

The influence of non-governmental organizations (NGOs)
on sustainable tourism development: A case study – Petra, Jordan

Yousef Alsaad

**The influence of non-governmental organizations
(NGOs) on sustainable tourism development:
A case study – Petra, Jordan**

Bibliografische Informationen der Deutschen Nationalbibliothek

Die Deutsche Nationalbibliothek verzeichnet diese Publikation in der Deutschen Nationalbibliografie; detaillierte bibliografische Daten sind im Internet über <http://dnb.ddb.de> abrufbar

Zugl.: Lüneburg, Leuphana Universität, Dissertation, 2015

ISBN 978-3-86573-913-1

© 2016 Wissenschaftlicher Verlag Berlin

Olaf Gaudig & Peter Veit GbR

www.wvberlin.com / www.wvberlin.de

Alle Rechte vorbehalten.

Dieses Werk ist urheberrechtlich geschützt.

Jede Verwertung, auch einzelner Teile, ist ohne Zustimmung des Verlages unzulässig. Dies gilt insbesondere für fotomechanische Vervielfältigung sowie Übernahme und Verarbeitung in EDV-Systemen.

Druck und Bindung: SDL – Digitaler Buchdruck, Berlin

Printed in Germany

€ 33,00

TABLE OF CONTENTS

Abstract.....	v
Zusammenfassung.....	vii
Acknowledgments.....	ix
Abbreviations	x
Table of Contents.....	xii
List of Tables.....	xviii
LIST OF figures.....	xxi
List of pictures.....	xxiii
Chapter One	1
Introduction	1
1.1 Introduction.....	2
1.2 Research Background	3
1.3 Statement of the Problem	5
1.4 Significance of the Problem	9
1.5 Research Questions	10
1.6 Research Methodology.....	10
Chapter Two	13
Stakeholders and Sustainable Tourism	13
2.1 Introduction.....	14
2.2 Sustainable Tourism.....	14
2.2.1 The Concept of Sustainable Tourism	14
2.2.2 The Need for Sustainable Tourism.....	17
2.2.3 Sustainable Tourism and Planning.....	19
2.3 Stakeholders at Tourism Sites	21

2.3.1 What is a stakeholder?	21
2.3.2 Stakeholders and sustainable tourism	24
2.4 Key players in Tourism Management.....	26
2.4.1 The Public Sector (Government).....	27
2.4.2 Private Sector	28
2.4.3 Consumers (Tourists)	29
2.4.4 The local community	30
2.4.5 Non-Governmental Organizations (NGOs).....	32
2.5 Stakeholder engagement in tourism planning.....	33
2.6 Sustainable tourism development.....	36
2.6.1 The dimensions of sustainable development	37
2.6.1.1 The economic dimension	41
2.6.1.2 The social dimension	43
2.6.1.3 The environmental dimension	45
2.7 Sustainable tourism governance and stakeholders.....	47
2.8 Cooperative tourism planning and sustainability	48
Chapter Three.....	52
Case Study: Petra	52
3.1 Introduction.....	53
3.2 The History of Petra.....	53
3.3 Location of Petra	55
3.4 Physical Environment	57
3.4.1 Climate	57
3.4.2 Ecology.....	57
3.5 Site significance.....	57
3.6 Management Values.....	58
3.6.1 Identity Value	59

3.6.2 Scientific and Historical Values	59
3.6.3 Rarity Value	60
3.6.4 Aesthetic Values	60
3.7 Tourism in Petra	61
3.7 Governance in Petra.....	64
3.8 Stakeholders in Petra Ministries	65
3.8.1 The local community	65
3.8.2 Government	66
3.8.3 The private sector	67
3.8.4 NGOs.....	67
3.8.4.1 Petra Ladies Cooperative.....	68
3.8.4.2 Petra National Trust	68
3.8.4.3 Nabataean Women’s Cooperative of Wadi Musa	70
3.8.4.4 Beidha Tourism and Archaeological Cooperative Society (Ammarin)	70
3.8.4.5 Petra Special Needs Society (Wadi Musa).....	71
3.8.4.6 Beit Al-Anbat Society (Wadi Musa)	71
3.8.4.7 Taybeh Women’s Cooperative (Taybeh)	72
3.8.4.8 Ruwwad	72
3.8.4.9 Jordan Hotel Association.....	72
3.8.4.10 Tour Guide Association.....	73
3.8.4.11 Petra Pottery Association (Taybeh)	73
Chapter Four.....	75
Tourism Planning in Petra: A Critical Analysis.....	75
4.1 Introduction.....	76
4.2 Management Plans.....	76
4.2.1 The US National Park Service (NPS) in 1968	77
4.2.2 The UNESCO “Petra National Park Management Plan”, 1994.....	78

4.2.3 The US/ICOMOS Management analysis and recommendations in 1996.....	79
4.2.4 The US National Parks Service Operating Plan, 2000	80
4.3 Stakeholder Engagement	81
4.4 Critical overview of the plans	82
4.5 Political Districting	85
4.6 Petra Governance Bodies and their Impacts on Management Decisions.....	86
4.7 Management Deficiency	91
Chapter Five	92
Research Methodology	92
5.1 Introduction.....	93
5.2 Methods.....	93
5.2.1 Case Study	93
5.2.2 Target Population	95
5.2.3 Overview of the NGOs	96
5.2.4 Data Collection Methods.....	98
5.2.4.1 Survey Study Process.....	98
5.2.4.2 Secondary Data	99
5.3 Data Analysis.....	100
5.4 Limitations	101
5.4.1 Ethics.....	101
5.4.2 Accuracy.....	102
5.4.3 Credibility.....	102
Chapter Six	104
Analysis and Discussion.....	104
6.1 Introduction.....	105
6.2 Analysis and Discussions	105

6.2.1 Active NGOs	107
6.2.1.1 Social Statements	107
6.2.1.2 Economics Statements.....	109
6.2.1.3 Environment Statements.....	111
6.2.1.4 Site Management (1) (Involvement) Statements	113
6.2.1.5 Site Management (2) (Suffering) Statements	116
6.2.1.6 Site Management (3) (Stakeholders) Statements.....	118
6.2.2 Non_Active Former NGOs	121
6.2.2.1 Social Statements	121
6.2.2.2 Economics Statements.....	123
6.2.2.3 Environment Statements.....	126
6.2.2.5 Site Management (2) (Suffering) Statements	131
6.2.2.6 Site Management (3) (Stakeholders) Statements.....	134
6.3 Critical issues influencing NGOs sustainability in Petra	136
6.4 Tourism Planning Issues	137
6.4.1 Petra Planning Awareness (Lack of Awareness).....	139
6.4.2. Planning Responsibilities	139
6.4.3 Stakeholder and NGO Consultation and Communication.....	141
6.4.4 Perception and Conflicts	142
6.5 Governance	143
Chapter Seven	145
Results and Recommendations.....	145
7.1 Introduction.....	146
7.2 Results and Findings	146
7.3 Recommendations.....	150
7.4 Conclusion.....	156

Appendix one	157
Questionnaire guideline with codes	157
Appendix two	161
Interview questions	161
Appendix three	162
Respondents' comments	162
REFERENCES	185