



UNIVERSITI PUTRA MALAYSIA

**COMMUNITY CAPACITY BUILDING FOR TOURISM DEVELOPMENT IN
THE LOCAL COMMUNITIES OF SHIRAZ, IRAN**

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**COMMUNITY CAPACITY BUILDING FOR TOURISM DEVELOPMENT IN
THE LOCAL COMMUNITIES OF SHIRAZ, IRAN**

By

FARIBORZ AREF

**Thesis Submitted to the School of Graduate Studies, Universiti Putra Malaysia, in
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Abstract of thesis presented to the Senate of Universiti Putra Malaysia in
fulfilment of the requirement for the degree of Doctor of Philosophy

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October 2009

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Faculty: Human Ecology

The main purpose of the study is to assess building community capacity for tourism development. A lack of community capacity has been identified as a barrier to tourism development in third world countries. Hence, the study provides a focused academic analysis of this issue within tourism development in Shiraz. The data for this study was collected from community leaders and local residents. Eight operational dimensions in three levels of (individual, organizational and community) were used to measure the level of community capacity building for tourism development. Information for this study was derived from questionnaires and focus group discussions. Descriptive statistics, correlations, t-test, one-way Anova, and multiple regression analysis were also performed on the complete data set. Descriptive Statistics were used to determine the level of community capacity building as well as its barriers for tourism development. The findings show that, generally, community capacity building in the study area is low. However, the community capacity building in the old district is higher than the new



district of Shiraz. The findings also show sense of community and individual level are the highest in comparison with other dimensions and levels. These finding also have been supported by focus group discussion. T-test results also confirmed higher level of community capacity building for the old district. One-way anova result also showed that the level of community capacity building in cultural activities is higher than other types of tourism activities. The study also has identified that lack of community capacity building is an important barrier for tourism development, especially in the new district. In support of this finding, the focus group has also confirmed the barriers of community capacity building. This study also investigated community perceptions towards tourism impacts and its relationship with level of community capacity building. The study proved that there are broadly similar views among the leaders and local residents' perceptions toward tourism impacts on local communities. The correlation result showed that there is a significant relation between economic impacts and the level of community capacity building for tourism development. The correlations result also confirmed that there were significant relationships between the level of community capacity building and the leaders' age, length of residence, length of position, income, tourism income, tourism job and family engaged in tourism activities. Lastly, multiple regression analysis indicated that approximately 74 percent ($R^2 = .737$) of the variance in community capacity building was predicted by the leaders' income, tourism income, extra activities, length of residence, educational level, and family engaged in tourism industry. According to the result, the largest beta coefficient is the leaders' income. It is expected that the findings of this study could be utilized by the community leaders and tourism developers for future follow-up studies and reassessment of community capacity building for tourism development in their communities.



Abstrak tesis yang dikemukakan kepada Senat Universiti Putra Malaysia bagi memenuhi syarat-syarat untuk mendapatkan ijazah Doktor Falsafah

**PEMBENTUKAN KEUPAYAAN KOMUNITI UNTUK PEMBANGUNAN
PELANCONGAN DALAM KOMUNITI SETEMPAT DI SHIRAZ, IRAN**

Oleh

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Objektif utama kajian ini adalah untuk menilai pembentukan keupayaan komuniti untuk pembangunan pelancongan oleh pemimpin-pemimpin komuniti. Kekurangan keupayaan komuniti telah dikenal pasti sebagai satu halangan dalam pembangunan pelancongan di kebanyakan Negara Dunia Ketiga. Dengan demikian, kajian ini menyediakan satu analisis akademik yang memfokus kepada isu ini, yang berkaitan dengan pembangunan pelancongan di Shiraz, Iran. Data untuk kajian ini dikumpul daripada pemimpin komuniti dan penduduk tempatan. Lapan domain, yang merangkumi tiga tahap pembentukan keupayaan komuniti (individu, organisasi dan komuniti), telah digunakan untuk mengukur pembentukan keupayaan komuniti. Maklumat untuk kajian diperolehi daripada borang soalselidik dan perbincangan berfokus kelompok. Statistik deskriptif, korelasi, ujian-t, anova, dan analisis regresi berganda juga digunakan untuk penganalisan data. Statistik deskriptif digunakan untuk menentukan tahap pembentukan keupayaan komuniti dan juga mengenal pasti halangan dalam



pembangunan pelancongan. Hasil kajian menunjukkan bahawa, pada umumnya, pembentukan keupayaan komuniti dalam kawasan kajian adalah rendah. Walau bagaimana pun, pembentukan keupayaan komuniti di kawasan old district (Daerah Lama) adalah lebih tinggi berbanding dengan di new district (Daerah Baru). Hasil kajian juga menunjukkan bahawa domain perasaan komuniti dan tahap individu adalah tertinggi berbanding dengan domain dan tahap-tahap yang lain. Hasil kajian ini juga disokong oleh dapatan melalui perbincangan berfokus kelompok. Hasil ujian-t juga menunjukkan tahap yang lebih tinggi pembentukan keupayaan di old district, Shiraz. Begitu juga hasil analisis One-way Anova menunjukkan bahawa tahap pembentukan keupayaan di komuniti yang mempunyai aktiviti pelancongan berasaskan budaya adalah lebih tinggi berbanding dengan di komuniti yang berasaskan aktiviti lain. Kajian juga telah mengenal pasti kekurangan atau batasan pembentukan keupayaan komuniti sebagai merupakan halangan penting dalam pembangunan pelancongan, terutamanya di new district, Shiraz. Hasil ini disokong oleh hasil yang diperolehi melalui perbincangan berfokus kelompok. Kajian ini juga telah cuba mengenal pasti persepsi pemimpin terhadap impak pelancongan dan hubungannya dengan tahap pembentukan keupayaan komuniti. Hasil kajian membuktikan bahawa terdapat pandangan yang lebih kurang sama dalam kalangan pemimpin komuniti dan penduduk tempatan dari segi kesan pelancongan ke atas komuniti setempat. Sewmentara itu, hasil analisis korelasi telah menunjukkan terdapat hubungan signifikan antara impak ekonomi dengan tahap pembentukan keupayaan komuniti. Hasil kajian juga mengesahkan bahawa terdapat hubungan signifikan antara tahap pembentukan keupayaan komuniti dengan latar belakang pemimpin, seperti umur, tempoh masa tinggal di kawasan sekarang, tempoh masa sebagai pemimpin, pendapatan, pendapatan daripada aktiviti pelancongan, kerja-

kerja dalam aktiviti pelancongan dan bilangan ahli keluarga yang terlibat dalam aktiviti pelancongan. Akhirnya, analisis Regresi Berganda menunjukkan bahawa hampir 74 peratus ($R^2= 0.737$) daripada varian dalam pembentukan keupayaan komuniti adalah diramalkan oleh latar belakang pemimpin, seperti pendapatan, pendapatan daripada pelancongan, aktiviti lain, tempoh masa tinggal, tahap pendidikan, dan ahli keluarga yang terlibat dalam industri pelancongan. Menurut hasil kajian, koefisien-beta yang tertinggi adalah pendapatan pemimpin. Hasil daripada kajian ini dijangka dapat dimanfaatkan oleh pemimpin komuniti dan pihak tertentu yang membangunkan industri pelancongan, khususnya untuk tujuan kajian seterusnya dan menilai semula pembentukan keupayaan komuniti untuk tujuan pembangunan pelancongan dalam komuniti mereka.



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DECLARATION

I hereby declare that the thesis is based on my original work expect for quotations and citations which have been duly acknowledged. I also declare that it has not been previously or concurrently submitted for any other degree at UPM or other institutions.

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June, 2009



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LIST OF ABBREVIATIONS

CCB	Community Capacity Building
UNESCO	United Nations Educational Scientific and Cultural Organization
ICHHTO	Iran's Cultural Heritage, Handicrafts and Tourism Organization
FCHHTO	Fars' Cultural Heritage, Handicrafts and Tourism Organization
WTO	World Tourism Organization
FGD	Focus Group Discussion



CHAPTER 1

INTRODUCTION

1.1 Introduction

Many local communities recognize that tourism can stimulate change in social, cultural, environmental and economic dimensions, where tourism activities have had a close connection with the local communities (Richards & Hall, Beeton, 2006; 2000). Moreover, many view tourism as an essential tool for economic development, especially in local communities. Tourism also has been one of the most popular strategies for development. Hence tourism development can enhance local and national development. However, in most third world countries, tourism is not given much attention in local and national development policy and community development planning (Mbaiwa et al, 2007). Tourism also is a development tool used by many local communities to promote community empowerment. In relation to this, community leaders play a fundamental role in addressing tourism development issues. Meanwhile, tourism development and community capacity building (CCB) programs have increasingly placed emphasis on community development. In pursuing this direction, the concept of capacity development or CCB has become of particular importance in identifying priorities and opportunities for sustainable community development (Hackett, 2004; Victurine, 2000). Furthermore, community capacity is an essential condition for improving the process of tourism development and enhancing its benefit for local communities. There is an argument that CCB is necessary for tourism development and participatory processes at the community level (Reid & Gibb, 2004).

A widely used definition of community capacity is that proposed by Chaskin (2001, p.7), who defines “community capacity is the interaction of human capital, organizational resources, and social capital existing within a given community that can be leveraged to solve collective problems and improve or maintain the well-being of that community. It may operate through informal social processes and/ or organized efforts by individuals, organizations, and social networks that exist among them and between them and the larger systems of which the community is a part” (Chaskin, 2001, p. 7).

The term community capacity is widely used among those who are concerned about community development or involved in social work and social service delivery (Marre & Weber, 2007). Community capacity for tourism development can be seen as the capacity of the people in local communities to participate in tourism activities (Cupples, 2005), where tourism developers often have the tendency to invest in community training and building capacity as a way of contributing to long-term community development. In relation to this, community development practitioners should regard the concept of CCB not as something new, but as a refinement of ideas found within literature (Gibbon et al., 2002). Community capacity, like community development, illustrate a process that increases the assets and characteristics that a community is able to draw upon in order to enhance their well being (Labonte & Laverack, 2001a). Balint (2006, p. 140) states CCB as a level of competence ability, skill and knowledge necessary to achieve the community goals. It, therefore, concerns the development of skills and abilities that will enable local people to take decisions and actions for tourism development. The decisions and actions of the community are based on their desire to develop their community tourism. Thus,

community capacity for tourism development is closely linked to community development. This study provides a portrait of applying an approach of the level of CCB for tourism development in 175 local communities, which involved in tourism development. While there is a substantial body of literature on the definition and conceptualization of CCB (Chaskin, 2001; Clinch, 2004; Goodman et al., 1998; Laverack, 2001), However CCB has proven difficult to measure (Ebbeseb et al., 2004) and also there is very little literature, which discusses the practical application of approaches that have been successfully used to measure CCB for tourism development in local communities (Moscardo, 2008).

This study measures level of CCB as well as its barriers for tourism development in local communities. The main purpose of this study is to assess the level of CCB for tourism development. Lack of community capacity and limited understanding of tourism impacts have been recognized as barriers to effective tourism development in third world countries (Moscardo, 2008). Hence this study focuses on academic analysis of this emerging issue within tourism development practice, while critically examining the dimensions and processes of CCB to manage and develop a tourism industry. It builds a theoretical framework for CCB for tourism development. It also determines the level of building community capacities (organizational, individual, and community) for tourism development.

CCB can be seen as the capacity of community residents to participate in tourism activities, both as individuals and through groups and organizations. It is not primarily about their ability to act in their personal, family or employers' interest, which are provided for in other spheres. However, many of the same skills are

involved, and people who are active in the community invariably benefit in other ways as well (Cupples, 2005). CCB is widely acknowledged as an important strategy for sustainable community development. It is recognized as an essential strategy to strengthen the well being of individuals and local communities and underpins much of the work of government and non-government organizations (Fiona 2007). CCB also is the ability to empower community residents to self-manage their community tourism through participation in the building and enactment of shared community vision. CCB can be defined as the abilities, skills and knowledge that enable local communities, groups and individuals to achieve their objectives and to perform their tasks in an effective manner. One significant dimension of CCB is to determine that individuals, organizations and communities have the capacity to manage change for development of tourism in local communities. Therefore, CCB can be an effective, visible, and highly valued way for tourism developers to contribute to sustainable community development. Tourism developers often prefer to invest in residents training and building capacity as a way of contributing to long-term community development. Local communities perform a critical role in tourism development. Local communities' structures can provide the source of both problems and potential solutions in the sphere of tourism development. Tourism has had a close link with local communities (Beeton, 2006; Richards & Hall, 2000).

The other purpose of this study is to analyze community perception towards tourism impacts. A better understanding of community perception towards tourism impacts is essential in achieving a community's support to provide CCB for tourism development. Numerous studies have identified community perception towards tourism impacts in local communities (Andriotis & Vaughan, 2003; Green, 2005;

Kovner, 2007; Pickering & Hill, 2007; Sirakaya et al., 2002). It should be noted that tourism impacts, whether perceived or real, are relative and strongly dependent upon complex community social-cultural factors. Even though local communities may share similar economic, landscapes, or histories, they may be dissimilar in ethos and perception. Hence, the examination of community perception towards tourism impacts is valuable in that it can give a voice to those who may not otherwise be heard, as well as providing a unique perspective on issues that most directly impacts on local residents. Over the past several years, a number of studies have focused on residents perception towards tourism impacts (Andereck et al., 2005; Green, 2005). Hence the other purpose of this study is to investigate community perceptions towards tourism impacts and to evaluation the relationship between those perceptions and their support for building capacity for tourism development. The purpose of this study was to identify the level of CCB for tourism development based on the leaders' action on capacity development for tourism development as a factor that has helped local communities to successfully develop their tourism industry.

In terms of determining the level of CCB for tourism development as well as identifying its barriers, focus group discussion (FGD) was conducted with local residents who engaged in tourism activities. Tourism development in local communities cannot be successful without participation and collaboration of the leaders and community residents. For assessing the level of CCB for tourism development, this study was conducted through a survey of community leaders. However, the researcher has used the FGD for support of the data from the survey questionnaire.

1.2 Statement of the Problem

Iran currently ranks 68th in terms of tourism income globally. Due to its historical locations and sites and also its natural beauty, Iran is considered among the 10 most touristic countries in the world. Even though Iran has great potentials for tourism development, it is faced with a number of barriers. Economically and politically, tourism is always likely to be a major industry along with petroleum and certain other sectors. This has resulted in politicians having little interest in it, probably having taken it for granted. The lack of external investment in tourism can be seen as a major barrier of the tourism industry in Iran. The country also suffers from inadequate infrastructure and transportation facilities for tourists. Tourism development is also challenged by some problems on the cultural front. Human rights issues are also barriers to tourism development (Butler & Hinch, 2007). After the Islamic revolution, tourism was considered as a tool for community development, but a new pattern of tourism emerged, in which regular tourism is influenced by Islamic values (Hafeznia et al., 2007). Tourism in Iran is an important means of encouraging social and cultural exchange. The industry has also gained an important role in community development plans. The Iran's Cultural Heritage, Handicrafts and Tourism Organization (ICHHTO) has established a plan for tourism development based on community investment and training in tourism development (Jafari, 2003).

The most popular tourism destination in Iran is Shiraz. It has a lot of opportunities in developing various forms of tourism activities. However, it is believed that Shiraz does not exploit its potentials of tourist attractions to the maximum in developing its tourism industry. According to ICHHTO, Shiraz has many tourism attractions but

despite having so many tourism attractions and advantageous factors, Shiraz has not been able to attract her deserved number of tourists (ICHHTO, 2008). Local communities in Shiraz not only suffer from structural weaknesses in tourism organizations, but they have not been able to attract essential assets for tourism development. To these are added a lack of strong community leaders as well as tourism leaders, and poor infrastructure facilities for the tourism industry. According to available statistics, out of a total of 843,700 visitors recorded in 2007 in Shiraz, only 70,400 of them were foreigners (FCHHTO, 2008). Hence the majority of the tourists who came to Shiraz were locals. It should be noted that domestic tourism is less significant than international tourism for sustainable community development (Godfrey & Clarke, 2000).

Tourism development activities in local communities in Shiraz have historically been undertaken by the government and there has been little participation and involvement by local communities in tourism development. As a result, local communities have never really understood the need for tourism, or perceived tourism as an enterprise that contributes to the development of their lives and social welfare. The question now is how local communities can offer a viable solution for tourism development and enhance its benefits from tourism.

The researcher's answer to this question is building community capacity before the process of tourism planning even begins. This answer is supported by the literature and research evidence from health (Austen, 2003; Chervin et al., 2005; Fletcher et al., 2008; George et al., 2007; Labonte & Laverack, 2001a; 2001b; Labonte et al., 2002; Maclellan-Wright et al., 2007; Passmore et al., 2007; Raeburn et al., 2007;

Seremba & Moore, 2005; Wickramage, 2006), education (Harris, 2001; Smyth, 2009) and agriculture (Dollahite et al., 2005; Minang et al., 2007). In such a situation, CCB is vital in order to empower local people to take advantage of the opportunities provided by tourism development (Laverack & Thangphet, 2007). Hence tourism development needs to be supported by CCB activities. Building community capacity can include strengthening human resources and organizational capacity, individual capacity, developing appropriate facilities and training on tourism and assessing tourism impacts (Bushell & Eagles, 2007). In this way, CCB also is identified as one of the ways that tourism development can be addressed. The assessing of level of CCB for tourism development also is an important step in developing the community strategies for reaching community goals (Marre & Weber, 2007). The government recently has indicated that tourism development can be a sustainable tool for community development. Hence the government has been formulating a policy on tourism development under the community development programs through letting the community leaders to involvement for development of tourism. Therefore, in order to understand the development of tourism in local communities, it is important to evaluate the level of building community capacity for tourism development by the leaders' efforts and then understanding barriers of CCB for tourism development.

Understanding the community perception can help to access community support or opposition for continued tourism development through CCB. Gursoy & Rutherford (2004) suggested that tourism developers need to consider the perception and attitude of residents before they start investing scarce resources. Understanding of community perception towards tourism impacts and also helps identify types of