rationale for Community Involvement in Tourism.....	42
2.7.3 Issues Relevant to Community Participation in Tourism	45
2.7.4 Women’s Involvement in Tourism	47
2.8 Summary	49
CHAPTER III: STUDY AREA	51
3.1 The Hashemite Kingdom of Jordan	51
3.2 Tourism in Jordan	53
3.3 Tourism Types in Jordan	54
3.4 Contribution of Tourism to Employment in Jordan.....	59
3.5 Challenges Facing Tourism in Jordan.....	60
3.6 City of Jerash	62
3.7 Tourism Employment in Jerash	65
3.8 Tourism Attractions in Jerash	69
3.9 Jerash and the World Heritage List.....	74
3.10 Planning Tourism Development Projects in Jerash	76
3.11 Challenges Associated with Tourism Development in Jerash.....	78
3.12 Rationale for Selecting Jerash Site	79
3.13 Research Contribution	79
3.14 Research Objectives.....	80
CHAPTER IV: RESERCH APPROACHES AND METHODS	81
4.1 Introduction.....	81
4.2 Research Objectives.....	82
4.3 Data Collection	83
4.3.1 Primary Data Sources.....	83
4.3.1.1 Questionnaire Survey	83
4.3.1.2 Semi-Structured Interviews	86
4.3.2 Secondary Data Sources.....	90
4.3.3 Field Observation	91
4.4 Data Validity.....	92

4.5 Positionality	93
4.6 Limitations	94
CHAPTER V: RESULTS	96
5.1 Respondents' Profile	96
5.1.1 Survey Questionnaire Respondents' Profile	96
5.1.2 Profile of Key Informants	97
5.2 Local Views about Tourism in Jerash and their Interest in its Success	98
5.2.1 Potential of Tourism	98
5.2.2 Local Views about Tourism's Achievement	100
5.2.3 Key Informants' (KI) Perspectives on Current Tourism Situation	103
5.2.4 Community Benefits	106
5.3 Document the Type and Level of Prevailing Local Involvement in Tourism	107
5.3.1 Challenges Associated with Tourism Employment in Jerash	109
5.4 Local Perspectives on the Role of the Government in Tourism Development	117
5.4.1 Current Engagement of the Government in Tourism Development	117
5.4.2 Respondents' Views on Government's Role	123
5.4.3 Key Informants' Views on Government Role	127
5.5 Local Perspectives on Community Contributions to Tourism	132
5.5.1 Survey Respondents' Perspectives	132
5.5.2 Perspectives on Community and Leadership	137
CHAPTER VI: DISCUSSION	142
6.1 Summary of Findings	142
6.1.1 Local Views of about Tourism Development and its Development Needs	142
6.1.2 Document the Type and Level of Prevailing Local Involvement in Tourism	144
6.1.3 Local Perspectives on Role of the Government in Tourism Development	145
6.1.4 Local Perspectives on Community Contributions to Tourism	146
6.2 Discussion	148
CHAPTER VII: CONCLUSION AND RECOMMENDATIONS	155
7.1 Conclusion	155
7.2 Recommendations	157
7.3 Suggestions for Future Research	160
7.4 Research Contributions	161
7.5 Final Conclusion	162
References	166

Appendix A: Relevant Definitions.....	200
Appendix B: Research Instruments	202
Questionnaire Survey	202
Semi-Structured Interviews.....	209
Appendix C: Research Ethic Forms.....	210
Consent Form	210
Information Letter for the Survey	212
Information for Interview with Video Recording	214
Appendix D: Number of Employees in the Tourism Activities by Location	216

LIST OF TABLES

Table 1: Evolution of Development Theory	12
Table 2: Number of International and Domestic Tourists to Jordan, 2009-2015	54
Table 3: Tourism Employment in Jordan in 2013 and 2014.	60
Table 4: The Strengths, Weaknesses, Opportunities and Threats of Tourism Industry.	61
Table 5: Tourist Classified Restaurants in Jerash	68
Table 6: Employment Patterns in Tourism in Jerash (2009 - 2015).....	69
Table 7: Tourism Development Projects Supported by the World Bank and USAID	77
Table 8: Semi-Structured Interviews Conducted in Jerash and Other Areas in Jordan.....	89
Table 9: Demographic Profile of Surveyed Respondents.....	97
Table 10: Respondents' Views on Tourism's Potential in Jerash.....	98
Table 11: Chi-square Test for Respondents' Views on Tourism's Potential in Jerash	99
Table 12: Respondents' Reaction to Statements Associated with Tourism's Achievement	101
Table 13: Chi-square Test for Respondents' Views on Tourism's Potential in Jerash	103
Table 14: Employment Pattern in Tourism.....	108
Table 15: Respondents Views about their Involvement in Tourism.....	108
Table 16: Distribution of Tourism Service Providers in Jordan (2015)	114
Table 17: Jordanian Ministries and their Objectives	118
Table 18: Agencies Involved in Tourism Development.....	120
Table 19: Local Perspectives on Role of the Government in Tourism Development	124
Table 20: Chi-square Test for the Local Perspectives on the Role of the Government in Tourism Development	126
Table 21: Respondents' Perspectives on the Role of Local Community in Tourism Development	133
Table 22: Chi-square Test for the Respondents' Perspectives on the Role of Local Community in Tourism Development	134
Table 23: Respondents' Perspectives on Community Capacity to Provide Input to Tourism Plans	135
Table 24: Chi-square Test for the Respondents' Perspectives on Community Capacity to Provide Input to Tourism Plans.....	137

LIST OF FIGURES

Figure 1: A Framework for Conceptualizing Community Involvement in Tourism.....	8
Figure 2: The Three Pillars of Sustainability	15
Figure 3: Top-Down and Bottom-Up Approaches to Tourism Planning.	24
Figure 4: General View of Tourism Stakeholders	35
Figure 5: Map of Jordan.....	53
Figure 6: Jerash (left) and Petra (right).....	55
Figure 7: Baptism Site “Bethany Beyond the Jordan” (Al-Maghtas).....	56
Figure 8: Dana Biosphere Reserve (left), Dibeen Forest Reserve (right).....	57
Figure 9: Ma’in Hot Springs Waterfall.....	58
Figure 10: Wadi Rum.....	59
Figure 11: View Shows the Western and Eastern Parts of Jerash.	63
Figure 12: Number of All Visitors (Foreign and Domestic) to Jerash from 2005 to 2014.....	64
Figure 13: Olive Branch Hotel, Jerash.....	65
Figure 14: Souvenir Shops, Jerash.....	66
Figure 15: RACE Show, Jerash	67
Figure 16: Lebanese Restaurant, Jerash.....	67
Figure 17: Map of the Main Structures in Jerash Archeological Site.....	70
Figure 18: The Cardo Maximus (Colonnaded Street, left).	70
Figure 19: Bagpipers Performing at the South Theater, Jerash (right).	70
Figure 20: A Popular Arab Singer (top) and Chinese Acrobat Group (bottom) Performing at the South Theater during Jerash Festival, 2011.	71
Figure 21: Al Birketein Site.....	72
Figure 22: The RACE Show in Jerash.....	72
Figure 23: Dibeen Forest Reserve.....	73
Figure 24: The Shrine of Prophet Hud.....	74
Figure 25: Part of the Old Market (left), Al Kayed Heritage Building (right).	74
Figure 26: Author Interviewing Key Informants	88
Figure 27: Results of the Third Tourism Development Project: Unused Bus Station (left), and A Congested Street.	129

LIST OF ABBREVIATIONS

CBTI = Community Benefit Tourism Initiatives
CBT = Community Based Tourism
COT = Community Oriented Tourism
DoS = Department of Statistics
DoT = Department of Antiquities
EU = European Union
JHA = Jordan Hotel Association
JHPTA = Jordan Handicraft Producers and Traders Association
JIB = Jordan Investment Board
JITOA = Jordan Inbound Tour Operators Association
JRA = Jordan Restaurants Association
JSTA = Jordan Society of Tourist and Travel Agents
JTB = Jordan Tourism Board
JTGA = Jordanian Tour Guides Association
KI = Key Informant
MICA = Meeting, Incentives, Conference and Exhibitions
MOL = Ministry of Labour
MOP = Ministry of Planning
MOTA = Ministry of Tourism and Antiquities
MOWI = Ministry of Water and Irrigation
NGOs = Non-governmental Organizations
NTS = National Tourism Strategy
PETRA (JNA) = Jordan News Agency
PHA = Private Hospitals Association
RACE = The Roman Army and Chariot Experience Show
RJA = Royal Jordanian Airlines
RSCN = The Royal Society for the Conservation of Nature
UN = United Nations
UNDP = United Nations Development Programme
UNEP = United Nations Environment Programme
UNESCO = United Nations, Educational, Scientific, and Cultural Organization
USAID = United State Agency for International Development
WB = World Bank
WHS = World Heritage Site
WTO = World Tourism Organization

Preface

I was working for the Ministry of Tourism and Antiquities in Jordan from 1994 to 2008. During that period, I visited other countries in the Arab World and Europe where I gained a lot of knowledge and experience about tourism. I worked three years in Jerash as the Director of Jerash Tourism Directorate. During that time I supervised a tourism development project funded by the World Bank (WB) that aimed to improve the tourism sector and create favourable conditions for local economic development. This experience had a lasting effect on me and led to a curiosity about the potential of cultural tourism resources and the need to involve local community in them. This experience also encouraged me to explore how tourism can be developed as a tool to promote the economic progress for local communities in Jordan, particularly in Jerash. I expect the research to contribute to tourism policy in Jordan which needs to be oriented toward its community. This can be achieved by developing a sound tourism development strategy that reflects the interests of a diverse range of stakeholders.

CHAPTER I: BACKGROUND AND FOCUS OF THE THESIS

1.1 Introduction

Globally, many developing countries are affected by financial recession due to several factors including regional and civil wars, natural disasters, weak economies, intensive use of natural resources, high rates of poverty, unemployment, and population growth (UNDP, 2004). As a result, many developing countries, including Jordan, have attempted to enhance their economies through various interventions such as the development of tourism. Tourism is widely acknowledged as one of the fastest growing and important industries in many countries, playing an increasingly important role for enhancing the economies of many developing countries. Furthermore, tourism has offered many opportunities to various national governments to establish themselves in the global economic arena, and therefore, it has become the impetus behind economic development efforts in both urban and rural areas (UNWTO, 2013; WTO, 2006). Tourism has become a key strategy to generate economic, social and environmental benefits to communities, foster community development, and alleviate poverty (Binns & Nel, 2002).

Tourism has been positioned as a strategy for economic development through its “provision or enhancement of facilities to meet the needs of the tourists” (Pearce, 1981, p.2). Inskip (1991) identified three reasons that attract communities to tap into the tourism industry. First, tourism offers both direct and indirect economic benefits. Second, tourism creates various socio-cultural benefits. Third, tourism can lead to environmental conservation (Inskip, 1991 cited in Thorn, 2011). Many rural communities in developing countries have adopted tourism as the most viable option for economic, socio-cultural as well as environmental sustainability (UNEP, 2002; WTO, 2002).

The Middle East Region is rich in diverse types of tourism including cultural tourism, religious tourism, and eco-tourism. Jordan is one of the Middle Eastern countries where many tourism attractions have been developed to meet the needs of various types of tourists. Despite the unstable political situation in the region (it is just 20 miles from the border with Syria, where a civil war has been raging for four years), Jordan is still considered one of the safest countries in the Middle East and North Africa. As a result, the Jordanian government has strongly supported the development of tourism through its National Tourism Strategy (NTS; MOTA, 2014).

The NTS was designed as a public-private sector partnership between government and private businesses with support from the United States Agency for International Development (USAID). The NTS aims to double tourism receipts by expanding length of stay and improving visitor expenditure and yield. These goals have been supported by improving the diversity and quality of the tourism product through private sector investment at the local and national levels. Also, the NTS aims to promote Jordan's competitiveness as a unique international tourism destination that deserves to be visited, and promote sustainable tourism by encouraging and engaging the private sector, local communities, and local and international non-governmental organizations (NGOs; NTS, 2008).

1.2 Problem of the Study

The Middle East Region is facing civil wars and political conflicts in Syria, Iraq, Yemen, Libya, Egypt, Lebanon, Israel and the Gaza Strip. These conflicts have put tremendous pressure on neighboring countries like Jordan which has become a primary destination for many refugees. Jordan has its own share of economic problems such as widespread poverty and rising unemployment. The refugee crisis in the region has exacerbated social and economic problems in Jordan. The Jordanian government views tourism as a potential strategy for poverty alleviation

and stimulating employment opportunities for locals due to the fact that Jordan has many archeological and cultural sites, a diversity tourism attractions and geography, and Mediterranean climate. On the other hand, tourism is the second largest private sector employer and it's second highest producer of foreign exchange. Tourism contributes more than US\$ 2.22 billion to Jordan's economy and accounts for approximately 6.2 % of the country's gross domestic product (GDP), and generating 78,000 jobs directly in 2014 (about 5.1% of total employment; World Travel & Tourism Council, 2015).

Many governments in the world have adopted a top-down approach for various development activities, and Jordan is no exception. The top-down approach is particularly common in Jordan's tourism sector. Literature reveals that the advantages and disadvantages of tourism for communities cannot be well understood without recognizing and understanding the cultural and social contexts of tourism development (Baker, 2008; Timothy, 1999; Tosun & Jenkins, 1998; Timothy, 1998; WTO, 1994; Gunn, 1994; Nelson.J.G., 1993; Inskeep, 1991). Projects based on local consultations and engagements are not the norm in the Middle East. This is true in Jordan too, but this seems to be changing slowly. For example, donor-funded tourism initiatives encourage local communities to participate in tourism.

While consultations with local communities could hardly be understood as a form of community-oriented tourism, in the context of Jordan's political processes and development practices, local consultations could be seen as a positive initial step toward a decentralized form of governance. Since community-oriented tourism is well-suited in rural areas in the developing countries, as examples elsewhere have indicated (Barkin, 2000), local level tourism initiatives in Jordan may benefit from a community approach to achieve real and meaningful participation and involvement of local communities.

This study examines local engagement in tourism development in Jerash, a historical city and a proposed UNESCO heritage site. In particular, this study examines tourism development practices and analyzes the perspectives of various stakeholders about community-oriented participatory tourism development.

Like many developing countries, Jordan's economy is very small with an average annual growth rate of five percent, unlike most of its neighbors in the Gulf Region. Jordan has insufficient supplies of water, oil, and other natural resources, underlying the government's heavy reliance on foreign assistance (World Bank, 2014). The economic challenges confronting Jordan include high unemployment, high inflation and low living standards, and poverty estimated at 14% (Department of Statistics, 2015). Due to these challenges, local level tourism development with active participation from local residents is seen as a direct and practical way to counter unemployment and improve livelihoods.

A significant portion of tourism in Jordan is based on cultural and archeological heritage sites. Jerash, the second main tourist destination in Jordan (MOTA, 2014), is an ancient Roman city and a proposed World Heritage Site (WHS). It is located 48 kilometers from the capital city of Amman. As a tourism hotspot within Jordan and one of the best preserved ancient Roman cities in the Middle East, Jerash tourism has a high potential for improving local livelihoods. The Jordanian government has proposed several tourism development projects in the area, aiming to providing income and employment opportunities for local residents, as well as encouraging women employment despite the cultural norms and traditions that limit women's involvement in the tourism industry. As a proposed WHS (submitted on the tentative list in 2004), it is critical that tourism development in Jerash follows sustainable principles, one of which is to consider local

benefits and engagement in tourism development processes. Compared to other tourism destinations within Jordan, Jerash's tourism potential is under-appreciated.

1.3 Purpose of the Study

The primary goal of this research is to understand how local communities in Jordan are involved in tourism and what their perspectives on community-oriented development are. Using Jerash as a study area, this research explores how community-oriented tourism development may be developed in a country where top-down planning is the norm. It also explores the prospects for improvements in community engagement in Jordan. A mixed methods research approach was employed to assess diverse perspectives representing various stakeholders within and outside the tourism industry (Kohn-Wood & Diem, 2012; Wisdom *et al.*, 2012; Decrop, 1999).

1.4 Research Questions

The research is guided by the following questions:

1. What are local views about tourism in Jerash and its development needs?
2. How satisfied are local residents with their involvement in tourism?
3. What are local perspectives on the role of government in tourism development?
4. What are local views about community contributions to tourism?

1.5 Research Objectives

These previous research questions are intended to fulfill the following four objectives: 1) to assess local views about tourism in Jerash and their interest in its success; 2) to document the type and level of current local involvement in tourism; 3) to examine local perspectives on the role of government in tourism development; and 4) to understand local perspectives on community contributions to tourism.

1.6 Significance of the Study

In recent years, academic research on community involvement in tourism has proliferated in both the developing and developed countries. However, very limited research has been conducted on this topic in the Middle East. Much of the recent work in tourism has focused on the role of local communities in tourism development recognizing that local communities are not only impacted by tourism but they also respond to it (Jenkins, 2006; Long & Wall, 1993).

The majority of previous studies on tourism in Jordan (Kreishan, 2011; Zamil, 2011; Al Hasanat, 2010; World Bank Report, 2009; Shunnaq *et al*, 2008; Shdeifat *et al*, 2007) focused on tourism growth, visitor trends, and tourism policies. There is limited research on community perspectives on tourism in Jordan. As such, this research is highly relevant in the context of evolving forms of governance in the Middle Eastern region. Most countries in the Middle East have traditionally adopted a top-down model of development. This has been challenged recently in some countries (e.g., Libya, Egypt, Tunisia), which has led to political turmoil and unrest. Jordan's governance is also based on a top-down model; however, in light of the push for political reforms in the region, there have been some attempts to engage local communities in development planning. By and large, development practice in Jordan is hierarchical, paternalistic, and is based on a "government knows best" mentality. Tourism development practices follow a similar model, but in some instances of donor-funded projects consultation with local communities is incorporated as part of the project activities. However, whether local consultation is actually practiced on the ground or not is a different matter. Also, cultural practices in the Middle East prevent many women from directly engaging in tourism. This creates challenges for encouraging local engagement in tourism development practices. Therefore, given the cultural and political contexts in Jordan, it is interesting to examine local perspectives on community-oriented tourism

development practices, and where potential exist, identify culturally appropriate strategies for greater engagement between tourism developers and local residents. In other words, this thesis represents a small step toward improving tourism governance practices in the Middle East.

The researcher chose to focus on Jerash because 1) it is a tourism hotspot in Jordan and is considered one of the best preserved ancient Roman cities in the Middle East, 2) the Jordanian government has proposed several tourism development projects in the area, and 3) its poverty and unemployment rates are among the highest in Jordan. More importantly, Jerash is a proposed World Heritage Site (submitted on the Tentative List in 2004), therefore it is critical that tourism development follows sustainability principles, one of which is to consider local benefits and active local engagement in planning and development processes.

1.7 Conceptual Framework

Following the Millennium Development Goals (MDG), which outlined strategies for poverty alleviation, in addition to other larger issues such as financial security and political order, (Le Blanc, D., et al. 2012; UNRISD 2010), focus on sustainable development has been evermore stronger. Sustainable development is the overarching theme and the desired ideal, used as a vital tool for the purpose of assessing how tourism can bring benefits to local communities (Telfer & Sharpley, 2015; Casson *et al*, 2010). The ultimate goal is to enhance the wellbeing and standard of living of local communities through more participation and involvement in tourism in their own areas, while protecting their environment, culture, and heritage.

Community development combines the idea of “community” with “development”. Community engagement is a vital aspect of any development project that is focused on improving the quality of life of people. The key issue is how to involve local residents in all stages of the tourism planning and development process. A research framework that explores community

engagement even when conditions are not ideal (for example, most countries in the Middle East practice top-down planning) needs to find ways to reach out to the community and document their concerns as a starting point.

Figure 1 demonstrates how local community involvement in tourism may enhance social sustainability by empowering local communities to manage their own resources, provide meaningful employment and assist with capacity building and cultural preservation. In the context of this study, tourism development provides the impetus for active community interests and participation in tourism projects. Tourism not only offers job opportunities to local residents, but it can also enhance local quality of life. It can also support local culture by encouraging restoration of local cultural heritage. This research is focused on three main themes: 1) tourism and its linkages with economic development of an area; 2) community interests in tourism development and cultural heritage protection, and 3) local attitudes about tourism development and its capacity to meet income and employment objectives. These themes are illustrated in Figure 1.

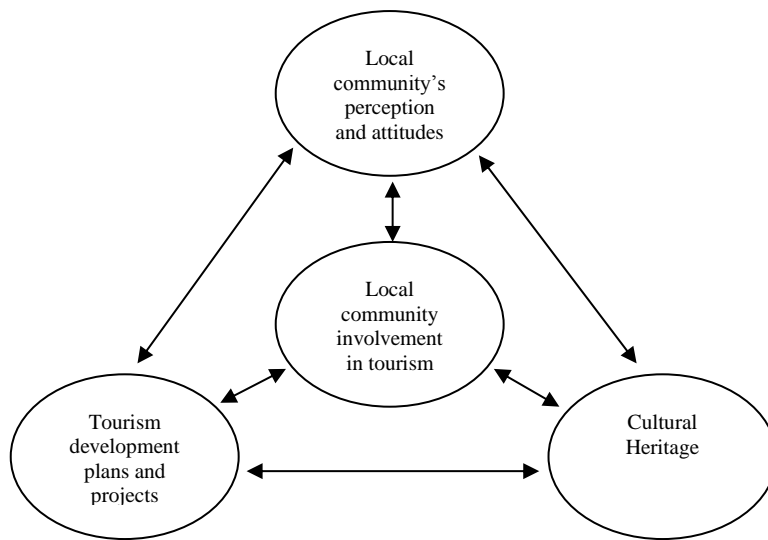


Figure 1: A Framework for Conceptualizing Community Involvement in Tourism

1.8 Research Contributions

As noted earlier, this research provides an interesting context to study tourism in the Middle Eastern countries like Jordan. Given the paternalistic attitude of the government, a top-down approach to development, and the limited role of women in tourism employment, this research aims to enrich theoretical discussions about how tourism development may be practiced in a culturally sensitive way that is in tune with local aspirations for greater engagement with governing bodies. Empirically, it provides an illustrative case study from Jerash, which is an important cultural tourism destination within Jordan. Methodologically, the research applies a mixed methods approach to investigate local community perspectives on tourism development, combining survey-based data and key informant interviews. The vast majority of tourism studies in the Middle East is quantitative, whereas this study applies both quantitative and qualitative methods to provide deeper insights in to the issues uncovered in this study.

1.9 Research Limitations

The study has some limitations that might affect the results of this research. First, as this study was conducted using a mixed method approach (questionnaire survey and semi-structured interviews). A snowball sampling technique was used for the qualitative method (semi-structured interviews), this technique has disadvantage as the sample does not represent all local community in Jerash. Second, as this study conducted in Jerash in Jordan, this limits the results of the research to be generalized to the entire country due to some differences between tourism destinations. Third, as the public awareness about tourism, some participants might have misunderstood some questions which affected how residents responded to the survey questionnaire and interview questions. And lastly, the timing of conducting the research limited the ability to gain more insights into some issues. The research fieldwork was conducted in 2013 during the Arab Spring which

affected the tourism industry all over the region including Jordan. The uncertainty created due to this volatile political situation might have affected the local community's view of tourism as a significant sector.

1.10 Dissertation Organization

This dissertation is organized into six chapters. Chapter I is an introduction to the research which includes the main research questions, objectives, and significance of the study. Chapter II provides a review of the relevant literature with a focus on development and sustainability, and local community involvement in tourism. Historical information about Jordan, its tourism sector, and background of the study sites are provided in Chapter III. Chapter IV presents the research approaches and methods. Chapter V presents the results of quantitative and qualitative analyses respectively. Chapter VI provides a summary of the main findings and discussion of relevant issues. Chapter VII provides key conclusions derived from the study, and recommendations for further research and practice.

CHAPTER II: LITERATURE REVIEW

This chapter provides a review of literature relevant to sustainable development, centralized and decentralized planning, tourism development, the roles of stakeholders, and community involvement in tourism. Much of the literature reviewed in this chapter is focused on developing countries.

2.1 Development

Development is one of the most fundamental ingredients and processes of social life (Islam, 2009). It is a normative term; its definition has long been discussed (Harrison, 2015; Sharpley & Telfer, 2014; Harrison, 1988). Sharpley (2002) describes development as a “philosophy, a process, the outcome or product of that process, and a plan guiding the process towards desired objectives” (Sharpley, 2002, p. 23).

Initially, development theory was focused on economic criteria only, but it later incorporated social, ethical and environmental considerations too (Ingham, 1993 cited in Telfer, 2014). Goldsworthy (1988) refers to development as both a moral and material ideas that deal with human enhancement and fulfillment through a variety of choices such as poverty reduction by the optimal distribution of benefits (Sharpley & Telfer, 2014). Development might be considered as a “goal toward which countries strive, and also a process which involves causal relationships” (Ingham 1993, p.33-34).

Payne and Phillips (2010) describe the period from 1945 to the 1970s as the "golden age" of development theory (Payne & Phillips , 2010 cited on Harrison, 2015), and the modernisation theory as the dominant perspective in the mid -1970s (Harrison, 2015). Modernisation theory has been defined as a theory of socio-economic development which follows the path toward a goal exemplified by modern societies in North America and Western Europe (Telfer, 2014). The focus

in modernization theory was on industrial development than on primary modes of production and consumption, and capital had a central role in development (Harrison, 2015; Telfer, 2014).

Several attempts have been made to document the evolution of development theory in the last six decades (Harrison, 2015; Telfer, 2015). Based on Table 1, shown below, development implies “economic growth, structural change, autonomous industrialization, capitalism or socialism, self-reliance” (Harrison, 2015, p.54-56). Since the early 1980s, development has been considered in the context of economic, environmental and social sustainability, defined as “sustainable development”.

Table 1: Evolution of Development Theory

Time	Development Theory	Key Concepts
1950s,1960s	Modernization	Dominance of Western economic growth based models : Development from traditional to modern societies implies the adoption of western type of values. Stage of growth, Structural theories and Regulation/ Protectionism
1960s,1970s	Dependency	Underdevelopment the result of domination/exploitation by developed countries: Economic restructuring, import substitution, protectionism; development of domestic markets. How developing and developed nations interact, rich and poor between countries and within countries,
1980	Neo-liberalism	Promotion of the free market: Emphasizes corruption, Inefficiency, and a lack of economic incentives within developing countries as being responsible for the lack of development, Limits on government intervention in economic activity, Deregulation/privatization, Structural adjustment programmes,A and New economic order (one world)
Early 1980	Alternative Development	Awareness of effects of development on different cultures/societies: People-centered approach, environmental management, meets the needs of the present generation without compromising future needs.
1990s	Alternative/sustainable development	Dominance of sustainable development theory: Grassroots development, Environmental management, and Engagement with globalisation
2000	Beyond the impasse The new paradigm	Global environmental policies/protocols , Transnational movements , Micro-level strategies, Poverty reduction, State security and development

Source: (Harrison, 2015. P: 54-56; Telfer, 2014, pp: 36)

It is argued that the philosophical underpinning of development views a desirable future to which a society might achieve, and influence development policies and plans. It is through these policies and plans a stepwise approach to development goals is exercised (Gartner, 2008).

2.1.1 Sustainable Development

Sustainability is a popular term which has become widely used in the academic literature on tourism, planning and development studies. Sustainable development is a term broadly used by leaders, politicians, planners, and policy makers, who are consistently influencing the concept as well as its definition which is continuously being revised, edited, and refined (Byrd, 2007). The notion is problematic and difficult to define and can be seen as an oxymoron, involving both sustainability and change (Harrison, 2015. p: 59; Sharpley 2009. p: 57–67). The concept of sustainable development appeared from the post –war environmental awareness movement, which identified the negative impacts of human growth and development on the environment and communities (Harrison, 2015; Telfer, 2014). Sustainable development is an important concept and various definitions have discussed and emerged over the past decades. There are many debates on the actual meaning of sustainable development with a common principle of the commitment to equity and fairness, and the improvement of the conditions of the world’s poorest and protection for the rights of future generations (UN, 2015).

Over the last two decades, various governments, businesses, and civil societies have made commitments to achieving sustainable development goals (UN, 2015). The first conference that focused on environmental problems was the Conference of Ecological Aspects of International Development held in 1968 in Washington DC (Harrison, 2015; Caldwell, 1984). Four years later, in 1972, the United Nations Organized the Conference on Human Environment in Stockholm. This conference was considered the first international community meeting that focused on the global environment and developmental needs. The term “sustainable development” was defined and articulated in the 1980s. In 1987, the World Commission on Environment and Development (also known as the Brundtland Commission) called for the development of new ways to measure and

assess progress toward sustainable development. The most widely quoted definition of sustainable development is the one provided by the Brundtland Report, which refers to it as “...development that meets the needs of the present without compromising the ability of future generations to meet their own needs” (World Commission on Environment and Development WCED, 1987, pp.43). In response, significant efforts to assess performance have been made by corporations, non-government organizations, academics, communities, and national and international organizations. Later in 1992, the sustainable development concept was given further attention at the United Nations Conference on Environment and Development (the Earth Summit) which was held in Rio de Janeiro, joining 178 countries committed to the creation of a green economy and sustainable development.

In addition to the environment, the Commission’s view was to make better decisions on the issues that affect peoples’ lives coinciding with the environmental requirements, and to improve economic development, social equity and justice, and environmental protection. Since its emergence, the term ‘sustainable development’ has been the subject of vigorous debate. It is regarded as an oxymoron in which two apparently disparate concepts-sustainability and development-are brought together. The former implies maintaining in perpetuity while the latter means to change (Wall, 2002). Its ambiguity lies in an absence of both semantic and conceptual clarity or consensus, which is reflected by the varied definitions and interpretations of it.

Generally, sustainable development, as presented in the Brundtland Report and other notable literature, is about integrating the environment (both ecological and socio-cultural) and development (including material and spiritual well-being). It is a form of alternative development (Wall, 2002). Sustainable development calls for an integration between the three pillars of sustainability: economic development, social equity and environmental protection. Despite that

the concept remains vague, governments and organizations have adopted sustainable development as an important goal to be achieved, with difficulties in implementation (UN, 2015).

Figure 2 illustrates the three mutually reinforcing and critical components of sustainable development: improving economic development, social equity and justice; and development that ensures environmental integrity.



Figure 2: The Three Pillars of Sustainability
Source: Parkin, Sommer, & Uren (2003, pp. 19)

2.1.2 Role of Institutions in Development

Formal and informal institutions have a great influence on various aspects of the development of a country. Effective institutions are often critical to a better investment and economic climate, encourage trust among citizens, avoid exclusion of some citizens, reinforce property rights, facilitate accountability, and make better governance. Formal institutions have more direct influence in the economy. They make or implement laws regarding economic growth. They additionally affect the economy by determining the international relations that provide specific directions to the economy. They determine factors like taxes charged on transactions (Estrin & Prevezer, 2011). Also, business is increasingly recognized as an important partner in

development. It has important role in investment in land, natural resources, infrastructure, health and technology to provide funding for various development efforts (UN, 2015).

The informal sector is important in the developing world due to the presence of numerous informal enterprises or institutions prevalent in the economy in which the government or the formal private sector does not have a role (Hart, 1971). Furthermore, the informal sector has a significant role in development because of its sheer size in developing countries, and its implications for economic development. The informal sector affects employment opportunities, productivity, fiscal revenues, and growth. For example about half of the national output, more than 80% of total employment and 90% of new jobs in African low income countries are in the informal sector (Mbaye, 2014).

The informal sector consists of all activities that operate outside the official legal and fiscal system. As such, there is lack of reliable statistical information about the value and significance of the informal sector (Mbaye, 2014). The informal sector is part of an economy that is largely not taxed, or monitored by any form of government in many developing countries. Poor people who do not have access to higher education have little chance of getting jobs in the formal sector. They work in the informal sector where incomes are low and unstable. Further, access to basic protection and services offered to people in the formal sector, such as pensions and health insurance, are mostly unavailable in the informal sector. Aside from the agricultural sector, evidence shows that tourism is more labor-intensive than any other non-agricultural sector, it uses a relatively high proportion of unskilled labour (Ashley *et al*, 2007). The informal sector in tourism consists of independent, self-employed small-scale producers and distributors of tourism goods and services, and the workers in this sector are usually not covered by the country's labour laws and regulations (ILO, 2015). Informal institutions such as kinship structures, civil and social norms and traditions

mostly govern the informal sector. Some of these are concerned with determining progress at local levels. Informal institutions that are involved in solving disputes among the people in the society could be considered to positively affect the economy. Cheema (2005) suggests that the magnitude of influence of the informal institutions varies between countries, depending on local cultures and traditions. In addition to the formal and informal economic sectors, the rise of non-government organizations NGOs in the 1990s has added a new dimension to governance structures affecting economic, social and environmental arenas (UNESCO, 2015). NGOs have important role almost in every field of life. NGOs are organizations that are funded by the state, foundations, business or individuals and working voluntary. In many cases, NGOs are considered and acted as a watchdog in the society. They criticize and aware the communities and government about any issue that affect people's life.

Managed by independent bodies from the governments, the NGOs affect the development of a country in several ways. It is argued that the NGOs are closer to local people than most formal institutions, and, therefore, are more aware of issues that contribute to the economic status of the local people (UNESCO 2015; Mbaye, 2014; Lewis & Kanji, 2009). NGOs give loans and grants as one way of contributing to economic growth, and this is done by providing assistance to either individuals or groups (Sangmpam, 2007). NGOs are also influential in lobbying for certain government policies. Governments impose tourism policies and regulations; sometimes these policies and regulations are not convenient for the host community and affect negatively the environment and tourist resources. Therefore, NGOs can play an important role in making people aware of the negative effects of the policies, and in some cases take legal actions against the governmental policies and regulations.

Due to the influence some NGOs hold nationally or internationally, they are also able to draw attention of the government to important social, economic, political and environmental problems facing a country. Examples of NGO involvement may include supportive laws, development of projects and other provisions. NGOs also offer supportive services like health and education to the people (USAID, 2013). For example, Jordan has the government sector, informal institutions and NGOs affecting its development. Jordan depends greatly on revenue from its tourism industry. Its Ministry of Tourism and Department of Antiquities continue to work hard to transform the country's heritage resources into revenue generators. In some developing countries such as Jordan, the informal institutions are less supportive of the economy, and sometimes hinder economic progress (Casson *et al*, 2010).

2.1.3 Development Participatory Approach

The concept of community participation is based on three main historical antecedents: Western ideologies and political theories; Third World community development movement of the 1950s and 1960s; and Western social work and community radicalism (Midgley, 1986 cited on Tosun, 2000). Previous participatory experience in Western societies became the inspiration for participatory processes in tourism development (Tosun, 2000). As early as the 1980s, participatory tourism development approaches were recognized as beneficial to communities (Murphy, 1988). However, it took another two decades before participatory or community-oriented initiatives were recognized and fully considered in the context of the developing countries (Tosun, 2005). Literature suggests there is no standardized community participation or involvement procedure (Tosun, 2000).

Governments, NGOs, international agencies and local communities have promoted participatory decision making as a win-win solution for development. The aim of participation is

to empower people to influence the programs and project decisions in their area. Participation, however, has been promoted as a means to achieve project output rather than leading to empowerment of local people (Parfitt, 2004). Other scholars such as Cooke and Kothari, 2001 termed participation as a ‘new tyranny’ where the elite and wealthy of the community capture all the benefits of participation, marginalizing some groups of people. Moreover, there is a big gap in rhetoric vs. practice (Senecah, 2004; Hickey & Mohan 2005), especially in less developed countries where participatory exclusions and unequal distribution of socio-economic benefits are too frequent (Clever, 2001).

In many developing countries, the planning process in development projects has been identified as centralized (Reed, 2008; Hickey & Mohan 2005). However, inclusion of a participatory approach to development is considered the right way forward (Martin, 2007), particularly if democratic norms and values are to be promoted and strengthened in erstwhile authoritarian regimes. Many countries, including Jordan, are experiencing a gradual transition from an absolute authoritarian political system to one that is responsive to peoples’ needs desires.

2.2 Centralized and Decentralized Planning in Tourism

Post -1980s, there has been a shift worldwide, from government control of planning and development policies to one where its role is much more limited in economic and social affairs (Dredge & Jamal, 2015). The role of government has evolved as a facilitator and enabler of economic activity rather than an adjudicator of what might be appropriate or desirable change for people (Stevenson *et al.*, 2008 cited in Dredge & Jamal, 2015). A notable shift from public administration to public management has been characterized with the increase in public-private partnerships, collaborative planning and policy development, and government-business power sharing (Bramwell, 2011; Hall, 2011 cited in Dredge & Jamal, 2015). It has also meant that

government has become an agent for negotiation and compromise between public and private sectors (Hodge & Greve, 2010; Xavier & Alfred, 2008; Dredge, 2006; Hall, 1994 cited in Dredge & Jamal, 2015).

In a tourism context, planning and policy is vital to determining how tourism is developed, and how its benefits and impacts are distributed (Dredge & Jenkins, 2007; Dredge & Jamal, 2015). Achieving sustainability as an ultimate goal to planning has resulted in more focus on the implications for the planning process and the outcome for tourism destinations (Page & Thorn, 1997). However, the process of planning is not as simple as the definition. Literature on tourism planning is quite rich (Dredge & Jamal, 2015; Tosun & Jenkins, 1998; Timothy, 1999; WTO, 1994; Gunn, 1994; Inskip, 1991) illustrating that tourism planning is often a contested concept. Various stakeholders make claims about their authority or power over decisions related to important projects. In most developing countries, tourism planning, even when conducted at the community level, is usually driven by powerful government agencies or NGOs who may or may not represent community values and perspectives. Literature also reveals that the advantages and disadvantages of tourism for local community development cannot be well understood without recognizing and understanding culture-specific perspectives on participation, authority, power-sharing and decision-making.

Gunn (1994) believes that tourism planning is a course to determine an appropriate prospective action after a series of choices have been considered, whether or not the choices are oriented toward the local residents or the tourists. Ideally, for sustainable tourism to occur, the choices of both locals and visitors need to be carefully considered. However, in reality this is much more complicated. The typical planning process practiced in many developed and developing

countries is the strategic plan which contains the vision, mission, objectives and goals (Soteriou & Coccossis, 2010; Dredge & Jenkins, 2007).

Tourism planning has a multitude of methods, shaped from years of practice and academic research, from centrally planned tourism development projects to more bottom-up community-oriented projects (Jones, 2012). Active community participation in identifying resources, needs and making critical decisions is now seen as being critical to achieving sustainability (Tosun, 2000). Whilst community participation and involvement in tourism planning can assume a number of different forms and serve several purposes, the basic aim of any local community participation programs is to provide concerned citizens with adequate information about projects and plans (Keogh, 1990). Local communities should have the right to know exactly what will happen in their own areas, and how tourism projects and programs will affect their social, economic and environmental circumstances.

2.2.1 Planning in Developed and Developing Countries

Developing countries have some distinctive features that differentiate them from the developed ones. They are mostly identified by their extreme diversity in wealth distribution, where there are few people who control a significant amount of wealth in the country. This implies a low proportion of people in the middle class and a much larger proportion in the lower tail often living below the poverty line (Sanford, 2003). The differences not only involve financial positions but also reforms and perspectives on various sectors and aspects (UN, 2014, Sanford, 2003).

Development practices in these countries have a prior formal aim of sustaining the population, an objective that has already been achieved by developed countries. These countries have a system of both formal and informal sectors, which both target facilitating the raising of living standards of its people, so that they can at least afford basic necessities (Brownbridge &

Kirkpatrick, 2000). In contrast to the developed world where issues of citizen participation, equal rights, equity in distribution and access to resources are seen as a given, in the developing world centralized governmental planning is often the norm. Development practices follow a typical top-down model where government adopts a paternalistic attitude about citizen participation, welfare and rights. The top-down approach implies that institutions in a country are actually devised by the political leaders. They are endorsed by people to represent them in decision making forums involving various aspects of economic development by using their own knowledge. The top-down approach starts with national-level goals and strategies and attempts to have them implemented at the regional and local levels. This approach usually involves a centralized government imposing regulations or laws on resource users (MPA Connections, 2004). This has the qualities of having the poor, who happen to be more numerous than the rich, having to rely on the government and the other rich in the country in order to sustain themselves. This is observed to have some impact on the economic status of Jordan. The gap between the two extremes keeps on expanding as the rich use the desperation of the poor to maximize their wealth. They exploit the resources that the poor have by attaining them at reduced prices, and later sell them at higher prices (Tosun *et al*, 2001).

The "bottom-up" approach employs the emphasis on appreciating local values and perspectives (Fiske, 1992 cited in MPA connections, 2004), and running the institutions based on their culture and social settings (Casson *et al*, 2010). Some developing countries, including Jordan, have given less consideration to the bottom-up approach, often citing that planning done at the lower levels of government or at community levels always runs the risks of not having adequate resources to turn those plans into concrete projects. It is argued that local communities do not have the capacity to mobilize the resources necessary for institutions to run as compared to centralized

government institutions. Some scholars have argued that the bottom-up approach to planning may not be appropriate in situations where the primary goal is fulfilling basic human needs like food, shelter, and health, and not rights, equity and distribution of power (Casson *et al*, 2010). In a society where there are major differences in income and wealth between the rich and the poor, there is a socially silent mentality of most of the poor deeming the rich as superior (DeCanio, 1997). This implies that critical decisions are left in the hands of the rich and influential and not the poor and dependent.

Figure 3 shows top-down and bottom-up approaches to development. A significant difference between the two approaches is the level at which decisions are made and how implementation of such decisions flow. While decision-making starts at the local level and moves to the national level under a bottom-up approach, the inverse is the case for a top-down approach.

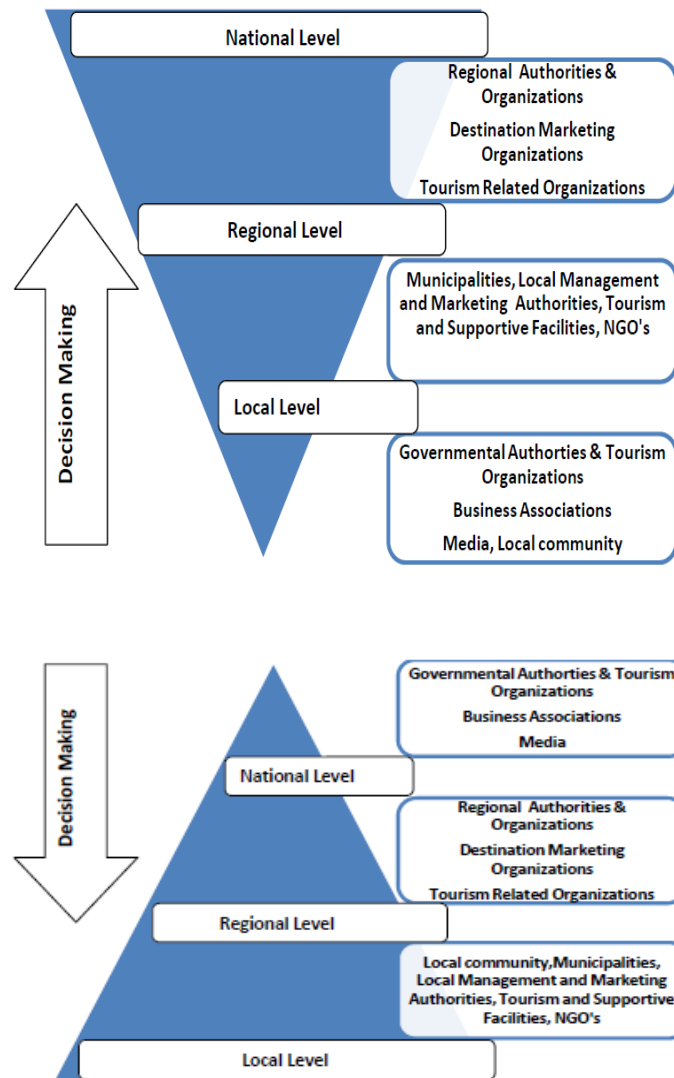


Figure 3: Top-Down and Bottom-Up Approaches to Tourism Planning.

Source: Adapted from Getz & Vujicic, 2010.

2.3 Sustainable Tourism

Tourism is considered as an important engine to boost the economy in both the developed and developing countries (Gumus *et al.*, 2007). While the significance of tourism development for the economy and the society are recognized, tourism development also has negative impacts and has affected local people in many ways (Eshliki & Kaboudi, 2012). Tourism causes traffic congestion, increased crime rates, waste water generation and rising cost of living (Nunkoo & Ramkissoon, 2011). The European Commission identified sustainable tourism as any form of

development, improvement or tourism activity that respects the environment, preserves in the long term the natural and cultural resources and is socially and economically durable and equitable. The basic principles of sustainable development should be taken into account when planning for the development of tourism and recreation activities in a tourist destination by showing respect for the environment, for the people and for the economy and the local culture of the tourist receiving region. Numerous studies have focused on the perceptions and attitudes of local communities towards sociocultural impacts (Wall & Mathieson, 2006) as each community has its own culture and traditions and differ from others, and is affected differently by tourism development (Eshliki & Kaboudi, 2012). In response to the criticisms of mass tourism, alternative tourism concepts including ecotourism, rural tourism (agrotourism), green tourism, pro-poor tourism, and community-based tourism have been promoted as a way forward to sustainable tourism (Juganaru *et al*, 2008).

2.4 Impacts of Tourism Development

In many developing countries, it is difficult to avoid the perceived growth potential of tourism development (Brohman, 1996 cited on Sinclair-Maragh & Gursoy, 2015). It is recognized as a vital tool to foster economic growth (United Nation World Tourism Organization, 2014) and development (Dredge & Jamal, 2015; Telfer & Sharpley, 2015). Tourism researchers indicate that tourism has many advantages as a pathway to development based on its ability to sustain growth, and opportunities for sharing benefits, utilizes resources, and offer new attractions and infrastructure (Telfer & Sharpley, 2015; Telfer & Sharpley, 2007). As mentioned earlier, Sharpley and Telfer (2002) indicate that tourism development over the past thirty years has evolved through paradigms of modernization, dependency, economic neoliberalism, and alternative development. They view that alternative development “addressed the weaknesses of the previous three

paradigms, which paid little attention to the environment or the concept of sustainability” (Sharpley & Telfer, 2002, pp.76). The importance of linkages to local communities is stressed in alternative development. Alternative tourism development puts more emphasis on local community involvement, leading to overall success and ensuring long-term benefits. This is supported by a study that compared two different communities in Panamá. The results of this study demonstrated how one village with strong social networks and cooperation for mutual benefits developed community-based tourism. In contrast, in the other community, the engagement of local associations in collective efforts were either limited or absent. Therefore, more cooperation and involvement of local communities present better conditions to induce development (Telfer & Sharpley, 2015; Claiborne, 2010).

Many researchers indicate that for tourism development to be sustainable, it must be planned, developed and managed responsibly (Su & Wall, 2011; Lu & Nepal, 2009; Sharpley, R., 2000; Inskip, 1991; Murphy, 1988). Wahab and Pigram (1997) consider sustainable development as an example of alternative development, as it calls for public participation and community level planning. In the context of tourism, the neo-liberal approach led to exploitation of many developing countries and fostered a culture of colonial tourism, whereby tourists would visit developing countries but fail to experience real life encounters with the local people. Smith (1992) states that “such development revolves around maintaining economic growth without concern for the effects of such growth in ecological and social terms, especially with regard to the essential needs of the world’s poor” (Smith ,1992, pp.49).

In the last two decades, international tourism has witnessed dynamic growth and continued expansion. Recreational, leisure and business travel have become one of the fastest growing economic activities worldwide as the number of international tourist arrivals rose from 25 million

in 1950 to 1.014 million in 2015 (UNWTO World Tourism Barometer, 2016). The United Nations (UN) and the World Tourism Organization (WTO) have long emphasized the importance of involving local communities in tourism to improve economic and social development. Tourism is considered as a key strategy to generate economic, social and environmental benefits to communities, foster community development, and alleviate poverty (Binns & Nel, 2002). Opportunities offered by sustainable tourism activities could contribute to economic development which, in turn, would contribute to poverty alleviation while preserving natural and cultural resources. However, tourism can also cause many negative impacts, particularly in developing countries (Ghosh, 2010; Fennell, 2001).

When tourism becomes the dominant industry with limited linkages with other non-tourism sectors, a region can become vulnerable to impacts (Crandall, 1987). In the last few decades, attention to the negative social, cultural and environmental impacts of tourism has increased, calling for more careful planning and management of tourism development (Wahab & Pigram, 1997; WTO, 1996; Mathieson & Wall, 1982). Nyaupane *et al* (2006) pointed that tourism “is not inherently good or bad” (Nyaupane *et al*, 2006, pp.1373), and depends on diverse political, economic and social contexts. Accordingly, the impacts of tourism can be classified into two categories, positive and negative.

2.4.1 Positive Impacts

Economic impacts: Tourism has a variety of positive economic impacts. It plays an important role in creating job opportunities either directly or indirectly (Ahmed & Krohn, 1992; Backman & Backman, 1997; Milman & Pizam, 1988; Var & Kim, 1989). Examples of direct opportunities include jobs in transportation, as tourists’ guides, and in tourism security. Indirect job opportunities exist in sectors outside tourism, for example, in agriculture, food, and health

care services. The tourism industry also provides opportunities for small-scale business enterprises, which is especially important in rural communities, and generates extra tax revenues, such as airport and hotel taxes, which can be used for schools, housing, hospitals and other social services (Ardahaey, F., 2011; Lankford & Howard, 1994; Long & Wall, 1993; Liu & Var, 1986).

Social Impacts: Since the local culture is a critical component of a tourism experience, tourism encourages and promotes to preserve local culture (Stronza & Gordillo, 2008; Murphy, 1988). The interface between tourists and local people in tourist destinations can increase knowledge about different cultures from different backgrounds which will lead to the appreciation of different cultures, heritages and beliefs (Kim *et al.*, 2006). Tourism is even seen as a medium to achieve world peace (Airey & Chong, 2010 cited in Sinclair-Maragh & Gursoy, 2015). Although, the improvements to infrastructure associated with tourism development (roads, electricity, communications, and piped water) can provide essential services for rural communities which would otherwise be excluded from general infrastructure provision. Tourism encourages the preservation of traditional customs, local handicrafts and national festivals. Interaction between hosts and guests could lead to a better cultural understanding and could also help raise global awareness of important issues such as poverty and human rights abuses (UNESCO, 2013; Anstrand, M., 2006; Tosun, 2002).

Environmental Impacts: Tourism can help to protect and promote conservation of wildlife and natural resources such as rainforests. It also helps generate funding for maintaining animal preserves and marine parks through entrance and guide fees. Tourism helps create a greater awareness and appreciation for the need to preserve the environment to capture its natural beauty for tourist purposes, and increase investments in the infrastructure of the host country (Var & Kim, 1989). Tourism has the potential to reduce problems such as over-fishing and deforestation in

developing countries by creating alternative sources of employment (UNESCO, 2013; Anstrand, 2006).

2.4.2 Negative Impacts

Economic Impacts: Successful tourism relies on tourism services including the provision for visitor centers, restaurants and hotels. Usually the cost of providing the basic infrastructure for tourism activities falls on the government, so it has to come out of tax revenues (JOVANOVIĆ . *et al*, 2016). Seasonality of tourism in many destinations is an issue that does not encourage people to get involved in it (Lee *et al.*, 2008). Also, tourism businesses can negatively influence local economies, for example through economic leakage resulted by international investments in tourist destinations (Singh & Wright, 2011 cited in Sinclair-Maragh G. *et al.*, 2015).tourism can push up local property prices and the cost of goods and services. Tourism revenues may leak out to huge international companies such as hotel chains, and therefore reduce the benefits for local community (Lee *et al.*, 2008). Additionally, tourist destinations might be affected by events such as terrorism, natural disasters and economic recession.

Social Impacts: The spread of cultural values influenced by tourist behavior is likely to affect lifestyle choices and culture of the host community (Tomlinson, 1991, cited in Sinclair-Maragh *et al.*, 2015). For instance, crowding, congestion, drugs, alcohol problems, and prostitution could increase the crime levels (Backman & Backman, 1997; Lankford & Howard, 1994; Liu & Var, 1986). Researchers indicate that most developing countries have been influenced by big tourism businesses which impact local values, beliefs, lifestyle and consumption patterns to be more Westernized (Kusluvan 1994 cited in Sinclair-Maragh & Gursoy, 2015). Additionally, tourism can also affect human rights when locals are displaced from their land to make room for tourist establishments. The interchange between locals and tourists can also lead to an erosion of

traditional cultures and values (Sinclair-Maragh & Gursoy, 2015; Tosun, 2002; Weaver & Oppermann, 2002)

Environmental Impacts: Evidence suggest that mass and enclave tourism activities have negative impacts on the environment (Canizares *et al.*, 2014; Henkens *et al.*, 2005). Tourism activities and can damage the natural and physical environment on which tourism depends (Sinclair-Maragh & Gursoy, 2015; Durbarry & Seetanah, 2014; Moeller *et al.*, 2011; Brida *et al.*, 2010 cited in Sinclair-Maragh & Gursoy, 2015). Tourism could be a threat to the natural and cultural resources, such as water supply, beaches, coral reefs and heritage sites, through over use (Pizam, 1978). Generally, tourists aren't always aware of how limited these resources are in developing countries. Problems can arise when tourists maintain their normal consumption patterns in the tourist destination aggravating resource scarcity for the locals. One of the most serious effects that mass tourism has had on developing countries has to do with water consumption (Pederson, 2002; Andereck, 1995). Increased pollution through traffic emissions, littering, sewage and noise has been reported in various studies (Koenen *et al.*, 1995; Var & Kim, 1990). Efforts to control or mitigate negative impacts require cooperation between all stakeholders affected by tourism development.

2.4.3 Advantages and Disadvantages of Tourism as a Growth Strategy

In many countries, decisions about whether or not tourism – domestic or international – presents viable opportunities for local economic development are made locally in the context of the other opportunities which exist for proper development. As with other industrial sectors, economic growth as a result of tourism development does not necessarily result in poverty reduction. However, tourism does have some advantages over other sectors for delivering pro-poor growth (WTO/OMT, 2002; Ashley *et al.*, 2001; Deloitte & Touche, 1999) including the following:

- Tourism has considerable potential for linkage with other economic sectors – particularly agriculture. Realizing these linkages will increase the proportion of tourism revenue retained in the host country (Bowen *et al*, 1991).
- There is a possibility of other types of linkages, for example, demand for tourism may add sufficiently to another sector's demand for the combination to provide a basis for introducing local provision of goods or services, e.g. transport (Keogh, 1990).
- Tourism provides opportunities for off-farm diversification. Tourists are often attracted to remote areas with few other development options because of their high cultural, wildlife and landscape values (Roberts & Hall, 2001)
- Tourism provides labour-intensive opportunities. It is more intensive than manufacturing and non-agricultural production, although less labour-intensive than agriculture. Its relation to the economy as a whole therefore depends on the relative weights of agriculture and manufacturing. This suggests that it is more likely to be among the most labour intensive sectors of the economy in more developed countries (Ashley *et al*, 2007).
- Tourism products can be built on natural resources and culture, which are assets that some of the poorer sections of society can capitalize on (Ashley *et al.*, 2001).
- The infrastructure associated with tourism development (roads, electricity, communications, piped water) can provide essential services for rural communities which would otherwise be excluded from general infrastructure provision (Ashley *et al.*, 2001; Pizam, 1978).

At the same time, tourism operates in a market economy, and it is subject to international market forces. New destinations emerge and others decline because they are undercut on price or become unfashionable (Roe *et al.*, 2004). Countries dependent upon undifferentiated products like the traditional beach, sun, sand and sea holiday are particularly vulnerable (Roe *et al.*, 2004). It is

relatively easy for tour operators to respond to new opportunities and to switch operations when new destinations come in at a more competitive price (UNWTO, 2014; Ashley *et al.*, 2001).

Political instability and security concerns (both domestic and international) also have an impact on tourism for countries like Jordan. Countries with significant domestic and regional tourism industries tend to suffer less because these are not affected by declining numbers of air travelers in the face of terrorism fears, but internal security issues can also pose a threat (Roe *et al.*, 2004). Experience suggests that tourism numbers rapidly recover from terrorism and other events, although not uniformly so. Seasonality is also a notable feature of the tourism industry. Whether tourism is seasonal, and particularly whether the seasonality is compatible with agricultural labour demands, it is likely affect its pro-poor potential (UNWTO, 2014).

2.5 Cultural Heritage

Cultural heritage refers to the legacy of physical artifacts as well as intangible attributes belonging to a certain society or group, which are inherited from previously existing generations, preserved in the present for the purpose of being bestowed to the benefit of future generations (Smith, 2009).

The tangible cultural heritage involves buildings, books, artifacts and works of art, landscapes, and monuments. Intangible culture involves folklore, language, traditions and knowledge. Natural heritage involves biodiversity and significant landscapes and ecosystems (Richards, 2000). Cultural heritage has the quality of being unique and irreplaceable, which heritage is being created necessitates the current generation to preserve it. There are various ways through which preservation can be achieved such as keeping the artworks in art galleries and museums. There are also some cultural centers in several countries that aim towards preserving the intangible culture by having some people actually practicing it (Langfield *et al.*, 2009).

Establishment of laws such as the National Historic Preservation Act in the United States, and creating awareness on the relevance of the heritage are important aspects of sustaining and preserving a culture (World Heritage Committee, 2006).

2.5.1 Contribution of Cultural Heritage to Tourism Industry

Heritage is important to tourism since it is an attractive feature that tourists would be interested to experience. Each area or region has its own distinct cultural heritage. The culture could include foods that are eaten; the way they are prepared, the mode of dressing, social interactions, cultural events, cultural historic sites, and the tangible heritage that was mentioned earlier. This attraction mostly entices tourists from other regions (Richards, 2000). The diversity in culture is a product of historical, geographical, tribal, racial, and wealth divisions, among others. . Cultural Heritage provides valuable resources for tourism development and satisfies the cultural needs of local people (Su & Wall, 2011). Also, when tourists visit tourist destinations to experience the culture, they leave some revenue for the services and items that they purchase (Langfield *et al.*, 2009).

Cultural heritage management often requires collaboration between the government and the community so as to offer a specific and unique tourism experience. Some countries like Egypt have cultural heritage as its main tourist attraction (Eraqi, 2006). The country hosts prestigious monuments popularly known as the Egyptian Pyramids, which have further been declared among the wonders of the world. The unique attractions entice visitors to travel to these destinations. As tourists visit to see these ancient structures, other areas in the tourism sector are greatly promoted, consequently encouraging the growth of other non-economic sectors as well (Pujol & Champion, 2012). Most of the heritage attractions require maintenance and upkeep for preserving them in their pristine state. This is done by developing and promoting tourism to these sites and charging

tourist entry fees. The money generated can be a source of income for local communities and government to support other activities not associated to tourism (Long, 2000).

In general, intangible cultural heritage is different from other attractions as it mostly involves the way people live (Ahmed & Krohn, 1992). It does not require much financial support since it just considers how people are used to doing their own activities. Therefore, it is easy to maintain as compared to others sites which require improvements and general upkeep costs. Moreover, intangible heritage is not location-fixed. In fact, it is flexible unlike some other tangible cultural heritage that cannot be relocated (Timothy & Boyd, 2006).

2.6 Tourism Stakeholders

Tourism is a complex phenomenon as it involves different stakeholders regardless of the status of a country. Swarbrooke (1999) categorizes the different stakeholders as: those who own a tourism enterprise; those employed in the tourism industry; those entrepreneurs who are not involved in the tourism business but still affected by the industry; those who are not employed in the tourism industry and are generally unaffected by the industry; and those whose life is adversely affected by tourism. As such, stakeholders in tourism can be classified as internal (participant) to the industry and external (non-participant) from the industry. Stakeholders are individuals, organization or bodies that are involved in the operations of the tourism sector, either directly or indirectly, as shown in Figure 4.

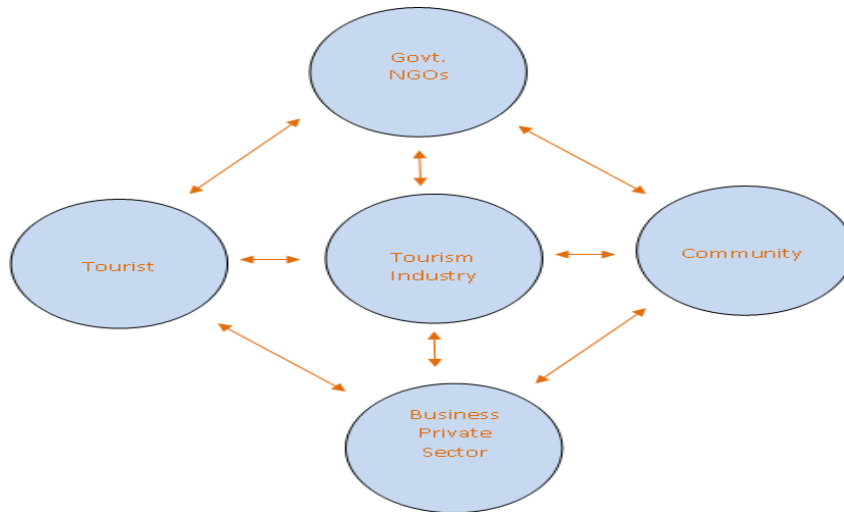


Figure 4: General View of Tourism Stakeholders
Source: Author, based on various sources

2.6.1 Stakeholder Roles in Tourism

The tourism sector is comprised of a complex network of stakeholders and groups that have an interest in the development, management and marketing of tourism. Different stakeholders have differing interests and roles in the tourism sector. They include the tourists, community, government, businesses, and other supportive bodies and institutions (Jamal & Robinson, 2009). When stakeholders do not see some issues as a priority or meaningful part of their mandate, they may not be willing to engage in addressing the problem (Flaman *et al.*, 2010).

Local Community: In the early tourism literature, the word ‘stakeholder’ itself does not appear; the emphasis was more on the local communities, who are one of the most important stakeholder groups identified in the sustainable tourism literature (Anand, 2013). Sustainability of the industry largely depends on the support of community, therefore, consideration of the community’s interests directly relates to the appreciation of the community to the sector. Local community has a role to play in tourism by offering a hospitable environment for tourists. The community’s way of living also attracts tourists resulting in opportunities for tourists to experience

the community's intangible heritage (UNWTO, 2014; Jamal & Robinson, 2009; Shaun, 2001; Murphy, 1988).

Tourist: Another essential stakeholder is the tourist, either domestic or foreign. They are considered main stakeholders since the sector cannot exist without them. Providing a unique and hospitable experience for tourists therefore is critical to the viability of tourism in an area (UNWTO, 2014; Jamal & Robinson, 2009; Murphy, 1988).

Private Sector: The private sector is another important stakeholder. Quality service plays a key role in delivering a valued experience. Within the private sector, creditors are very essential for providing capital needed to establish and expand businesses that support tourism. For example, hotels need to be comfortable with attractive interior and exterior designs, shops need to be stocked with the things tourists would need or may want to buy as souvenirs. Investors do not necessarily have sufficient capital for this. They, therefore, borrow money from creditors and financial institutions. As such, the financial viability of a tourism enterprise is critical to the success of the tourism industry as a whole (USAID, 2014; Jamal & Robinson, 2009). Suppliers provide raw materials to the industry, and therefore they can greatly affect the quality of the products delivered to tourists. Quality suppliers ultimately yield excellent quality products and services. Therefore, suppliers have a role to provide supplies that are of high quality, especially considering the competitive nature of the industry both nationally and internationally (Wall, 1994).

People working in the private sector directly or indirectly come into contact with tourists, therefore it is critical that these frontline agents possess good hospitality and communication skills. The quality of hospitality contributes greatly to the likelihood of a tourist to revisit the area. Employees who directly interact with tourists have to be courteous and caring to them.

Government: While collaboration between the above stakeholders is necessary for the growth and sustain of the sector, the governments is one of the most important stakeholders in tourism development. Government makes policies, plans, strategies and laws to guide and govern activities in the sector. Such policies and laws determine the overall development direction and growth strategies. Some tourism inhibiting laws could be devised with consideration of other factors that could be adverse to the interest of the society. Government licenses businesses in the area as well as charging taxes on the investors. The amount of tax charged could affect investments. Governments also directly invest in the sector, especially in natural and cultural resources and are also focused on the wellbeing of the local community. It additionally facilitates security issues in the respective countries or regions.

Non-governmental organizations (NGOs): Non-governmental organizations (NGOs) have become effective players in tourism development in developing countries over the last two decades. NGOs make a noteworthy contribution to the economy and are increasingly involved in sustainable activities. They guide the government on various aspects of the economy (Al-Kheder *et al.*, 2010). Several important international tourism NGOs like the UK-based Tourism Concern, or the US-based Rainforest Alliance have made significant impacts on the practice of tourism. Also, there are many domestic NGOs that are active in tourist destinations advocating for poverty alleviation, environmental conservation, social justice and cultural awareness (UNWTO, 2014; Finnetty, 2001). In Jordan, the Royal Society for the Conservation of Nature (RSCN) is a good example of a local NGO that promotes ecotourism, protects critical eco-systems while creating new livelihoods for villages and Bedouin tribes. In 2009, they generated nearly one million Jordanian dinars (\$CAD 1.8 million) through ecotourism; covering approximately 45% of the costs for caring for Jordan's protected areas; providing more than 3,000 for local communities in poor

rural areas; and attracting over 50,000 new international visitors each year to RSCN sites including Dana Biosphere Reserve, and Dibeen Natural Reserve. This made a significant contribution to the national tourism sector (USAID, 2014; MOTA, 2013; RSCN, 2009).

2.6.2 Stakeholder Cooperation and Conflicts

Collaboration among tourism stakeholders is a subject of growing interest among researchers and managers. It is also a major theme in the public administration and policy making for tourism (Bramwell, 2011). The support, commitment and cooperation of stakeholders in a destination are essential for the sustainability of the tourism industry. However, collaboration has different forms in practice including participation in tourism planning and decision making processes through informal meetings between politicians and the industry, workshops and seminars, awareness in media, advisory committees and coordination bodies, and public-private partnership (Ansell & Gash, 2008).

There are many potential benefits when stakeholders in a destination collaborate and attempt to build a consensus about tourism policies. For example, NGOs and the community collectively can improve social and economic conditions at tourism destinations. The benefits of tourism to the private sector have led to its collaboration with the government to carry out roles like infrastructure development and marketing. NGOs contribute to these roles by offering supportive facilities like health and educational centers as an unhealthy community could repel tourists in fear of catching contagious diseases (Rubies, 2001).

Aas *et al.* (2005) emphasize the importance of stakeholders' cooperation for effective delivery of services. For example, the private sector in South Africa incorporates a wide diversity of commercial firms such as international companies managing safari lodges, hotels and restaurants across Africa. The private sector cooperates with the local community in some tourism

activities such as family-run bed and breakfast establishments, and community tourist guides running tours of townships in major cities such as Johannesburg and Cape Town. Internationally, donor agencies collaborate with communities to improve livelihood opportunities for poor people. It is important to consider that the collaboration between governments, private sector, NGOs and community will add value to tourism and improve understanding and trust between them (Spenceley, 2012).

As global visitation increases, a number of challenges face the tourism destinations. Conflict is one of these challenges that is expected to rise among stakeholders since a new form of governance is emerging to address these changes (Saarinen *et al.*, 2014; Jamal & Stronza, 2009). For example, a major source of conflict between tourists and the private sector is the quality of services and prices. While private investors are interested in maximizing profits, tourists on the other hand demand quality services and goods at reasonable prices. This sometimes leads the investors either to compromise the quality of services or to raise the price of services. To solve such conflict, government forces tourism businesses to follow its policies and instructions. Those who belong to international chains are required to follow international standards.

Another source of conflict is between foreign and domestic investors who compete for a share of the tourism market in a region. In most developing countries, domestic investors have less clout than foreign investors who have more capital to invest as compared to the domestic investors. Therefore they may resent the foreigners. On the other hand, foreign investors may see local investors as a threat due to their knowledge of internal markets and operations, enabling them to know where best to acquire cheap resources. As a result, these two groups often come in conflict as they pursue goals to expand their market shares (USAID, 2014; Jamal & Getz, 1995).

In most developing countries, government plays a major role in controlling and regulating activities in the tourism sector, and Jordan is not an exception. It allocates four percent of the revenue that it gets from the tourism sector to promote the industry. While there are numerous examples of collaboration between various industry sectors and stakeholders, the tourism literature is replete with issues of contests for power and authority between various stakeholders (Sharpley & Telfer, 2015; Telfer, 2001; Reed, 1997). Power is often regarded as a tool or resource that can be balanced or shared (Jamal & Getz, 1998). But, under circumstances where power is unequally held by different stakeholders, local government agencies or authorities are regarded as the most suitable actors that can facilitate cooperation among all other stakeholders (Reed, 1997). An important question that remains, however, is how and under what circumstances those with power (e.g. foreign investors) will be willing to cooperate or share their market with other stakeholders that have lesser power (e.g. local investors).

In addition to the conflicts between stakeholders within tourism, conflicts could also occur between tourism and non-tourism sectors such as agriculture and water. This could often result in a setback for the tourism industry (Ahmed, 2011) and create conditions for incomplete or inadequate projects. For example, hotels, resorts and restaurants consume much water to supply tourism needs and demands, which leads local people to resent that they do not receive an adequate supply of such resources (Cole, 2012). In addition, people sometimes leave the agriculture sector to work in tourism activities. A classic example is the migration of active labour from agriculture to tourism in Bali, Indonesia (Long & Wall, 1996). Thus, to succeed in making tourism more sustainable, collaboration is required between all relevant stakeholders, within and outside government, private and non-governmental organizations, and local residents at all levels to ensure the long-term success of the tourism sector.

2.7 Community Involvement in Tourism Development

Community is a word with many meanings and uses (Cox, 1987). The concept of community is commonly used as a noun or an adjective (Checkoway, 1995). Community can be viewed as a place in which people live such as a village, town, or city; or as a group of people with similar characteristics such as old people; or as a concern which people share in common such as religious people. Hillery (1995) found the various definitions that related to community somewhat confusing. In reviewing 94 community definitions, he concluded that “no agreement had been achieved but every definition deal with people” (Hillery, 1955, pp.65). Based on the review, he categorized the three main components related to the term community into: 1) area, 2) common ties and, 3) social interactions. Other scholars argued that the term community has a strong relationship with physical and social elements such as location and ethnicity (Buchers *et al*, 1993). In this dissertation I use the definition by Jamal and Getz (1995) who defined community as a group of people living in the same locality.

2.7.1 Local Community Involvement in Tourism

Worldwide, international development agencies and organizations promote social development, primarily in developing countries in Asia, Central Asia and Africa which aim to support programs in health, education, rural development, and provide advice, advocacy and resources for empowering local communities (UNWTO, 2014). With the help of international agencies, various NGOs throughout the world have actively pursued goals that seek to empower local communities. To address the inefficiency of highly centralized development approaches, community involvement has become an important factor in development initiatives and programs, including in conservation, tourism, health and forestry (Baral & Heinen, 2007 cited in Michael, 2009).

In the developing countries, local community involvement in tourism development is often lacking (Dola & Mijan, 2006 cited in Eshliki & Kaboudi, 2012). Several studies have been conducted in the interest of finding the contributions of community to tourism development. Scheyvens (1999) considered community based tourism as an effective way of ensuring sustainability in the tourism sector, and recognized the need to promote both the quality of life of people and the conservation of resources. It is now recognized in parts of Africa, for example, that local people should be compensated for the loss of access to resources they suffer when wildlife parks are created (Scheyvens, 1999). Zamil (2011) identified the role of the local community in Jordan in promoting tourism. In his study, community involvement in tourism was geared to market tourism internally and externally. Furthermore, Zamil (2011) suggested that the level of community contribution in tourism depends on a number of factors, such as the knowledge about the sites, and the collaboration between government and local people. This can be achieved by promoting individuals in the local areas near the tourist sites by offering them tourism-related jobs (Zamil, 2011). Furthermore, Cater (1994) highlights that local community should be involved in planning and managing tourism. In general, the local people in tourist destinations are often excluded from tourism development processes, not only planning, but decision-making and management of projects in their areas, and this has been a common practice due to a top-down development model (Teye *et al.*, 2002).

2.7.2 Rationale for Community Involvement in Tourism

Earlier examination of community involvement in development comes from Arnstein (1968), who developed a typology based on citizen involvement. She proposed a “ladder of participation” with eight levels corresponding to increasing degrees of citizens’ power in decision making. At the bottom of the ladder are two levels, manipulation and therapy, which Arnstein

categorized as Nonparticipation. At the top of the ladder are levels 6, 7 and 8 which correspond to Partnership, Delegated Power and Citizen Control respectively, and are classified as Citizen Power. The higher the level of citizen participation, the more citizens can be sure that their opinions will be integrated into decision making and applied in the interest of their community. Between the top and bottom categories are levels 3, 4 and 5, corresponding to informing, consultation and placation; these levels of local consultation are considered to be tokenism.

Arnstein admitted that the eight-rung ladder entails some limitations. She considered the model as a simplification and not exhaustive. The model's strength is in its gradations of citizen participation. Citizen participation as depicted in that model should be distinguished from local communities' involvement. While the concepts overlap, the former is broader in scope than the latter (Andre *et al*, 2010). Even though Arnstein's work has been very influential in participation discourse, researchers have been critical of the model's conceptual foundations and empirical applications. Tritter and McCallum (2006) suggest that the assumption of participation as hierarchical in nature with citizens' control as a goal of participation might not always align with the communities' own reasons for participation. Further, Arnstein pays little attention to the complexities of relations where the process of participation itself gives rise to new roles and responsibilities. Accordingly, the new roles and responsibilities may emerge as a consequence of participation (Collins & Ison, 2006).

Meanwhile, lack of direct benefits may dissuade a community from participation in projects (Bennett & Dearden, 2014). Concentration on other needs also limits the community's participation. People in the community are more concerned with getting basic needs, hindering their long term objectives that tourism is likely to achieve. Additionally, they may lack information on the benefits of tourism to them, alongside with failing to establish how they can contribute to

its development (Tosun & Timothy, 2001; Tosun, 2000). Also, there are no defined ways between the government and the community in enhancing locals' participation in tourism (Tosun & Timothy, 2001).

In spite of the lack of direct participation in decision making, communities could benefit from tourism development in the form of employment opportunities. Tourism may be indirectly helpful in reducing crime as unemployed people seek work in this sector instead of getting pulled into anti-social and delinquent behaviors. Another indirect contribution to the wellbeing of the community involves promotion of other sectors like farming. The products of these sectors are supplied to the tourism sector. The community also benefits from sustainability of the environment for the future generation. This is because the natural appearance could by itself be attractive to tourists, or provides a habitat for species that tourists would like to see (Pizam *et al*, 2002).

Wall (2007) states that effective tourism requires proper infrastructure; the government and other private investors recognize this, and therefore invest in improvements in transport, communication and sanitation facilities. This benefits the local community at large. Other sectors such as banking, transportation and security benefit from increased tourism activities. Tourism adds to the diversity of economic activities in an area (Sahli & Nowak, 2007). Small businesses in the community benefit by the increased spending realized by tourism activities. It is also argued that community pride and identity are generated through tourism (Jamal & Robinson, 2009). Sustainable tourism requires that governments, local communities, businesses, NGOs and individuals work together to develop sustainable tourism opportunities that help local economies while minimizing negative environmental and cultural impacts (UNWTO, 2014; Wall, 2007).

2.7.3 Issues Relevant to Community Participation in Tourism

The approaches to community development for tourism purposes in developing countries are numerous and varied. It is reflected in work by Simpson (2007) that “there has been a huge upsurge of interest in tourism that takes into account the public sensitivities and concerns about the environment, communities and sustainability” (Simpson, 2007, pp.186). Simpson (2008) argues against the need for community participation when attempting to achieve benefits for the local community. His work highlights that “community-based tourism initiatives provide a concept by which the private sector, governments and NGOs can deliver a range of livelihood and other benefits to communities without necessarily carrying the potential baggage of significant community ownership or involvement” (Simpson, 2008, pp.15). However, the involvement of community is a factor that has been suggested as crucial by a plethora of other studies (Carpenter & Miller, 2010; Stem *et al.*, 2003; Simmons, D., 1994). Stem *et al.* (2003) in particular highlight, the benefits of educating local populations in terms of sustainability and financial management, helping them to develop sustainability in the long-term for themselves. However, Tosun (2000) argues that there are operational, structural and cultural limits to community participation in tourism development planning in many developing countries.

Although the need to get away from centralized government control may have been one aspect that was championed by other studies, it is expressed that an analysis of the differences between traditional community economic development and community tourism development clearly shows that tourism continues to be driven by levels of government rather than community interests (Joppe, 1996, pp.475). Shani and Pizam (2012) stress that community participation is a vital part of sustainable tourism development, but it might not be the recommended course of action in all cases. In this manner, it is clear that the assessment of tourism development and

planning in developing countries such as Jordan should take into account factors such as the ability of the community to be productive and add to the development first, before launching into a community development project (Yu *et al*, 2011). It has also been noted that governments desperate for a tourism industry economy falsified claims of local population involvement, and went against the wishes of the local community. This reflects the nature of the complex relationship between the desire of the local community and centralized control (Mowforth & Munt, 2003; Hall & Richards, 2002).

Community participation in tourism projects can be hindered by other factors other than disagreement with the government. The disengagement of the local people can be felt through a failure to utilize their skills in the project, the lack of employment opportunities, and overall lack of tourism awareness in the specific area (Mazibuko, 2000). Additionally, communication issues can seriously hamper efforts towards tourism development in local regions (Mazibuko, 2000).

The literature also acknowledges that those living in poorer conditions are often not given a voice at all in the decision-making process (Ravensbergen & VanderPlaat, 2009). Poverty and illiteracy often act as barriers to community involvement. The success of community involvement in tourism projects depends largely on the ability of the region to stimulate jobs and economic activities (Spenceley, 2012). Therefore, the financial considerations are a major aspect for sustainability of community tourism projects. In most cases, local communities lack financial expertise which requires certain skills. Thus, there is often a need to hire outside experts to materialize and conduct a project. A study by Marais (2011) indicated that community involvement in tourism has changed over the past few decades, particularly with the rise of the private sector and decline of the public sector. This has witnessed an increase in private sector relationship with local communities.

One recent study has suggested the need to develop strategic partnerships with the public and private sectors to help drive sustainable and community-led tourism projects that enable the economic activity of a region to grow in a long-term manner (Saravanan & Rao, 2012). The strategic inclusion of certain partners appears to be a vital attribute of any community-led tourism development initiative because it can provide the funding and the expertise needed in a manner that is not always possible through public sector development (Theobald, 2005).

The importance of the external relationship between the community and outside influence is heightened by a study conducted by Iorio and Wall (2012). Their work indicates that success in community involvement in tourism initiative cannot be achieved without external influence. Their study states that the results desired from a community involvement project may not be achieved through “strict application of the concept in the absence of external inputs in all but a few favored cases” (Iorio & Wall, 2012, pp.1440). Tourism by definition, involves links with the outside world, raising questions concerning the types and extent of inputs that can be accepted without undermining the meaning of community-based.

It is clear that the concept of community involvement in tourism development is fraught with difficulty when trying to understand its true nature. This review indicates that there are a plethora of attitudes towards community involvement in tourism planning with very little universally agreed upon criteria.

2.7.4 Women’s Involvement in Tourism

The UNWTO (2014) states that tourism offers opportunities and benefits to women as it can result in greater gender equality and the empowerment of women, which contribute to the achievement in line with the Third Millennium Development Goal: "promote gender equality and women’s empowerment".

Globally, many women work in tourism to benefit themselves, assist their communities, and help to enhance the tourism sector. They make up the majority of the tourism workforce both in formal and informal jobs. Worldwide, 46% of the workforce is women; the percentage of women who work in tourism varies greatly among countries from 2% up to 80% (UNWTO, 2014). However, tourism also brings some threats and risks to women, such as sexual harassment and physical threats, unwelcome cultural and attitudinal changes, burden of work and sexual exploitation of women and children, low pay, and low status jobs (UNWTO, 2014).

Therefore, the UNWTO through its initiatives and programs is committed to enhance the positive impact of tourism development. Its Ethics and Social Dimensions of Tourism Program in partnership with UN Women (UNIFEM) brings gender issues to the forefront of the tourism industry, promotes gender equality and women's empowerment (politically, socially and economically), and maximizes the opportunity for tourism to make a difference in different areas and regions (UNWTO, 2014). According to the Jordanian statistics, young women's involvement in tourism employment is very low. Women make up only 23% of the labour force in Jordan (MOTA, 2014; Ministry of Labor, 2014). Thus, programs and initiatives that aim at bringing gender aspects of tourism to the attention of policy makers should be established to address the issues of women's employment and participation in the tourism industry.

Overall, tourism literature focused on gender issues is sparse. A recent review by Figuero-Domecq *et al.* (2015) suggests that tourism enquiry over the years has not sufficiently articulated and incorporated feminist literature into tourism research. They suggest that gender mainstreaming in tourism research is important to making research and decision-making processes more transparent and gender-sensitive. Observations around gender benefits of tourism projects are equally mixed: while tourism has provided women access to sources of cash income and,

therefore, a stronger and independent position in the household, others have commented that the work in tourism adds an already burdened female gender who not only have to look after household affairs but now increasingly must pay attention to earn to care for their families.

2.8 Summary

This chapter provided a review of literature that shaped the conceptual framework and the design of this research study. Tourism is an interdisciplinary field, has active links to other fields and interrelated to development. As discussed, this research contributes to the ongoing discussion on sustainable development with a focus on involvement of local community in tourism, and the evolving roles of relevant stakeholders in planning and decision-making.

The potential of involving the local community in tourism development has gained increased attention in tourism research, but remains under-examined and underappreciated in the Arab countries, despite the ongoing interest in improving peoples' lives and livelihoods.

The literature suggests that the best development approaches to achieve sustainable development are those that adopt a bottom-up model. As such, community-based approach, community-oriented approach, and participatory planning approaches are relevant concepts reviewed in this chapter. Despite extensive research on these topics, research on exploring the links between sustainable tourism and community well-being in the Middle East, and in particular in Jordan, is greatly lacking.

Tourism research has traditionally focused on economic, social, and environmental impacts on local communities. The institutional environment within which tourism development takes place is important to gain insights to appropriate ways local communities can engage with tourism. In many Arab countries, (tourism) development is very much determined by government policy and institutional reforms. Jordan has been undergoing some reforms in its development practices

as it adopts participatory and bottom-up approaches. Although the private sector and NGOs have begun to have an impact on tourism development, government agencies still play a dominant role in tourism development.

Though there is an increasing need for labour in an expanding tourism and hospitality industry worldwide, literature suggests that there are barriers and equity issues when it comes to employment and inclusion of women (Cavo and Kilic, 2010). In most countries, women are less likely to be employed in the most productive and higher segments of the industry. For example, in many developing countries female employment in the hotel and craft sectors are seen as an extension of domestic or tradition work, with little opportunities for higher wages or career development. Further cultural barriers and norms sometimes prohibit women from actively engaging in tourism activities. This further creates equity gaps between men and women in the labour force.

This study applies community-oriented approach to tourism development in Jordan. Local community involvement in tourism can be used as a tool to measure the effectiveness of the governmental planning and policies, and their impacts on local communities and their heritage.

CHAPTER III: STUDY AREA

This chapter describes the study area, the historic city of Jerash. To set the context for tourism development in Jerash, an overview of tourism in Jordan is provided first. This is then followed by a detailed description of Jerash and its tourism.

3.1 The Hashemite Kingdom of Jordan

The formal name of the country is the Hashemite Kingdom of Jordan. According to its constitution, Jordan follows a parliamentary system with a hereditary monarchy. The total area of Jordan is 89,342 km² with a population about 9.5 million, growing at 3.86% per year. Roughly 97.2% of the population is Muslim and 2.2% are Christians. It is estimated that 14.2% of the population lives below the poverty line (Department of Statistics, 2015).

The official language of the country is Arabic whilst English is widely understood among upper and middle class Jordanians. Many places in modern Jordan were mentioned in the Bible, including Mount Nebo (Moses), and the location of the baptism of John the Baptist and Jesus at the Jordan River. Jordan has been described as an open museum due to the fact that it has many incredible archaeological and heritage sites. The country has historically been home to several civilizations that have passed through, conquered or ruled this area, including the Canaanites, Assyrians, Nabateans, Romans, Ummayyads and Ottomans (JTB, 2015; MOTA, 2014). The major cities of Jordan are the capital Amman and Salt in the West, Irbid, Jerash and Zarqa in the Northwest, and Madaba, Karak and Aqaba in the Southwest (see Figure 5). Jordan suffers from several environmental issues including limited natural freshwater, deforestation, overgrazing, soil erosion and desertification (MOTA, 2014, MOWI, 2014).

Jordan lies in the heart of the Arab world with a strategic location, as it is the only Arab country that shares the longest border with Israel and the occupied West Bank. Accordingly,

Jordan stands out as a peaceful oasis in the Middle East despite the serious turmoil in many of its neighboring countries. However, Jordanians do feel the dangers that have beset the region and are worried about their security and future. The presence of millions of Palestinian and Arab refugees has created a much larger problem in the country.

Despite the challenges, Jordan conveys a feeling of stability and is ruled by a king adored by the majority of citizens. In his effort to stimulate the economy and raise the standard of living, King Abdullah II instructed the Jordanian government to embark on an aggressive economic liberalization program in order to avoid the negative impact of the surrounding political chaos (RHC, 2015; Parliament of Jordan, 2015). Under his rule, Jordan's economy has improved, foreign investment has increased, public-private partnerships have improved, and many free trade zones have been created (Ministry of Planning, 2014).

Jordan is heavily dependent on foreign assistance. Its economy is characterized by high budget deficits, outstanding public debt, high levels of poverty and unemployment. Unemployment is one of the biggest concerns; it was as high as 11.4% in 2014, which was only a slight decline from 11.8% in 2013. It is estimated that among the men 11.1% are unemployed; among women it is 20.5% (DoS, 2014). Therefore, the focus of the Jordanian government has switched to finding diverse sources of national income, and tourism has been identified as one of the key economic sectors to boost employment (Abu Aliqah & Al-rfou', 2010). As Jerash is a remarkable ancient Roman city, with the recognition of being nominated to be listed on WHS, it can be used to promote tourism development and attract more tourists.



Figure 5: Map of Jordan
Source: Atlas Travel & Tourist Agency (2008)

3.2 Tourism in Jordan

Tourism is one of the most important sectors in Jordan's economy. There were 8.2 million domestic and international tourists in the year 2010. As a result of the regional instability caused by the Arab Spring and wars, especially in Syria, the number of tourists decreased sharply to 6.8 million in 2011(MOTA, 2015). Table 2 shows the number of tourist arrivals to Jordan.

Table 2: Number of International and Domestic Tourists to Jordan, 2009-2015

Tourist	2009	2010	2011	2012	2013	2014	2015
Africa	15,042	16,065	18,540	22,807	23,470	23,286	20,672
America	223,955	253,247	216,885	226,347	215,070	221,899	218,122
Asia	218,294	286,889	284,014	284,223	287,743	279,845	234,815
Europe	909,179	1,094,220	897,380	767,148	671,599	642,010	510,407
Arab	4,834,879	5,395,670	4,405,853	3,933,525	3,083,848	2,931,949	2,524,822
Residing Abroad	868,192	1,185,736	989,754	1,080,174	1,107,187	1,227,513	1,302,514
Total	7,084,553	8,247,135	6,812,426	6,314,250	5,388,917	5,326,501	4,811,352

Source: MOTA, 2015

According to the official data from MOTA, the majority of tourists were from the Arab countries followed by Jordanians who reside and work abroad.

3.3 Tourism Types in Jordan

King Abdullah II proclaimed: ‘Through tourism, we’re able to open people’s eyes to what a magnificent land and nation we have here, and the tremendous surprises and treasure that Jordan holds’ (RHC, 2015; Parliament of Jordan, 2015). It is clear with this statement that the Jordanian government places high importance to tourism. Jordan offers a variety of tourist attractions, and with the current government’s strategy to diversifying the industry, several niche markets have been identified. Some of the main tourism types are discussed below.

Cultural and Heritage Tourism

Jordan has numerous cultural, heritage, and archeological sites which are found all across the country. The country is home to 100,000 archaeological and heritage sites, one of the largest

numbers in the world, including 11,000 documented under the national data base (MOTA, 2014). However, the most popular heritage tourism sites are Petra, Jerash, Ajloun and Um Al Rassas.

Jerash is a proposed UNESCO heritage site which represents the Roman influence in Jordan, and is the second most visited destination after Petra (Figure 6). During 2007, the red rose city of Petra was named as one of the new wonders of the world, the UNESCO listed Petra and Um Al Rassas as World Heritage Sites (Jordan Tourism Sector Report, 2009).



Figure 6: Jerash (left) and Petra (right).
Source: Author (left), MOTA, 2015 (right)

Religious Tourism

Jordan has benefited from a large number of pilgrims because of its religious significance. Christianity, Judaism and Islam can trace their roots in Jordan. Monuments and tombs of the companions of the Prophet Mohammad, and the baptism site of Jesus Christ are popular tourist sites. Mount Nebo, the mountain where Moses was shown the Promised Land, is located in Madaba in central Jordan. Following the visit of Pope John Paul II in 2000, the place where Jesus was baptized was declared one of the holy places and pilgrimage sites by the Vatican (Figure 7; MOTA, 2014; PETRA, 2014).



Figure 7: Baptism Site “Bethany Beyond the Jordan” (Al-Maghtas)
Source: MOTA, 2015

Eco-Tourism

Jordan, with its numerous eco-tourism sites, has a lot to offer in terms of activities such as wildlife viewing, hiking, interpretive learning and plant identification. Wadi Rum provides the experience of desert life and mountain viewing, while Mujab Reserve, one of the lowest nature reserves in the world, has interesting wildlife. Dana Nature Reserve is the largest in Jordan and includes a variety of terrain, from sandstone cliffs over 1500m high near Dana to a low point of 50m below sea level in Wadi Araba (Figure 8). Recently, Jordanian companies have realized the importance of these locations and have started to specialize in eco-tourism, investing in necessary infrastructure for tourists to enjoy at these locations (MOTA, 2014).

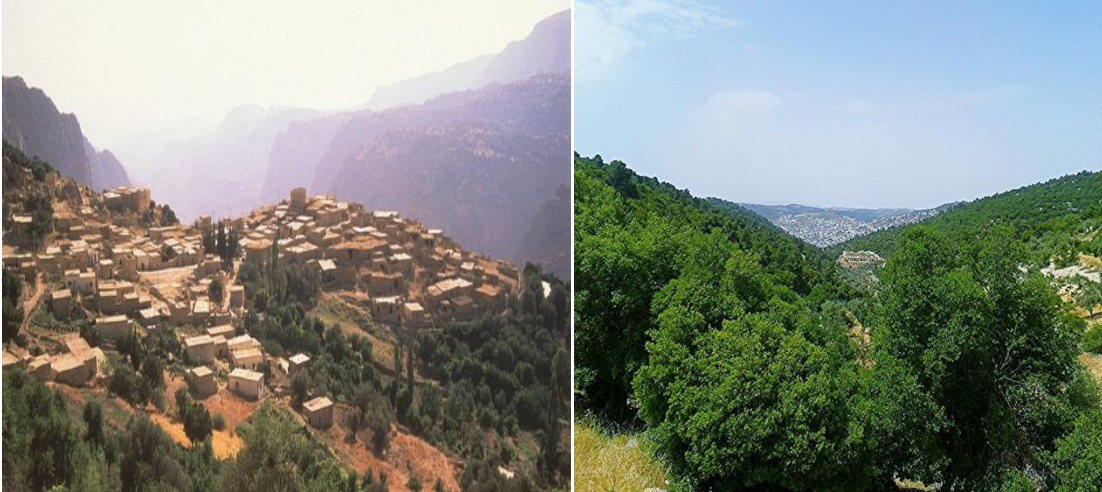


Figure 8: Dana Biosphere Reserve (left), Dibeen Forest Reserve (right).
Source: (left) Google Images; (right) Fieldwork, 2013

Medical Tourism

Jordan has become one of the most popular and favorite destinations in the Middle East for people travelling abroad to receive medical treatment, because of its high quality of healthcare services and facilities. According to a 2009-2010 World Bank report, Jordan ranked first in the region, and fifth globally, as a medical tourism destination (WB, 2010). Medical tourism generates over \$1 billion in revenues annually, and the number of foreign patients seeking treatment in Jordan stands at over 240,000 per year (Private Hospitals Association in Jordan PHA, 2011).

Jordan also has good facilities for wellness, exercise and relaxation (Figure 9). The Dead Sea, located at the lowest spot in the world, which is among the biggest spa clinics in the world, attracts a lot of tourist (MOTA, 2014; JTB, 2014).



Figure 9: Ma'in Hot Springs Waterfall
Source: MOTA, 2015

Other Types of Tourism

Adventure tourism is growing at a fast rate in Jordan. Having a pleasant climate all year long gives the country, in general, and adventure tourism, specifically, a competitive advantage compared to other destinations in the Gulf Region (Figure 10). Visitors to Jordan have opportunities to engage in different types of adventure activities such as camping, mountain climbing, hiking and diving, as well as relaxing and soaking in soothing waters. Jordan has been witnessing a steady increase in the MICE (Meeting, Incentives, Conference and Exhibitions) market, with numerous workshops, seminars and conferences being held in the Kingdom. These tend to be concentrated in the Convention Centre in the Dead Sea, the Zara Expo complex and five star hotels distributed across Amman, the Dead Sea and Aqaba. Conferences such as the World Economic Forum, which have been taking place in the Dead Sea for the past couple of years, provide good exposure for Jordan's MICE tourism and the quality of services and locations it has on hand (MOTA, 2014; USAID, 2014; JTB, 2014).



Figure 10: Wadi Rum

Source: (left) www.pinterest.com , (right) Google Images; MOTA, 2014

3.4 Contribution of Tourism to Employment in Jordan

The Jordanian government seeks to increase employment by investing in tourism projects, some of which have been developed with support from the International Monetary Fund (IMF) and other international organizations. Investments in places like Aqaba and the Dead Sea are encouraged through a wide range of tax incentives (MOP, 2014; MOTA, 2014).

Statistics from the Ministry of Tourism in Jordan indicate that during the period 1990 - 2014, direct employment in tourism increased from 32,648 to 48,665 jobs. These include employment by hotels, travel agents, airlines and other passenger transportation services, restaurant and leisure industries directly supported by tourists (Kreishan, 2014; MOTA, 2014). Table 3 provides a breakdown of tourism employment across different sectors in the year 2013 and 2014.

Table 3: Tourism Employment in Jordan in 2013 and 2014.

Item	2013	2014	2013-2014 Relative Change
Hotels	18,307	18,644	1.8%
Travel Agencies	4,783	4,971	3.9%
Tourist Restaurants	19,512	19,450	-0.3%
Rent a Car Offices	1,476	1,476	0%
Tourist Shops	940	1,003	6.7%
Tourist Guides	1,181	1,188	0.6%
Horses Guides	713	713	0%
Tourist Transportation Comp.	1,047	1,047	0%
Diving Centers	48	48	0%
Water Sports	125	125	0%
Total	48,132	48,665	1.1%

Source: Ministry of Tourism, 2015

Tourism employment remains substantially below the targeted goal set in the National Tourism Strategy 2004-2010. As per that strategy, the goal was to increase tourism-supported jobs from 40,791 in 2003 to 91,719 in 2010. The large number of projects currently under construction is expected to help generate additional job opportunities. To increase skilled manpower in tourism, the government has embarked on a number of training programs, including the development of Jordan Applied University College of Hospitality and Tourism Education, which provides students with the opportunity to perfect their hospitality skills and join reputable hotels after graduation (USAID, 2014).

3.5 Challenges Facing Tourism in Jordan

Political instability including in the aftermath of the Arab Spring, and wars in Syria, Iraq, and Yemen continue to affect tourism in Jordan. Political instability aside, other challenges include poor marketing, low public awareness of the potential of tourism as a viable economic sector, poor infrastructure (especially poor condition of highways) and access roads to tourist sites, inadequate

government funding, and lack of skilled manpower as well as lack of professionalism to enhance service delivery (Al Omari, I. *et al*, 2015; USAID, 2013).

Additionally, the poor human resource base, lack of domestic awareness and patronage, lack of corporate support, absence of favorable credit facilities, perception of tourism as a high risk sector and rampant road accidents are among other problems that Jordan’s tourism sector has had to contend with (Al Omari, *et al.*, 2015; USAID, 2013). Similarly, weak institutional commitment, lack of collaboration and support for tourism development at the local level, slow private sector investment, limited capacity and access to credit especially for women entrepreneurs such as caterers and local fast food vendors, and poor waste management and sanitation facilities in major cities also plague the tourism sector (Kreishan, 2011). According to the Ministry of Tourism, there are several strengths, weaknesses, opportunities, and threats in Jordan’s tourism industry, as summarized in Table 4.

Table 4: The Strengths, Weaknesses, Opportunities and Threats of Tourism Industry.

Strengths	<ul style="list-style-type: none"> • Economic stability and political security • Diversified tourism products • Moderate climate all year round • Most major airlines fly to Jordan • Strategic location in the heart of the Middle East • Home to several world attractions • Pleasant and friendly population
Weaknesses	<ul style="list-style-type: none"> • Short length of stay • Perception of Western countries that Jordan is an unsafe destination • Low budget for marketing tourism products abroad in comparison with other countries in the region • High cost of airway tickets to Jordan compared to other destinations • Lack of qualified human resources • Sea resorts more expensive than the region • Shortage of supply of rooms and beds • Insufficient facilities and services at many of Jordan’s tourism hotspots
Opportunities	<ul style="list-style-type: none"> • Economic crisis resulting in more short-haul and intraregional travel, increasing number of tourists from Arab countries • Using electronic marketing to promote Jordan worldwide • Capitalizing on Petra as a new world wonder and emphasizing Jordan as the home of Petra

	<ul style="list-style-type: none"> • Strong demand for rooms and beds • Lodging in Amman cheaper than in some capital cities of regional countries • The Royal family’s role in promoting Jordan as a prime touristic and investment destination
Threats	<ul style="list-style-type: none"> • Economic crisis resulting in a decrease in the number of tourists • Conflicts in neighbor countries and instability in the region • Terrorist attacks and natural disasters • Continued appreciation of the dollar against major currencies positioning Jordan as a more expensive destination • High inflation rates leading to increased hotel rack rates • Recurrence of oil price hikes making air travel more expensive • Cheaper labor from abroad reducing employment opportunities for Jordanians

Source: Ministry of Tourism, 2014, modified by author

3.6 City of Jerash

Jerash is considered the second most important tourist destination in Jordan after Petra. The ancient Roman city of Jerash (Roman name is Gerasa) has been proposed as a World Heritage Site, and is located in the Northern Region of Jordan, 48 km from the capital city of Amman. The total area of the Archaeological Site is approximately 2.5 km². The site is within Jerash’s Governorate which is about 409.8 km², roughly about 0.05% of Jordan’s total area. It is the smallest governorate in the country, with a population of 191,700 (about 3% of Jordan’s population), there are 32,078 households; 51.4% of the population is male and 48.6 female. While Jerash Governorate has 52 small villages and suburbs, the majority of the population lives in urban areas, (MOTA, 2014).

The city today is composed of western and eastern divisions. The western half consists of an archaeological park, owned and protected by the Jordanian Department of Antiquities (DoA). The eastern half consists of commercial and residential areas including the modern city of Jerash (Figure 11).



Figure 11:View Shows the Western and Eastern Parts of Jerash.
Source: Google Earth Images

The city of Jerash has a great potential for tourism development due to its cultural-historic attractions, stunning landscape and beautiful natural scenery. It has one of the most well preserved ancient Roman cities in the world. The Jordanian government has been promoting tourism in Jerash with a view to improving its economy and providing local employment opportunities. Figure 12 shows the number of international and domestic visitors to Jerash during 2005 through 2014. Despite the fact that Jordan is politically stable and safe country in the Middle East region, tourist numbers have declined for the last four years as a result of the Arab Spring that started in 2011, which has caused an unstable political condition in the surrounding and neighboring countries.

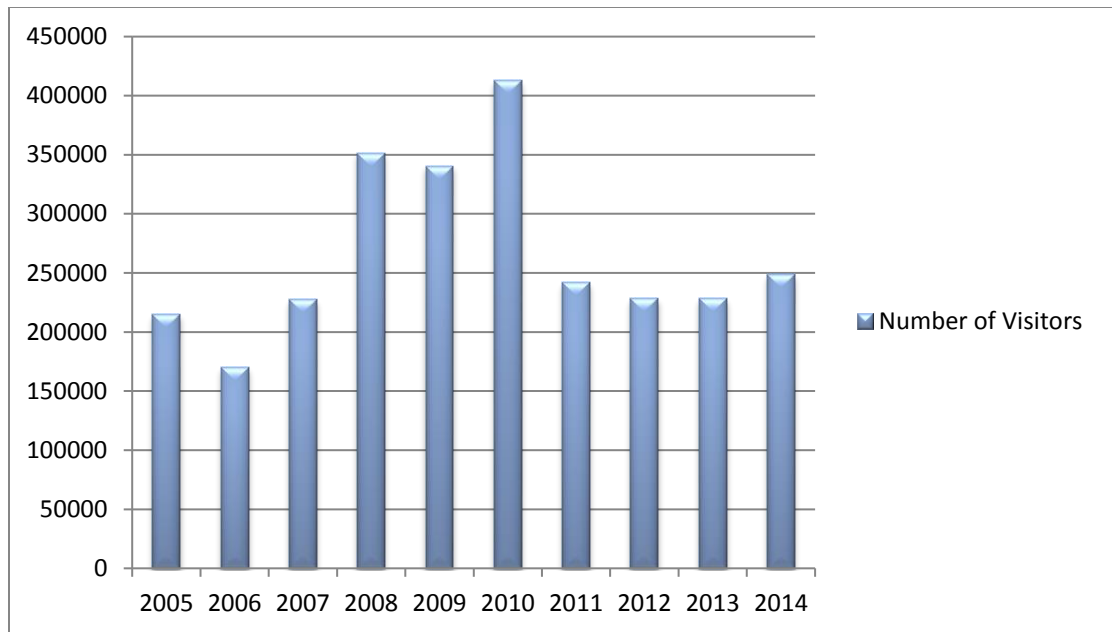


Figure 12: Number of All Visitors (Foreign and Domestic) to Jerash from 2005 to 2014
Source: MOTA, 2016

From 2005 to the end of 2010 both visitor numbers and nights have steadily increased. The trend for visitor numbers shows a significant increase in 2008, 2009, and 2010. Owing to unstable political conditions in the region that started in 2011, tourist numbers have declined for the last four years. Generally, the majority of tourists who visit Jerash are part of organized tour groups, and are identified as either Arab or non-Arab (i.e., foreign) tourists.

Despite the significance of domestic tourism and being a predominant portion of the tourism activities, it is hard to track domestic tourist numbers in Jordan. The available domestic tourist data show only the number of tourists who pay the fees to enter the archeological sites and some other attractions such as Dead Sea, using the track of number of overnight stay (Bazazo *et al*, 2016).

According to Bazazo *et al*, 2016, the role and contribution of domestic tourism in tourist activities is still limited in Jordan. They indicate that the domestic tourists in Jordan were almost

7% out of the total tourist numbers and thus more cooperation and efforts were needed between public and private sectors to encourage the promotion of domestic tourism.

3.7 Tourism Employment in Jerash

In general, employment in tourism in Jordan is distinguished as full-time, seasonal (temporary), and self-employed (small business owners). The types of tourism employment in Jerash include working in hotels, restaurants, travel agents, tour agencies, souvenir shops, and working for the Roman Army and Chariot Experience (RACE) events. Hotels are the only type of accommodation in Jerash and there are no other alternatives such as resorts, camps, or youth hostels. There is one classified hotel that has one suite and 52 rooms with 120 beds (see Figure 13), and one motel that has five rooms with 15 beds. A total of 21 people are employed in hotels, out of which only one is female (MOTA, 2015).



Figure 13: Olive Branch Hotel, Jerash
Source: Google Images

There are three travel agents in Jerash, mainly responsible for organizing and arranging for pilgrimage trips to Mecca (Haj and Omrah) for local Jordanians. They do not issue and sell any flight tickets, and do not organize or sell tourism packages to tourist destinations in Jordan or

outside. Also, there are 38 tourist guides in Jerash who speak different languages including English, Spanish, French, Italian, and German. The majority of them are locals (MOTA, 2014).

The handicrafts producers and sellers in Jerash consist of two groups: a) those who primarily sell to foreign tourists, and b) those who sell to domestic visitors. Most souvenir shops in Jerash sell consumer products such as coasters, tea sets, soft toys, make-up bags, rugs, runners, wall hangings and pillows, ceramics and pottery products (Figure 14). One of the most popular shopping attractions (*Souq Herafi* in the Arabic language) is the local souvenir market, established by the Ministry of Tourism at the archeological site. The market has 42 small shops, mostly owned by local residents selling a variety of Jordanian traditional handicrafts. Furthermore, Jerash is the only place in the world where tourists can watch the Roman army enactments, mock gladiator fights, and chariot races. The RACE Company employs 42 local men who have been professionally trained to perform in a genuine Roman setting as shown in Figure (15).



Figure 14: Souvenir Shops, Jerash
Source: Author, 2013



Figure 15: RACE Show, Jerash
Source: Author, 2013

Many Jordanians, especially from the Northern Region, travel to Jerash during the summer months and weekends. Restaurants in Jerash are very popular and provide delicious traditional dishes and freshly baked bread (Figure 16).



Figure 16: Lebanese Restaurant, Jerash
Source: www.tripadvisor.com

In Jerash there are eighteen classified tourist restaurants that offer traditional Jordanian meals for locals and tourists as is shown in Table (5).

Table 5: Tourist Classified Restaurants in Jerash

No	Restaurant	Classification
1	Al-Birkatain	4 stars
2	Al-Bait Al-Lebnany	4 stars
3	Qasr Lebnan	3 stars
4	Bawwabet Jerash	3 stars
5	Esterahet Jerash	3 stars
6	Tal Ar-Rumman	3 stars
7	Al-Karmah	3 stars
8	Yahala	2 stars
9	Gerasa	2 stars
10	Al-Wadi Al-Akhdar	3 stars
11	Zay	2 stars
12	Mohammed Al-Kurdi	2 stars
13	Al-Esra'	1 star
14	Lo'lo'at Ar-Rwada	1 star
15	Al-Khayyam Al-Arabi	1 star
16	Jannat Jerash	1 star
17	Jerash Zaman	1 star
18	Magharat Turath Al-alam Al- Arabi	1 star

Source: MOTA, 2014.

The majority of people who work in tourism in Jerash are employed in food and beverage services; employment in travel agencies and car rental services is fewer, as shown in Table (6). The table shows the number of employees in different tourism activities in Jerash from 2009-2015. As shown, there is no significant difference in the number of employees over the last seven years. Even though the number of tourists increased during the period 2005-2010, employment numbers have not increased. It appears that tourism entrepreneurs are less willing to take the risk to invest in Jerash due to its geographical location which is close to Amman where the vast majority of tours to Jerash are organized. Moreover, local people in Jerash cannot afford the expenses to acquire skills and training in hospitality education. The table shows gender breakdown in tourism activities in Jerash. It is clear that female employment in the tourism sector is very low and there is no increase over the last years (MOTA, 2016).

Table 6: Employment Patterns in Tourism in Jerash (2009 - 2015)

Number of Employees in Different Tourism Activities in Jerash from 2009 to 2015										
Year	Hotels	Travel Agencies	Tourist Restaurants	Car Rental	Tourist Shops	Tourist Guides	RACE Company	Male	Female	Total
2009	21	16	248	9	42	36	42	411	3	414
2010	18	17	239	9	56	36	42	414	3	417
2011	18	17	247	3	56	38	42	422	3	425
2012	19	17	263	3	56	38	42	439	3	442
2013	21	15	263	3	56	38	42	435	3	438
2014	21	15	260	3	57	38	42	433	3	436
2015	21	20	263	3	56	38	42/Stopped	442	3	445

Source: MOTA, 2015, <http://www.mota.gov.jo>

3.8 Tourism Attractions in Jerash

Jerash Archeological Site

Jerash Archeological Site (JAS), a Greco-Roman proposed WHS, is located 48 km north of Amman. It is Jordan's second most popular tourist destination. The Roman ruins date back to 63 BC, and have been destroyed by earthquakes at various times. The JAS is a fine example of the formal provincial Roman cities that were found throughout the Middle East. The site includes paved and colonnaded streets, temples, theatres, public squares and plazas, baths, fountains, mosaics, and city walls with towers and gates (Figures 17 and 18) . At the South Theater, a group of Bagpipers marches and plays to provide enjoyment to visitors (Figure 19; MOTA, 2016).

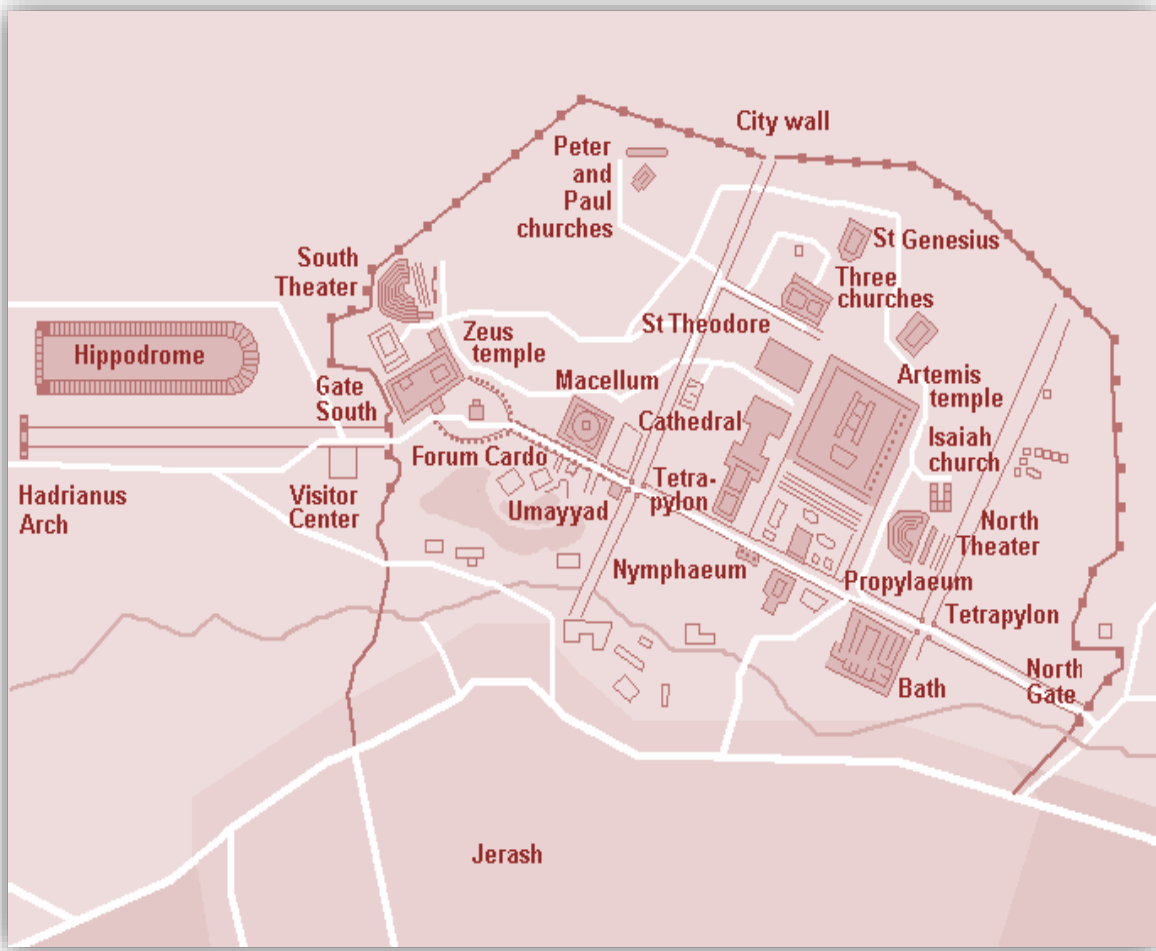


Figure 17: Map of the Main Structures in Jerash Archeological Site.

Source: www.angieway.com



Figure 18: The Cardo Maximus (Colonnaded Street, left).



Figure 19: Bagpipers Performing at the South Theater, Jerash (right).

Source: Devin Galaudet, 2015(Left), Author, 2013(Right)

Jerash Festival for Culture and Arts

An annual cultural event is held in Jerash during the month of July for two weeks. The event aims to engage the local community with visitors and promote Jerash as a cultural destination. During the festival, popular local, Arab, and international singers, dancers and actors perform impressive songs, folklore dances, concerts, and plays (Figure 20). In addition to music, dance, drama and poetry performances, the site hosts arts exhibitions, hand crafts and embroideries bazaar, displaying the work of local artisans (MOTA, 2016).



Figure 20: A Popular Arab Singer (top) and Chinese Acrobat Group (bottom) Performing at the South Theater during Jerash Festival, 2011. Source: www.kv2audio.com

Al Birketein

Al Birketein in Arabic refers to a double pool. This reservoir was used as a source of water supply for the ancient city's main fountain, and features a unique harvesting system. Every year during summer, various water-related recreational activities are promoted at this venue (see Figure 21).



Figure 21: Al Birketein Site
Source: Author, 2013

The Roman Army and Chariot Race Experience (RACE)

The Roman Army and Chariot Experience is a unique performance that is designed to enhance visitors' experience of life during Roman times. The performance includes a demonstration of Roman military capability, gladiator fights, and chariot racing. The show is performed at the restored Hippodrome in Jerash. It is the only place in the world where people can witness marching Roman armies, gladiators and chariot races, all in an authentic Roman setting (see Figure 22). The show is currently suspended due to low tourist numbers (RACE, 2015).



Figure 22: The RACE Show in Jerash
Source: Author, 2013

Dibeen Forest Reserve

Dibeen Forest Reserve is a protected area that is managed by the Royal Society for the Conservation of Nature (RSCN), which is responsible for conserving wildlife and natural habitats as well as contributing to community based development. Dibeen is representative of the country's wild forests that used to cover the northern region in Jordan; today it accounts for only one percent of Jordan's land area (see Figure 23). It is a national biodiversity reserve that protects 17 species of endangered animals including the Persian squirrel and several rare orchids (RSCN, 2014).



Figure 23: Dibeen Forest Reserve.

Source: Google Images.

Shrine of Prophet Hud

Hud is an Islamic Arab prophet said to be a descendant of prophet Noah, who had been sent to Yemen to warn the Aad tribe to worship one God. Hud was the prophet that the Quran's eleventh chapter was named after. The shrine is in Nabi Hud village, located close to the ancient Roman city of Jerash. People often mistake the shrine as the tomb of the prophet which in fact is located in Yemen (see Figure 24; MOTA, 2015). Unfortunately, no local or national statistics are available for the number of visitors to this site. According to the local tourism authority, the majority of visitors are Jordanians.



Figure 24: The Shrine of Prophet Hud.
Source: Google Images.

Al Kayed Heritage Building

This remarkable building was built in 1923 for the purpose of resolving tribal conflicts and disputes. Al Kayed heritage building is located in Souf Village, eight km from Jerash. It is one of the examples of architectural heritage that the Ministry of Tourism has restored as a tourist attraction and, as such, represents the legacy of people from Souf and Jerash (Figure 25; MOTA, 2015). Yet, the building is still ignored and not utilized in any meaningful way.

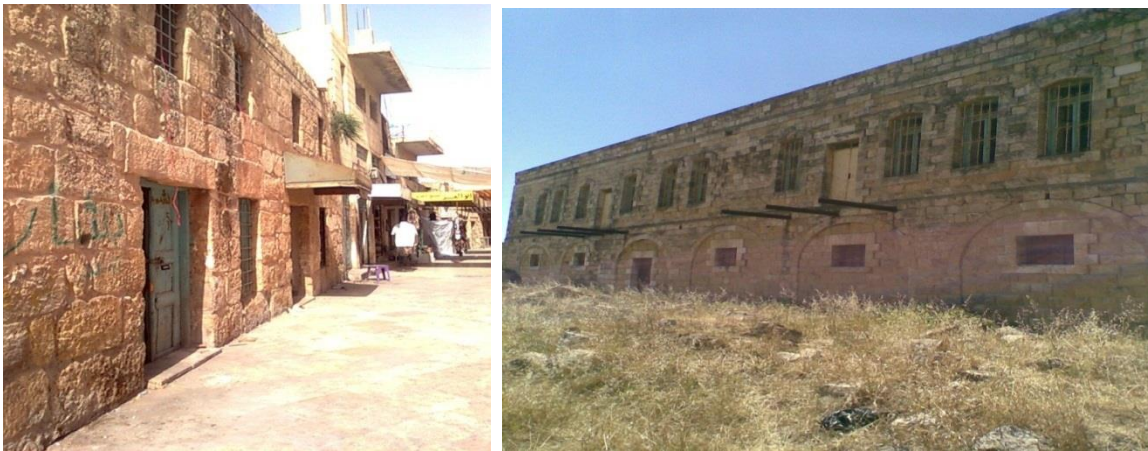


Figure 25: Part of the Old Market (left), Al Kayed Heritage Building (right).
Source: Author, 2013

3.9 Jerash and the World Heritage List

The first nomination submitted by Ministry of Tourism and Antiquities to the World Heritage Committee to list the ancient Roman city of Jerash in the World Heritage List was made

in 1984. The nomination was deferred in 1985 due to three factors: 1) lack of information on the exact boundary of the proposed World Heritage Site, 2) lack of a site management plan, and 3) uncertainty that the site's restoration policy would conform to internationally accepted standards (MOTA, 2014; Myers *et al.*, 2010). The ongoing growth of commercial and tourism activities around the archaeological site confute the principles of World Heritage Convention which aim to give the cultural and natural heritage a function in the life of the community while maintaining the protection and conservation of that heritage for future generations (UNESCO, 2003).

Later, the Ministry of Tourism and Antiquities worked on the World Heritage Committees' recommendations and submitted additional documentation. The World Heritage Committee deferred the nomination again in 1986 due to other factors including: 1) the expansion of the site's buffer zone, 2) the Jordanian authorities taking account of archaeological remnants under the modern city, and 3) the immediate cessation of unscientific anastylosis (an archaeological term for a reconstruction technique to restore monuments using the original architectural elements to the greatest degree possible) taking place at the site, which was noted as being contrary to the internationally accepted restoration principles of the Venice Charter. The committee noted that "the adoption of the first two of these measures would however be sufficient for the purposes of inscription of this site at the 10th meeting of the Committee" (Myers *et al.*, 2010, pp. 32).

The Ministry of Tourism and Antiquities again submitted documentation in 1993 to the World Heritage Centre in response to the requirements for inscription expressed by the World Heritage Committee in 1986. Again, The World Heritage Committee deferred the nomination until the Ministry of Tourism: 1) could provide assurances about the establishment of an adequate buffer zone "of at least 50m, but preferably 100m to the north, west and south of the site within which no construction of any kind would be permitted, 2) until there was effective coordination

between the Department of Antiquities (DoA) and Ministry of Tourism and Antiquities (MOTA), with the participation of the municipality and the Jerash Festival Committee for the future management of the site, and 3) until the permanent structures from the Jerash Festival were removed and an agreement was reached about restricted periods for the erection and dismantling of such structures during the festival (Myers *et al.*, 2010).

The Ministry of Tourism and Antiquities resubmitted the proposal in 2004 after the requirements of the World Heritage Committee were met. Currently Jordan has a total of thirteen sites on the Tentative List. Most recently, the Baptism Site “Bethany Beyond the Jordan” (Al-Maghtas) has been included on that list, in addition to Petra and Um Rasas (Myers *et al.*, 2010).

3.10 Planning Tourism Development Projects in Jerash

Development plans around the world are prepared either by central or local authorities. In many developing countries local authorities have not been closely involved in tourism and have little experience in planning, development and management (Can *et al.*, 2014). In general, most planning in developing countries follows the top-down model, and Jordan is no exception to this. The top-down model is structured around the use of professional leadership and planners provided by external resources that plan, implement, and evaluate developing programs (Larrison, 1999; Macdonald, 1995).

The Jordanian government, in principle, encourages local communities to participate in tourism development planning by inviting them to attend official meetings and workshops. Meetings, workshops, seminars, and training programs have been held in Jerash also, which provide opportunities for local residents to participate and express their opinions about tourism issues prevalent in their area. The Executive Local Council is primarily responsible for organizing such events (MOTA, 2014); however, it should be noted that most projects are planned and

designed in Amman. Therefore, local attendance at the events is sought merely to get their tacit approval of the projects. The local tourism authority is responsible for supervising the project and reporting to the minister (MOTA, 2014). The participation of the local community in the planning process is almost negligible, and is mostly related to simply sharing of information.

Usually, the Ministry of Tourism with collaboration from an international development agency, such as the World Bank and USAID, initiates consultations with local authorities. A specialized committee begins to engage the community’s interest through regular meetings and workshops organized by local authorities. Residents who are invited to these workshops are given the opportunity to respond to the efforts of the specialized committee. Information sharing, attending regular meetings, and discussing potential issues are facilitated by local authorities. The Ministry of Tourism through a recommendation of the specialized committee, appoints representatives from the local community to serve on the official committee meetings. Then public meetings culminate with announcement of a major program or project (MOTA, 2014).

Tourism development projects require the involvement of many governmental ministries and departments at the municipal, regional and national levels. These ministries and departments are responsible for numerous regulatory processes that are designed to ensure public and tourist safety, enhance visitor experience, enhance tourism business performance, protect the environment and cultural resources and utilize them sustainably in support of economic development. In general, these ministries cooperate to raise the competitiveness of Jordan’s tourism industry. Table 7 provides a summary of various tourism development projects completed in Jordan.

Table 7: Tourism Development Projects Supported by the World Bank and USAID

Project	Objectives
Tourism Development Project (01) 1976- 1983	Create the conditions for an increase in sustainable and environmentally sound tourism in Petra, Wadi Rum, Jerash and Kerak; to realize tourism related employment and income generation potential at project sites.
Tourism Development Project (02)1997-2002	

MSME Development Project for Inclusive Growth 2013-2020	To contribute to the improvement of access to finance for micro, small and medium enterprises in the Hashemite Kingdom of Jordan.
Jordan Tourism Development Project 2005 – 2008	To provide technical assistance, training and other services to help Jordan implement its National Tourism Strategy by 2010
Jordan - Cultural Heritage, Tourism & Urban Development (The Third Tourism Development Project) 2007-2012	To contribute to: (a) tourism development in the five key historically and culturally important cities of Jerash, Karak, Madaba, Salt and Ajloun, and thereby create the conditions for local economic development; and (b) consolidation of the tourism industry in Petra, Jordan’s premier tourism asset and destination.

Source: Compiled from World Bank, 2015 and USAID, 2015 sources.

According to the local tourism authority in Jerash, the Ministry of Tourism with the cooperation and funding of USAID and the World Bank completed the agreed tourism projects in Jerash such as: the souvenir market. The market provides opportunities for local residents to sell handicrafts and tourist products in its 53 stalls. Also, MOTA completed the Eastern Baths and Old Market Development Project (the Second Tourism Development Project). Furthermore, the old bus station was replaced and a new public park was established. And finally, the Third Tourism Development Project completed the plan to renovate, enhance and establish a traffic management plan for the infrastructure and upgrading streets as part of the circulation management in the city. The project provided technical assistance, staff training and equipment to the Municipality of Jerash.

3.11 Challenges Associated with Tourism Development in Jerash

Some of the main challenges associated with tourism development in Jerash, include: (i) insufficient awareness about tourism benefits to the community and economy, (ii) inadequate investments in tourism projects, activities and events, which prevent tourists from staying longer in the area; (iii) high prices of tourism services compared to the low income of Jordanian people, discouraging domestic tourists from visiting Jerash; (iv) inadequate promotion and marketing of

Jerash; (v) interagency conflicts between local authorities, for example, between Jerash Tourism Directorate and Jerash Antiquities Directorate, and between these authorities and the Municipality of Jerash - conflicts have led to lack of cooperation and coordination on issues relevant to tourism; (vi) absence of political and institutional structures to facilitate participatory and bottom - up tourism development and planning; (vii) lack of capital and financial support available to local entrepreneurs interested in tourism; (viii) lack of knowledge of the tourism industry and hospitality skills preventing local people from getting involved in the industry; and, (ix) the high cost of tourism investment in Jerash due to high land prices in areas close to the Roman ancient city (MOTA, 2015; USAID, 2015).

3.12 Rationale for Selecting Jerash Site

The Roman site of Jerash (hereafter referred to as Jerash) was chosen as a study area to illustrate local perspectives on tourism and challenges associated with its development that is inclusive and beneficial to local residents. Jerash is considered a tourism hotspot in Jordan as one of the best preserved ancient Roman cities in the Middle East. Several tourism development projects have been implemented in Jerash, indicating its importance to the overall national tourism development strategy. Local residents are mostly indifferent to tourism due to lack of awareness of its potential to provide income and employment opportunity. It is a nominated World Heritage Site (submitted on the tentative list in 2004), therefore it is critical that tourism development there follows sustainable principles, one of which is to consider local benefits and active engagement in tourism planning and development processes.

3.13 Research Contribution

The focus of this research lies in the broad area of community engagement in the tourism industry. In particular, the research is focused on how local communities living around a proposed

World Heritage Site can be involved in the tourism industry, and what their views are in regards to the promise of tourism. There is limited research on community involvement in tourism in Jordan. This is partly due to the centralized nature of government. However, there have been some recent attempts at research, particularly in the tourism sector, which encourage greater citizen input in the planning process. The Jerash case study illustrates this trend.

3.14 Research Objectives

The difficult financial and economic situation facing Jordan's economy calls for a renewed interest and focus on how best to provide social and economic initiatives and opportunities in Jordan. This research seeks to assess and improve the level of local community involvement and participation in tourism development in Jordan by addressing the following objectives:

- 1) to assess local views about tourism in Jerash and their interest in its success;
- 2) to document the type and level of current local involvement in tourism;
- 3) to examine local perspectives on the role of the government in tourism development;
- 4) to examine local perspectives on community contributions to tourism.

The following chapter discusses the research approach and the methods of data collection.

CHAPTER IV: RESEARCH APPROACHES AND METHODS

In this chapter, the research methodology applied in the study is discussed. The first section is an introduction, the second section presents the research questions, the third section describes data sources, the fourth section briefly discusses data validity, and the fifth section describes the researcher's positionality.

4.1 Introduction

The aim of this research is to assess local community involvement in the tourism industry in order to identify ways in which tourism can contribute to enhance the lives of local residents. The researcher chose to focus on Jerash to characterize local involvement in Jordan's tourism industry. Also, the researcher selected Jerash because 1) it is a tourism hotspot in Jordan and is considered one of the best preserved ancient Roman cities in the Middle East, 2) the Jordanian government has proposed several tourism development projects in the area, 3) its poverty and unemployment rates are among the highest in Jordan, and 4) there is potential for tourism income and employment opportunities for local residents. More importantly, Jerash, as mentioned earlier, is a proposed World Heritage Site (submitted on the Tentative List in 2004), therefore it is critical that tourism development follow sustainability principles, one of which is to consider local benefits and active local engagement in tourism planning and development processes.

A mixed methods research approach was chosen for the research due to the depth and breadth of data collection and analysis employed in this study (Kohn-Wood & Diem, 2012; Wisdom *et al.*, 2012; Decrop, 1999).

Fieldwork for this research was conducted amongst local residents of Jerash. Both primary and secondary data were collected during the fieldwork. The collected data includes participant observation, questionnaire survey and semi-structured interviews with key informants. For

collecting the secondary data, the researcher reviewed secondary sources including research and academic publications, newspaper articles, and legal and government publications. Data analysis was conducted using the SPSS software (Statistical Package for the Social Sciences), version 20.

The researcher spent a period of four months (July – September, 2013 and October 2014) in Jerash. He collected primary data by conducting a questionnaire survey with local residents, and semi-structured interviews with several key informants and professionals from the private sector as well as the government. Members of the local community, local authorities and NGOs were very supportive in assisting the researcher during his fieldwork. Data collected helped in gaining a better understanding of the social and demographic profile of residents, the current tourism situation, and patterns of local employment and ownership of tourism enterprises. Furthermore, local residents' views about the consultation processes, and the role of government and local residents in tourism development in Jerash were also examined.

4.2 Research Objectives

This study generally seeks to understand how local communities in Jordan are involved in tourism and what their perspectives on community-oriented development are. This research examines communities' perspectives on tourism development and prospects for improvements in community engagement in Jordan. The research is guided by the following objectives:

- 1) to assess local views about tourism in Jerash
- 2) to document the type and level of local involvement in tourism
- 3) to examine local perspectives on the role of government in tourism development
- 4) to understand local perspectives on community contributions to tourism

4.3 Data Collection

Fieldwork was carried out from July to September 2013 using quantitative (questionnaire) and qualitative (semi-structured interviews and participant observation) research techniques. Major research methods that were employed in the research included questionnaire survey, semi-structured interviews, participant observation, and review of secondary documents. A brief summary of the primary and secondary data sources are discussed in the following sections.

4.3.1 Primary Data Sources

Primary data sources are described as those items that are original to the problem under study. The fundamental distinction between primary and secondary sources involves the difference between original data and analysis. Primary sources are those items that involve contact with the events being researched, which could include written and oral data provided by the participants. All those sources that are capable of transmitting a first-hand account of an event are therefore considered as sources of primary data (Cohen *et al.*, 2007). In this study, the primary data sources include questionnaire survey and semi-structured interviews with key informants.

4.3.1.1 Questionnaire Survey

Questionnaire survey is an information-gathering technique often employed in mixed method research that uses quantitative and qualitative data sources and analysis (McGuirk & O'Neill, 2005). They identify questionnaire survey as a powerful tool for collecting original data about people, their behaviour, social interactions, attitudes, and opinions. According to McGuirk and O'Neill (2005), and Babbie (2001), questionnaire survey can provide a deep understanding of significant social trends and their interpretation. They are flexible and can be combined very efficiently with supplementary, more intensive types of qualitative research to gain more in-depth insights into perceptions of social processes and context.

The researcher used questionnaire survey to collect data in order to obtain a meaningful comparison of responses regarding local people's opinions from different places in Jerash. The questionnaire survey enabled the researcher to target a significant section of Jerash households. With no particular pattern in mind during data collection times, potential participants were approached by the researcher in Jerash and asked to participate in the study. Only local residents who lived in Jerash were invited to complete the questionnaire survey. The purpose of this questionnaire survey was explained to the participants before a copy was given to them to complete, following UW's research ethics protocol (ORE#19053).

The survey questionnaire was designed using questions that have been used by other researchers to collect data on local community involvement in tourism. There are many studies on assessing local community participation and perception on tourism. Some of the questions in the survey had been used and tested previously in other developing countries, including Tanzania (Michael *et al* 2013), Iran (Eshliki & Kaboudi, 2012), and India (Sherpa, 2011). For example, Michael *et al.* (2013) studied the nature of community participation expected by local people in tourism development decision-making process in Tanzania using a case study of Barabarani village, Mto wa Mbu, and Arusha using mixed methods. Eshliki & Kaboudi (2012) examined the relationship between effects of tourism on the quality of local community members' life and the extent of their participation in tourism quality improvement programs in Ramsar beach in Iran.

The survey questionnaire was first developed in English at UW, and translated into Arabic, the language that all respondents were familiar with. Later, all responses were translated and transcribed into English. The quantitative data were analyzed using SPSS. A total of 500 questionnaire surveys were distributed in person of which 467 usable surveys were completed. The questionnaire required approximately 15-25 minutes to be completed, and was collected on-

site. A few participants preferred to take the questionnaire home due to lack of time. In this case, the researcher arranged with those participants to collect the completed questionnaire at the Jerash Visitor Center at a time convenient to the participants. Respondents included people who worked in the tourism sector, public (governmental) sector, private non-tourism businesses, students, and others who reported no employment.

The questionnaire was designed to elicit participants' responses to closed-ended questions and statements (Creswell *et al.*, 2007). The questionnaire consisted of two sections (Appendix B). The first section gathered information relevant to the demographic profile of the respondent. The second group of questions focused on views about tourism potential in Jerash, the type and level of local involvement, local residents' response to government-sponsored tourism development plans and projects, and the extent local residents were able to influence local level tourism planning processes. The questionnaire also included a screening question (Do you think tourism is involved in your job/ business?) to focus on those who reported that they were involved in tourism. In the second section, respondents were asked to rate their responses to specified statements based on a 5-point Likert-type scale from "strongly agree (1)" to "strongly disagree (5)" as many Arab researchers used this type of scale-coding when they conduct their research in the Arab countries. Considering the research objectives for this study, the 26 questions were grouped into four groups as mentioned above. Descriptive statistics including means, frequencies, standard deviation, and Chi-square test were computed.

The researcher faced some difficulties while conducting the survey. The problem that arose in distributing the questionnaires for local residents in Jerash is that some residents did not like to share their views and personal information with a stranger. This challenge was overcome by getting a formal endorsement by the Ministry of Tourism to facilitate data collection.

Pre-testing and piloting the survey: The researcher conducted a pilot survey with twenty five randomly selected participants from Jerash in order to ensure that participants would understand the intent of the questions and provide appropriate responses. The final revised questionnaire had a few minor changes based on the pilot survey; changes were made to accommodate Arabic expressions.

4.3.1.2 Semi-Structured Interviews

Qualitative research methods provide unique and critical contributions to the research outcomes. They provide an opportunity for the researcher to explore and gain an understanding of a particular situation or events (Marshall & Rossman, 2014; Creswell, 2009). Qualitative research methods generally involve participatory methods of data collection on participant's perceptions and experiences of a particular event (Creswell *et al.*, 2007; Dunn, K., 2005). In-depth interviews as well as focus groups methods are the most appropriate methods to be used in collecting data that enable the researcher to understand the meanings of people's activities in the field. Qualitative researchers rely extensively on in-depth interviewing. In some instances, participants may be unwilling or be uncomfortable sharing some information that the researcher wants to explore (Marshall & Rossman, 2014).

Semi-structured interviews are considered the most used method in social sciences and humanities because they are flexible and of a fluid structure, allowing the respondent to talk freely and ascribe meanings, while keeping in mind the broader aim of the research (Silverman, 2006). Furthermore, interviewing is considered as the most extensive social research method, and the most common format is the individual face-to-face interview which offers a rich source of data providing access to how people account for their troubles as well as joy, and is most likely to provide in-depth information that will be useful (Creswell, J. *et al.*, 2007; Dunn, K., 2005; Payne

& Payne, 2004). It is a dynamic two-way communication process in which some questions evolve as the conversation advances.

The researcher employed semi-structured (face-to-face) interviews with local residents from different background to acquire general information about tourism potential and their participation in the tourism sector. This method is well suited for the exploration of the perceptions and opinions of respondents regarding complex and sensitive issues, and allows for more information to be gained and clarification of answers. According to McLafferty (2003), it can accommodate many types of questions and with the open-ended ones a researcher may unpack hidden meanings. The personal contact between interviewer and respondent often leads to more meaningful answers and a higher rate of response. Other advantages of using face-to-face interviews are that they can be carried out in a variety of situations with people from varied backgrounds (Walliman, 2006). In addition, the interviewer may judge the quality of responses, notice if a question has not been correctly understood, encourage a complete answer and, finally, better understand the responses by observing the visual signs of interviewees (Walliman, 2006).

The selection of participants was an important factor to consider. Accordingly, a snowball sampling technique was employed to select various actors from different areas to examine their perspectives.

The researcher gave some background of his research following UW's research ethics protocol (ORE#19053). Interview participants were then asked to answer 25 questions (Appendix B) about tourism and community in Jerash, their participation and involvement level in the consultation, planning, and decision - making process, in addition to government and private businesses roles. A total of 23 semi-structured interviews were conducted with different participants from different background and sectors in Jerash and other areas (Figure 26). As shown

in Table 8, the semi-structured interviews took place between July and September, 2013. Even though the researcher requested permission from all participants to record the interviews, only six participants agreed to be recorded. The interviews were conducted in Arabic; length of interview varied between 45 and 60 minutes. Specific codes were developed to identify each interview on transcripts, and during the analysis to ensure and maintain confidentiality and participants' anonymity. Previous studies have followed different approaches to accessing community's members, including advertising through community newsletters and personal contact through community leaders and organizations (Hughes & Allen, 2010; Duval, 2003; Kneafsey & Cox, 2002; Stephenson, 2002). Initial contact with some community leaders was made. The researcher also contacted Jerash Tourism Directorate to facilitate and invite locals to participate in the interviews. After this initial contact, phone calls were made with potential participants who were willing to be interviewed. The researcher contacted Mr. Nayef Al-Fayez, Minister of Tourism to explain the nature of the research and asked for his support in offering a place to conduct some of the interviews at the Jerash Visitor Center.



Figure 26: Author Interviewing Key Informants
Source: Author, 2013

Participants were from various stakeholder groups including: national and local government officers, community key informants and leaders, tourism businesses representatives, representatives from non-governmental organizations (NGOs), teachers and students, and ordinary residents. The selection of participants from diverse backgrounds enriched the research findings. Participants were first asked to define community and what does it mean to them, who are the main groups in their area, who are the leaders and how they become leaders, what advantages they have that make them leaders in their community, and whether their leaders have participated in tourism events or not. That was followed by questions related to their views on current challenges associated with tourism development in Jerash, role of government, private sector (tourism businesses) and local community in tourism development, and influence of the local community in tourism planning, consultation, and decision - making processes.

Table 8: Semi-Structured Interviews Conducted in Jerash and Other Areas in Jordan

No	Gender	Occupation	Sector	Date of Interview Year 2013	Language Used	Place of Interview	Audio Recording
1	Male	Manager	MOTA	August 3	Arabic	Amman	No
2	Female	Officer	MOTA	August 3	Arabic	Amman	Yes
3	Male	Site Manager	MOTA	August 6	Arabic	Jerash	Yes
4	Male	Officer	MOTA	August 3	Arabic	Amman	No
5	Male	Manager	Municipality of Jerash	August 6	Arabic	Jerash	Yes
6	Male	Mayor	Jerash Governorate	August 6	Arabic	Jerash	Yes
7	Male	Mokhtar	Local Community, Jerash	August 6	Arabic	Jerash	No
8	Male	Manager	Restaurant	August 8	Arabic	Jerash	No
9	Male	Manager	Hotel	August 8	Arabic	Jerash	No
10	Male	Tourist Guide	Jerash Site	August 8	Arabic	Jerash	No

11	Male	Tourist Guide	Jerash Site	August 10	English	Jerash	No
12	Male	Sales man	Souvenir Shop	August 10	Arabic	Jerash	No
13	Male	Owner/ Manager	Souvenir Shop	August 8	Arabic	Jerash	No
14	Male	Waiter	Restaurant	August 10	Arabic	Jerash	No
15	Male	Director	USAID	August 15	English	Amman	Yes
16	Male	Site Manager	Dibeen Forest Reserve	August 15	Arabic	Dibeen	Yes
17	Male	Professor	Yarmouk University	August 18	English	Irbid	Yes
18	Female	Student	Jerash University	August 14	Arabic	Jerash	No
19	Female	Student	Yarmouk University	August 14	Arabic	Jerash	No
20	Female	Officer	Jerash Site	August 14	Arabic	Jerash	No
21	Male	Unemployed	Jerash	August 19	Arabic	Jerash	No
22	Female	Officer	Vocational Training Center	August 19	Arabic	Jerash	No
23	Male	Unemployed	Jerash	August 19	Arabic	Jerash	No

4.3.2 Secondary Data Sources

Secondary sources complement primary sources; they are made up of data that cannot be described as original. The secondary data of different documents and reports from different sources are incredibly useful research tools since they often provide more information and interpretation of the tourism industry from various perspectives that help to answer the research questions. Instances of secondary sources used in research include textbooks, encyclopedias, other reproduction of material, catalogs, journals, web pages, and government and non-government data sources (Cohen *et al.*, 2007). However, selecting and using secondary data raise questions about

its accuracy and its relevance to the research questions; therefore, such data should be selected cautiously to ensure its reliability and appropriateness (Creswell, 2003).

Academic articles, news items, books, and other government documents were also reviewed. The review of relevant literature on tourism in Jordan include the National Tourism Strategy, Jordan Tourism Board reports and publications, and international development agencies reports such as United States Agency for International Development USAID and the United Nations that were relevant to tourism in Jordan and particularly to Jerash. Statistical information relevant to Jerash is available at the website of Ministry of Tourism (www.mota.gov.jo); the site provides very little information about tourism factors in Jerash.

4.3.3 Field Observation

A researcher's personal observation is an important primary data source. Personal observation techniques rely either on observation of the researcher himself or on camera recordings taken on-site to collect data. Personal observations using field observation are generally accurate, flexible and mobile, and can include descriptive data (Cressford *et al.*, 2002).

Visiting the main areas of Jerash for four months provided the researcher with an opportunity to participate in various tourism activities, and attending some public events that enriched the researcher's knowledge about tourism issues. For example, during the fieldwork, a local municipal election was in process, the researcher attended a debate between two of the most popular candidates, and many concerns and questions related to tourism were raised in the debate. Also, the daily observation provided the researcher with a better understanding and more opportunities to observe how tourism affects and is affected by the local community in the study area.

4.4 Data Validity

Tourism research is multi-disciplinary with much attention being focused on adapting methodologies from other disciplines to fit its particular needs (Graburn & Jafari, 1991). Investigating the problem from different perspectives using multiple research methods can enrich, enhance, and expand understanding of the research problems (Creswell, 2007).

To ensure rigor and validity of the data, the researcher took a number of steps during the research design, data collection and analysis. Prior entering the field, first the researcher continuously refined and redrafted his survey questions to ensure the questions were meaningful and context appropriate. He sought feedback from other graduate students and Jordanians at the University of Waterloo to ensure he was asking questions that would be meaningful and understandable to the people on the ground. Once in the field, the survey was screened by other local researchers who provided feedback to ensure the questions were appropriate. Further, some of the questions in the survey had been used and tested previously in other developing countries including Tanzania (Michael, M., 2009) and India (Sherpa, 2011), thus enhancing the reliability and validity of the questionnaire. Second, the researcher used an appropriate population sample size (467 surveys and 23 interviews). Further, he ensured that key informants had different backgrounds and represented different stakeholders in the tourism industry. This ensured that different voices and perspectives were heard in the research findings. The selection of participants from national and local government officers, local community key informants and leaders, tourism businesses representatives, representatives from non-governmental organizations (NGOs), teachers and students, and ordinary residents enriched the research findings.

In addition, the use of multiple methods provided opportunities for triangulation of data. Further, as a native speaker of Arabic, the researcher was able to engage with all participants in

the language of their preferences and was also able to probe further where necessary. He easily developed good relationship and rapport with respondents and community members, making it easy to clarify any terms that were not clear. Finally, he kept adequate and comprehensive field notes, observations and accounts during interviews. This later provided opportunities for verification and reminders during data analysis.

4.5 Positionality

Haraway (1991) and Harding (1991) refer to “situated knowledges”, i.e., all knowledge is influenced by where it originated from and who originated it. In their view, issues of power and positionality remain important in research. For instance, Radcliffe (1994) reiterates the point: “in producing representations, we are inextricably bound up with questions of authority, communication and representations, and the positions generated by such questions are inherently political” (Radcliffe, 1994, pp 28). The researcher was conscious of his position in society and the kind of authority and privileges that came with his role as a researcher. He was also conscious of how his position influenced what he observed in the field and how he interpreted or represented it.

While in the field, he was conscious of the fact that the issues he was investigating reflect his interests and experiences growing up in Jordan. In particular, he has witnessed the impacts of tourism on Jordanian society. As a former employee of the Ministry of Tourism, he was conscious of how his knowledge of the research topic could inform his standing on relevant issues. This background had its own strengths and weaknesses. In terms of strengths, he could rely on his experiences to ask the questions, probe further and analyse situations in the field. Conducting the research as an insider enabled him to gain an accurate picture of the meanings behind people’s expressions.

Further, as a previous employee of Ministry of Tourism, the researcher was able to receive support from the Ministry of Tourism, NGOs and other authorities to facilitate data collection. Initial contact with some community leaders were made on his behalf. Finally, as a Jordanian who lived in the USA and Canada, his social position offered further complexities to the research. By virtue of his privileged “outsider” position, he willingly participated while others (participants) hesitated during the initial stages. However, being an “insider outsider” enabled him to ask questions that were of practical importance to the research questions.

4.6 Limitations

There are several limitations to this study that should be noted. This study was conducted using a mixed method approach (questionnaire survey and semi-structured interviews). The qualitative method (semi-structured interviews) was conducted by a snowball sampling technique which allowed the researcher to select various actors in different areas to present their perspectives regarding the research questions. In this technique, participant can suggest other potential participants who could be interviewed for the study. Thus, the obtained sample does not represent all local community in Jerash.

Additionally, this study was focused on Jerash as a study area within Jordan. This limits the results of the research to be generalized to the entire country due to some differences between tourism destinations. Therefore, for future research it might be interesting to do a comparison between two or more tourism destinations within and outside Jordan. However, information could be gathered with regards to determining the similarities and differences in local communities’ perceptions towards tourism, and in understanding general trends in participation of local community in tourism development.

Despite the fact that Jerash is considered a main tourism destination in Jordan, public awareness of tourism is still at a low level, and so is the involvement of the local community in the tourism industry. Furthermore, because the conceptual understanding of a community approach to tourism among the local residents in Jerash was found to be low, many residents might not have fully understood and appreciated the scope of this research.

Also, some participants might have misunderstood some questions which affected how residents responded to the survey questionnaire and interview questions. The timing of conducting the research also limited the ability to gain more insights into some issues. The research fieldwork was conducted in 2013 during the Arab Spring which affected the tourism industry all over the region including Jordan. The uncertainty created due to this volatile political situation might have affected the local community's view of tourism as a significant sector.

CHAPTER V: RESULTS

This chapter reports the results of the analyses of the quantitative and qualitative data that were collected during fieldwork in Jerash. The collected data were analyzed to meet the research objectives. This chapter consists of three sections. The first section describes demographic profiles of the respondents. The second section summarizes results from the survey questionnaires and semi-structured interviews. Finally, the third section provides detailed results according to each of the research objectives.

5.1 Respondents' Profile

5.1.1 Survey Questionnaire Respondents' Profile

The 467 household's respondents who participated in this study were selected from among the residents of Jerash using the simple random sampling method. There were 32,078 households in Jerash Governorate; each had equal chance of being included in the sample. The questionnaire was accompanied with a cover letter, which provided information and a short background introduction of the study and the reason why the study was conducted.

Table 9 provides a summary profile of the respondents, which shows that 54.2% were male and 45.8% were female. About 18% were between the ages of 18 and 24 years old, followed by 25-34 (31%), 35-44 (31.7%), and 45-59 (14.3%) age groups. Of all respondents, 26.1% stated their highest level of earned education was elementary school education, 19.7% had completed high school diploma, 21% had a college diploma, 22.9% had a bachelor's degree, and 10.4% had a post-graduate degree. About 43% worked in the public sector, and 25.1% worked in tourism related jobs/businesses; 20.3% were self-employed in their own businesses, 4.3% were students, and 7.3% were unemployed.

Table 9: Demographic Profile of Surveyed Respondents

467 Householders		Frequency	Percent
Gender	Male	252	54.0
	Female	215	46.0
	Total	467	100.0%
Age	18-24	84	18.0
	25-34	145	31.0
	35-44	148	31.7
	45-59	67	14.3
	60 +	23	4.9
	Total	467	100.0%
	Education	Elementary School	122
High School		92	19.7
College		98	21.0
Bachelor		107	22.9
Post-Graduate school		48	10.3
Total		467	100.0%
Occupation	Employed in public sector	201	43.0
	Employed in tourism related jobs/businesses	117	25.1
	Student	20	4.3
	Self-employed – business owner	95	20.3
	Unemployed	34	7.3
	Total	467	100.0

5.1.2 Profile of Key Informants

Key players in the tourism industry were interviewed. They were selected from the residents of Jerash using the Snowball sampling technique. Key informants were chosen from different targeted sectors, including officials from both national and local government, and other professionals and individuals within the communities, in order to gain diverse perspectives and to ensure a well-informed analysis. The majority (18 out of 23) of key informants (KI) who participated in semi-structured interviews was from Jerash, and the rest was from Amman. The selected participants included eight national and local government officials, one local community a key informant, seven tourism businesses representatives, two representatives from non-governmental organizations (NGOs), one academic, two college students, and two common folks

as shown in Table 8. This table highlights the sectors/departments from which key informants were interviewed.

5.2 Local Views about Tourism in Jerash and their Interest in its Success

5.2.1 Potential of Tourism

Table 10 provides the results of respondents’ views about tourism potential in Jerash, with reference to three key aspects: 1) job opportunities, 2) income enhancement, and 3) general well-being. The results indicate that the majority (> 50%) of respondents had a positive view of the potential of tourism in providing job opportunities for locals, enhancing income, and improving their general well-being. It should be noted that lower mean score (conversely higher rank) mean strong agreement, while higher score (conversely lower rank) mean strong disagreement with the pre-determined statements presented to the respondents. The low standard deviation (SD) coefficient suggests similarities in each respondent’s views.

Table 10: Respondents’ Views on Tourism’s Potential in Jerash

Question N=467	Percent of responses					Mean	SD
	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree		
Tourism can offer jobs for local community	73.7	21.4	2.8	1.5	0.6	1.34	0.699
Tourism can generate income for local community	60.4	33.4	4.3	1.5	0.4	1.48	0.691
Tourism can help locals to improve their livelihood	57.8	33.4	5.1	2.1	1.5	1.56	0.812

In Table 11 , the statement “Tourism helps locals to improve their livelihood”, A Chi-square test shows that there is no significant differences exist between the people (participants)

who work in tourism sector and those who don't work (Chi-square= 3.401, P= 0.493 (P>0.05)).

This indicates that local people in general believed that tourism can help to improve their livelihood regardless their involvement in tourism industry. Also, the Mean scores for both categories (work and not work in tourism) are slightly similar, and this supports the previous result.

For the statement “Tourism offer jobs for local community”, A Chi-square test shows that there is a significant differences exist between the people who work in tourism sector and those who don't work (Chi-square= 9.537, P= 0.008 (P<0.05)). This indicates that the participants who work in tourism already believed that tourism offer jobs in general, while those who are not involved in tourism industry doubted that tourism offers jobs to local people in the current time due to the limited tourism investments in their area.

For the statement “Tourism generates income for local community”, A Chi-square test shows that there is no significant differences exist between the people who work in tourism sector and who don't work (Chi-square= 1.337, P= 0.513 (P>0.05)). This indicates that the local people in general believed that tourism generates income for local community. Their views based on their perspectives about tourism development as if it is planned well with more governmental efforts to involve the local people, more jobs will be created and income will be increased.

Table 11: Chi-square Test for Respondents' Views on Tourism's Potential in Jerash

Statement	Do you think tourism is involved in your job/business?				Chi-Test	Prob
	Yes N=117		No N=117			
	(Mean)	STD	(Mean)	STD		
Tourism helps locals to improve their livelihood	1.50	0.678	1.53	0.702	3.401	0.493
Tourism offer jobs for local community	1.21	0.483	1.31	0.482	9.537	0.008
Tourism generates income for local community	1.47	0.581	1.44	0.532	1.337	0.513

5.2.2 Local Views about Tourism's Achievement

The previous results suggest that local communities in Jerash believed that tourism could be an important tool to enhance the economy and their livelihood. In order to explore local views about what tourism in Jerash has achieved, participants were asked to state their agreement or disagreement with four statements whether: 1) tourism projects in Jerash have improved local infrastructure in their area, 2) Ministry of Tourism encourages private sector involvement in development plans and projects, 3) tourism projects are equitably distributed within Jerash Governorate, and 4) Jerash needs more tourism projects.

After analyzing the results, the mean scores of the first, second, and fourth variables are below 2.91 which imply that overall participants tend to support these statements. Whilst the mean score for third variable was 4.22, which means that the responses to this statement was in the range between disagree and strongly disagree. It can be observed from the standard deviation scores for the first and second variables that there is similarity in participants' opinions about these statements.

Results suggests that respondents views were a bit mixed, for example, unlike their responses to tourism's potential, actual achievement in Jerash was seen to be average on two of the four items, namely infrastructure development and encouraging private sector investment (Table 12). The mean score for tourism as helping establish local infrastructure was at the mid-point (2.58), suggesting that respondent's reactions were somewhat mixed: the results were similar for private sector encouragement. The vast majority disagreed that tourism projects were distributed equally in Jerash Governorate. This implies that local people believed that all tourism development projects have been conducted in the area closer to the archeological site, without any

consideration to other areas in Jerash. This appears to be consistent with the vast majority agreeing that Jerash needs more tourism projects.

Table 12: Respondents’ Reaction to Statements Associated with Tourism’s Achievement

Question N=467	Percent of responses					Mean	SD
	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree		
Tourism projects in Jerash have helped create local infrastructure.	26.6	30.8	12	19.1	11.6	2.58	1.361
Ministry of Tourism has encouraged the private sector to set up tourism plans and projects in Jerash	8.6	44.3	7.9	25.5	13.7	2.91	1.259
Tourism projects sponsored by government and international agencies are distributed fairly within Jerash Governorate	0.2	1.3	12.4	48.4	37.7	4.22	0.724
Jerash needs more tourism projects	66.6	27.8	5.1	0.2	0.2	1.40	0.618

In Table 13, the statement “Tourism projects in Jerash have helped create local infrastructure”, A Chi-square test shows that there is a significant differences exist between the local people who work in tourism sector and those who don’t work (Chi-square= 36.118, P= 0.000 (P<0.05)). This indicates that participants who are involved in tourism industry believed that tourism projects in Jerash have helped create infrastructure especially in the areas around the archeological site where the majority of tourism activities is exist, while the participants who are not involved in tourism did not notice any progress in the infrastructure development in other areas in Jerash Governorate.

For the statement “Ministry of Tourism has encouraged the private sector to set up tourism plans and projects in Jerash”, A Chi-square test shows that there is a significant differences exist between the people who work in tourism sector and those who don’t work (Chi-square= 54.189, P= 0.000 (P<0.05)). This indicates that participants who are involved in tourism have more information about the governmental proposed tourism projects in Jerash, thus they believed that MOTTA made attempts to involve and share the private sector in setting up tourism plans and projects, while those who are not involved in tourism have a negative perspective about the cooperation between MOTTA and the private sector.

For the statement “Tourism projects sponsored by government and international agencies are distributed fairly within Jerash Governorate”, A Chi-square test shows that there is a significant differences exist between the people who work in tourism sector and those who don’t work (Chi-square= 24.761, P= 0.000 (P<0.05)). This indicates that participants who are involved in tourism industry believed that the area around the archeological site and the main roads lead to it are the most important areas that need tourism development projects as the majority of tourists visit the ancient city only, while participants who do not work in tourism believed that tourism projects are not distributed fairly in Jerash Governorate. They believed that other areas in Jerash Governorate has to get its portion from tourism development, and tourism attractions and facilities have to be established to distribute the tourism benefits fairly among all local people in Jerash Governorate.

For the statement “Jerash needs more tourism projects”, A Chi-square test shows that there is a slight difference exist between the people who work in tourism sector and those who don’t work (Chi-square= 10.329, P= 0.006 (P<0.05)). This indicates that participants who are involved in tourism industry believed that Jerash needs more tourism development projects in order to attract tourists to visit and stay longer in Jerash. While some participants who are not involved in

tourism believed that Jerash does not need more tourism projects, their perspectives based on their beliefs that the priority is for other public services rather than tourism development such as health and education projects, and factories to create jobs for locals.

Table 13: Chi-square Test for Respondents' Views on Tourism's Potential in Jerash

Statement	Do you think tourism is involved in your job/business?				Chi-Test	Prob
	Yes N=117		No N=117			
	(Mean)	STD	(Mean)	STD		
Tourism projects in Jerash have helped create local infrastructure	2.68	1.142	2.31	1.423	36.118	000
Ministry of Tourism has encouraged the private sector to set up tourism plans and projects in Jerash	3.17	1.069	2.78	1.197	54.189	000
Tourism projects sponsored by government and international agencies are distributed fairly within Jerash Governorate	4.03	0.608	4.38	0.693	24.761	000
Jerash needs more tourism projects	1.21	0.406	1.41	0.589	10.329	0.006

In order to understand the local community's views about tourism and its needs, and what tourism in Jerash has achieved, it is important to gain a deeper understanding of their perspectives to provide the uncovered details in the questionnaire survey. The following findings of semi-structured interviews provide a broader picture of local community's perspective about tourism in their area.

5.2.3 Key Informants' (KI) Perspectives on Current Tourism Situation

The Jordanian economy is facing significant challenges such as high budget deficit, high outstanding public debt, high levels of poverty and unemployment. Unemployment is the biggest concern with a rate as high as 12% in 2014 (Department of Statistics, 2014). Therefore, the government is focused on the tourism sector in Jordan as it plays an important role in job creation

on the labor market in both direct and indirect ways. While unemployment among the surveyed population was low (7.3%), it appears underemployment due to the seasonal nature of tourism is a problem in Jerash. Also, the war in Syria has caused a setback in Jordan's tourism development. For example, a local official stated:

“The influx of Syrian refugees has burdened the city’s municipality and weakened its ability to address environmental challenges. The number of Syrian refugees in Jerash has exceeded 60,000, which constitutes a tremendous burden on the environment, health, education and infrastructure sectors” (KI GO6JG).

According to the Ministry of Tourism, in 2015, there was a sharp decrease in tourists to Jerash. There were 178,897 tourists (71,300 domestic and 107,597 international); this was a decline by 28.1% compared to 2014 when there were 248,750 tourists (77,281 domestic and 171,469 international; MOTA, 2015). Of similar concern was the very low level of local employment in tourism (e.g., 422 people) given the size of tourism in Jerash.

Tourism facilities such as hotels, restaurants, travel agents, tourist guide services, car rental, souvenir shops, and the RACE Show, are all concentrated around the archeological site, which is the main reason for surveyed respondents' disagreement with the statement that tourism projects are distributed equally across Jerash Governorate.

Despite the fact that Jerash is the second main tourist destination in Jordan, the majority of KI (78%) agreed that tourism development in Jerash is way below what it should be, as tourism employment in Jerash is only 0.9% out of 49,096 total tourism employment in Jordan (MOTA, 2015).

The majority of KI (78%) agreed that the current tourism situation in Jerash is good, but needs more actions and plans to improve tourist satisfaction as well as strengthen the livelihood of

local residents. The vast majority (83%) of KI believed that if the local community has real opportunity to participate in tourism, their participation would encourage and increase investments, boost the local economy and enhance the livelihood of the citizens. Four of the KI (or 17%) considered local communities as barriers to tourism development due to the lack of community knowledge about tourism and its impacts. In lending his support to greater local engagement in tourism, a local tourist restaurant owner stated:

“Based on my experience in tourism of more than 20 years, most tourists would like to interact with locals to learn more about local culture. They are interested in experiencing local cultural lifestyle, traditional food, and typical local customs” (KI PTS8RES).

Another local official had a different view, as he said:

“Local people still need to get more knowledge and skills on how to deal with tourists. Some locals see tourists as a threat to their identity and culture, they believe that tourists’ behavior and attitudes would affect negatively on local people by adapting and copying tourists’ behavior” (KI GO3MOTA).

Many KI (70%) also reflected on a number of issues within the tourism sector. They stated that Ministry of Tourism and tourism related entities (such as Jordan Tourism Board - JTB) need to do a better job marketing tourism products beyond their current focus on cultural tourism, and expand to other types of tourism including ecotourism and adventure tourism. Furthermore, they stated more public educational campaigns are needed to raise awareness about tourism benefits and its positive impacts on local livelihood.

The KI (74%) also commented on the poor status of local infrastructure including roads, public parks, hotels, and restaurants. Thus, a major upgrade was suggested as a prerequisite to attract more investments in tourism. They believed that local community in Jerash would also

benefit from the improvement in the infrastructure as part of tourism development projects. For instance, a local student said:

“Local infrastructure needs to be developed in Jerash, especially the highways and roads to enable tourist buses to drive and park easily in the city center, so interaction between tourists and local people will occur. Public transportation in Jerash is considered as disorganized, which affects visitors’ experience and service quality. Jerash has to have tourist transportation services to encourage independent tourists [not part of organized group] to visit Jerash” (KI ST18JU).

Another local official *added*:

“Due to the ongoing growth in population, downtown Jerash has become more crowded and suffers from traffic jams. The number of local cars has increased. The streets are narrow, and most governmental offices and amenities are located in downtown. People from all parts of Jerash Governorate come to the downtown to conduct their daily businesses and shop. The current situation in downtown does not encourage tourist guides and drivers to take tourists there” (KI GO5MOJ).

5.2.4 Community Benefits

The majority (78%) of KI narrated their experience in participating in tourism events such as Jerash Festival, tourism workshops, and other public awareness campaigns. Others who indicated they had not participated in such events stated that they were either not invited or were not aware of these events happening in their area. Those who participated in tourism events did so to gain more knowledge about tourism, and gain opportunities to develop their skills. For example, a tourist guide who participated in a tourism security and safety workshop stated:

“I gained more knowledge and new skills on safety and security practices on the site. I would like to participate in any tourism workshops that will increase my knowledge and develop my career” (KI PTS10TG).

Many (70%) KI believed that tourism contributes positively to the economy of many places including Petra, Dead Sea, Wadi Rum, and Aqaba, and held the view that Jerash was not one of those places. They agreed that tourism generates income and economic benefits to local communities in other destinations, but benefits are lower in Jerash than what locals had expected. One of the KI stated:

“I worked two years in a restaurant in Aqaba before starting my job here in Jerash, there is a big difference of tourist numbers between this restaurant and the one in Aqaba”. He added that *“tourism facilities in other tourism destinations in Jordan benefit from tourists more than in Jerash”* (KI PTS14RES).

5.3 Document the Type and Level of Prevailing Local Involvement in Tourism

The preceding section indicated that not many people in Jerash were involved in tourism. To identify the surveyed respondents who had worked or were engaged in tourism, the survey question included a screening question ‘Do you think tourism is involved in your job/ business?’ Table 14 provides a breakdown of 117 respondents (or roughly a quarter of all respondents) who indicated they were involved in tourism. Of that number, 97% were male suggesting that local employment in tourism is overwhelmingly male dominated. Out of the 117 (or 25.1%) respondents, 27% were owners of tourism related businesses, while 73% were employees working in different tourism facilities. Data indicate more than a third of those employed had elementary level of education only, and that 71% were in the age group between 25 and 44 years.

Table 14: Employment Pattern in Tourism

N=117	Frequency	Percent %
Male	114	97.4
Female	3	2.6
Tourism Business Owner	32	27
Employee in Tourism Business	85	73
Elementary School	42	35.9
High School Diploma	29	24.8
College Diploma	25	21.4
Bachelor Degree	18	15.4
Graduate Degree	3	2.6
18-24	22	18.8
25-34	43	36.8
35-44	40	34.2
45-59	8	6.8
60+	4	3.4

To document further whether there are challenges associated with finding gainful employment in tourism, respondents were asked four questions to examine whether: 1) they experienced difficulties when starting a business or applied for a job (i.e., initial challenges to enter the tourism sector); 2) the income was sufficient to pay for their living expenses; 3) they considered themselves to be successful in their job; and 4) they tended to continue working in tourism related jobs/businesses. Table 15 provides a summary of results to these questions.

Table 15: Respondents Views about their Involvement in Tourism

Question/Statement N=117	Percent of responses					Mean	SD
	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree		
I faced difficulties when I first started my business, or when I first applied for a tourism job	81.2	18.8	0	0	0	1.19	0.392
My income from this job/business is enough to pay off my living expenses	55.6	12	20.5	9.4	2.6	1.91	1.171

My job/ business is successful	54.7	26.5	7.7	9.4	1.7	1.77	1.054
I intend to continue working in this job/business	40.2	41	7.7	9.4	1.7	1.91	1.005

The statement ‘I faced difficulties when I started my business or when I first applied for a tourism job’ has the lowest score (mean 1.19, SD 0.392), indicating most respondents strongly agreed with this statement. It implies the respondents believed that there is insufficient support for the local community to establish their tourism - related business, in addition to lack of required qualifications and skills to be hired in the tourism sector. Mean scores for other items were also below 2.0, indicating that most respondents either strongly agreed or agreed with these statements. Recall that higher scores (> 3.0) indicate disagreement and 3.0 indicates neutral responses.

Generally, despite initial challenges in entering the sector, most respondents who were employed in tourism or had businesses associated with it generally had a positive view of their success, and intended to continue working in tourism rather than changing jobs or businesses. This is typical of most Arab countries where the desire to work in a sector that deals with foreign tourists is generally high.

5.3.1 Challenges Associated with Tourism Employment in Jerash

As mentioned earlier in chapter three, the types of tourism employment and ownership in Jerash include working in hotels, restaurants, travel agents, tour guide companies, souvenir shops, and working for the Roman Army and Chariot Experience (RACE) events.

Hotels are the only type of accommodation in Jerash. Unfortunately, there are only two hotels in Jerash: one is a classified Three Star hotel (Olive Branch Hotel) that has 52 rooms with 120 beds, and the other is an unclassified motel (Hadrian Motel) that has five rooms with 15 beds.

The total number of employees in both hotels is 21, out of which only one is female. As shown in Table 16 the number of hotels in Jerash is the smallest among other main tourist destinations in Jordan. It is just 0.03% of the total hotels in Jordan (558 hotels; MOTA, 2015). Hotel occupancy is low due to low tourist numbers in the past years as a result of conflicts in the region. Their main competitors are the hotels and furnished apartments in Amman. Most tourist groups and individuals prefer to return to Amman, where they can enjoy many evening and night events, such as cinemas, theaters, pubs, etc.

The majority of KI (83%) believed that most travel agents make (hidden) arrangements for the groups to stay in one of their preferred hotels and have their meals in restaurants in Amman. This way, the travel agents earn some commission from the hotels. International tour operators and national travel agencies promote Jerash as part of a single day trip to the northern region of Jordan; therefore there is no incentive to stay in Jerash for the night. The organized tour of Jerash is of short duration, which usually can be completed in an hour or two. The lack of entertainment facilities in Jerash is another important reason that makes investors not take any risks to invest in hotels in Jerash. Tourists generally need additional services such as night clubs, parks, and museums to extend their recreational activities and length of stay. In the absence of these service facilities in Jerash, the majority of tourists do not stay more than three hours. A local tourist guide stated:

“The Ministry of Tourism has made attempts to deal with this issue, and discourage this type of arrangement [i.e., organized tours of short duration] through official meetings with representatives of tourism service providers, but their attempts have not been successful. Another issue is tour guides’ monopoly. Because the local tourist guides are the only guides who are

allowed to accompany the tour group inside the Roman site, there are no real competitors to them” (KI PTS11TG).

The total number of tourist restaurants in Jerash is 18, which is below what it should be according to the number of tourists. The number of employees in tourist restaurants is 263 and they are all male. Six restaurants out of 18 are owned by non-resident Jordanians.

Restaurants in Jerash are different than hotels, as they are very popular among the Jordanians, especially from the northern region. They travel to Jerash during the summer months and weekends. The most popular dairy product in Jerash is Labaneh, an Arab version of cream cheese; people from all over Jordan love to buy this product from Jerash. A local resident owner of a tourist restaurant said:

“We provide high quality food and drinks to our guests. Our guests are not limited to foreign and Arab tourists; many domestic visitors visit Jerash to enjoy the nice weather and delicious food. Sadly, we do not see as many tourists as a few years ago due to the instability and wars in the region; hopefully all wars and conflicts will end soon” (KI PTS8RES).

However, a local resident lamented the fact that some tourist restaurants are owned by outsiders, stating:

“Unfortunately, the successful tourist restaurants are owned by non-residents. Local communities barely benefit from tourism. A big part of tourism revenue goes to people from outside Jerash, for instance the local community does not gain much benefit from Jerash Cultural Festival. The only thing we gain is traffic jams especially at evening time and annoyance from huge crowds gathering in the archeological site and main streets” (KI OR23JLC).

Similar to the arrangement between travel agents in Amman and hotels in Jerash, restaurants are also trapped in arrangements that compel them to forego part of the profits as

commission paid to the Amman-based travel agents. However, the restaurant sector enjoys better opportunities than hotels due to the high popularity of regional cuisine.

There are only three licensed travel agencies in Jerash. The number is one of the smallest among other cities and tourist destinations in Jordan as shown in Table 16. The three travel agencies are responsible for organizing and arranging for the pilgrimage trips to Mecca (Haj and Omrah in Arabic language). These agencies are: 1) Rida Al Zaher Travel and Tourism, 2) Al Tawasol Travel and Tourism, and 3) Spot Light Travel and Tourism. They do not issue and sell any flight tickets, and they do not organize or sell tourism packages to tourist destinations in Jordan or outside of Jordan. A local resident stated:

“When any member of my family or my friends need to travel overseas, she/he must go to either Amman or Irbid (a big city close to Jerash) to buy a ticket. Absence of such service affects tourism development in Jerash” (KI OR21JLC).

A local student mentioned:

“The travel agencies in Jerash do not sell and issue tickets because the demand is very low. Most travelers prefer to buy tickets from known travel agencies that offer some discount. Also, residents trust these known agencies and feel more comfortable to arrange travel date and time, and later do some changes if needed. These agencies have good experience and try to not disappoint their customers” (KI ST19YU).

Referring to opportunities for establishing travel agencies in Jerash, a local tourist guide stated:

“Jerash is known as the Pompeii of the Middle East (referring to Pompeii in Italy), travel agents in Jordan have to do a better job in promoting the site through their connections with international tour operators to include the site as an overnight destination not an attraction that

can be completed in a three hours visit! Big travel agents who are known for inbound tourism usually have some investment shares in Amman hotels where the majority of tourist groups stay” (KI PTS11TG).

In general, the majority of tourists who visit Jerash come in packaged organized groups. As such Jerash competes with other tourist destinations within Jordan. Many service providers appreciate the importance and potential of tourists, especially foreign tourists, because they know that shopping in tourist destinations is an important part of the tourist experience and influence their experience. Unfortunately, as the majority of KI stated, most Amman-based travel agents make arrangements for their groups to stay in one of their preferred hotels in Amman and have their meals (e.g., dinner) in restaurants in Amman. This arrangement, according to the KI, is what is preventing the establishment of new hotels and restaurants in Jerash. This implies that employment potential in tourism is also highly limited.

In Jerash site, there are 38 tourist guides who speak different languages including English, Spanish, French, Italian, and German. The majority of them (23 or 73%) are local residents from Jerash Governorate. They are mostly educated and well trained. One of the tourist guides noted:

“In my work, I feel I have a big responsibility to offer my best knowledge and performance to satisfy tourists. When tourists finish their tour satisfied, they will recommend their friends back in their countries to visit Jerash, and in most cases they recommend to hire me personally to be the guide who will guide them during their visit. The cheapest and fastest way of promoting and marketing the site is using word- of- mouth. Thus, result is that a good presentation and performance will benefit my country, my city, me, and definitely tourists” (KI PTS10TG).

Another area where locals derive gainful employment is in retail businesses, such as souvenir shops. The *Souq Herafi* (in Arabic language) is the only local souvenir market in

Jerash, where common products such as glass, wood carvings, stone carvings, soft toys, rugs, weaving runners, wall hangings, pillows, ceramics and pottery products are sold. The market has 42 stalls, mostly owned by local residents who sell a variety of Jordanian traditional handicrafts. The number of souvenir shops is proportionately comparable to other tourist destinations in Jordan (Table 16).

Table 16: Distribution of Tourism Service Providers in Jordan (2015)

	Amman	Petra	Wadi Rum	Aqaba	Madaba	Dead Sea	Kerak	Jerash
Hotel	370	40	12	64	10	8	7	2
Restaurant	752	6	0	124	18	0	3	18
Souvenir Shop	170	37	0	41	65	14	8	42
Travel Agency	659	34	2	34	14	0	7	3
Car Rental	200	5	0	12	1	0	8	1
Transportation Company	8	0	0	0	0	0	0	0

Source: MOTA, 2015

The majority of KI (83%) agreed that tourism in Jerash is a seasonal business, and that small tourism businesses might be best suited to local individuals with low income. A local souvenir shop owner stated:

“I started working in tourism when I was 13 years old. I used to sell different post cards of Jerash and Jordan to tourists and visitors inside the archeological site. There years later, other locals and I started to display my products which include postcards, keffeyeh, paintings, wall hangings and other small stuff in front of the main gate to the site. Since MOTA forced us to move to the new location which is now called souvenir market, I have the opportunity to rent my own shop. It is a small investment and I am satisfied with it” (KI PTS13HC).

The researcher observed that the majority of buyers of handicraft and souvenir products in the souvenir shops were tourists. A local souvenir shop owner stated:

“The most sold souvenir in my shop is the Keffiyeh (a Bedouin Arab's kerchief worn as a headdress). Tourists like to buy it because they can wear it during the tour, they can carry it easily, and they like to be photographed wearing it” (KI PTS13HC).

He added:

“We produce our tourism products according to the target market, our products attract both tourists and domestic visitors, but 90% of the buyers are tourists. Our production size is based on the season; we produce more items in the high season which is from March until September” (KI PTS13HC).

Another area of employment is working for the RACE, which employs 42 local men who have been professionally trained to perform in a genuine Roman setting. The show has been suspended since 2015 due to low attendance.

The KI reported various challenges facing the tourism industry in Jerash. Some of the major challenges include government bureaucracy, financial constraints, problems associated with marketing of tourism products, foreign languages issues, high competition with global products, and less demand for local products.

From the results presented above, it is clear that women's participation in the tourism industry in Jerash is very low. The KI (83%) believed that giving women the chance to engage and work in the tourism industry can help them become financially independent. They believed that greater participation of women in tourism will lead to a better quality of life for them, and bring benefits to their families and community.

According to a female government official, one way of providing employment opportunities to women in Jerash would be to expand tourism and find ways to encourage tourists to extend their length of stay. She noted:

“Tourism facilities in Jerash need to be developed and organized to attract tourists and encourage them to spend some revenue in Jerash and avoid the leakage of tourism revenue which always goes to Amman and Petra” (KI GO2MOTA).

The government officials among the KI noted that collaboration between local communities and government is necessary if Jerash wants to expand tourism and associated employment opportunities. One of the officials noted:

“Ministry of Tourism is committed to develop and improve tourism in Jordan, in particular in Jerash, since it is one of the main tourist destinations [in Jordan]. Unfortunately, the Ministry always faces some challenges in term of conducting development projects. Little cooperation from local community has been noticed. Local residents, especially those who are involved in providing tourism services, usually look narrowly and never think broadly about the benefit of such projects for the long term, as it is originally designed. For instance, local residents who own souvenir stalls in the market complain about the new location since they moved there. Despite the fact that the Ministry of Tourism provided them a designated area for selling to tourists, built an aesthetically pleasing market, and a safe fenced parking lot, they still complain that they cannot sell their wares to tourists inside the archeological site. The government wants to discourage peddling souvenirs to tourist while they are enjoying the tour of the ancient heritage but the local vendors want to do it anyway –this is an example of a conflict in our ideas. The government wants order and organization to enhance tourist experience, locals see tourists as profits only. This

ongoing conflict cannot change unless locals understand sustainable development concepts” (KI GO1MOTA).

The majority of KI (87%) viewed that the involvement of the tourism private sector in Jerash is critical, particularly in the lodging, food and beverage, travel agencies, and transportation sectors. They also agreed that the private sector needs to focus on improving the quality of tourism experience at national and local levels, targeted to both domestic and foreign tourists.

The KI also noted that the private sector should play a key role in influencing government plans and decisions regarding tourism development. Surprisingly, many KI (74%) stated that unlike other countries, the Jordanian Government favors foreign rather than local investors. They held the view that government should create necessary investment opportunities and financing mechanisms for local investors to be interested in tourism ventures. Participants also acknowledged the important role the private sector can play in marketing and promoting Jerash as a unique destination, and felt that Jerash’s ancient monuments have been neglected in favor of Petra and Wadi Rum.

5.4 Local Perspectives on the Role of the Government in Tourism Development

5.4.1 Current Engagement of the Government in Tourism Development

In general, the governmental sector is composed of a number of ministries and authorities that aim to improve the quality of public services and enhance the country’s economy. In Jordan, the main government agency involved in tourism development is the Ministry of Tourism and Antiquities (MOTA). The Jordanian Law of Tourism and the Law of Antiquities govern tourism facilities and archeological heritage. MOTA is responsible for the development, promotion, and protection of publically owned tourism sites. The Department of Antiquities (DoA) is responsible for the excavation, protection, restoration, conservation, presentation, and management of

antiquities in Jordan. In addition to MOTA and DoA, the Jordan Tourism Board (JTB) is considered as one of the important governmental agencies for tourism development. JTB is an independent public-private sector partnership dedicated to utilizing marketing strategies to promote Jordan as ‘the destination of choice’ in the international markets.

Furthermore, there are different ministries and authorities that assist MOTA, DoA, and JTB to enhance and develop the environment for tourism services and facilities. Tables 17 and 18 summarize the roles and responsibilities of different governmental ministries and entities that are involved in tourism development.

Table 17: Jordanian Ministries and their Objectives

Ministry	Objectives
Ministry of Tourism and Antiquities (Established in 1988)	<ul style="list-style-type: none"> • Develop an advance tourism industry capable of utilizing its comparative and competitive advantages through highly developed infrastructure facilities and superstructure services. • Develop archaeological and tourism sites and resources to enhance the tourism product, extend tourist length of stay, achieve higher tourism revenues and create new job opportunities. • Expand the role of the private sector in tourism investment and capital attraction within a framework of mutual cooperation between the public and the private sectors. • Upgrade the quality of tourism services to the highest international standards • Develop tourism awareness of the Kingdom's culture, heritage, civilizations, and archaeological resources within the framework of sustainable tourism development in harmony with local communities and non-governmental organizations • Strengthen the institutional setup of the tourism sector by upgrading legislation, laws, by-laws, regulations and human resources' development. • Establish and lead marketing and promotion campaigns in international and regional markets, strengthen international cooperation and promote domestic tourism.
Ministry of Planning and International Cooperation (Established in 1984)	<ul style="list-style-type: none"> • Develop a flourishing national economy that is open to regional and international markets • Promote good governance so that central and local government bodies become financially stable, transparent, and accountable • Provide appropriate infrastructure and efficient facilities with high return • Enhance the Jordanians’ self-reliance and help who are unable to meet their basic needs.
Ministry of Public Work and Housing MPWH	<ul style="list-style-type: none"> • Achieve sustainable development, establish and maintain infrastructure projects in Jordan

(Established in 1954)	
Ministry of Municipal Affairs MMA (Established in 1965)	<ul style="list-style-type: none"> • Take up supervisory role over the activities of the Municipalities and the Joint Services Councils (JSC) operating in all over the Kingdom with a total of 93 Municipalities and 22 JSCs.
Ministry of Transportation MOT (Established in 1965)	<ul style="list-style-type: none"> • Develop transport general policy and supervise its implementation in coordination and collaboration with the relevant entities. • Regulate and monitor road freight transport sector and services, and issue permits for profession practice in all activities to individuals and companies in coordination and collaboration with competent entities. • Regulate and monitor rail freight transport sector and its services, as well as the issuance of the necessary work permits in all activities in coordination and cooperation with the competent entities • Continue the application of specifications, measurements and standards adopted under the applicable legislation. • Continue the application of bilateral transport agreements between the Kingdom and other countries, and international conventions in which the Kingdom is a party. • Conduct required investigations and studies on various types of transport accidents without prejudice to any applicable legislation. • Establish and develop transport accident prevention measures in accordance with international requirements in coordination and collaboration with competent entities. • Prepare research and studies necessary for the development of the sector and issue periodic bulletins and reports in its activities. • Establish transport data warehouse (DWH).
Ministry of Culture (Established in 1977)	<ul style="list-style-type: none"> • Create and facilitate a good environment for cultural production. • Support culture and fine arts, and their appreciation. • Solidify the relationship between local, regional and international cultural bodies. • Develop and disseminate the Jordanian citizen's creativity in different fields. • Develop an all-encompassing national culture throughout the kingdom that emphasizes its Jordanian, Arab, Islamic, and humanitarian identities and culture
Ministry of Water and Irrigation (Established in 1988)	<ul style="list-style-type: none"> • Develop and protect of water resources. • Update information systems, legislations and regulations relevant to the water sector, • Develop strategies and programs pertaining to the implementation of water policies, • Secure funding necessary for water projects, • Follow-up implementation of projects, maintaining the rights of Jordan shared water resources, updating plans and projects of the institutional development, and training, public awareness and water demand management as well.

Sources: Compiled from various sources, as noted in Column 1.

Table 18: Agencies Involved in Tourism Development

Entity	Objectives
Jordan Tourism Board (Established in 1998)	<ul style="list-style-type: none"> Utilize marketing strategies to brand, position and promote the Jordan tourism product as the destination of choice in the international markets.
Jordan Investment Board JIB (Established in 1995)	<ul style="list-style-type: none"> Work with the private sector to promote Jordan for its unique and friendly business environment and diverse investment opportunities. The JIB presents state-of-the art services for facilitating registration and licensing procedures for projects, and offers all possible simplified procedures for investment.
Royal Jordanian Airlines RJA (Established in 1963)	<ul style="list-style-type: none"> Carry out regular and chartered air transportation of passengers, mail and freight within the Kingdom and abroad, in addition to providing aircraft handling services.
Jordan Hotel Association JHA (Established in 1969)	<ul style="list-style-type: none"> Protect the interests of the association and its members. Coordinate with tourism authorities to develop tourism business. Collect data and statistics to be supplied to the competent authorities. Coordinate with related Arab and international tourism associations and commissions. Hold tourism meetings and conferences, and represent the hotel sector at exhibitions in Jordan and abroad. Contribute to training technical staff of hotels & supporting those who work in the sector. Participate in determining tourism terminology for various fields including the rules and standards of practice within the tourism sector. Resolve disputes between members. Publish professional magazines and periodicals. Coordinate with official and private authorities regarding protecting the environment. Publish and distribute the JHA newsletter and an annual hotel guide.
Petra Development Tourism Region Authority (Established in 2009)	<ul style="list-style-type: none"> Develop the region for tourism, economically, socially, culturally, and contribute to local community development.
The Aqaba Special Economic Zone Authority ASEZA (Established in 2001)	<ul style="list-style-type: none"> Contribute in enhancing Jordan economic capacity. Attract investments by creating a world class competitive environment Improve the Quality life and prosperity for the community Ensure continuous development on the basis of transparency, efficient utilization of resources, and achieving best results.
Jordan Society of Tourist and Travel Agents JSTA (Established in 1960)	<ul style="list-style-type: none"> Unite and support all travel agents in Jordan. Act as the sole representative of professional travel agents at the local, international and worldwide levels. Ensure the maximum possible solidarity among professional travel agents in the judicial and social spheres Enable the profession to take its rightful place in the economy. Represent the interests of the travel agents on a permanent basis through direct access to international associations or principals such as IATA, AFTA, UFTAA, JTB, ICAO, ASTA, JATA, and all national tourist societies in Jordan. Deal with all problems related to the travel and tourist industry and to recommend significant, innovative procedures to members.

	<ul style="list-style-type: none"> • Cooperate with government and non-government bodies in the preparation and elaboration of rules and regulations governing travel agency relations with parties involved in the tourist trade.
Greater Amman Municipality (Established in 1909)	<ul style="list-style-type: none"> • Provide high quality municipal services of excellence and to focus on urban development that brings balance between modernity and authenticity. <p>Adopt initiatives which improve the quality of lives for local community focusing on the humanization aspects. This mission will be achieved through good planning, optimal investment of resources, and building partnership with stakeholders.</p>
Jordan National Museum (Established in 2005)	<ul style="list-style-type: none"> • Research and documentation of Jordan’s archeology, folklore and modern history • Education and information dissemination programmes to the public • Collection, conservation and protection of artifacts and materials • Exhibition, permanent or temporary, of artifacts and cultural heritage materials or Jordan. • Visitor services including a thematic gift shop and restaurant
Jordan Tour Guides Association JTGA (Established in 1998)	<ul style="list-style-type: none"> • Influence decision making process within the tourism sector. • Develop flexible operations, processes and procedures easily adapting to changes in the surrounding environment and conditions. • Be a focal point for all members and other stakeholders regarding issues related to tour guiding and services. • Administrative and financial self-sustainability through application of sound management systems, building members’ capacities, and introducing new revenue resources. • High level of discipline, open communication and transparency internally and externally. • Develop and provide basic, upgraded, and advanced services which are needed and affordable by the majority of association’s members. • Provide significant and exceptional services to members and enhancing their skills and abilities. • Enhance standard of living for tourist guides. • Improve image of the association – infrastructure and community perception – through adapting best practices and directions. • Create awareness and enhanced reputation of the association in the community, and participation in social, national and international activities. • Serve as a marketing and promotion tool for the association members particularly, and for Jordan generally. • Increase women participation in the tourist guides profession. • Introduce for-fee services and activities managed by members. • Provide highly demanded and feasible activities and projects which yield significant revenue.
Jordan Handicraft Producers and Traders Association JHPTA (Established in 1967)	<ul style="list-style-type: none"> • Upgrade and develop the profession. • Create awareness of tourism among its members. • Develop tourism and revitalize cooperation with the Ministry of Tourism and Antiquities.
Jordan Restaurants Association JRA (Established in 2002)	<ul style="list-style-type: none"> • Enhance product development and promote skilled human resources. • Expand JRA business development services to provide professional networking, matchmaking and research services. • Strengthen outreach to engage members and respond to their needs. • Offer health insurance and benefits for restaurant owners, employees, and their families.

	<ul style="list-style-type: none"> • Provide social services and functions including meetings with decision makers at the local, regional, and international levels. • Allocate a Providence Fund for JRA members and their establishments. • Develop legislation and laws related to the restaurant industry. • Organize local and international conferences and conventions related to the restaurant industry. • Cooperate with similar Arab and international hotel & restaurant associations. • Organize training courses for sector employees and non-employees. • Provide career guidance manuals in both English and Arabic. • Work on legislation that sets standards for environmental control in collaboration with the public and private sectors. • Attract new restaurants and help existing restaurants to grow and prosper. • Provide assistance with sector related crises management. • Protect the restaurant industry interests and safeguard its members' rights. • Set and monitor industry standards. • Enhance & develop the restaurant industry in cooperation with relevant organizational bodies (public or private sectors). • Provide periodic communications including handbooks, manuals, annual reports and a free subscription to the JRA Newsletter. • Collect information, compile statistics, and prepare studies and research related to the industry.
The Royal Society for The Conservation of Nature RSCN (Established in 1966)	<ul style="list-style-type: none"> • Create, manage and advocate for a national network of protected areas to conserve Jordan's biodiversity and support local community development, while also promoting wider public support and action for the protection of the natural environment within Jordan and neighboring countries.
Jordan Inbound Tour Operators Association JITOA (Established in 2003)	<ul style="list-style-type: none"> • Raise the standard of practice in inbound tourism to Jordan. • Act as a major player in the decision making process in tourism, and being the reliable reference for the inbound industry in Jordan.

Sources: Compiled from various sources, as noted in Column 1

For all tourism and development projects in Jerash, usually the Ministry of Tourism initiates consultation meetings with local authorities. Then a specialized local committee (usually selected by government based on a recommendation of the mayor of the city) begins to invite selected local residents to explore the local community's interest through regular meetings and workshops organized by local authorities. The selected residents, who are invited to these workshops, are given the opportunity to express their opinions based on their knowledge regarding topics discussed in the meetings or workshops. Usually, these meetings and workshops are facilitated by local authorities and led by the mayor. The specialized committee reports its

recommendations to the Ministry of Tourism to appoint representatives from the local community to serve on the official meetings. Public meetings then culminate with announcement of a major program or project.

5.4.2 Respondents' Views on Government's Role

Results of the survey showed that 66.4 % of the respondents were satisfied while 33.6% were unsatisfied with the performance of the Ministry of Tourism. Respondents who were dissatisfied were mostly those who were involved in tourism, or held tourism jobs. Responses to six pre-determined items related to government's role in tourism development indicated that the vast majority of respondents see a strong role for the government (Table 19). In general, there was overwhelming agreement that the role of government in tourism was critical in helping small businesses with grants and loans, prioritizing tourism - related investments, providing investment opportunities to the private sector, allocating tourism revenues for community livelihood projects, and in solving challenges within the tourism industry.

With responses to all six statements below mean scores of 2.0 (strongly agree or agree), it can be deduced that most residents in Jerash would like to see the government playing a stronger role in tourism development. Of the six statements, with the exception of one respondent, all respondents agreed that 'Government should offer loans and grants to local communities to help establish small businesses' as this statement had the lowest score (mean 1.18, SD 0.386; recall, low scores mean positive affirmation), implying the need for government support to tourism entrepreneurs. The same was true for the statement that 'Government should give priority to tourism investments'.

Table 19: Local Perspectives on Role of the Government in Tourism Development

Statement N=467	Percent of responses					Mean	SD
	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree		
Government should offer loans and grants to local communities to help establish small businesses	82.7	17.1	0.2	0	0	1.18	0.386
Government should give priority to tourism investments	66.8	33	0.2	0	0	1.33	0.477
Government should provide investment opportunities in tourism to the private sector and local residents	57.2	41.1	1.5	0.2	0	1.45	0.539
Government should offer job opportunities for local people	55.2	38.5	4.1	1.9	0.2	1.53	0.687
Government should allocate part of the tourism revenue to local community livelihood	43	54.4	1.9	0.6	0	1.60	0.563
Jordanian authorities (Ministry of Tourism, Jordan Tourism Board...etc) should play important role in solving tourism-related problems	35.8	60.6	2.6	0.9	0.2	1.69	0.585

In Table 20, the statement “Government should offers loans and grants to local communities to help establish small businesses”, A Chi-square test shows that there is very slight difference exist between the people who work in tourism sector and those who don’t work (Chi-square= 3.896, P= 0.048 (P<0.05)). This indicates that local people in general believed that the Jordanian Government should offers loans and grants to local communities (individuals who are

already involved in tourism or those who are interested in establishing tourism businesses) to help establish small businesses.

For the statement “Government should gives priority to tourism investments”, A Chi-square test shows that there is a significant difference exist between the people who work in tourism sector and those who don’t work (Chi-square= 41.269, P= 0.000 (P<0.05)). This indicates that participants who are involved in tourism strongly agreed that the Jordanian Government should give the priority and encourage tourism investments in Jerash in order to attract more tourists to visit the area, while other participants who are not involved in tourism sector agreed with the statement, and this approves that those participants who are involved in tourism have more information about tourism and aware of tourism needs in Jerash due to their interactions with tourists.

For the statement “Government should provides investment opportunities in tourism to the private sector and local residents”, A Chi-square test shows that there is a significant difference exist between the people who work in tourism sector and those who don’t work (Chi-square= 27.500, P= 0.000 (P<0.05)). This indicates that participants who are involved in tourism strongly agreed that the Jordanian Government should provides investment opportunities in tourism to the private sector and local residents in Jerash in order to enhance the tourism sector and offer a diverse of tourism activities to satisfy the tourists, and encourage them to spend at least one night in Jerash, while other participants who are not involved in tourism sector just agreed with the statement.

For the statement “Government should offers job opportunities for local people”, A Chi-square test shows that there is a slight difference exist between the people who work in tourism sector and those who don’t work (Chi-square= 8.438, P= 0.038 (P<0.05)). This indicates that

participants in general believed that the Jordanian Government should offer job opportunities for local people to enhance their livelihood.

For the statement “Government should allocates part of the tourism revenue to local community livelihood”, A Chi-square test shows that there is a difference exist between the people who work in tourism sector and those who don’t work (Chi-square= 16.515, P= 0.001 (P<0.05)). This indicates that participants in general believed that the Jordanian Government should allocate part of the tourism revenue to local community livelihood to enhance their livelihood and help the Jerash Municipality to perform and offer better services to the local people.

For the statement “Jordanian authorities (Ministry of Tourism, Jordan Tourism Board...etc) should plays important roles in solving tourism-related problems”, A Chi-square test shows that there is no significant difference exist between the people who work in tourism sector and those who don’t work (Chi-square= 9.34, P= 0.052 (P>0.05)). This indicates that all participants in general believed that the Jordanian authorities (Ministry of Tourism, Jordan Tourism Board...etc) should play important role in solving tourism-related problems and provide a tourism environment for tourists, investors, and local communities.

Table 20: Chi-square Test for the Local Perspectives on the Role of the Government in Tourism Development

Statement	Do you think tourism is involved in your job/business?				Chi-Test	Prob
	Yes		No			
	(Mean)	STD	(Mean)	STD		
Government should offers loans and grants to local communities to help establish small businesses	1.15	0.354	1.25	0.434	3.896	0.048
Government should gives priority to tourism investments	1.19	0.392	1.60	0.492	41.269	000
Government should provides investment opportunities in tourism to the private sector and local residents	1.30	0.460	1.68	0.597	27.500	000

Government should offers job opportunities for local people	1.34	0.476	1.49	0.651	8.438	0.038
Government should allocates part of the tourism revenue to local community livelihood	1.55	0.500	1.47	0.689	16.515	0.001
Jordanian authorities (Ministry of Tourism, Jordan Tourism Board...etc) should plays important roles in solving tourism-related problems	1.62	0.486	1.66	0.733	9.384	0.052

5.4.3 Key Informants’ Views on Government Role

Most of the development projects in Jerash are the result of collaboration between government and international development agencies, with some involvement of local tourism stakeholders. However, the majority of KI (78%) noted that local engagement in the planning and development stages are limited. It is usually the local representatives (i.e., parliament members and local authorities) who attend the planning meetings along with Ministry of Tourism representatives.

The majority of KI also stated that there is cooperation between the private sector and the government. They had a favorable view of the Ministry of Tourism, and the private sector support to the Ministry. All participants noted that tourism development is the responsibility of the Ministry of Tourism and stated that the Ministry of Tourism is responsible for planning, and designing tourism plans and projects. The KI (74%) stated that there is no real participation of the local community in the decision making process. They reported that most tourism projects don’t really meet local community’s expectations and needs. For example, several KI had complaints about the Third Tourism Development Project. At a cost of JD 58 million (1 JD=C\$ 1.88), and financed by the World Bank (85%) and Jordanian Government (15%), this project entailed upgrading historical districts in five cities, Jerash being one of the five cities. The project aimed to

link the modern city of Jerash with the archaeological site so as to enable tourists to interact with local communities and encourage tourists to spend more time in Jerash. Part of the plan was to apply traffic management plans, and provide parking areas within the city centre, and to ease traffic circulation in the city (MOTA, 2007). The KI reported that the city center became more crowded than before, as the streets became narrower and the circulation more chaotic.

Indeed, many residents in Jerash had submitted their complaints to the government because they were unhappy with the outcome of this project and the level of service they had received. The project had been listed as "unsatisfactory" by the World Bank in April, 2010 (The Jordan Times, 2010). Figure 27 shows the new bus station which is ready for use but more than two years later local residents still refuse to use it because its location is far from the residential area. The proposed public parking lot was not constructed, which added to traffic problems, as city residents park their cars by the roadside due to lack of parking areas. The majority of KI (70%) indicated that the proposed objectives for this failed to be realized. They confirmed that the local community was not consulted when the government designed and planned the project, and they pointed out that this was the main reason behind the failure of this project. The KI further indicated that government has its own tourism development designs and plans that satisfy international development lenders and funding agents, without taking any consideration of local people's needs. As one of the KI stated:

“After more than one year of suffering from closing streets for conducting the project, there were no real difference and the traffic jam is still as before”. He added *“The Hashemite Park project, formerly known as Bab Amman Park, cost JD1.5 million but did not add to the benefit of the local community. Most tourism projects did not meet the real needs of local people”* (KI KI7JLC).



Figure 27: Results of the Third Tourism Development Project: Unused Bus Station (left), and A Congested Street. Source: Author, 2013

Likewise, commenting on benefits to local communities, one of the souvenir shop owners stated:

“Jerash residents do not benefit financially from tourism revenues, only governments benefit from tourism and nothing returns to locals” (KI PTS13HC).

The majority of KI (74%) believed that decentralizing the tourism planning and development structures within Jordan is the only solution for local voices to be heard and influence development. The KI also held the view that the development of tourism in Jordan is uneven, for example, most projects are biased toward developing the capital city of Amman where there is already a concentration of tourism investments and services. Participants felt that tourism development needs to diffuse away from Amman, and into other smaller cities and rural areas with development potential. They reasoned that there is no opportunity or platform to voice citizen concerns about the type and quality of development. The KI pointed out the flawed political and socio-cultural systems which give more importance to personal connections, patronage, and dependency on governmental favors. The local leaders and the members of the community are

fully in support of the proposal due to monetary and non-monetary benefits to be realized from the proposed projects. A local sales man in a souvenir shop stated:

“We hear about tourism projects and proposed plans from the media. Unfortunately, our parliament members who are supposed to reflect our opinion and interests barely share any information with the local people. They want to secure their position and act friendly with the government to gain more personal benefits” (KI PTS12HC).

Similarly, a local official lamented:

“Currently, Jerash as a tourist destination does not receive as much marketing and promotion as other destinations such as Petra, Wadi Rum, Dead Sea and Amman. Jerash is a unique tourist destination and government has to support and invest in this city, our elected representatives (parliament members) are expected to work hard to solve our problems. They should raise their voices and make it heard, but sadly they do not!” (KI GO3MOTA).

He further added:

“There is a lack of tourist facilities, such as resorts, 5-star hotels and restaurants in Jerash. Most tourist groups visit Jerash for less than two hours and go back to Amman. People see tourists arrive on buses and then leave, tourist have no chance to interact with local people” (KI GO3MOTA).

The KI generally agreed that without the guarantee of a satisfactory experience, tourists would not be willing to pay fees to visit historic monuments and attractions. Several KI opined that the government had made attempts to enhance tourism in Jerash, and cited examples of completed tourism projects and training workshops. One of the KI stated:

“There is a proposed project with the cooperation of Ministry of Labor, to train local people in specific handicrafts and professions in Jerash Vocational Training Centre that will

encourage locals to get involved in tourism. There is a plan to distribute tourism revenues equally among all areas in Jordan including Jerash through several initiatives and programs” (KI GO1MOTA).

One of the KI, who was a professor of anthropology noted:

“Despite the ongoing excavation and preservation work by the Department of Antiquities at the archeological site, Jerash still suffers from a lack of organized site presentation and management” (KI NGO17YU).

Similarly, one of the non-governmental officers clarified that:

“Ministry of Tourism with the cooperation of USAID made attempts to improve and develop the tourism sector through many tourism development projects and programs, such as workshops for business owners. These workshops were aimed to train local small- and medium-sized businesses on effective marketing techniques in the hope of promoting tourism to the targeted areas” (KI IDO15US).

Apart from the above issues, there are other challenges with tourism development in Jerash. For example, there were conflicts between the Ministry of Tourism and Department of Antiquities. The Department of Antiquities is responsible for implementing the government’s policy in the field of archeology through the protection, maintenance, preservation, registration, excavation, and exhibition of archeological and cultural heritage. The Ministry of Tourism’s responsibility is to develop an advanced tourism industry that is capable of utilizing its comparative and competitive advantages through highly developed infrastructure facilities and superstructure services, and to develop archaeological and tourism sites and resources to enhance the tourism products in order to extend the tourist length of stay. It is not clear how heritage resources would be protected if tourist numbers increase. The focus on increasing tourism revenues and creating job opportunities

seemed to take priority over heritage protection. Despite the fact that both entities (i.e., MOTA and DoA) aim to improve sites and upgrade facilities, conflict of interest between the two has emerged concerning the management of archeological sites. While MOTA is focused on implementing new tourism projects, DoA is not in agreement with most of MOTA's proposed development projects. Similarly, there are also conflicts between Jerash Tourism Directorate, Jerash Antiquities Office, and the Municipality of Jerash. As a local official said:

“In our work in the Municipality of Jerash, we face big problems when it comes to tourism development projects. We do not know which party to deal with. The Department of Antiquities always either stops or rejects proposed development projects that are close to the archeological site. They reason that the land where the projects are planned might have some artifacts and antiquities. This is one of the reasons why tourism projects in Jerash remain uncompleted and fail to achieve proposed goals” (KI GO5MOJ).

5.5 Local Perspectives on Community Contributions to Tourism

5.5.1 Survey Respondents' Perspectives

To examine local perspectives on community contributions to tourism, respondents were asked a set of questions to identify the local community's role in tourism development and their capacity to influence tourism development plans. Furthermore, they were also asked to define what community means to them and who ought to be the leaders of the community. For the first part (i.e., role of community), respondents were presented with three pre-determined statements (Table 23), and were asked whether they agree or disagree with the statements presented to them. These statements were indicative of whether local residents can provide input when setting up tourism plans and projects, if they can help in addressing challenges associated with tourism, and whether they prefer small community managed projects instead of large government sponsored projects.

Results show that the respondents generally agreed with the statements. The low mean scores (1.45 to 1.52) implies that the vast majority of respondents agreed or strongly agreed with these statements. Similarly, respondents were also asked to indicate their agreement/disagreement with four statements relevant to issues of local capacity to provide input to government endorsed tourism plans. These four statements are shown in Table 21. These statements relate to whether: 1) local communities can elect their representatives in tourism decision-making bodies; 2) local representatives should have a voice in decision-making; 3) local representatives face challenges in providing their input; and 4) government authority makes plans without local consultations. Results show a consistent pattern in that the vast majority of respondents strongly agree or agree with these statements. The mean scores range from 1.57 to 1.63 indicating overwhelming positive affirmation to these statements.

Table 21: Respondents’ Perspectives on the Role of Local Community in Tourism Development

Statement N=467	Percent of responses					Mean	SD
	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree		
Local community can play important role in setting up plans and projects in Jerash	61.5	33.6	3.4	1.3	0.2	1.45	0.648
Local community contributes to address tourism development challenges	59.7	34.5	3.4	1.9	0.4	1.49	0.697
Local community is in favor of small community-managed projects in Jerash than large government sponsored projects	54	41.3	3.4	1.3	0	1.52	0.629

In Table 22, the statement “Local community can play important role in setting up plans and projects in Jerash”, A Chi-square test shows that there is a slight difference exist between the

people who work in tourism sector and who don't work (Chi-square= 10.580, P= 0.032 (P<0.05)). This indicates that the local people in general believed and agreed that local community can play important role in setting up plans and projects in Jerash.

For the statement "Local community contributes to address tourism development challenges", A Chi-square test shows that there is a significant differences exist between the people who work in tourism sector and who don't work (Chi-square= 15.682, P= 0.003 (P<0.05)). This indicates that the participants who are involved in tourism strongly believed and agreed that local community can contribute to address tourism development challenges as they are aware of tourism needs, while some of the participants who are not involved in tourism took a neutral position as they are not interested in tourism.

For the statement "Local community is in favor of small projects in Jerash", A Chi-square test shows that there is a significant differences exist between the people who work in tourism sector and who don't work (Chi-square= 13.309, P= 0.004 (P<0.05)). This indicates that the participants who are involved in tourism strongly believed and agreed that local community is in favor of small projects in Jerash due to the limited financial sources, while some of the participants who are not involved in tourism took a neutral position as they are not interested in tourism and have limited information about tourism activities and businesses.

Table 22: Chi-square Test for the Respondents' Perspectives on the Role of Local Community in Tourism Development

Statement	Do you think tourism is involved in your job/business?				Chi-Test	Prob
	Yes N=117		No N=117			
	Mean	STD	(Mean)	STD		
Local community can play important role in setting up plans and projects in Jerash	1.55	0.804	1.37	0.535	10.580	0.032
Local community contributes to address tourism development challenges	1.67	0.900	1.35	0.497	15.682	0.003
Local community is in favor of small projects in Jerash	1.72	0.741	1.48	0.502	13.309	0.004

In Table 23, the results match with the results of previous statements in Table 23 , and confirm that few governmental efforts have been made to involve the local community in setting up tourism plans and projects in Jerash, but that there is a desire to be involved in the decision-making processes, and awareness of challenges faced by community representatives.

Table 23: Respondents’ Perspectives on Community Capacity to Provide Input to Tourism Plans

Statement N=467	Percent of responses					Mean	SD
	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree		
Local community can elect its representatives to participate in tourism decision making	51.2	42.2	4.3	1.7	0.6	1.58	0.714
Local community representatives should have a voice in making decisions about tourism development	52.9	39.8	5.1	1.7	0.4	1.57	0.709
Local community representatives face challenges in providing input to tourism decision making process in Jerash	50.5	39.2	7.1	2.8	0.4	1.63	0.770
Ministry of Tourism sets up tourism plans and projects without consulting with the local community	53.7	35.5	5.8	4.1	0.9	1.63	0.835

In Table (24), the statement “Local community can elect its representatives to participate in tourism decision making”, A Chi-square test shows that there is a significant difference exist between the people who work in tourism sector and who don’t work (Chi-square= 14.990, P= 0.005(P<0.05)). In general the local people believed that local community can elect its representatives to participate in tourism decision making, but those who work in tourism sector

strongly were agreed with the statement while those who don't work in tourism, their opinion were in a position from agreed to disagreed.

For the statement "Local community representatives should have a voice in making decisions about tourism development", A Chi-square test shows that there is a significant difference exist between the people who work in tourism sector and who don't work (Chi-square= 23.380, P= 0.000 (P<0.05)). In general the local people believed that the local community representatives should have a voice in making decisions about tourism development, but those who work in tourism sector were strongly agreed with the statement while those who don't work in tourism, their opinion were in a position from agreed to disagreed.

For the statement "Local community representatives should have a voice in making decisions about tourism development", A Chi-square test shows that there is a significant difference exist between the people who work in tourism sector and who don't work (Chi-square= 24.337, P= 0.000 (P<0.05)). In general the local people believed that the local community representatives should have a voice in making decisions about tourism development, but those who work in tourism sector were strongly agreed with the statement while those who don't work in tourism, their opinion were in a position from agreed to disagreed.

For the statement "Local community representatives should have a voice in making decisions about tourism development", A Chi-square test shows that there is a significant difference exist between the people who work in tourism sector and who don't work (Chi-square= 31.240, P= 0.000 (P<0.05)). In general the local people believed that the local community representatives should have a voice in making decisions about tourism development, but those who work in tourism sector were strongly agreed with the statement while those who don't work in tourism, their opinion were in a position from agreed to disagreed.

Table 24: Chi-square Test for the Respondents' Perspectives on Community Capacity to Provide Input to Tourism Plans

Statement	Do you think tourism is involved in your job/business?				Chi-Test	Prob
	Yes N=117		No N=117			
	(Mean)	STD	(Mean)	STD		
Local community can elect its representatives to participate in tourism decision making	1.79	0.876	1.47	0.535	14.990	0.005
Local community representatives should have a voice in making decisions about tourism development	1.82	0.943	1.51	0.519	23.380	000
Local community representatives face challenges in providing input to tourism decision making process in Jerash	1.99	0.978	1.49	0.582	24.337	000
Ministry of Tourism sets up tourism plans and projects without consulting with the local community	1.99	1.095	1.39	0.508	31.240	000

5.5.2 Perspectives on Community and Leadership

The local community in Jerash is a bit conservative. As Jerash's local community consists of different groups, some groups have established local committees to solve problems and disputes amongst themselves. Nine various local non-governmental organizations have been established. These NGOs offer some services to local residents such as small loans, provide training, and encourage women's participation in the workforce. Only one organization out of the nine NGOs, Ladies of Jerash Welfare Society (JWS) is active and engaged with the tourism industry. The director of JWS is a member of the city council. The director and members of JWS always attend and participate in official meetings and tourism events organized by the Ministry of Tourism and international development agencies such as USAID.

The KI were asked to define community and what does it mean to them, who are the main groups in their area, who are the leaders and how they become leaders, what advantages they have to lead their community, and if their leaders participate in tourism events.

The majority of KI (87%) defined community in a way similar to Aref *et al.* (2010: 155) who stated: “a community refers to a group of individuals living or working within the same geographic area with some shared cultures or common interests”. A local non-governmental official had a different interpretation of community, and said that community is “*everything around you, including people and nature*” (KI NGO16DFR). Other participants defined community as “*family, friends, and neighbors*” (KI GO20MOTA). A local governmental official described community as:

“Different groups of people distinguished based on their job sector, for example, working either in public or the private sector, NGOs, and other non-working people. We can call people who work in the souvenir shops as souvenir shops community, or tourist guides as tourist guides community, or carpenters as carpenters community” (KI GO6JG).

When asked to identify who the leaders of their community are, the majority of KI (83%) stated that parliament members, community’s key informant (*Shiekh*), refugee camps’ key informant (*Wajeeh*), local authorities’ directors, and the mayor are the most commonly identified leaders in Jerash. A small minority (13%) believed that politicians, and rich and influential people are the leaders in their community. One KI argued that there are no community leaders because all leaders in Jerash are appointed (hired) by the government. He noted:

“Government helps selected people to win parliament elections, and appoints directors who can execute their agenda without taking into consideration local community’s needs and

interests, thus I consider them as employees in government not community leaders!” (KI PTS12HC).

Generally, participants identified the main groups in Jerash based on their ethnic origin (e.g., Jordanian, Palestinian, Syrian, Chechens, Circassians), religion (Muslims and Christians), and geographical location (city, rural area, and refugee camps). The majority (91%) stated that most of the leaders in Jerash are wealthy and have high connections with government and political structures.

The KI differed in their views regarding the performance of community leaders in tourism. The majority (91%) stated that those who become leaders usually participate in tourism development projects by default, as they have to participate as local representatives of the government. One of their duties is to participate in all formal meetings organized by the national and local authorities. The majority of KI (70%) stated that their local representatives do not have any role in the decision making processes; they participate because they are obliged to, and most of them are interested in participating for their own personal benefits only. A local sales man in a souvenir shop said:

“All parliament members in Jerash are looking for their own benefits without any consideration of the people who voted for them, they are in full agreement with the government regarding any plans or projects. They are like a soldier in an army who will do what is asked of them without any question or opposition. We, as local community, never feel that we have such a voice that will be heard by decision makers and planners” (KI PTS12HC).

Even though many community leaders and representatives were consulted and hired by the government to assist in development projects, the majority of KI (70%) believed that the leaders' participation amounted to tokenism only. It is a tradition in Jordan that leadership is

inherited from generation to generation from a specific family or clan. This does not provide opportunities to others who may have leadership aspirations and therefore feel left out. The KI indicated that the role of the representative was limited to attending meetings and communicating with other members about the planned activities of the Ministry of Tourism in their area. They also stated that the government in some instances has responded to suggestions made by the local representative, but in most cases those suggestions were made considering personal benefit than community benefit.

Contrary to some KI views, one of the governmental officials noted:

“Ministry of Tourism always makes attempts to encourage local people to share their concerns with the Ministry. The minister has designated a week when local people from all areas in Jordan are invited to meet with government officials to voice their needs and issues, and follow up actions are implemented accordingly” (KI GO1MOTA). In contrast, a local tourist guide stated:

“Tourist guides who work in Jerash site frequently get together to address some issues that they face. Usually, we convey our demands to the mayor of Jerash and the minister [of Ministry of Tourism] directly, but unfortunately most of our issues still remain unsolved” (KI PTS10TG).

The majority of KI (87%) also opined that local communities should be aware of the critical role tourism can play in addressing local employment issues. They viewed that local awareness about tourism-induced opportunities was very low. Given the political and institutional arrangements related to tourism, which is controlled by the central government, the KI felt that the capacity of the local community was very limited. All they could do was to assist in creating a welcoming environment for the tourists.

However, in spite of the current challenges in local participation, several KI also stated that the local community should be considered a vital part of the development in Jerash, and that

without their participations any future projects will likely not succeed. Furthermore, government planners and decision makers should focus on understanding the relationship between local community needs and tourism development rather than just focus on implementing projects without local endorsement. They held the view this can be done by focusing on understanding the characteristics of tourism development projects from the local community's perspectives in order to be more supportive. Several KI also believed that the government gives high priority to investments from large international tourism companies as opposed to local small businesses. Job opportunities are few and are mostly limited to work as sales clerks or restaurant waiters. Uncertain economic outlook at the national level was also considered a major issue.

Commenting on a government-sponsored project, some KI referred to the layout of the souvenir market as ill-planned, as tourists tend to shop only in those shops that are close to the market's main entrance. Shops further away hardly saw any tourists. Thus, tourism benefits are not equitably distributed. Likewise, a few KI mentioned that many national tourist guides drop off tourist groups at the Jerash Visitor Center entrance, which is located 500 meters away from the market. By the time tourists complete their tour of the Roman city, which requires a lot of walking, tourists become tired and thus prefer to exit the site without shopping at the market. The participants referred to this problem as a result of lack of local consultation.

CHAPTER VI: DISCUSSION

6.1 Summary of Findings

Findings of this study are organized based on the four research objectives. The objectives are: 1) to assess local views about tourism development in Jerash and its development needs; 2) to document the type and level of current local involvement in tourism; 3) to examine local perspectives on the role of the government in tourism development; and 4) to examine local perspectives on community contributions to tourism.

6.1.1 Local Views of about Tourism Development and its Development Needs

Like other economies in the Middle East, Jordan's economy faces significant challenges to meet the growing needs that arise from population growth by 20% as a result of hosting more than 1.4 million Syrian refugees, according to official figures. Official statistics showed a continuing drop in the influx of foreign tourists to Jordan, in particular to Jerash, since the beginning of Arab Spring and the on-going civil war in Syria. The drop caused many tourism businesses, especially hotels, to hardly cover the cost of their operations and employees. Furthermore, Jordan is confronted by serious economic and social problems such as high budget deficit, high outstanding public debt, high levels of unemployment, and drug abuse among young people especially university students (Jordan-Anti Drugs Society JADS, 2015). Unemployment and poverty in Jerash are the biggest concerns with official 2014 unemployment as high as 16.5% and poverty at 20.3% (Department of Statistics, 2014).

Residents consider tourism as an opportunity to create jobs and improve infrastructure by attracting more investments if a proper and sufficient infrastructure are provided. The survey respondents in Jerash agreed that tourism's development potential is great, but viewed that development of infrastructure has not been satisfactory and pointed to flawed planning related to

the bus park location (which is hardly used) and street widening (which had caused congestion instead of solving traffic problems). Results also show that respondents believed that all tourism development projects had been conducted in the area which is closer to the archeological site only, without any consideration to other areas in Jerash Governorate. They stated that the Ministry of Tourism and tourism - related entities such as Jordan Tourism Board need to do a better job in marketing tourism products beyond their current focus on cultural tourism, and they need to expand their promotion and marketing efforts into other tourism types such as eco-tourism and adventure tourism as Jerash offers these opportunities too.

Respondents indicated that more public educational campaigns are needed to raise awareness about tourism benefits and impacts on local livelihood. Many participants also commented on the poor local infrastructure including highways, roads and public parks. Thus a major upgrade is necessary to attract more investments in tourism. They believed that the local community in Jerash would also benefit from the improvement in the infrastructure as part of tourism development projects. Accordingly, more governmental efforts are needed to encourage the tourism private sector as well as local communities to develop the tourism sector by effectively participating in setting up plans and projects side by side with the government. More investment is needed in Jerash to improve its competitiveness, which can be achieved by conducting more tourism development projects, increasing public awareness of tourism benefits, increasing promotion and marketing campaigns for Jerash, and improving the local infrastructure to attract foreign and national investments. This would encourage cooperation among the main stakeholders to boost tourism in Jerash.

6.1.2 Document the Type and Level of Prevailing Local Involvement in Tourism

This study documented the type and level of local involvement (i.e., employment) in the tourism industry. This was based on multiple resources from both secondary and primary data. The results show that Jerash residents are mostly employed in administrative jobs in public sector and military services. The types of employment and ownership of tourism in Jerash are diverse, and consist primarily of employment in different tourist activities including hotels, tourist guides, car rental services, souvenir shops and in restaurants. However, local employment in tourism in Jerash was quite low, and this is primarily due to its proximity to Amman where most tourists originate. These tourists visit Jerash as part of a multi-site tour packaged by Amman-based tour agencies. Thus, the close proximity to Amman has become both an opportunity (access to tourist market) and a challenge (low prospects for jobs, leakage of tourist revenues). In contrast to tourist employment trends elsewhere, Jordan's tourism sector has extremely low levels of direct employment of women. It is not that women are not involved in tourism; they are, for example, in sectors where they do not interact directly with tourists as in production of crafts and souvenirs. This pattern will likely persist given the cultural norms prevalent in Middle Eastern countries. But many residents also held the belief that giving women the opportunity to engage and work in the tourism industry can help them to become financially independent.

The results show that almost all participants faced difficulties initially when entering the tourism industry. The difficulties were primarily financial, such as lack of access to funds and getting bank loans approved. Many also considered government bureaucracy as one of the main obstacles to getting them started in tourism. Lack of land (especially around the Roman City of Jerash) availability for tourism activities, and high land prices were also cited as obstacles. Overall, respondents agreed that tourism development in Jerash is way below what it should be.

Accordingly, they believed that increasing tourism development projects and tourism investments would increase the number of tourists and visitors in Jerash, and thus more jobs would be created. They pointed to the lack of hotels in Jerash, which was seen as discouraging for tourists who may be interested in overnight visits. Similarly, it was observed at the market stalls in Jerash that almost all souvenir shops were filled with Chinese-made products that prevented the local arts and crafts industry from flourishing.

6.1.3 Local Perspectives on Role of the Government in Tourism Development

Research results show that tourism planning and development in Jordan/ Jerash strictly follow a top-down model. Political and institutional structures are established to ensure that the government has a firm control on the tourism industry. In Jordan, the main government agencies responsible for tourism development are the Ministry of Tourism and Antiquities (MOTA), and Jordan Tourism Board (JTB). Major tourism development projects in Jerash were the result of collaboration between government and international development agencies, with very limited role for local stakeholders.

Tourism development projects require the involvement of many government ministries and departments at the municipal and national levels, responsible for numerous regulatory processes. While in theory these entities are expected to work together to raise the competitiveness of Jordan's tourism industry by enhancing visitor experiences, strengthening tourism business performance, and protecting environmental and cultural resources, in practice there was lack of cooperation and coordination between these agencies. Results also indicate that major tourism development projects are sponsored and funded by international development agencies such as USAID, JICA, World Bank and EU. In this case there is very limited role for local authorities or communities.

Results show that all tourism development projects were designed and planned in the headquarters of the Ministry of Tourism in Amman. The local tourism authority is responsible for supervising the project and reporting to the minister. However, results also show that many participants confirmed that the level of local engagement in the planning and development stages was very low. It was limited to attending meetings with local representatives (parliament members and directors of the local authorities) and endorsing pre-determined plans and projects. Local residents also complained that there was a mismatch between local expectations and government plans.

Accordingly, results show that participants believed that government should adopt a decentralized approach (bottom-up) in tourism planning and development as the only solution to let local voices to be heard and influence development. Furthermore, results also show that residents perceived that the development of tourism in Jordan was uneven, i.e., most tourism development projects were based in Amman, where there is already a concentration of tourism investments and services.

Residents also pointed out the lack of communication and collaboration between different government entities, for example, despite both MOTA and DoA aiming to develop and improve tourism services and facilities, conflict between the two was more common. While MOTA is focused more on implementing tourism projects, the DoA is focused on minimizing the negative impacts that result from the harm and destruction of the archeological sites caused due to tourism.

6.1.4 Local Perspectives on Community Contributions to Tourism

There is local widespread support for tourism in Jerash, but this support could be strengthened if local people are aware of the opportunities that are associated with tourism development. Results show that there is a general lack of awareness about tourism among local

people. Local residents who were already part of the tourism industry appear to have more positive views about tourism development, and also were aware of the numerous challenges associated with it. Given the top-down model adopted in Jordan, there are few opportunities for local communities to voice their concerns or provide input to government plans and proposals. As the Ministry of Tourism and Antiquities is the main decision-making body for tourism planning and development projects, the role of local authorities in the decision-making process is limited in reporting the progress of tourism development projects to the Ministry of Tourism and Antiquities in Amman.

The results reveal that local communities are eager to be more engaged with the government. Many residents showed a surprising lack of awareness about tourism development projects that were happening in their area. Most decisions about tourism projects were made without any consultations with the local authorities, whose role was primarily to provide tacit approval of the projects conceived by the authorities in Amman. Local residents participate in parliamentary elections to elect their representatives. Most of these parliamentary candidates are wealthy and they spend much money on their campaigns, in some cases they pay voters to get more votes and win the election. They have high connections with government and political structures. Many of these individuals who become leaders usually participate in tourism development projects and events arranged by government. They do not have any role in the decision - making processes; they participate because they are obliged to, and most of them are interested in participating for their own personal benefits only. Most residents indicated that the role of the representative was limited to attending meetings and communicating with other members about the planned activities of the Ministry of Tourism in their area.

Local communities felt that their representatives gained the most benefits from development projects, which ensured their career longevity and strong relations with the central authorities. In that sense, there is a mismatch between local peoples' perspectives and local government authorities' perspectives regarding development projects in Jerash. Many local residents had a negative perception of the Ministry of Tourism. They felt that their opportunity to provide input to government - supported tourism development plans and policies is low. They viewed that not only local awareness about tourism-induced opportunities is low; they also felt that the capacity of the local community to influence the nature and direction of tourism development is very limited. All they could do was to assist in creating a welcoming environment for the tourists. They also indicated that most of the problems are the results of lack of consultations with the local community about their needs and expectations from these government projects. Some participants referred to the layout of the souvenir market as ill-planned, as tourists tended to shop only in those shops that are closer to the market's main entrance. Shops further away hardly were seen by any tourist.

6.2 Discussion

Over the years, researchers have dedicated efforts toward understanding resident's reaction and participation in tourism. For example, Gursoy, *et al* (2002) developed a model for understanding community support for tourism. They emphasized the need for better theoretical and conceptual understanding of host communities' reaction to tourism activities. They observed that support for tourism in host communities is based on six factors: the level of community concern of local residents; the utilization of the tourism resource base by local residents; the level of ecocentric values of local residents; the state of the local economy; the perceived cost; and the perceived benefits of the tourism development. Similar to their findings, the Jerash study also

indicates that most of these concerns were raised by both local residents and key informants. For example, the state of the current economy, future economic prospects, and the high cost of tourism projects were major concerns for stakeholders. Further, findings in this study are supported by a wide range of literature that has looked into the implications of tourism for local environments (Fleisher & Felsenstein, 2000; Mair & Taylor, 2000), and resident's reaction and involvement in tourism (Muresan, *et al.* 2016; Pham, 2011; Tosun, 2002; Ko & Stewart, 2002; Williams & Lawson, 2001; Fredline & Faulkner, 2000; Pearce *et al.*, 1996). These studies, to a large extent, emphasize the need to understand residents perspectives within the context of local tourism development projects (which the present study does), and the need to adequately involve local residents in the decision making process, a key feature missing in Jerash.

This research reveals that residents of Jerash generally felt that tourism should have positive impacts on their community. Participants also felt that tourism was generally having a positive effect on Jordan in general, particularly the contribution of tourism to the national economy. Participants supported and called for further tourism development in Jerash, with the economy being the major reason for such calls. For many residents, tourism creates jobs directly and indirectly through supporting industries like food production, transportation, insurance and retail (Ashley *et al.*, 2007). Moreover, the benefits from tourism appeared to accrue to only few people in Jerash's local community. Research findings show that the minority of Jerash's local community who happen to live or have a commercial store or land close to the archeological site stood to benefit the most from tourism. Concerns also were shown for women's employment in tourism sector. The research reveals that participants believed that cultural barriers limit women's involvement in the tourism industry, and these barriers need to be removed. They believed that tourism holds high potential for employment opportunities for locals in the future.

In addition to economic prosperity, there are also cultural benefits of tourism. For example, tourism can be a source of pride for local communities about their history, culture, and traditions (Langfield *et al.*, 2009; World Heritage Committee, 2006). This pride can motivate the locals to protect and maintain their identity. By developing cultural tourism, many heritage sites worldwide have been saved from destruction (UNESCO, 2013; World Heritage Committee, 2006). Findings from Jerash show that local people have pride in their cultural heritage but wished more economic benefits materialized from tourism. Likewise, tourism contributes to much needed foreign investments in Jordan, however, as in other studies, revenue from tourism was not reinvested into developing local communities (Ashley *et al.*, 2006; Colantonio, 2004).

Despite a long - standing acknowledgement of power relations in tourism planning processes (Reed, 1997; Jamal & Getz 1995), research on collaborative tourism planning has not adequately addressed and developed practical tools to help local practitioners negotiate power imbalances. While power relations are often acknowledged in collaborative tourism planning, it is usually assumed that collaboration can overcome power imbalances if all stakeholders are involved. While this study did not directly examine issues of power among tourism stakeholders, findings nevertheless reveal an overbearing influence of government actors on most other stakeholders. Most local residents felt that opportunities to provide input to government supported projects were very low. Even when opportunities existed, residents were simply required to provide tacit approval for the projects conceived by the authorities in Amman. An extensive mobilization of local interests' groups and civil society organizations might help influence the decision - making process. However, this process must recognize and confront current governance arrangements and institutions in Jerash and Amman. While there is growing support for

community - oriented approaches to tourism planning, there remains a need for the development of tools that suit the context of Arab countries.

Given the multitude of actors and stakeholders involved in community tourism planning processes, despite critical differences between stakeholders, it is possible to find some common ground (Dangi & Jamal, 2016). At the core of most projects and initiatives is a concern for community development, poverty reduction, capacity building, local enterprise development, local ownership and control, sustainable livelihoods and poverty alleviation (see Dangi & Jamal, 2016; Cole, 2006; Hall, 1996). However, a closer scrutiny of these concerns reveal the underlying difference between processes that allow communities to “drive” tourism, and processes that are simply “based” in a community. Mansuri and Rao (2004) offer valuable insights by differentiating between these two types of processes:

“Community-based development is an umbrella term for projects that actively include beneficiaries in their design and management, and community-driven development refers to community-based development projects in which communities have direct control over key project-decisions, including management of investment funds” (pp. 1–2).

Tourism development that strives on community’s goods and resources should ideally be locally controlled, community-oriented and community driven. However, tourism development in Jerash suggests that local resources (arguably, the proposed WHS is a common property resource) is often considered national resources, and therefore under governmental control and government-driven.

The ability and capacity of communities to actively take part in tourism plays an important role in community tourism initiatives (Lucchetti, 2013). However, this research reveals several obstacles to residents’ involvement in tourism initiatives including lack of access to financial

capital and availability of land. Not only were there structural challenges, due to centrally-controlled planning and development machineries, there were other barriers such as access to financial capital and land. Community based experience from the Caribbean region has demonstrated that good funding practices can go a long way to improve local involvement. For example, initiatives through regular micro-credit that are easy to access with flexible repayment terms facilitate and sustain local tourism activities and involvement of local residents (CTO, 2006; Epler-Wood, 2004). This is not the case in Jerash, or, for that matter, most tourism projects within Jordan.

According to Ashley et al. (2000), willingness to participate in tourism activities is usually high among local residents. However, findings from this study point to serious concerns regarding residents' participation in decision-making processes. Most residents felt their views do not necessarily make any difference in terms of the final development projects that get implemented. Further, the government appears to make very limited effort to promote and enhance community decision-making. Similar concerns about local participation have been raised in other studies, for example, in Tanzania (Michael, 2009). The reality for most communities is that outside forces usually determine the speed and direction of tourism development (Ramchander, 2007).

Community participation and involvement in tourism planning can assume a number of different forms and serve several purposes; the basic aim of any local community participation program should be to provide concerned citizens with adequate information about projects and plans (Keogh, 1990). Community involvement in decision-making entails residents determining their goals and needs for tourism development through informed and adequate participation. This can be achieved through a meaningful cooperation between local communities and other tourism stakeholders. Findings from this research indicate that the government, in particular local

government authorities, usually promote and encourage residents' involvement in governmental-organized tourism events without taking into account residents' needs, values, and perspectives during the planning process. This problem is in part due to weak local leadership and poor representation of community interests and views during consultative meetings. In general, community leaders in Jerash do not act beyond their traditional responsibilities and needs. They limit their efforts to mostly improving municipal services, without giving adequate attention to broader concerns of the community.

Ashley et al (2007) indicate that governments have an enormous role and influence in tourism development, particularly in providing basic infrastructure and a regulatory environment for tourism investments. Aside from government, this research suggests, in general, that small sized businesses also play an important role in tourism development and provide the most effective and sustainable way for local residents' involvement. Educating and training local people, improving cooperation between all tourism stakeholders in particular between local authorities, and decentralizing tourism decision making can also have significant impact on tourism development (Ashley *et al*, 2007). These processes can help to build the local economy and enhance residents' livelihood.

Overall, findings from this study indicate that the Jordanian government considers tourism development an important economic activity that needs to be under central control. However, given the changing social and political conditions in Jordan and in the broader region, the government has taken basic steps in interacting and engaging with the local communities. These steps are hardly the result of the government suddenly changing its policies of greater interactions with locals, but are rather designed to satisfy donor needs and interests in inclusionary planning processes. In that sense, participatory processes in development planning in Jordan have been

initiated, but whether it advances beyond tokenism is an interesting question to be examined in the future.

CHAPTER VII: CONCLUSION AND RECOMMENDATIONS

7.1 Conclusion

Conceptual and empirical research on tourism in Jordan exists but most of it is limited to examining the effects of tourism on the country's economy and culture (Kreishan, 2011; Zamil, 2011; Al Hasanat, 2010; World Bank Report, 2009; Shunnaq *et al.*, 2008; Shdeifat *et al.*, 2007). Community engagement in tourism is a topic of growing interest, but empirical studies on this topic in the Middle-East context are greatly lacking. To fill this gap, this study examined community involvement in tourism development in Jerash, a proposed WHS in Jordan, based on perspectives of local residents and key informants. Applying a mixed methods data collection method which included a questionnaire survey of 467 residents and 23 key informant interviews, this study was guided by four main research objectives. The objectives included: 1) assessing local views about tourism in Jerash; 2) documenting the type and level of local involvement in tourism; 3) examining local perspectives on the role of the government in tourism development; and 4) examining local perspectives on community contributions to tourism.

Despite the war and significant political instability in neighbouring countries as a result of the Arab Spring, Jordan stands out as a peaceful oasis in the Middle East. However, despite the potential, tourism in Jerash suffers from several problems. The key among these is the fact that tourism development and its impacts in Jerash are beyond the control of local communities. What tourists do and see when they arrive in Jerash, how do they move in and around the city, how long do they spend time there, what souvenirs do they buy, from whom and where, which restaurants do they patronize, etc., which are some of the basic aspects of tourism that determine what kinds of benefits are derived by whom and how are all determined by tour agencies in Amman. It is also the city where most tourism plans are formulated, and decisions on major projects are made. In

summary, local residents are tacit recipients of whatever benefits they can get from centrally-controlled tourism. This implies that only a handful of local entrepreneurs who have access to capital, and personal connections with government officials are involved in tourism. This is common not only in Jerash but in other Middle-eastern countries too where centralized planning is the norm.

What is interesting in this study is even Jordan is not immune to political changes in that region. What institutional reforms will occur in Jordan and to what degree local communities are able to have their voices heard in Jordan's planning and decision-making structures will likely depend on how political changes occur in Jordan, and will likely depend on what kinds of political changes will occur in the region. The presence of a few international agencies and non-governmental organizations in Jordan will perhaps influence what kinds of role local communities will have in local level planning and development practices. This is perhaps one reason why the central government has put in place mechanisms for local consultation, but so far the consultations are limited to government seeking local endorsement than really encouraging a system for formal public input to development plans and processes.

A related issue is that Jordanian government view tourism as a capital intensive, mega commercial enterprise, which limits the role of small local communities. From the government's view, only big international agencies (e.g., USAID, UNDP, World Bank), multinational hotel chains, or major private stakeholders (often overseas Jordanians) have the capacity to plan, develop and manage tourism projects. Unless other types of tourism are promoted such as the one that are small scale (e.g., ecotourism), based on local cultural traditions and knowledge (e.g., indigenous tourism), and niche products, tourism development in Jordan will continue to be oriented toward mass market. That means tourist areas like Jerash will only see their full potential realized if they

can develop as an overnight destination. For that to happen, much thought needs to be put on packaging heritage tourism beyond just visiting the Roman ruins.

7.2 Recommendations

Tourism has contributed to the national economy of Jordan. It is the second largest private employer and the second highest producer of foreign exchange (MOTA, 2015; Al Haija, 2011). Thus, tourism development and sustainability are key priorities for the Ministry of Tourism and Antiquities.

Historically, the Jordanian government has been heavily dependent on loans and funds from international agencies such as the World Bank, USAID, and aids from rich Arab gulf countries. Thus, more attention should be given to involve local communities in tourism as an important tool for community development to boost the economy and free the government from these historical ties. Tourism appears to provide that opportunity but it is currently facing many problems within the industry amidst an unstable political situation that has beset the region. To compensate for the declining number of foreign tourists to Jordan, more focus on domestic tourists is needed.

The National Tourism Strategy which was launched in 2004 aimed at setting and adopting a public-private partnership strategy to expand employment, entrepreneurial opportunity, social benefits, industry profits, and state revenues (NTS, 2011-2015). The NTS policies aim to increase meaningful local involvement in tourism development. Supporting the local community by providing them the skills they need, and facilitating financing are the ideal solutions for boosting the economy and enhancing tourism industry in their area.

Although, tourism in Jordan is dominated by the largest tourism companies (Chain hotels and resorts, tour operators, and travel agencies), more support and encouragement from

government for small enterprises in Jerash are needed to ensure the sustainability to these enterprises by facilitating investment opportunities and financing mechanisms. Another critical issue in tourism employment in Jerash is the lack of opportunities for women and the youth. The traditional social structure and gender norms in Jordan is still a big challenge that prohibits women to work outside the household in tourism activities in Jerash. According to the traditional norms, it is the duty of men to work outside the house while women have to stay home and take care of the children, and are responsible for food preparation and cleaning. Due to the economic and financial difficulties many women are willing to work in the public sector if they have the opportunity to support their families. This would also achieve some gender parity and reduce economic dependence on their male partners. It also has the potential to improving their social role and status outside the household. Thus, nowadays, the idea of women to work in public has been accepted by the Jordanian society as more and more women are forced to work for financial reasons.

While engaging women in tourism and hospitality sectors in Jordan is problematic due to cultural reasons, women can participate in tourism employment without direct contact or interactions with foreign tourists, for examples, women can work in handicraft production. Most importantly, government needs to pay more attention to unemployed and disaffected youth.

Additionally, pricing strategies for tourism products need to be changed and reformed as few Jordanian people can afford to visit other places and stay in comfortable hotels. Jordanians prefer to spend a vacation in Sharm AlSheikh in Egypt rather than to spend it in Aqaba because it is much cheaper to travel to neighboring countries than to be a domestic tourist in Jordan. This is also applicable to the Royal Jordanian airline, which is considered to be more expensive than other

airlines in the region. The Jordanian government needs to attract and encourage other low cost airways to assist promoting Jordan through travel agents around the world.

The national average length of tourist stay in Jordan is 4.2 days, but in in Jerash, the second most visited destination within Jordan, average length of stay is less than five hours. The short tourist length of stay in Jerash is the result of the common promotion strategy adopted by international tour operators and national travel agencies operating in Jordan. These agencies promote Jerash as a destination for a few hours and not as an overnight stop. This has to be changed and new instructions have to be applied to enforce travel agencies to specify 10 hours tour in Jerash at least. When tourist spend almost half day in Jerash, local people and national investors will be encouraged to establish more tourism services and facilities. However, this needs more activities to meet tourist's satisfactions such as museums, open parks, social and cultural events.

Centralized planning has played an important role to the failure of many tourism projects in Jerash. The unequal distribution of tourism development projects is a big concern for the local community. Thus, it is important to manage and plan every aspect relating to the development of tourism in Jerash, and adopt decentralized planning policies which enable the local community to focus on their real demands. Decentralized planning policy is closer to local needs than centralized planning policy.

There are many areas in Jerash Governorate which are in need for tourism development projects. For example Al Kayed heritage building is currently abandoned and prone to destruction. This building can be a part of a tourism development project. For example, it can be converted to a tourism training center for handicraft production including a craft gallery to display different local products. This proposed project needs the readiness of local people in that village as well as encouragement from the government to invest in such a project.

Jerash Archeological Site is usually open daily from 8 am till 5:00 pm. This limited time, especially in summer, does not encourage tourists to spend more hours in Jerash. Extending the opening hours till 9 pm and creating some activities in the site will attract tourists and convince them to stay longer. Petra has applied this successful site management years ago; tourists in Petra can enjoy ‘the Petra By Night’ show. It is a unique experience where tourists follow the candlelight to discover the amazing illuminated Treasury. Jerash can develop something similar. Tourists would be motivated to spend their night in one of the hotels in Jerash if they are made aware of such expanded activities.

7.3 Suggestions for Future Research

The research study took in Jerash in Jordan. Research findings suggest that local community involvement in tourism industry should be viewed as a necessary process to achieve successful tourism development in the future.

The Ministry of Tourism and Antiquities, through its National Tourism Strategy, focuses on promoting Jordan as a destination of choice for both visitors and investors by improving the quality and variety of tourism products, tourism services, and giving the private institutions and businesses the opportunity to lead tourism industry with public sector partnership. Despite these efforts by MOTA, there are no governmental attempts to engage the local community in tourism matters. This study indicates that there is an urgent need, in Jordan, to adopt a community-oriented approach to tourism planning and development.

Also, this study could be extended to other tourist destinations in and outside Jordan in the Middle East Region. This study could be also extended to evaluate governmental tourism planning in tourist destinations, especially in rural areas such as sites in Tfileh Governorate and Ajloun Governorate, to highlight the weaknesses of tourism development projects. Further research could

focus on investigating: 1) the indicators for successful community-oriented tourism development practice, 2) how local community's culture can influence tourism industry in Jordan, 3) how local cultural festivals enhance the sense of belonging among tourism-dependent communities, and 4) a possible mechanism to facilitate a climate of consultations and information dissemination with local people.

7.4 Research Contributions

The majority of previous studies on tourism in Jordan including studies by Kreishan (2011), Zamil (2011), Al Hasanat (2010), World Bank (2009), Shunnaq *et al.*, (2008), and Shdeifat *et al.*, (2007) focused on the economic aspects of tourism. Very few studies have attempted to examine local perspectives on tourism development in Jordan. In that regard, this study makes an important contribution to understand local perspectives on tourism development and planning.

Also, the application of a mixed-method approach to data collection and analysis is novel in this study. This research contributes to theoretical knowledge about tourism development, and provides insights to issues of community involvement and participation in tourism planning process in the context of a country that is currently going through a transition in its political process. This study broadens the application of sustainable tourism policy in developing countries like Jordan where political and institutional reforms are currently under consideration.

The issues that are addressed in this study are neither confined to Jerash Governorate nor are they limited to Jordan's tourism development. Although community involvement and participation in tourism development is of global significance and critical to strengthening and improving the livelihood of locals, this has not been advocated and documented in Jordan where political and social structures are somewhat rigid. While issues of tourism development are universal, community involvement and participation in tourism development in developing

countries still need more attention and research, especially as it relates to their non-participation in decision-making processes despite all good intentions of participatory planning. Thus, the results of this research serve as a benchmark study for both Jerash and Jordan.

Furthermore, the study can help tourism developers and planners to better understand the needs of local communities and design appropriate tourism plans and management strategies. This would help the developers gain support from the local community before establishing any tourism project in their area. Additionally, neighboring countries in the region with similar characteristics can benefit from the finding and recommendations of this study. This study has implications for tourism institutions to determine policy instruments that are necessary to promote the importance of local communities and strengthen their roles in tourism development decision-making processes.

7.5 Final Conclusion

This research reviewed previous studies relevant to sustainable tourism, community-based or community approach to tourism, development practices, and participatory processes. It also included an overview of Jordan's tourism policy, and government influence and role in tourism development. Research on residents' attitude towards tourism development, issues associated with cultural tourism, and recent studies and strategies on Jordan's tourism, as revealed in the literature, were identified as well.

Undoubtedly, many governments around the world have used tourism to address development challenges associated with poverty and lack of employment opportunities. Tourism can bring many economic and social benefits to local communities in tourist destinations, particularly in rural areas. In developing countries, tourism can create direct and indirect employment opportunities for local people. However, in the developing countries, and especially

in the Middle East, tourism development is usually based on a top-down planning model, which focuses on increasing tourist numbers and tourism revenue with little attention to the involvement of local people in the tourism industry. Thus, participation of local community in tourism development process is critical to sustaining their interest and engagement in this sector. While a community-based tourism is not likely to develop in Jordan given its centralized planning structures, it is possible that a community-oriented approach may evolve in which the government will still have a significant role. That is the most likely scenario in Jordan.

Examples elsewhere have shown that a top-down approach to tourism development may not suit the interests of local communities who have to deal with new challenges associated with tourism development. Theoretically, Jordan government's tourism strategy (JTS) aims to involve local communities in the tourism industry, but, practically, local communities' involvement in the tourism industry is at a very low level. There are numerous examples which suggest a shift from a centralized development model to a bottom-up participatory model. This study attempts to illustrate the limits of local engagement in tourism.

In this research, findings indicate that the absence of local people's participation in decision - making processes is the main reason tourism development in Jerash did not achieve its goals as much as possible. Local communities should be involved in decision - making processes at the beginning stage of tourism planning to be able to share their input in tourism development plans.

Understanding the type of tourism development and its compatibility with the community's needs is important to determine the suitable type of development that leads to sustainability. Despite the domination of centralized authorities in tourism planning and decision-making in Jordan, findings of this research suggest that there is a desire among local communities to be more

actively engaged in local development affairs to have their voices heard by the political and government elites.

The findings also address number of challenges in the development of tourism in Jordan. In particular, in Jerash, the complicated management structure of Jerash archeological site, the lack of financial resources (government funds and loans for individuals who are already involved or interested, and willing to start tourism business), the lack of public awareness of tourism impacts on locals' livelihood, and the lack of marketing and promotion of Jerash in and outside of Jordan will limit to what extent and capacity tourism development is likely going to impact the economic and social well-being of local residents.

While there are many factors that are likely to influence local people in tourism industry, this research has identified a few key issues that needs to be addressed if Jordan were to move beyond centralized tourism planning to a decentralized and community-oriented planning model. If the Jordanian government adopts a community-oriented tourism approach in its national tourism strategy, it will encourage local residents to become custodians of their cultural heritage, allowing them opportunities to share in decision-making, implementing development projects, sharing tourism benefits, and having an ability to utilize their local resources to improve their livelihood.

Also, the findings suggest that developing tourism in the rural and marginalized areas should be continued in order to improve the living standards and empowerment of local people. This can be achieved by raising the tourism knowledge and importance of sustainable tourism development among local people.

Additionally, the findings of this research emphasize that participation and cooperation between tourism-relevant stakeholders are a vital key to achieve sustainable tourism development as it is their responsibility to work together to decrease tourism issues and negative impacts on the

local culture and environment. This can be achieved through offering a hospitable environment by the local community (the host), devise tourism plans to upgrade the infrastructure, develop tourist products, and implement best practices by government such as improving tourism rules and regulations and facilitating tourism investments. The private tourism businesses also should provide tourist-related services and products at affordable prices, to enable both domestic and international tourist to visit and explore different tourist destinations and services, which stimulates the growth of the national economy and distribute development among all areas, in particular rural and marginalized areas. Finally, if tourism development is to move towards appropriate and sustainable development, it is important to recognize the development approaches that are suitable and meets the needs of the local people. It is necessary to increase the local community's participation in tourism industry, while decreasing the negative economic, cultural, and environmental impacts of tourism.

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Appendix A: Relevant Definitions

Terms	Definition
Community	A community is a group of people, often living in the same geographic area, who identify themselves as belonging to the same group. People in a community are often related by blood or marriage. They may all belong to the same religious or political group, class, or caste. A group of individuals that lives together in a specific geographical place, that maintains social relations among its members who recognize that they belong to such a community. This community, in its fullest expression, can be a nation, a region or a village. The World Health Organization. Cited in Garcia, I., Giuliani, F. and Wiesenfeld, E. (1999).
Community participation	Community participation in the development process: development designed in such a way that intended beneficiaries are encouraged to take matters into their own hands, to participate in their own development through mobilising their own resources, defining their own needs, and making their own decisions about how to meet them (Stone, 1989).
Culture	The system of shared beliefs, values, customs, behaviors, and artifacts that the members of a society use to cope with their world and with one another, and that are transmitted from generation to generation through learning (Bates and Plog, 1976).
Cultural Heritage	Heritage places include historic buildings or monuments which bear the distinctive imprint of human history. Their interest may derive from architecture or design, from historical significance, or from combination of these attributes” (Herbert, 1995).
Development	a complex, multidimensional concept that may be defined as a continuous and positive change in the economic, social, political and cultural dimensions of the human condition, guided by the principle of freedom of choice and limited by the environment’s capacity to sustain such change (Telfer and Sharpley , 2007)
Developing countries	The term of developing countries is, of course, subject to wide interpretation and often used interchangeably with other terminology, such as ‘Third World’ or ‘less developed country’ or, more generally, ‘The South (Telfer and Sharpley, 2007). Those that are technologically and economically advanced enjoy a relatively high standard of living and have modern social and political structures and institutions such as Japan, Australia, Canada, and USA. (Telfer and Sharpley , 2007)
Heritage	Researchers from different disciplines define the term of heritage based on their area of study. 1) Linguists define it as “things that have been passed on from earlier generations”. 2) Hewison (1989) define it as “that which a past generation has preserved and handed on to the present and which a significant group of population wishes to hand on to the future”.
Participation	We believe strongly that popular participation is, in essence, the empowerment of the people to effectively involve themselves in creating the structures and in designing policies and programs that serve the interests of all as well as to effectively contribute to the development process and share equitably in its benefits (Wells, M.K. <i>et al</i> , 1992).

Planning	A tool for destination area development, and to view it as a means for assessing the needs of a tourist receiving destination. According to Gunn, 1994). Planning is Organizing the future to achieve certain objective and it is carried out at different levels, from individuals planning everyday activities, to corporate planning, to governments creating formal comprehensive national or regional plans (Inskeep, 1991)
Stakeholders	Stakeholders are persons or groups with legitimate interests in procedural and/or substantive aspects of corporate activity. Stakeholders are identified by their interests in the corporation, whether the corporation has any corresponding functional interest in them (Donaldson and Preston, 1995)
Sustainable Development	Development that meets the needs of the present without compromising the ability of future generations to meet their own needs (WCED, 1987) Attempts have been made to classify these notions, resulting in concepts of weak versus strong, light green versus dark green and techno/anthropocentric versus eco-centric, with the former in each case taking the view that natural capital may be replaced with human-made capital, whereas the latter deems natural and human-made capital as incompatible (Haughton and Hunter 1994).
Sustainable Tourism	“Sustainable tourism development meets the needs of the present tourists and host regions while protecting and enhancing the opportunity for the future. It is envisaged as leading to management of all resources in such a way that economic, social and aesthetic needs can be fulfilled, while maintaining cultural integrity essential ecological processes, biological diversity and life support systems” (WTO, 1996), “Tourism which is in a form which can maintain its viability in an area for an infinite period of time” (Butler, 1993, p. 29)
Tourism	Travel and tourism comprise the activities of persons travelling to and staying in places outside their usual environment for not more than one consecutive year for leisure, business, and other purposes (UNWTO, 1995). Tourism in a broader definition is: the temporary movement of people to destinations outside their normal places of work and residence, the activities undertaken during their stay in those destinations, and the facilities created to cater to their needs. The study of tourism is the study of people away from their usual habitat, of the establishments which respond to the requirements of travelers, and of the impacts that they have on the economic, physical and social livelihood of their hosts. It involves the motivations made by residents of reception areas, and the roles played by the numerous agencies and institutions which intercede between them (Mathieson and Wall, 1982).

Appendix B: Research Instruments

Questionnaire Survey

Khaled Alshboul

Geography Department, University of Waterloo, Canada

This questionnaire is about assessing local community involvement in tourism development in Jerash.

Note: This information is confidential and will be used for analysis purposes only.

Section (1)

Please provide some information about yourself.

Gender:

Female Male

Age:

18-24 25-34 35-44 45-59 60 +

Education:

Elementary School High School College Bachelor Graduate School

Occupation:

Unemployed Employed in public sector Employed in tourism related jobs/businesses

Self-employed – business owner Student

Section (2)

Please indicate whether you agree or disagree with the following statement:

1= Strongly Agree, 2= Agree, 3= neither Agree nor Disagree, 4= Disagree, and 5= Strongly Disagree.

A. Local views about the potential of tourism in Jerash

1. Tourism offers jobs for local community

1 2 3 4 5

2. Tourism generates income for local community

1 2 3 4 5

3. Tourism helps locals to improve their livelihood

1 2 3 4 5

B. Local views about what tourism in Jerash has achieved

4. Tourism projects in Jerash have helped create local infrastructure.

1 2 3 4 5

5. The Ministry of Tourism has encouraged the private sector to set up tourism plans and projects in Jerash

1 2 3 4 5

6. Tourism projects sponsored by government and international agencies are distributed fairly within Jerash Governorate

1 2 3 4 5

7. Jerash needs more tourism projects.

1 2 3 4 5

8. Do you think tourism is involved in your job/ business

Yes No

C. Local views about their involvement in tourism

9. I face difficulties when I started my business or when I applied for a tourism job

1 2 3 4 5

10. My income from this job/business is enough to pay off my living expenses

1 2 3 4 5

11. My job/ business is successful

1 2 3 4 5

12. I intend to continue working in this job/business

1 2 3 4 5

13. Ministry of tourism performs its job satisfactorily

Yes No

D. Local views about government's role in tourism development

14. Government should offer loans and grants to local communities to help establish small businesses

1 2 3 4 5

15. Government should give priority to tourism investments

1 2 3 4 5

16. Government should provide investment opportunities in tourism to the private sector and local residents

1 2 3 4 5

17. Government should offer job opportunities for local people

1 2 3 4 5

18. Government should allocate part of the tourism revenue to local community livelihood

1 2 3 4 5

19. Jordanian authorities (Ministry of Tourism, Jordan Tourism Board...etc) should play important roles in solving tourism-related problems

1 2 3 4 5

E. Role of local community

20. Local community can play important role in setting up plans and projects in Jerash

1 2 3 4 5

21. Local community contributes to addressing tourism development challenges

1 2 3 4 5

22. Local community is in favor of small community-managed projects in Jerash than large government sponsored projects

1 2 3 4 5

F. Local views about how their capacity to provide input to tourism plans:

23. Local community can elect its representatives to participate in tourism decision making

1 2 3 4 5

24. Local community representatives should have a voice in making decisions about tourism development in Jerash

1 2 3 4 5

25. Local community representatives face challenges in providing input to tourism decision making process in Jerash

1 2 3 4 5

26. Ministry of Tourism sets up tourism plans and projects without consulting with the local community

1 2 3 4 5

Thank You

استبيان لدراسة الواقع السياحي في جرش

خالد الشبول / جامعة ووترلو , كندا

ملاحظة: جميع المعلومات ستستخدم بسريه تامه ولاغراض التحليل العلمي فقط .

الجزء الاول

يرجى التعريف بنفسك

الجنس:

ذكر انثى

العمر:

18-24 25-34 35-44 45-59 60+

المستوى التعليمي:

ما دون الثانويه ثانويه عامه كلية (معهد سنتان) جامعه دراسات عليا (ماجستير, دكتوراه)

المهنة:

عاطل عن العمل موظف حكومي مستثمر/ موظف في قطاع السياحه صاحب محل قطاع خاص (قطاعات اخرى)

طالب

الجزء الثاني

ارجو الاجابة واختيار درجه الموافقة من عدمها على الاسئلة التالية بوضع علامة (x) في الخانه المناسبة وفقا للمعيار التالي

أؤيد بشدة 1 اوافق 2 محايد 3 لا اوافق 4 اعارض بشدة 5

أ) اراء السكان المحليين لامكانات السياحه في جرش

1. السياحه يمكن ان توفر فرص عمل للسكان المحليين

1 2 3 4 5

2. السياحه يمكن ان توفر دخلا للسكان المحليين

1 2 3 4 5

3. السياحه يمكن ان تساعد السكان المحليين لتحسين رفاهيتهم

1 2 3 4 5

ب) اراء السكان المحليين حول ما تم انجازه سياحيا

4. المشاريع السياحية في جرش ساعدت في إنشاء البنية التحتية المحلية

1 2 3 4 5

5. وزارة السياحه حفزت القطاع الخاص لوضع خطط المشاريع السياحية في جرش

1 □ 2 □ 3 □ 4 □ 5 □

6. المشاريع السياحيه المنفذه و المدعومة من الحكومه والوكالات الدوليه موزعه بشكل عادل في محافظة جرش

1 □ 2 □ 3 □ 4 □ 5 □

7. محافظة جرش بحاجة لمشاريع سياحيه جديده

1 □ 2 □ 3 □ 4 □ 5 □

8. هل تعتقد ان وظيفتك/ عملك مرتبط بالسياحه

نعم □ لا □

ج) اراء السكان المحليين حول انخراطهم بالسياحه

9. واجهت بعض الصعوبات عندما اسست عملي أو عندما تقدمت بطلب للحصول على وظيفة السياحة

1 □ 2 □ 3 □ 4 □ 5 □

10. دخلي من هذه الوظيفة / الاستثمار يكفي لتسديد نفقاتي المعيشة

1 □ 2 □ 3 □ 4 □ 5 □

11. اعتبر وظيفتي/ استثماري ناجحا

1 □ 2 □ 3 □ 4 □ 5 □

12. ارغب في الاستمرار في هذه الوظيفة/ الاستثمار

1 □ 2 □ 3 □ 4 □ 5 □

13. وزارة السياحة تؤدي مهامها بشكل مقنع

نعم □ لا □

د) اراء السكان المحليين حول دور الحكومة في تطوير السياحة

1 □ 2 □ 3 □ 4 □ 5 □

14. يجب على الحكومة توفير قروضا ومنحا للسكان المحليين للمساعدة في إنشاء المشاريع (الاستثمارات) الصغيرة

1 □ 2 □ 3 □ 4 □ 5 □

15. يجب على الحكومه إعطاء الأولوية للاستثمارات السياحية

1 □ 2 □ 3 □ 4 □ 5 □

16. ينبغي على الحكومة أن توفر فرصا" للاستثمار في مجال السياحة للقطاع الخاص والسكان المحليين

1 □ 2 □ 3 □ 4 □ 5 □

17. يجب على الحكومة ان توفر فرص عمل للسكان المحليين

1 □ 2 □ 3 □ 4 □ 5 □

18. يجب على الحكومة تخصيص جزءا من عائدات السياحة لرفاهية المجتمع المحلي

1 □ 2 □ 3 □ 4 □ 5 □

19. يجب على الجهات الحكوميه الأردنية (وزارة السياحة، هيئة تنشيط السياحة ... الخ) ان تلعب دورا هاما في حل المشاكل المتعلقة بالسياحة

□ 5 □ 4 □ 3 □ 2 □ 1

هـ) دور المجتمع المحلي

20. يمكن للسكان المحليين ان يلعبوا دورا مهما في وضع الخطط والمشاريع السياحية في جرش

□ 5 □ 4 □ 3 □ 2 □ 1

21. يمكن للسكان المحليين ان يساهمو في مواجهة تحديات التنمية السياحية

□ 5 □ 4 □ 3 □ 2 □ 1

22. يميل السكان المحليين للاستثمار في المشاريع الصغيرة في جرش

□ 5 □ 4 □ 3 □ 2 □ 1

و) اراء السكان المحليين حول كيفية قدرتها على توفير مدخلات لخطط السياحة

23. السكان المحليين قادرين على انتخاب ممثلهم للمشاركة في صناعة القرار السياحي

□ 5 □ 4 □ 3 □ 2 □ 1

24. يجب أن يكون لممثلي السكان المحليين دور في اتخاذ القرارات حول التنمية السياحية في جرش

□ 5 □ 4 □ 3 □ 2 □ 1

25. يواجه ممثلي السكان المحليين تحديات متعددة في ادراج افكارهم في صنع القرار السياحي في جرش

□ 5 □ 4 □ 3 □ 2 □ 1

26. تقوم وزارة السياحة والاثار بوضع وتصميم الخطط والمشاريع السياحية دون التشاور مع السكان المحليين في جرش

□ 5 □ 4 □ 3 □ 2 □ 1

شكرا لمشارككنم بتعبئة الاستبيان

Semi-Structured Interviews

Name:

Occupation:

Organization:

Education:

Age:

1. Define community? What does community means to you?
2. Who are the main groups in Jerash's local community?
3. Who are the leaders in Jerash? How they become leaders?
4. What advantages make them leaders?
5. Are they participating in decision making process that related to tourism in this area?
6. What are their roles in tourism development?
7. Have you participate in tourism activities (workshops, seminar, training, others)?
8. If yes explain why have you participated? If no why have you not participated in? What was your role?
9. What was the outcome of your participation?
10. In your view, how do you describe the current tourism situation in Jerash?
11. What obstacles facing the tourism development process in Jerash?
12. Why such these obstacles occur in Jerash?
13. In your view, what are the possible solutions for it?
14. In your view, how do you describe the community involvement in tourism development?
15. What are the barriers facing the local community involvement in tourism development?
16. To what extent do local people in Jerash participate in tourism development decision-making process?
17. In your view, to what extent do tourism facilities (enterprises) participate in tourism development in Jerash?
18. In your view, to what extent do tourism contribute in poverty, unemployment reduction?
19. What ideas do you think will help to solve such these issues?
20. Determine the level of local community involvement and participation in tourism sector?
21. What are the best ways for locals to influence on local tourism planning?
22. How they can play a main role in decision making process?
23. What benefits do you think locals will gain if they have the opportunity to take the decision of tourism development in their areas?

Appendix C: Research Ethic Forms

Consent Form

WATERLOO | ENVIRONMENT
GEOGRAPHY AND ENVIRONMENTAL MANAGEMENT

Department of Geography and Environmental Management
University of Waterloo
200 University Avenue West
Waterloo, Ontario N2L 3G1, Canada
Tel. 001 519 888 4567 ext. 31239

By signing this consent form, you are not waiving your legal rights or releasing the investigator(s) or involved institution(s) from their legal and professional responsibilities.

I have read the information presented in the information letter about a study being conducted by Khaled Alshboul of the Department of Geography at the University of Waterloo, under the supervision of Professor Sanjay Nepal. I have had the opportunity to ask any questions related to this study, to receive satisfactory answers to my questions, and any additional details I wanted. I am aware that I have the option of allowing my interview to be video recorded for the purpose of presenting part of it during my dissertation defense presentation to support some of the findings. I am also aware that excerpts from the interview may be included in the thesis and/or publications to come from this research, with the understanding that the quotations will be anonymous.

I was informed that I may withdraw my consent at any time without penalty by advising the researcher.

This research has been reviewed by, and received ethics clearance through a University of Waterloo Research Ethics Committee. I was informed that if I have any comments or concerns resulting from my participation in this study, I may contact the Director, Office of Research Ethics at 001-519-888-4567 ext. 36005.

With full knowledge of all foregoing, I agree, of my own free will, to participate in this study.

YES NO

I agree to have my interview to be video recorded for the purpose of presenting part of it during my dissertation defense presentation to support some of the findings ONLY and will not be used

in other ways and purposes.

YES NO / I agree to the session being video recorded."

I agree to the use of anonymous quotations in any thesis or publication that comes of this research.

YES NO

Participant Name: _____(Please print)

Participant Signature: _____

Witness Name: _____(Please print)

Witness Signature: _____

Date: _____

WATERLOO | ENVIRONMENT
GEOGRAPHY AND ENVIRONMENTAL MANAGEMENT

Department of Geography and Environmental Management
University of Waterloo
200 University Avenue West
Waterloo, Ontario N2L 3G1, Canada
Tel. 001 519 888 4567 ext. 31239

My name is Khaled Alshboul, a third year PhD candidate in the department of Geography, University of Waterloo, Canada. I am conducting a research fieldwork on Assessing local community involvement in tourism around a proposed World Heritage Site under the supervision of Dr. Sanjay Nepal. I am looking at the case of Jerash in Jordan.

In recent decades, concerns have rapidly grown globally over community participation and engagement of individuals and communities in decisions about things that affect their lives. This research focuses on examining how local communities living around a proposed World Heritage Site are involved in the tourism industry, how do they respond to government-sponsored tourism development plans and projects, and if they are able to influence local level tourism planning processes. The research will be conducted in Jerash, a cultural heritage site in close proximity to Amman, capital of Jordan. The research is based on mixed methods including interviews with key informants and local residents, and observations of local level planning deliberations. The study is based on the assumption that in the current political context of the Middle East, the Jordanian government is placing more emphasis on local level consultations. The study will assess the effectiveness of these consultation processes on local residents' views toward tourism projects and their ability to influence the outcome of these projects.

I would like to invite you to please take a few minutes to answer the research survey. This survey is voluntary and your responses will be kept confidential and grouped with responses from other participants. You are not asked for your name or any identifying information. You may choose not to answer any question by leaving it blank and you may choose to withdraw from participation in the survey by not returning it. There are no known or anticipated risks to your participation in this study.

Most of the questions asked will be about you and your views about tourism industry in your area in general, in particular your views about local resident's responses to tourism development projects and initiatives in Jerash and if the local residents are able to influence in tourism planning process or not.

The information that you share might help national and municipal planners to get a better picture of involving the local community in tourism industry.

If you have any questions regarding the collection or privacy of your responses, please contact my advisor Dr. Nepal at 001-519-888-4567 ext. 31239 or snepal@uwaterloo.ca.

This research received ethics clearance through a University of Waterloo Research Ethics Committee. If you have any comments or concerns resulting from your participation in this study, please contact the Director, Dr. Maureen Nummelin, of this office at (519) 888-4567 Ext. 36005 or maureen.nummlin@uwaterloo.ca . Thank you for your time, thoughtfulness and candid feedback. Thank you!

Note: I am not going to use a consent form for research involving door-to-door interview.

Participant in this survey must be over 18 years old, male or female and permanent resident in Jerash.

Information for Interview with Video Recording

WATERLOO | ENVIRONMENT **GEOGRAPHY AND ENVIRONMENTAL MANAGEMENT**

Department of Geography and Environmental Management
University of Waterloo
200 University Avenue West
Waterloo, Ontario N2L 3G1, Canada
Tel. 001 519 888 4567 ext. 31239
Date

This letter is an invitation to consider participating in a study I am conducting as part of my PhD degree in the Department of Geography at the University of Waterloo, Canada, under the supervision of Professor Sanjay Nepal. I would like to provide you with more information about this research and what your involvement would entail if you decide to take part.

In recent decades, concerns have rapidly grown globally over community participation and engagement of individuals and communities in decisions about things that affect their lives. This research focuses on examining how local communities living around a proposed World Heritage Site are involved in the tourism industry, how do they respond to government-sponsored tourism development plans and projects, and if they are able to influence local level tourism planning processes. The research will be conducted in Jerash, a cultural heritage site in close proximity to Amman, capital of Jordan. The research is based on mixed methods including interviews with key informants and local residents, and observations of local level planning deliberations. The study is based on the assumption that in the current political context of the Middle East, the Jordanian government is placing more emphasis on local level consultations. The study will assess the effectiveness of these consultation processes on local residents' views toward tourism projects and their ability to influence the outcome of these projects. Participation in this study is voluntary. It will involve an interview of approximately one hour in length to take place in a mutually agreed upon location. You may decline to answer any of the interview questions if you so wish. Further, you may decide to withdraw from this study at any time without any negative consequences by advising the researcher. With your permission, the interview will be filmed and audio recorded for the purpose of presenting part of it on my defense presentation to support some of the findings if you agree to do that. However if permission to video record is provided, you will not be identified by name in the video and the

video will only be used for the purpose of presenting part of it on my defense presentation to support some of the findings if you agree to do that. The video will not be shown publicly. Your name will not appear in any thesis or report resulting from this study, however, with your permission anonymous quotations may be used. All research (interview) information, such as video/ audio records and notes will be stored for a period of (5 years) then will be erased, in a secure place (my advisor's locked office and computer) in the Department of Geography at University of Waterloo, accessed only by the researcher Khaled Alshboul and Dr. Sanjay Nepal associated with this project. Also, if you wish your name and occupation to not be identified in the thesis, report or publication, I will not use your name or show any recordings in which you will be seen or heard. If you have any questions regarding this study, or would like additional information to assist you in reaching a decision about participation, please contact me at 001-226-600-1309 or by email at kalshbou@uwaterloo.ca. You can also contact my supervisor, Professor Sanjay Nepal at 001-519-888-4567 ext. 31239 or email snepal@uwaterloo.ca. I would like to assure you that this study has been reviewed and received ethics clearance through a University of Waterloo Research Ethics Committee. However, the final decision about participation is yours. If you have any comments or concerns resulting from your participation in this study, please contact Dr. Maureen Nummelin, the Director, Office of Research Ethics, at 001-519-888-4567, Ext. 36005 or maureen.nummelin@uwaterloo.ca. I hope that the results of my study will be of benefit to those organizations directly involved in the tourism industry in Jordan, as well as to the broader research community. I very much look forward to speaking with you and thank you in advance for your assistance in this project.

Yours Sincerely,

Khaled Alshboul PhD Candidate
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Tel. 001 519 888 4567 ext. 37041
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Appendix D: Number of Employees in the Tourism Activities by Location

جدول 1.1 عدد العاملين في مختلف الأنشطة السياحية للسنوات 2014 - 2015
Table 1.1 Number of Employees in different Tourism Activities, 2014 -2015

Item	الحصة المئوية 2015 % Share 2015	التغير النسبي 2015-2014 % Relative Change	2015	2014	البند
Hotels	38.8%	2.2%	19,058	18,644	الفنادق
Travel Agencies	10.1%	0.1%	4,975	4,971	مكاتب السياحة والسفر
Tourism Restaurants	39.7%	0.3%	19,508	19,450	المطاعم السياحية
Rent a Car Offices	3.0%	0.0%	1,476	1,476	مكاتب تاجير السيارات
Tourist Shops	2.1%	2.0%	1,023	1,003	متاجر التحف الشرقية
Tourist Guides	2.3%	-1.1%	1,123	1,136	الادلاء السياحين
Horses Guides	1.5%	0.0%	713	713	مراقبي الرواحل
Tourist Transportation Comp.	2.1%	0.0%	1,047	1,047	شركات النقل السياحي
Diving Centers	0.1%	0.0%	48	48	مراكز الغوص
Water Sports	0.3%	0.0%	125	125	الرياضة المائية
Total	100.0%	1.0%	49,096	48,613	المجموع

Source: Ministry of Tourism & Antiquities

المصدر: وزارة السياحة والآثار

جدول 3.1 عدد العاملين في الأنشطة السياحية حسب الموقع 2015

Table 1.3 Number of Employees in the Tourism Activities by Location, 2015

Location	مجموع العمالة الكلي Total number of employees	الرياضة المائية Water Sport	مراكز الغوص Diving Center	النقل السياحي Tourist Transportation Company	مرافقي الرواحل Horsest Guides	الادلاء Tourist Guides	متاجر التحف الشرقية Tourist Shops	مكاتب تأجير السيارات Rent a Car Offices	مطاعم سياحية Tourist Restaurants	مكاتب السياحة Travel Agencies	الفنادق Hotels	المنطقة
Amman	34,752			1,047		1,123	415	600	15,973	4,034	11,560	عمان
Aqaba	4,866	125	48				82	38	1,664	156	2,753	العقبة
Petra	1,808				343		73	15	48	165	1,164	البتراء
Irbid	1,029						65	24	569	239	132	اربد
Dead Sea	2,956						83				2,873	البحر الميت
Ma'in Spa	226										226	حمامات ماعين
Madaba	431						185	2	133	51	60	مادبا
Zarqa	457							30	249	165	13	الزرقاء
Al Azraq	58								39		19	الازرق
Ajlun	57						10	3	3	21	20	عجلون
Karak	141						46		42	35	18	الكرك
Jarash	365						58	3	263	20	21	جرش
Wadi Rum& Deesah	1,225				370			720	26	10	99	وادي رم والديسة
Ma'an	15						6				9	معان
Tafiela	79							2		8	69	الطفيلة
Shobak	16										16	الشوبك
Rwaished	3										3	رويشد
Balqa	187							33	131	23		البلقاء
Fuhais	156								153		3	الفحيص
Russeifa	14									14		الرصيفة
Ramtha	14								8	6		الرمثا
Mafraq	37							6	3	28		المفرق
Al Aghwar	204								204			الاغوار
Total	49,096	125	48	1,047	713	1,123	1,023	1,476	19,508	4,975	19,058	المجموع
Jordanian	40,515	119	34	1,000	713	1,123	982	1,460	13,284	4,870	16,930	اردني
Non Jordanian	8,581	6	14	47			41	16	6,224	105	2,128	غير اردني
Relative weight of Non Jordanian %	17.5	4.8	29.2	4.5	0.0	0.0	4.0	1.1	31.9	2.1	11.2	الاهمية النسبية للعمالة الاجنبية %

Source: Ministry of Tourism & Antiquities

المصدر: وزارة السياحة والآثار

جدول 3.1 عدد العاملين في الأنشطة السياحية حسب الموقع 2014
Table 1.3 Number of Employees in the Tourism Activities by Location, 2014

Location	مجموع العمالة الكلي Total number of employees	الرياضة المائية Water Sport	مراكز الغوص Diving Center	النقل السياحي Tourist Transportation Company	مرافقي الرواحل Horsest Guides	الادلاء Tourist Guides	متاجر التحف الشرقية Tourist Shops	مكاتب تأجير السيارات Rent a Car Offices	مطاعم سياحية Tourist Restaurants	مكاتب السياحة Travel Agencies	الفنادق Hotels	المنطقة
Amman	34,402		48	1,047		1,188	403	600	15,893	4,125	11,146	عمان
Aqaba	4,866	125					82	38	1,664	156	2,753	العقبة
Petra	1,814				343		73	15	48	171	1,164	البتراء
Irbid	924						63	24	505	200	132	اربد
Dead Sea	2,951						78				2,873	البحر الميت
Ma'in Spa	226										226	حمامات ماعين
Madaba	428						185	2	144	37	60	مادبا
Zarqa	461							30	250	168	13	الزرقاء
Al Azraq	58								39		19	الازرق
Ajlun	39						10	3		6	20	عجلون
Karak	156						46		62	30	18	الكرك
Jarash	356						57	3	260	15	21	جرش
Wadi Rum & Deesah	1,225				370			720	26	10	99	وادي رم والديسة
Ma'an	15						6				9	معان
Tafila	71							2			69	الطفيلة
Shobak	16										16	الشوبك
Rwaished	3										3	رويشد
Balqa	174							33	120	21		البلقاء
Fuhais	145								142		3	الفحيص
Russeifa	8									8		الرصيفة
Ramtha	14								8	6		الرمثا
Mafraq	24							6		18		المفرق
Al Aghwar	289								289			الاغوار
Total	48,665	125	48	1,047	713	1,188	1,003	1,476	19,450	4,971	18,644	المجموع
Jordanian	40,105	119	34	1,000	713	1,188	963	1,460	13,223	4,870	16,535	اردني
Non Jordanian	8,560	6	14	47			40	16	6,227	101	2,109	غير اردني
Relative weight of Non Jordanian %	17.6	4.8	29.2	4.5	0.0	0.0	4.0	1.1	32.0	2.0	11.3	الاهمية النسبية للعمالة الاجنبية %

Source: Ministry of Tourism & Antiquities

المصدر : وزارة السياحة والآثار

جدول 3.1 عدد العاملين في الأنشطة السياحية حسب الموقع 2013*

Table 1.3 Number of Employees in the Tourism Activities by Location, 2013*

Location	مجموع العمالة الكلي Total number of employees	الرياضة المائية Water Sport	مراكز الغوص Diving Center	النقل السياحي Tourist Transportation Company	مرافقي الرواحل Horsest Guides	الادلاء Tourist Guides	متاجر التحف الشرقية Tourist Shops	مكاتب تأجير السيارات Rent a Car Offices	مطاعم سياحية Tourist Restaurants	مكاتب السياحة Travel Agencies	الفنادق Hotels	المنطقة
Amman	34,055			1,047		1,200	383	600	15,921	4,013	10,891	عمان
Aqaba	4,845	125	48				82	38	1,664	153	2,735	العقبة
Petra	1,801				343		67	15	48	164	1,164	البتراء
Irbid	894						63	24	552	166	89	اريد
Dead Sea	2,903						42				2,861	البحر الميت
Ma'in Spa	226										226	حمامات ماعين
Madaba	420						185	2	144	29	60	مادبا
Zarqa	414							30	223	148	13	الزرقاء
Al Azraq	50								39		11	الازرق
Ajlun	39						10	3		6	20	عجلون
Karak	173						46		80	29	18	الكرك
Jarash	358						56	3	263	15	21	جرش
Wadi Rum& Deesah	1,224				370			720	26	10	98	وادي رم والديسة
Ma'an	15						6				9	معان
Tafiela	71							2			69	الطفيلة
Shobak	16										16	الشوبك
Rwaished	3										3	رويشد
Balqa	192							33	144	15		البلقاء
Fuhais	135								132		3	الفحيص
Russeifa	7									7		الرصيفة
Ramtha	24								14	10		الرمثا
Mafraq	33							6	9	18		المفرق
Al Aghwar	253								253			الاغوار
Total	48,151	125	48	1,047	713	1,200	940	1,476	19,512	4,783	18,307	المجموع
Jordanian	39,366	119	34	1,000	713	1,200	901	1,460	13,111	4,602	16,226	اردني
Non Jordanian	8,785	6	14	47			39	16	6,401	181	2,081	غير اردني
Relative weight of Non Jordanian %	18.2	4.8	29.2	4.5	0.0	0.0	4.1	1.1%	32.8	3.8	11.4	الاهمية النسبية للعمالة الاجنبية %

Source: Ministry of Tourism & Antiquities

المصدر: وزارة السياحة والآثار