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**Exploring How PPP Can Support the
Development of the Tourism Industry in
Pakistan from the Perspective of Alternative
Development Theory of Tourism? A Qualitative
Study**

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DECLARATION

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Abstract

The growing prevalence of public-private partnerships (PPPs) in tourism is becoming increasingly common in developed and developing states. A thorough understanding of the many facets of their operation is required to establish, manage, and ensure their success. Although PPPs have been studied extensively in terms of their structural and economic aspects, there is still a lack of research into PPPs' relational aspects. So, this thesis is important to fill a void in the literature by addressing this issue. All of the issues are examined as part of a comprehensive study of PPP in Pakistan tourism by using the Alternative Development Theory of Tourism (ADTOT), which also examines stakeholders and influencing factors that shape these relationships in order to determine if a certain relationship pattern is required for PPPs to deliver more than each partner working alone, as tourism development is critical for Pakistan's economic growth, social responsibility and environmental preservation, which account for less than 0.1% of global tourism at the moment, despite the country's scenic landscape and vibrant tourism culture.

This study employs an interpretive methodology based on the qualitative design to provide a more realistic picture than numerical data and statistical analysis. The current study used semi-structured interviews with a total of 17 participants, including officials from the Pakistan tourism sectors, PPP advisors and consultants from the Pakistan PPP authority, representatives from local communities, tour operators, and NGOs. The findings were thematically analysed through NVIVO, focusing on the rigorousness and trustworthiness of data. The findings indicate that the tourism infrastructure needed in tourist destinations which have not been fully realised. In addition, the results depict that Pakistan's tourism industry can be revolutionary if all relevant stakeholders and influencing factors are taken into account before implementing the PPP. It was noticed that the government's negligence has failed to support the local population in the tourism host communities. The role of local communities, TOs, and NGOs in tourism development is unclear due to the lack of government incentives and barely visible systems to implement effective tourism growth models.

The present study concludes that Pakistan's tourism industry has the potential to transform the country, and PPP collaboration is the sole criterion for making decisions and is a major source for promoting sustainable tourism in Pakistan through the implementation of ADTOT. In light of the findings, a suggestion was made for a comprehensive PPP framework by employing ADTOT for tourism in Pakistan, which covers all of its features, including consulting authorities, and the various roles played by different stakeholders. The study findings facilitate the regulatory authorities to develop a coherent framework for tourism development through PPP. The present study's findings contribute to underpinning the theory of ADTOT and existing literature in tourism and PPP.

Keywords: Tourism, Tourism Industry, Pakistan tourism, ADTOT, PPP.

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CHAPTER 1: INTRODUCTION

1.1. Research Background

Tourism has become an important economic driver and catalyst for community development at a global level and is becoming a key component of economic development and social progress. Besides stimulating the economy by injecting foreign capital, tourism can contribute to environmental integrity by using local resources uniquely, setting new productivity levels, providing short-term workplace training courses, and making more effective dynamism and multiplying it with traditional activities in comparison to alternatives resources (Rasul & Manandhar, 2009). In addition, the high level of internal production and consumption encourages international cooperation, integrates the host regions into the international cycle of value, contributes to communication and mutual respect for values among the populations of various social-cultural systems, and genuinely encourages sustainable development in tourism (Sharif & Lonik, 2017).

In the 21st century, tourism has emerged as a powerful source of economic growth and poverty reduction through international tourists' revenue, overseas businesses, new infrastructure, and foreign currency (Alasttal & Burdey, 2017). According to research in many established and developing nations, it is one of the most impacting sectors of the economy, affecting exchange rates, significant capabilities of foreign money influxes, substructure expansion, and, therefore, the nation's social and economic progress (Sharif & Lonik, 2017). Tourism's influence on economic and social fairness may be seen in the economy of many industrialised nations, including Austria, Switzerland, and France. It accounts for ten per cent of global GDP and employs one-tenth of the global labour force (World Economic Forum, 2019). Tourism may directly help by creating jobs, and job creation may raise the standard of life, consequently enhancing the nation's socio-economic growth. According to the World Travel and Tourism Council (WTTC, 2017), travel and tourism generated \$7.6 trillion (10.2% of global GDP) and 292 million jobs worldwide in 2016. The WTTC predictions indicated that South Asia and Africa could potentially support nearly 380 million jobs by 2027, with expected growth rates between 5% and 6% per year.

According to the World Economic Forum's Travel and Tourism Competitiveness Report 2018 (World Economic Forum, 2019), the direct contribution of travel and tourism to Pakistan's GDP

in 2015 was US\$328.3 million, accounting for 2.1% of total GDP, and increased to US\$ 7.6 billion in 2016, accounting for 2.8% of total GDP. Terrorism and volatile political conditions have already harmed Pakistan's tourist economy; however, beginning in 2015, things began to improve, and visitor exports accounted for 3.6% of total exports in 2016, while total T & T input to GDP was PKR 2,349 billion in 2017, accounting for 7.4 per cent of GDP, and is expected to rise by 5.8% to PKR 2,486 billion in 2018. T&T created 1,493,000 jobs in 2017, accounting for 2.5% of total employment in 2018. In 2017, travel and tourism invested PKR410.4 billion for tourism development, accounting for only 9.1% of total tourism contributions in Pakistan (WTTC, 2018). The government of Pakistan projects that tourism will contribute Rs1 trillion (US\$ 630 billion) by 2025 to the Pakistani economy with a substantial contribution to the GDP.

According to the World Travel and Tourism Council (WTTC, 2020), Pakistan's tourism revenue was \$19.4 billion, 5.9% of the GDP in 2019. WTTC also predicted that the amount is expected to reach US\$ 40.1 billion by 2030 as well as Pakistan's tourism employment impact went to 6.3% in 2019, and this total is expected to rise to 14.5% in 2030. As per the Gallup Pakistan report 2020, Pakistan's tourism industry is on the path to recovery. Furthermore, Pakistan has been declared as one of the best travel destinations for the year 2020 by Forbes international magazine, 2019 and the total tourists' visit to cultural places has significantly increased from 1.6 million in 2014 to 6.6 million in 2019, with a 300% averagely in 6 years' time period (PTDC, 2020). These projections are thoughtful and will depend heavily on Pakistani Government initiatives to promote tourism infrastructure and strategies.

In world travel and tourism, it has become apparent that Pakistan's tourism industry can promote its economic growth and boost national wealth (WTTC, 2016). Unfortunately, Pakistan's tourism development has been impeded by a lack of government resources; as a result, insufficient investment in the tourism industry has hampered Pakistan's economic growth and negatively impacted the tourism industry (Sharif & Lonik, 2017). Such things are also evident in the inability of local governments and communities to maintain and improve the appearance of their tourist attractions over an extended time. Jawaid et al. (2019) explained that the tourism sector has not provided socioeconomic benefits in urban and rural communities due to poor implementation of tourism plans in Pakistan and therefore harmed poverty reduction and the empowerment of local

communities adversely. Furthermore, insufficient government investment in tourism reflects a failure to understand the market potential and impasse developments (Kumar & Kumar, 2019).

The underlying reasons for this lack of growth in Pakistan tourism have compelled the researcher to put forth new tourism development projects intended to be carried out under the new framework of public-private partnerships (PPPs) based on the Alternative Development Theory of Tourism (ADTOT). The researcher hopes that the traditional roles of Pakistan's Tourism Ministry and tourism organisations would redefine tourism policies under the PPP and ADTOT guidelines by focusing on empowering local communities, developing a workforce, preserving the environment, enhancing unemployment, increasing global involvement and impasse development for tourism growth. The ADTOT emphasises cultural promotion, healthy environmental practices, and social benefits of heritage and encourages the local community's participation in tourism to maximise the local economy (Deladem, et al., 2021). Ecotourism, sustainable tourism, pro-poor tourism (PPT), fair trade and community-based tourism are some of the aspects of alternative tourism that promote societal and ecological restructuring. Other aspects of alternative tourism that are of interest include peace tourism, volunteer, and social justice tourism (Isaak, et al., 2010).

The alternative development theory of tourism generally encourages small or locally based tourism initiatives to help poor populations, lessen environmental damage and build good ties between hosts and guests (Krippendorf, 1989). The tourism sector is partnering with non-governmental organisations, tour operators and private tourism companies such as UK-based tourism concerns on specific projects, service delivery investigations, and policy advocacy in developing countries with the support of public-private sectors (Telfer & Sharpley, 2008). Non-governmental organisations (NGOs) serve as a balancing force between the extremes of foreign mass tourism development and small-scale, locally controlled sustainable tourism development (Sharpley, 2008). The alternative paradigm of development places a high value on empowering local communities. In Pakistan, people had more say about their country's development when they used their power with the local private sector to push for community tourism programs. These tourism development approaches have also been employed to encourage many tourism initiatives to support those in poverty centred on grassroots development and embrace ideas of participation, equity, gender sensitivity, and empowerment (Telfer, 2002).

Following the proceeding section, the plan for using ADTOT in Pakistan's tourism development is centred on partnerships with the public and private sectors. The PPP implementation in business has helped improve public services' effectiveness by implementing a performance-based model in the public sector. Initially, the provision of services and infrastructure was only considered the public sector domain. However, in developed economies such as France and the United Kingdom, private sector collaboration with the public sector in the provision of services and infrastructure can be traced back to the 17th century (Merna & Njiru, 2002). During the twentieth century, the United States began to use these partnerships in the areas of education, utilities, urban renewal, and social services, with a significant increase in adoption in the last quarter of the century due to changing socioeconomic and political environments, globalisation, and budgetary constraints (Akintoye & Beck, 2009; Naveed, 2015). These partnerships, also known as public-private partnerships (PPPs), are defined as "a long-term contractual agreement for the delivery of public services in which the public and private sectors share a large amount of risk" (Yong, 2010).

The concept of public-private partnership (PPP) across the globe has become increasingly popular for providing public-centric infrastructure and plays an imperative role in business strategies on a larger scale (Roberts & Siemiatycki, 2015). In the last two decades, the United States, the United Kingdom, France, Korea, Australia, Spain, and South Africa have all reported advancements in the usage of public-private partnerships (Yescombe, 2018). During the year 1990 to 2004, the Latin American and Caribbean (LAC) region's private sector played a larger role in infrastructure investment, with 36% of the total 44.4% of projects. On the contrary, the East Asia and Pacific (EAP) region placed second in PPP projects with 23.4% of total projects 26.1% (Akintoye 2009). According to World Bank (public-private infrastructure advisory facility–PPIAF) statistics (2010), between 1990 and 2008, the investment commitment to public-private infrastructure projects with private participation in developing countries increased from 29 to 216. The underpinning reasons for the substantial growth of PPP in the transport system, infrastructure, education, health care, industrialisation, and tourism have been witnessed in developed economies in recent years, encouraging the researcher to use this platform for tourism development in Pakistan.

The PPPs have been mainly examined and discussed from all prospects across various classifications, which includes accounting (Asenova & Beck, 2010); public administration (Brinkerhoff & Brinkerhoff, 2011; Hu, et al., 2014), political science (Siddiquee, 2011), and the

tourism (Sharif & Lonik, 2017). PPP is one of the competitive strategies to promote the tourism sector. The above firming reasons for substantial growth of PPP in the domain of infrastructure, education, health care, and industrialisation has been witnessed in developed economies in recent years, which encouraged the researcher to use the PPPs platform for the tourism development in Pakistan. This preferred method for tourism development has already been successfully implemented in other projects in Pakistan, including road infrastructure, power generation, health care, education, railway, public transport, water infrastructure, and waste management system (PPPA, 2021).

Public-private partnerships (PPPs) have been extensively involved in tourism development globally, including various tools and strategies to meet market conditions and international best practices (ECLAC, 2007). To better understand the factors influencing Pakistani tourism development, this research will employ the Alternative Development Theory of Tourism as an application in the Ministry of Tourism and will undertake an in-depth analysis to ensure compatibility with Public-Private Partnership (PPP) practices to produce an optimal result in the country's tourism industry. The public-private partnership initiative aims to produce effective policies and products while increasing efficiency and value for money (Klijn, et al., 2007). In this research, the public-private partnership ADTOT policy reforms allow governments to procure public infrastructure at a lower cost through private sector expertise, innovation, efficiency, and shift risks related to the private sector (Froud, 2003).

1.1.1 An Overview of ADTOT in Pakistan Tourism Development through PPP

This section serves as a foundation of this study by generating a scenario of PPP and ADTOT in Pakistan tourism to determine why these two specific approaches are appropriate in support of this research. Prior to conducting fieldwork, the researcher was able to speak with local residents and professionals in the tourism industry from some popular tourist destinations in Pakistan. The research observed that even though tourism impacts on society, culture, and the environment are already known and acknowledged by government agencies and private entrepreneurs, the vast majority of them continue to focus solely on the economic benefits of tourism instead of community development and environment preservation. As a result, both private and governmental groups have been severely criticised by academics, the local community, environmental departments, and non-governmental organisations. Therefore, all existing stakeholders are calling

for a new form of tourism to protect the country's environment and empower its local communities. Alternative tourism is fundamentally a refusal to accept mass tourism, which can be observed as a part of the radical movement to change social relations and the tourism industry (Lanfant & Graburn, 1992).

Despite the tourism industry in Pakistan has enormous potential, and even due to government financial constraints, a good amount of investment in this sector has been proposed in some cases, such as constructing new roads in northern areas. However, Pakistan's tourism industry faces several problems, such as inadequate local community participation, inefficient green environment, ineffective global engagement, and halted progress in developing new destinations, which further affect the tourists to get basic facilities such as accommodations, transportation, and other services (Saqib, et al., 2019). In light of the fact that economic development is positively proportional to tourism improvement, countries with tourism potential must make every effort to improve their tourism for economic vitality (Manzoor, et al., 2019).

In 1967 with the help of the United Nations, the first tourism plan was developed in Pakistan. Although the environment was broadly contemplated in this plan, environmental protection and conservation were not specifically taken into account; hence, In the absence of a regulatory body with authority over the overall tourism and environmental planning, the plan could not function in a structured manner to play a role in the management of tourism and the environment or the physical planning of tourism (Karim, et al., 2012). Today, the Planning Commission and its respective ministries approve every public sector organisation and development project/program to promote eco-tourism in Pakistan. The Ministry of Tourism was established in 1970 and worked with the Planning Commission to approve various tourism projects and programs. Since then, despite having immense potential, Pakistan tourism is still facing hindrances in promoting this industry (Ahmad, 2018).

Pakistan Tourism Development Corporation (PTDC) has supported most provincial and regional tourism development plans from 1975 to 2005, with most focusing on environmental issues and how to sustain tourist attractions. In 2010, the devolution of Pakistan's tourism sector to the provinces occurred under the 18th Amendment to the Constitution. The idea is to increase federal power, which will lead to a more robust federation (Karim, et al., 2012). The provinces would have greater control over their own affairs and the liberty they had previously lacked. Once the 18th

constitutional Amendment had been enacted, the Ministry of Tourism was dissolved. The Department of Tourism Services (DTS) was turned over to the provinces in all four provinces. They now operate under the various tourism departments and thus have no formal connection to the Department of Tourism Services (DTS) office at the federal level. In the Pakistan tourism industry, the transfer of the Ministry of Tourism's federal powers did not serve its purpose. Because of devolution, the tourism sector in Pakistan faces new challenges. The 18th Amendment has had a far greater negative impact on tourism in Pakistan in the last decade (Israr, et al., 2009).

Today in Pakistan, environmental protection and the declaration of Environmental Law are highly correlated with responsible tourism growth (Saqib, et al., 2019). According to the Pakistan National Tourism Coordination Board, several types and sizes of tourism-development projects such as hotels, resorts, buildings adjacent, coastal areas, and projects in watershed areas are needed to promote the tourism industry. In the last decade, non-governmental and governmental organisations have focused on the socio-cultural impact, particularly for host communities. However, many community leaders were opposed to tourism because of its negative impact on the environment and getting a very low contribution to the development of the community (Saqib, et al., 2019). The researcher is encouraged by the underlying reasons for promoting tourism in Pakistan through PPPs and the use of the ADTOT.

Benson, (2010) stated that the alternative tourism paradigm as a theoretical framework must be studied concerning its applicability for tourism development and investigate the diverse range of other tourism forms. In addition, during the last decade, the alternative tourism agenda has come to the pole position in Pakistan for tourism development through the environmental institutes, NGOs, and tour operators. Although alternative tourism has received increasing academic attention, the differences in interpretation between academics have resulted in a contentious definition and terminology for alternative tourism (Ullah, et al., 2021). The development of alternative tourism is seen as a fundamentally idealistic sustainable development of tourism and a practical alternative approach (Sharpley, 2009). Thus, it suggests that the appropriate response must focus on "destination capitals" more locally where the advantages of tourism exist. Additionally, Holden, (2003), argued that successful use of the Alternative Tourism model would have the following benefits;

- Development on a small scale with a high percentage of local ownership,

- Minimised adverse environmental and social consequences,
- Increased linkages with other sectors of the local economy, such as agriculture, resulting in a reduction in reliance on imported goods
- Maintenance of most economic expenditures on tourism by local people,
- Local empowerment and participation in decision making,
- Rapid local development instead of relying on outside influences.

1.1.2 Promoting PPP in Pakistan's tourism

Following the ADTOT approach promoted in the preceding section, the researcher pursues the public-private partnerships (PPPs) scenario, with varying success in developing countries. However, developed countries had a more positive experience with these partnerships (Rosell & Saz-Carranza, 2020). The World Bank (2014), stated that Pakistan is a developing economy with a growing demand for new infrastructure facilities from an economic point of view. However, it also has an inadequate ability to finance these projects due to its limited financial resources. The question of governance is of great concern in Pakistan, and poor public service delivery is causing much misery for the country's citizens. One of the main reasons for Pakistan's poor governance is a lack of financial resources. In this situation, Pakistan opted for a Public-Private Partnership (PPP) to solve the problem of inadequate funds resources and public service delivery. Pakistan has engaged in a variety of PPP projects since the 1990s, focusing on things like electricity generation, transportation, and road infrastructure. However, as of now, these projects have not been producing effective outcomes due to numerous obstacles that stem from the interplay of contextual factors such as political, cultural, social, and technical.

However, in Pakistan, developing and implementing PPPs remains a major challenge. Despite having tremendous potential, Pakistan has not established an impressive number of PPP projects to date (Ahmad, 2018), particularly no tourism-specific project has been started yet (Maqsood, 2015), even though the National PPP policy framework known as Infrastructure project development facility (IPDF) was launched by the Pakistan Ministry of Finance in 2006 to infrastructure development in the country, which was officially converted in a proper federal unit public-private partnership authority in 2017 under the Act No. VIII (PPPA, 2021). Although, in Pakistan, PPPs have provided better results by supplying private capital for adequate infrastructure, better technology access, investment opportunities, trained people and skills for

business development in different sectors, including transportation, health, education, railway, electric supply etc. (PPPA, 2021), and substantially contributed in economic growth.

In order to adhere to the PPP implementation by employing ADTOT application in tourism development mentioned in the preceding section, Pakistan's tourism industry still faces challenges, including a lack of consistent and coherent branding, tourism promotion strategies, accommodation, transportation, and an unhealthy environment (Karim, et al., 2012). The failure of the Pakistan Tourism Ministry to meet the demand for tourism services is due to the lack of natural resource management and the failure of local tourism policies to produce positive results in the achievement of tourism objectives, which pose serious challenges to Pakistan's tourism development. Pakistan's tourism has been seriously hampered in the last two decades due to numerous impediments such as Inadequate investment, incompetent administration, poor service delivery, lack of human resources development, insufficient tourism promotion, unexplored new tourism attractions, inadequate tourism services, and lack the technology to attract tourists are main issues for tourism development in Pakistan (Maqbool & Sudong, 2018). As a result, public-private partnerships (PPPs) can be a possible option to improve the tourism industry in Pakistan, where such partnerships have already been employed and appraised in other projects such as the power sector, road building, transportation, hygiene, and health etc.

Following the above grounds, the ADTOT was selected to modernise Pakistan tourism. The ADTOT idea emerged as a reaction to mass tourism in the 1980s and became an important part of the debate about tourism's development. According to Theng et al. (2015), mass tourism attracts more tourists' arrivals in one place like world-renowned international destinations. Those particular places have severe limitations on the fair distribution of tourism revenue and economic benefits in impoverished rural communities that tourism could assist. Mass tourism has been criticised for being overcrowded, adversely affecting visitors, road transport congestions, the absence of services and attractions, the lack of access to hotels, increased living costs, and high stress on environmental issues and local infrastructure. As a result, developed and developing countries started to refuse the implementation of mass tourism projects due to the lower expenditure on social programs, including health, education, welfare, environmental issues and the removal of labour power. In addition to stopping economic growth in mass tourism, multinational

corporations exploited workers and the environment to advance their own financial interests (Hall, 2007).

1.1.3 Implementing Challenges in PPP Tourism

As discussed in the research background, the current study promotes public-private partnerships to develop Pakistan tourism using the ADTOT. In this section of the research, PPP implementation is seen as the impact of contextual factors such as technically credible, politically inspired, and culturally supported in Pakistan's tourism development. According to reviewing the literature and discussion with field experts, some studies of public-private partnerships (PPPs) in developing countries have identified contextual issues associated with PPP implementation related to political, cultural, institutional, and technical factors (Hammami, et al., 2006; Banerjee & Ranganathan, 2006; Sharma, 2012). The literature review has also identified some challenges in implementing public-private partnerships (PPPs) in Pakistan, divided into three main categories: political, social, and technical. Political instability serves as a deterrent to private sector investment in public projects because the next government that comes into power will either cancel public projects begun by the previous government or halt existing projects' operations and begin new projects with new investors (Ahmad, 2018). Hence, Pakistan's public-private partnership projects have failed to yield the expected results because of a complex political situation and a lack of resources and capacity required to produce beneficial results (Ahmad, 2018).

The second set of problems involves social attitudes and the prevalence of corruption. Corruption is a major barrier to PPP projects in Pakistan since the utility and efficiency of PPP projects have been undermined (Maqsood, 2015). Especially when looking in Pakistan's case at the Independent Power Producer (IPP) industry, where (IPPs) have a remarkable number of PPP projects yet underperform relatively to other projects. In the third category of PPP challenges, Pakistan faces technical challenges in PPP projects, such as administrative or bureaucratic opposition to the shortage of necessary capacities, skills, and expertise (Salman, 2021). Additionally, it has been widely documented that the collaboration between public and private sectors impedes the achievement of PPP objectives due to cultural resistance and corruption to PPP acceptance in several developing countries (Farlam, 2005; Fischbacher-Smith, 2003; Ahmad, 2018). Furthermore, Khan (2002); Iqbal (2004) advocated that the inclusion of technological factors can highly influence public-private partnerships. PPP implementation in developing countries has

unique characteristics, particularly in Pakistan, where these factors discourage private investors from putting money into public-sector projects because of the high risks.

1.2 Problem Statement

The previous section discussed the various problems related to tourism development and implementing the PPPs in Pakistan. The problems indicated in this research are that the potential of public-private partnership adoption in Pakistan for the development of long-term economic infrastructure is also needed in tourism development which has not been realised adequately (Ahmad, 2018). The failure was caused by reliance on the participation of the local private sector and a lack of government's commitment to creating local people development, environmental management, the impasse development, and lacking strategies to improve the economic well-being through tourism development (Maqsood, 2015).

On the other hand, many issues may need to be addressed to implement the PPP strategy in the Pakistan Ministry of Tourism for tourism development. In the first place, the case of Pakistan shows links between PPP and non-economic elements like politics, culture and technology, whereas the PPP is mainly seen as an instrument to address a country's economic problems (Andon, 2012). The literature that observes developing countries' cases in the context of PPP discussions has begun to consider political and institutional problems. The identification of private companies engaged in Pakistan's PPP projects (such as several power generation projects) from the beginning of the 1990s can show that PPP may be involved in corruption because the owners of the PPP companies have always been linked to the ruling regime (Ahmad, 2018). In this regard, most PPP projects were carried out due to political pressure through non-transparent and non-competitive tendering processes (Salman, 2021).

Secondly, due to the government's repeated attempts to announce large-scale PPP projects and can only implement a few of them, which may depict PPP as political rhetoric to convince citizens and the international community that the government has specific plans and measures to improve public facilities (Karim, et al., 2012). Furthermore, technical challenges in PPP projects include administrative or bureaucratic opposition, and a lack of necessary capacities, skills, and expertise, demonstrating how technical factors are intertwined in PPP implementation (Salman, 2021). The evolution and development of public/private partnerships in the Pakistan Ministry of Tourism may

be critical under these contextual considerations and raise questions about how these considerations can influence PPP implementation. According to Ahmad et al. (2015), current PPP literature prevails that PPP is a financial and economic arrangement, although other contextual factors appear to be ignored. Therefore, this research seeks to learn more about the rationale for PPPs in tourism development by looking at the local context. This can also help future researchers gain a broader perspective on PPPs in tourism development.

1.3. The Key Aim and Objectives

The key aim and objectives of this research are following.

1.3.1. Research Aims

The research aims to explore how Public-Private Partnership (PPP) can support the development of the tourism industry in Pakistan from the perspective of Alternate Development Theory of Tourism (ADTOT). The following research objectives were proposed to accomplish the goal above:

1.3.2 Research Objectives

1. To explore how PPP can support the development of the tourism industry through ADTOT.
2. To examine the contextual factors that influence the development of PPP strategy.
3. To investigate a PPP model for supporting the Pakistan Ministry of Tourism.

1.3.3 Research Questions

In order to achieve the research objectives, the following research questions will be addressed.

- ❖ How can PPP employ the ADTOT to develop tourism projects in Pakistan's tourism industry?
- ❖ How do the contextual factors influence the development of the PPP strategy in Pakistan's tourism industry?
- ❖ What kind of practical PPP model can be develop to support the improvement of the tourism industry in Pakistan?

1.4. Rationale of the Study

According to Pakistan economic survey report 2021, Pakistan's national debt is estimated to be around 51.724 trillion Pakistani rupees (Tarin, 2021). There are three main economic drivers in Pakistan (Agriculture, industry/manufacturing, and services, such as tourism, financial services, telecommunications, transport, education, health care, and real estate) that contribute to the country's overall growth. Pakistan's GDP is largely fueled by the agricultural (23%), industrial sectors (17.2%), and the entire service sector (59.7%), where only 5.9% of that came from tourism in 2021 (Tarin, 2021). Pakistan is endowed with an abundance of natural and cultural resources that can be used to promote sustainable tourism, and the country has the potential to attract visitors from all over the world (Ahmed, 2019). Regrettably, the country's tourist resources have neither been fully identified nor been prioritized by Pakistan's previous governments. In addition, tourism in the country has not been adequately planned and faces enormous challenges, as previously mentioned, such as a lack of public funds, untrained employees, ineffective policies etc. Hence, the country's domestic and foreign tourists have been adversely affected by these issues (Shujahi & Hussain, 2016).

As a result, various studies have recently highlighted the country's tourist difficulties and recommended remedial approaches for their development (Karim, et al., 2012; Shujahi & Hussain, 2016). Residents, NGOs, academic institutions, and national and international climate change authorities have all heavily criticized the public sector tourism authorities in multiple conferences and meetings to plan the mass tourism development projects. Locals expressed major concerns that the public sector is unable to understand customers' needs and thus could not invest in high-potential markets in the proper manner (Alasttal & Burdey, 2017). In this regard, future tourism destinations will face their own set of challenges, which will be particularly difficult to overcome during the growth phase of their life cycle. Therefore, the current research examines how Public-Private Partnerships (PPPs) can support in the development of Pakistan's tourism industry from the perspective of an Alternate Development Theory (ADTOT) and proposes a framework for successful PPP strategies in the Pakistan tourism industry while taking into account all stakeholders and contextual factors.

1.5 Research Process

The current study will follow the research process outlined in Table 1.1, which will elaborate on the proposed various stages to achieve the research objectives of the current study. Moreover, the process also outlines the tools and methodologies that will be followed to achieve the objectives.

Table 1.1: Research Process

Stages	Methods/ Approach	Objectives
Stage I- Initial Research	Review of literature Discussions with area experts	Defining gap, research objectives, research questions, and methods
Stage II- Primary Phase	Evaluate and analyse Literature review (PPP & Tourism)	Un structured discussion with experts from PPP and tourism departments for establishing a research framework
Stage III- Fieldwork Phase 1	Semi-structured interviews with local communities, tour operators and NGOs.	Qualitative data collection leads to ROs to help in finding the answers to RQs (1-3)
Stage IV- Fieldwork Phase 2	Semi-structured interviews with PPP and tourism authorities.	Qualitative data collection leads to ROs to help in finding the answers to RQs (1-3)
Stage V- Field Phase 3	Qualitative data analysis	Research findings to support proposed research objectives and validate the proposed PPP framework for tourism development
Stage VI-Field Phase 4	Discussion, Conclusion, Recommendations.	Thesis drafting and submission

Source: Author's work

1.5.1 Research Methodology

Two basic social science research paradigms are Positivist (quantitative, objectivist, scientific, experimental, traditionalistic, hypothetical deductive, social constructivist) or Phenomenological

Paradigms (qualitative, subjective, humanist, interpretative/hermeneutical, and inductive) (Mangan, et al., 2004). This research uses a qualitative paradigm to effectively address the research problems and questions. According to Bryman (2012), qualitative research is frequently used in the fields of social, behavioural studies, social movement, and human behaviour. The application of the qualitative research method can also be employed to investigate social phenomena through flexible tools such as an iterative way of producing and categorising questions for answers and methods such as semi-structured in-depth interviews, focus groups, and participant observations. Furthermore, the complexity and sensitivity of public-privately partnership in the Pakistan Ministry of Tourism called for a qualitative approach to describe, translate, and understand the meaning of their complexities (Sturrock & Pioch, 1998). On the other hand, a quantitative design does not yield useful information when investigating complex problems such as social phenomena, knowledge of contextual understanding, and public-private partnerships in tourism which are at the core investigation of this research (Sørensen, 2009).

In order to conduct this research, a qualitative research method was used to collect primary data from experts, as mentioned below, through a semi-structured interview. This approach was chosen because it was thought to be the most appropriate for answering the questions "why" and "how" about the subject of this research. In order to achieve the objectives of the study, the primary data will be collected from two main authorities (Pakistan tourism development corporation and Pakistan public-private partnership authority) and three associated stakeholders (local communities, tour operators and NGOs); initially, this process will start from local communities to tour operators and follow up with NGOs, Pakistan's public-private partnership authority and from Pakistan Ministry of Tourism, including federal authority PTDC (Pakistan Tourism Development Corporation) and most connecting units such as Pakistan tourism and hospitality board of investment, NTDC (National tourism coordination board), PDTs (Pakistan Department of tourist services), TDCP (Tourism development corporation Punjab) and KP culture & tourism authority. The justification behind the choice of multiple groups of participants is based on the potential of a study that allows the researcher to carry out analyses within and across groups (Baxter & Jack, 2008).

Following this, qualitative data from 5 stakeholders will be collected in 2 parts. The interviews will begin with semi-structured interviews with local communities, tour operators and NGOs.

Following the further data collection in the 2nd stage, the semi-structured interviews will continue with Pakistan's public-private partnership authority. The relevant PPP participant will choose from 47 active PPP projects out of the 105 PPP projects in Pakistan. At last, the semi-structured interviews will continue with experts from the Pakistan Tourism Ministry, including PTDC and the subunits mentioned above. The research findings were analysed and discussed thematically. Furthermore, because there is no database that could assist the researcher in classifying participants from all 47 PPP projects and various units of the Pakistan Ministry of Tourism, however, in case of the researcher was unable to classify participants with unknown population sizes or only limited access to the operational sites of these projects, the purposive and snowball sampling techniques were used to select suitable participants for interview. The research map showing research goals, questions and methodological approaches adopted for these questions are presented in Table 1.2 to better understand the research methodology.

1.5.2 Research Map

Table 1.2 provides an overview of the research map, including research objectives, questions, and the methodology used to answer these questions. This will help to gain a better understanding of the research methodology.

Table 1.2: Research Map

Research Objectives	Research Questions	Literature Review/ Documentation	Qualitative (Semi-structured Interviews)	Quantitative (survey questionnaire)
1. To explore how PPP can support the development of the tourism industry through ADTOT.	a. How can PPP employ the ADTOT to develop tourism projects in Pakistan's tourism industry?	YES	YES	NO
2. To examine the contextual factors that influence the	b. How do the contextual factors influence the development of the PPP strategy in	YES	YES	NO

development of PPP strategy.	Pakistan's tourism industry?			
3. To investigate a PPP model for supporting the Pakistan Ministry of Tourism.	c. What kind of practical PPP model can be develop to support the improvement of the tourism industry in Pakistan?	YES	YES	NO

Source: Author's work

1.6. Outline of Thesis

Chapter one explains the research overview based on the background of the topic, the significance of the tourism industry and the importance of public-private partnership. The next section explains the case study of PPP implementation in the Pakistan Ministry of Tourism following to drive problem statement, research aim, research objectives and research questions. In the next section, the research process, research gap, and scope were discussed in the current study and the last part of this study was based on the conclusion of chapter one and the outline of the thesis.

The literature review begins in chapter 2 by describing the historical context of public-private partnerships and a brief discussion on PPP models. It also includes a review of the structural formation and operational frameworks involved in the procurement of public-private partnerships (PPP) infrastructure projects in both developed and developing countries. It will also be researched to develop an understanding of the global tourism concept and Pakistan tourism issues attracting PPPs in the context of development. Furthermore, public-private partnerships models and stakeholders' management, critical review of PPPs and research gaps have been identified to support this study.

In Chapter 3, theoretical underpinning and the research's conceptual framework have been formulated by exploring different relevant theories, and foundational theory has been discussed for the richness of literature review to derive the research's conceptual framework. In addition, a

concept of promoting PPP in the Pakistan ministry of tourism has been discussed with key expected contextual factors. The last section will explain the summary of the chapter.

In Chapter 4, the research methodology is extensively discussed. The rationale for selecting a qualitative methodology approach for gathering the research data is provided by providing an overview of the research philosophy and process and explaining the sample selection. Another section of this chapter discusses the qualitative data analysis and selecting appropriate techniques. Furthermore, detailed information about the respondents/ participants in the qualitative data collection exercises is included in this chapter. Also, the effects of COVID on data collection, limitations, and ethical considerations will be discussed in this chapter. The last section will represent the summary of the chapter.

Chapter 5: It contains data presentations from all stakeholder groups involved in this research, as well as all emerging main themes, sub-themes, and preliminary codes through semi-structured interviews conducted during the research fieldwork and followed by the evidence of systematically worked out thematic analysis and demonstrating a clear thematic analysis approach. It also explains the qualitative analysis based on the thematic analysis (word tree and word cloud) and thematic coding to answer the research questions (1-3). The last section will explain the summary of the chapter.

Chapter 6: The analysis discussed in the previous chapter exemplifies the research's discussion in this chapter. This chapter provides an overview of the study's findings and a literature review and research objectives to support them. The discussion section is organised according to the research objectives supported by the literature review and actual research findings. A summary of the chapter is also provided at the end.

At last, Chapter 7 is dedicated to exemplifying the research's conclusions, including key research findings, research contribution, limitations, recommendations, and concluded remarks based on the research findings. The current study's findings are consistent with the literature and the research findings.

1.7 Summary

This chapter explains the background of the topic, an overview of public-private partnerships, a brief impression of the tourism industry of Pakistan, and the significance of the public-private

partnership in the tourism industry. Afterwards, it will explain the problem statement that leads toward the research aims and objectives. The next section outlines the research questions considering the research objectives of the current study, and the following sections explain the research gap, scope and methodology to provoke the summary of this chapter. The last section of this chapter outlines the thesis structure of this research. In addition to that, the writer also outlines the research process (Table 1.1) and research map in (Table 1.2), which will elaborate on the methods and approaches aligned with the proposed research objectives and questions.

This chapter concluded that public-private partnerships are important for tourism development. However, there is no denying the significant difficulties and obstacles that must be overcome in the process of forming and organising partnerships. The primary reason for pursuing public-private partnerships in the Pakistan tourism industry is that there is a unique opportunity to contribute to the country's wealth and economic GDP; however, tourism in Pakistan has been severely hampered by a lack of funds and insufficient policies to promote this industry; therefore, this type of partnership and private investment will be beneficial to the Pakistani community in rewards of getting better public services, innovation in the tourism industry, globalisation engagement, local community empowerment, healthy environment and many more.

CHAPTER 2: LITERATURE REVIEW

2.1 Introduction

Governments worldwide use PPP to acquire services and infrastructure, and there is no sign that this trend will reverse in the near future, as evidenced by the continued use of PPP in the modern world (Appuhami, et al., 2011). The partnership between the public and private sectors results in greater synergy in achieving mutual objectives, creating new markets for investment companies, and increasing the involvement of the private sector in government decision-making to provide better public services (Li, et al., 2005). However, despite the fact that historically, public funds have been used to pay for all of the cost of infrastructure, but some precedents show that the private sector has partnered with the public sector on a number of infrastructure-related projects, such as French Canadian infrastructure of highways and bridges that was built in 17th century with collaborative work (Merna & Njiru, 2002). Before the end of the 20th century, the US government formally recognised public-private partnerships for education, public utilities, urban renewal, and social services (Siemietycki 2010). However, due to rapid changes in the socio-economic, political environment, globalisation, and public sector budgetary constraints, public-private partnerships were widely used to procure public infrastructure and services during the latter half of the twentieth century (Akintoye & Beck, 2009).

This chapter provides an overview of the key literature that forms the basis of this investigation. The literature review draws on both scholarly articles and government publications as secondary sources divided into two main themes: the concept of public-private partnership and the tourism industry of Pakistan. This chapter commences with an overview of the concept and practice of PPP globally. It includes a discussion of the characteristics of public-private partnerships, the reasons for utilising PPPs, and the validation of PPP practices. It focuses on the history and progress of PPP globally, identified as the pioneer of PPP in the modern world and currently a leader in its practice, and then compares how PPP has been used in Pakistan. Pakistan has a long history of collaborating with the private sector to advance the nation's development, although PPP implementation is still in its early stages. Furthermore, tourism in Pakistan and the role of PPP in tourism development will be discussed. The second part of the current chapter will be based on

this study's conceptual framework, stakeholders' theory, and critical success factors. The chapter ends with a summary of the findings.

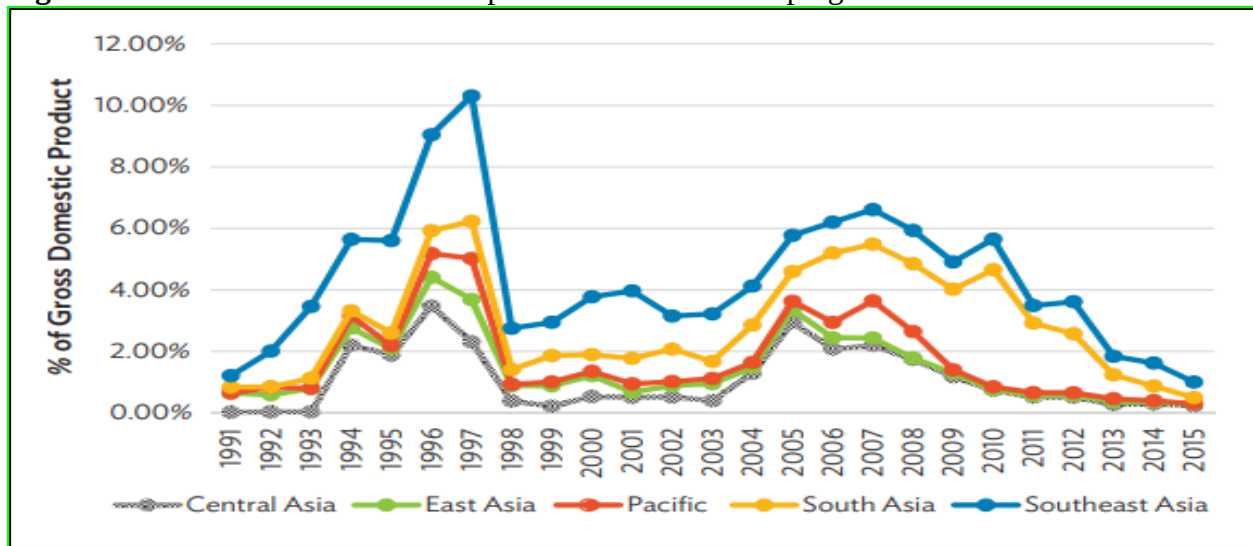
2.2 Public-Private Partnerships

Public-private partnership is defined by Hodge and Greve (2009) as a cooperative institutional arrangement for mutual benefit between private and government sectors. Kim, et al., (2011) define that PPPs essentially involve partnerships between public and private sector organisations and corporate investors to design, plan, finance, build, supply, or explore infrastructural equipment. The private partners are also known as consortia, which involve commercially operating stakeholder organisations (Savas & Savas, 2000). Generally, PPP describes an agreement between a public agency and a private company whereby they establish joint ownership and use each other's resources to help achieve a higher efficiency level when providing public or private goods (Akintoye, 2009).

In many developed and developing countries, public-private partnerships (PPPs) are now in use with an emphasis on efficiency, effectiveness, and getting the best value for money through the development of healthy partnerships, transport, infrastructures, and many other sectors between the public and private sectors (Handley-Schachler & Gao, 2003). PPPs are suitable options for persuading public infrastructure in developed and developing countries because of different underlying motivations that stem from reforms associated with the new public management, intended to increase market orientation and financial efficiency in the traditional public sector (Mendel & Brudney, 2012). Public-private partnerships are used to pursue 'joined-up government for solutions to their problems while also engaging the citizens and other organisations (Kleemann, et al., 2017).

Since the early 1990s, PPPs have been indispensable in delivering infrastructure to the public sector, and noteworthy advancements have been reported in the growth of PPPs in the United States, the United Kingdom, France, South Korea, Australia, Spain, and other countries (Yescombe 2009). However, PPP in developing countries of Asia (Central Asia, East Asia, Pacific, South Asia, and Southeast Asia) indicates a low growth rate since 2006. However, South Asian countries receive approximately 40% of PPP investments in Asia. The results are reported in figures 2.1 and 2.2.

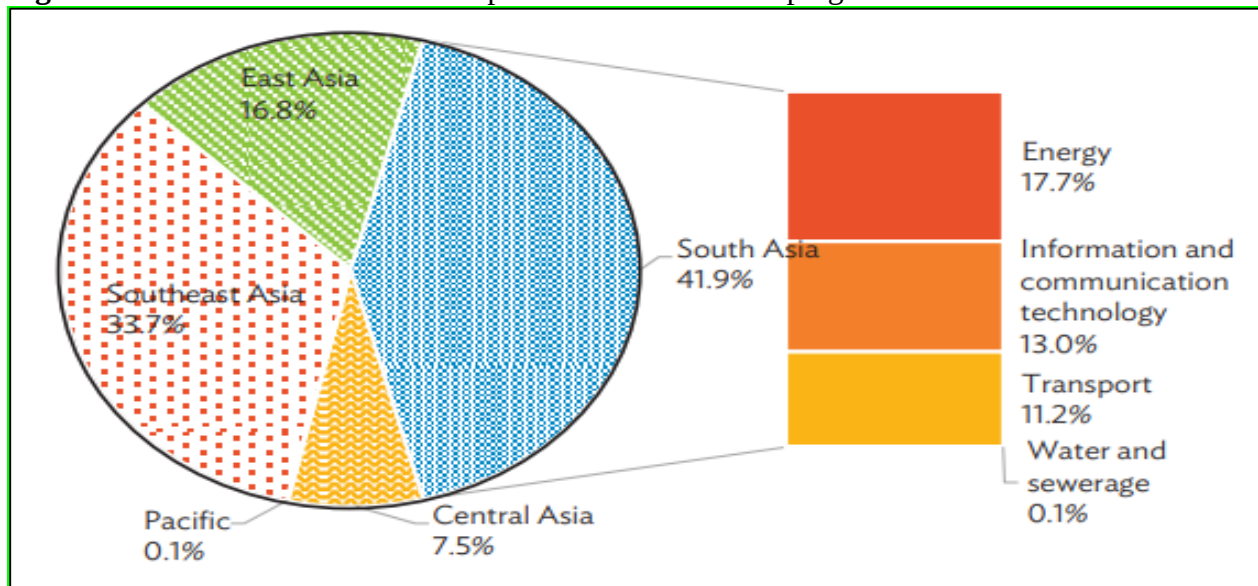
Figure 2-1: Public-Private Partnership Investment in Developing Asia



Source: Asian Development Bank (Jha & Arao, 2018)

The expansion of public-private partnerships (PPPs) is not restricted to developed countries alone but is also widely expected to see a rise in growth in developing countries. The public-private infrastructure advisory facility- PPIAF has found that overall investment in infrastructure projects in developing countries that use private sector participation has increased significantly over the last two decades, and the number of these projects has risen from 17% in 1990 to 42% in 2016. Figure 2.2 illustrates the progress that developing countries have made in terms of the total investment in infrastructure projects with private participation in Asia.

Figure 2-2: Public-Private Partnership Investment in Developing



Source: Asian Development Bank (Jha & Arao, 2018)

Developed countries pursue PPPs to deliver public services, goods, and facilities, whereas developing countries are more inclined to use PPPs as an alternative financing solution for infrastructure development. Another important fact that illustrates public sector dominance is the fact that socially / politically driven economies and unitary forms of governance, as in the cases of France and Sweden, where the public sector heavily influences them, whereas the private sector is far more involved in the profit-driven private economy and loose governance as in the case of US, Canada, and Hong Kong (Akintoye, 2009). The private sector can assist public organisations, including contracting for manpower, service outsourcing, and business process outsourcing. Public-private partnerships (PPPs) are another type of best-sourcing strategy that can collaborate with the private sector to deliver services, particularly those that necessitate the development of new physical infrastructure.

PPPs are long-term collaborative relationships between the public and private sectors to deliver services. The public sector is moving forward with a new approach to increase the involvement of the private sector in public service delivery. The public sector with PPP focuses on the most cost-effective acquisition of services rather than on direct ownership and operation of assets. For instance, if the PPP is used to design, build, and supply electric power plants, the private sector will be responsible for all aspects of the project, including financing, design, construction, operation, and maintenance. Thus, the public agency purchases the electricity directly from the private sector rather than the ownership and operation of the electricity plant. This gives the private sector more room for innovation in providing public service services (Ministry of Finance, 2012).

PPPs allow the private sector to provide a broader range of services over a longer period of time (20-30 years), which benefits both parties. Public services can be delivered more efficiently and effectively if the public and private sectors work together more closely. This will result in better value for money because the public and private sectors' expertise, resources, and innovation can be combined to meet public needs more effectively and efficiently. These partnerships can be different, but they generally relate to the financing, design, construction of public infrastructure, installation, services, and operation and maintenance (Estache, 2004). That means, essentially, the public-private partnership (P3) arrangement is not only about using the private sector's capital resources to build projects but also includes employing private sector skills and management

capabilities to manage the projects' operational time. The underlying rationality behind forming partnerships is that both the public and private sectors have distinct characteristics that compete more effectively in specific aspects of service or project provision (Grimsey & Lewis, 2002).

However, the overall role and responsibilities of the public sector will not change as long as the service delivery initiatives within the private and public sectors stay constant (Borins, 2002). Additionally, the government's effective and powerful governance and policy-making cannot be replaced by any of the various options that bring about public infrastructure, facilities, and services, such as public-private partnerships, even if they make things easier for some people. However, whatsoever the services or projects are provided, the government always remains accountable and responsible for ensuring that the services and projects are performed in the public's best interest (Kim, et al., 2011).

2.2.1 PPPs Rationales in Development Perspective

The use of the PPP in both developed and developing countries has been the subject of many studies (Klijn, et al., 2007; Kim, et al., 2011) that address a variety of PPP rationales-at the same time, investigating the PPPs rationale for developed countries was put forth by (Winch, 2014). These researchers demonstrated that private-public partnerships are primarily pursued as a means of improving the efficiency of the public sector through the participation of the private sector in the relevant business processes, and the private sector's participation in the PPP scheme is also encouraged because it leads to a more balanced allocation of risk and greater value for money. Additionally, more innovation in public service delivery can be expected from the private sector (Yescombe, 2007). However, the rationales for public-private partnerships (PPPs) in developing countries are primarily focused on the desire to gain additional funding to fill the gap between the inadequate financial capacity of the public sector and the growing demand for public infrastructure (Takim, 2009). So, it has been possible to learn a great deal about PPP from such an investigation into the rationales and motivations of governments with various objectives by researching the reasons and motivations for PPP.

The global public sector emphasises new ways to finance projects, build infrastructure, and provide services in a constantly competitive environment (Klijn & Teisman, 2005). The effectiveness of public-private partnerships is on the rise to bring the strengths of both sectors together. The

Ministry of Finance in Singapore (2004) states that public-private partnerships can help increase the efficiency and innovation of private enterprises while also providing much-needed capital to finance government programs and projects, allowing public funds to be allocated to more important economic and social initiatives. So, the public-private partnership (PPP) is a win-win solution for the public-private sectors and the general public to get more efficient public services.

In the case of the public sector: public-private partnerships (PPPs) enable the delivery of public services at a lower cost while achieving greater value for money. PPP gives the government access to the private sector's innovation capacity. This is the most valuable source of money that the government gets by not specifying how to supply a service or design and construct an asset (Hodge & Greve, 2007). Rather, the government will describe its services and the results/outputs whatever it needs, and the private sector solves the government's problem by using new innovative approaches to meet its objectives.

Public-private partnerships (PPPs) provide the private sector with more business opportunities in the public sector. The project will be carried out in the private sector and offers a whole range of services (e.g. design, construction, operation and maintenance) traditionally carried out by public authorities or several private companies (Alasttal & Burdey, 2017). Furthermore, an important benefit of PPP is that it allows the private sector to move from just building assets to designing according to clearly specified designs with more innovative solutions. So, when it comes to public services, the private sector has more room to innovate and provide efficient solutions.

2.2.2 PPPs Potential Benefits & Risks

Kim et al., (2012), stated that PPPs are not capable of providing complete service delivery. Although, such partnerships have some potential risks and benefits which are necessary to implement innovative ideas. Prior to proceeding with public-private partnerships, it is essential to conduct a rigorous examination of their fit to the specific needs of each specific project. However, when public-private partnerships work in the right context, the government can realize substantial benefits. Such as:

Lower costs

Governments can realize cost savings in constructing capital projects and service operations and maintenance in a public-private partnership. For instance, combining design and construction into

a single contract can often result in significant cost savings in the construction industry. In a collaborative effort, close collaboration between designers and constructors can result in more innovative and less expensive designs. The construction of a project in a shorter amount of time and design can be carried out more efficiently by saving time and allowing the building to be used sooner. Furthermore, for the government, the operation and maintenance of facilities and service systems may result in direct cost savings and reduced expenditures.

Risk Sharing

In the public-private partnership approach, the government can share the risks incurred with a private partner. The risks include possible cost overruns, failure to meet service delivery schedules, inability to comply with environmental regulations, or insufficient revenues to operational costs.

Maintaining or improving service levels

With P3s, innovation can be introduced by reformulating how service delivery is structured and executed. In some cases, these kinds of strategies can introduce new technologies or economies of scale that often result in lower costs or improved services.

Improved revenues

In public-private partnerships, services might establish fees that cover the true cost of providing a service. Additionally, the Public-Private Partnership (PPP) enables service delivery more innovatively through additional revenue-generating options that would not be achievable with conventional delivery methods.

Efficient implementation

Increased efficiencies can be realized through better coordination between different activities, such as design and construction, by utilizing more flexible contracting and procurement and shorter approval processes for capital financing. In order to respond more quickly, a company can adopt a more efficient delivery system. This results in both the provision of services as well as lower costs.

Other economic benefits

By using public-private partnerships, the government can increase its involvement in promoting the private sector and creating new jobs is a good way to stimulate the economy. Moreover, skilled firms can gain proficiency in using public-private partnerships to promote local development and create new jobs by exporting their expertise and generating additional income outside of the area.

PPPs Potential Risks

Public-private partnerships can come up with a number of possible risks. To reduce or even eliminate risk, governments should first know what they are through well-designed negotiations and contractual arrangements with stakeholders' involvement to identify them and mitigate those risks. Kim et al., (2012), claim the PPPs risks can be the following:

Government loss of control

The public-private partnerships involve sharing risk, reward, and decision-making responsibilities between the joint venture partners. The public-private partnerships involving significant investment and private partner risks often allow private partners to become more involved in decision-making about services and pricing. This often raises concerns about who will provide services, and it must be clear from the moment of control when both public/private sectors define the project until the contract is finalized.

Political risks and labour issues

The experience of many governments with public-private partnerships is limited. In this case, there is a greater chance for political risk in these partnerships due to the inexperience of both the government and the private sector's stakeholders. In order to minimize potential risks, the government may choose to enter into simpler public-private partnership contracts at the beginning. In addition, public-private partnership agreements would also be subject to collective agreements and labour laws, which could lead to strong opposition from labour unions or government employees.

Lack of accountability

Some public services are more accountable and responsive than others. It is easier for the public sector to grasp accountability for the provision of services when the flow of funds from the public and private sectors are not clearly defined, and because of this, such type of partnership

arrangement and the private partner may be criticized publicly. It may also result in the government being required to devote additional time and resources to assist with compliance and responding to public demands.

Inconsistent service

In the event that a private partner becomes involved in labour disputes, financial issues, or any other complications, they may be unable to fulfil their commitments.

Inability to compete

There is a benefit to the government in competing with private partners to obtain the right to join a public-private partnership to get a privilege in a competitive environment such as new ideas, increased efficiency, and lower prices are produced. On the other hand, governments may also be unable to earn the benefits of public-private partnerships if a limited number of potential private partners have the expertise or ability to respond to a request for proposals.

Increased users fees

Mostly the true costs of providing services are not taken into consideration by all governments when establishing their pricing policies for user fees for their services. When it comes to individual services, costs such as overhead and depreciation of assets are sometimes overlooked or not included in the pricing. In some instances, specific services are explicitly subsidized by the government. When services are delivered through public-private partnerships, pricing policies and fees must be established accurately to reflect all associated costs. This may have the effect of increasing the fees that users pay for certain services. Managing public controversy over fee increases or developing complex policies for fee increases when using public-private partnerships for certain services can be difficult aspects of using public-private partnerships for certain services.

Biased Selection

There is always the risk of government biasedness in selecting service providers. Although public-private partnerships place low bidding offers to win the contract, this can affect or may not always apply if the government has set other criteria (e.g., value for money). In order to limit the possibility of being accused of biasedness, the established policies and procedures must be followed as well as complete transparency in dealing with potential private partners.

Reduced service quality or effectiveness

A well-written public-private partnership contract should avoid these pitfalls. A public-private partnership contract must be well-structured to ensure efficient and quality service delivery. When governments establish evaluation criteria for projects or services, they should also evaluate projects or services on their lifecycle costs.

2.2.3 PPPs Schematic Formation

Regarding partnership formation, a PPP may be exhibiting the defining elements of partnership to a more or even less extent. Liang & Jia (2018), state that these elements below are organization identity and mutuality to capture the rationality for selecting partners, capitalize on them, and maintain the basis of partnership. Moreover, the latter helps the partners stay committed to a goal through shared responsibility and control. The Schematic correlation of a PPP is depicted in Figure 2.3 below.

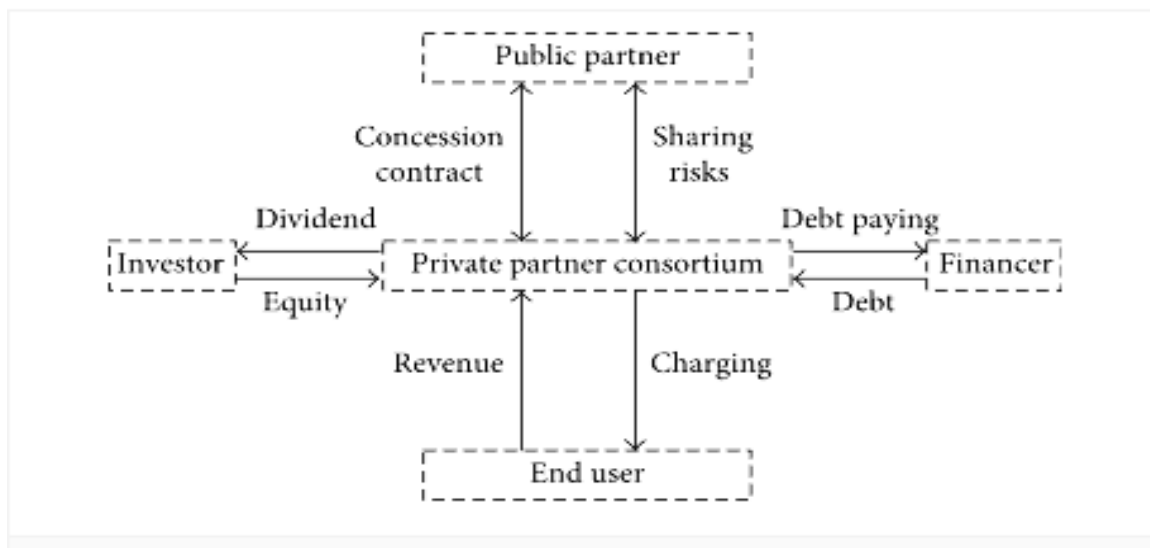


Figure 2-3: Schematic correlation of a PPP

Source: (Liang & Jia, 2018)

The picture explains that the risks and concessions of the project in action will be shared by both the partners and that the private partner will be eligible to pay the loans back to the financing partner, which in the P3 case will be the government and the state will fund back the private

investor for the next project as soon as the previous debts are being cleared. The revenue is generated from the end-user who helps the partners to keep the flow of money active for the upcoming projects. All three public partners, private partners and the end-user are interdependent on one another.

Brinkerhoff & Brinkerhoff, (2011) state that PPPs or such cross-sectional relationships must possess the following features to categorize them as a fulfilling partnership form:

- i. Mutually agreed-upon objectives
- ii. Consensus-based, collaborative decision making
- iii. Transparent, decentralised, and non-hierarchical processes and structures
- iv. Relationships based on mutual trust, both informal and formal
- v. Synergistic partnership for mutual benefits
- vi. Shared responsibility for outcomes and consequences

Public-private partnerships (PPPs) have emerged as a popular option, particularly for infrastructure projects to play an effective administrative role in both (public and private) sectors and are viewed as the default solution to government problems and requirements (Cheng, et al., 2018). These arrangements are based on both ideological and practical considerations. Ideologically, some argue that private sectors are better able to produce and deliver many goods and services than the government agencies. On the other hand, realistically, governments see PPPs arising in the private sector's technical expertise, funding, innovation, or management know-how to address complex public policy problems (Manzoor & Wei, 2018). PPP arrangements involve a contractual agreement between a public sector partner and one or several private sector partners (Banerjee, et al., 2015). The private partners are also called consortia, consisting of a group of commercially operating stakeholder organizations (Yang, et al., 2013).

The development and growth of any nation are dependent on the public infrastructure and service availability. PPP in developing countries has been in use for two decades, helping developing countries to improve infrastructure stock to achieve economic aims (Afridi, 2018). Hence, it creates a gap in the financial benefit within the tourism industry, and this concept should be brought into tourism development to develop the tourism industry (Ullah, et al., 2018). From the academic and practice perspective, Western governments actively design and deliver the PPP methods, and they have a more practical approach to PPP projects. However, developing countries

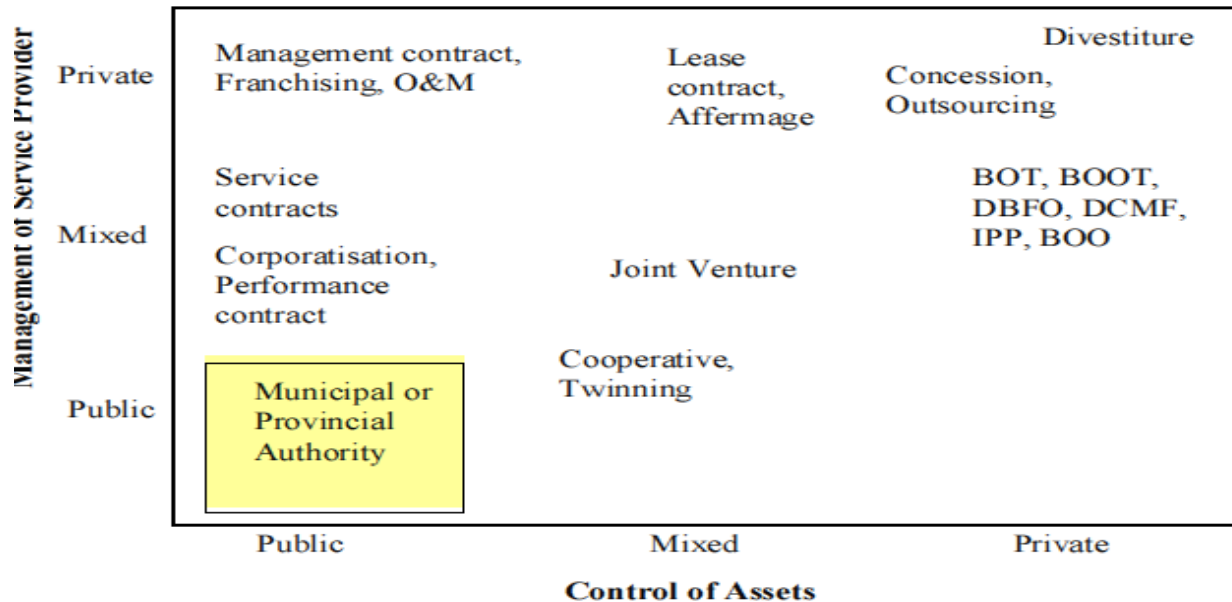
such as Pakistani are left behind (Shahzad, et al., 2017). Pakistani tourist destinations are still unknown and mysterious worldwide because the country lacks incompetent management, lack of service providing skills, and insufficient funds. Therefore, this study introduces PPP as a strategy in the Pakistani tourism industry.

2.3 Public-Private Partnership Arrangements

According to (Merna & Njiru, 2002), public-private partnership (PPP) projects carried out under the private finance initiative (PFI) fall into mainly three categories: financially self-sufficient projects, services sold, and joint ventures. In financially self-sufficient projects, the private sector finances and manages projects in the first category, with end-user payments serving to recoup the investments' costs. In joint ventures, private sector funding is accompanied by public sector provision of financial subsidies in place of public benefits; if such projects do not make money, they might not be commercially viable, making them incapable of self-sustaining. In the services sold projects, the government pays for services obtained from privately designed, built, financed, and operated projects instead of taking advantage of capital expenditure savings when contracting with private partners.

Figure 2.4 illustrates some of the alternative arrangements that can be used to implement PPPs, each with a different level of control over assets and service providers.

Figure 2-4: Variety of Available PPP Arrangements



Source: (Delmon, 2010)

Some of the terms used in PPP agreements are illustrated in the above diagram.

- Operation and maintenance (O&M) contract: In this type of contract, a private company agrees to perform operation and maintenance services for a fee. These services are usually tied to delivering satisfactory results.
- Affermage is when a private enterprise rebuilds or builds services directly for customers, and the public sector bears the capital costs and receives fees from customers.
- Divestiture happens when a public sector entity sells existing assets to a private entity for use solely in providing services to consumers.
- BOT: Build-Own-Operate-Transfer; BOO: Build-Own Operate-Transfer; BOOT: Design-Build-Finance-Operate; DBFO: Design-Build-Finance-Operate; DCMF: Design-Construct-Manage-Finance, These design and operational patterns are most commonly used in public-private partnership by private companies to build and operate facilities that supply particular services (typically a public utility) to individuals or small groups of customers (e.g. toll roads).
- Concessions, in such arrangements, services are provided by a private company to use private funds to construct and operate services at a lower cost for the public.
- Lease: Generally, in the lease, private entities are allowed to lease property or acquire an asset to construct new assets to serve off-takers or the general public.

2.3.1 Models of Public-private Partnerships

It has been found that the PPPs models have been utilized by plenty of governments across the globe as an alternate way to the conventional models of procurement (Akbiyikli & Eaton, 2005; Parker, 2009; Burger & Hawkesworth, 2011). Such as, a swift increase in place of conventional procurement has been found in the adoption of PPP in recent work settings across the globe. The framework of PPPs could be conceptualized in terms of procurement, which relies upon the linkages and cooperation between private and public sectors to pursue their mutual and shared objectives (Koppenjan, 2005; Hodge & Greve, 2009; Petersen, 2011).

A long list of PPP models can be found here that are generally used, including BOT, BOOT, BTL, RTL, BTO, ROT, BOO, ROO, DBO, RBO, DBFO, PFI, DCMF, and RTO. These categories can get more complicated because different terms exist across national and regional divisions and in relation to different sectors. Over the past few years, various efforts have been made to institute PPP. Such as various authors in the literature have attempted to show how different PPP structures might fit into the context of service provision and asset control with plots of fields used to make these visualizations (Delmon, 2010). Table 2.1 provides examples of PPP agreements based on other countries' experiences.

Table 2-1: Models of PPP agreements based on the experiences of other countries

PPP Model	Public Sector Role	Private Sector Role
Design-Build-Operate-Transfer (DBOT)	The public sector controls DBOT supplier activities and then buys facilities from the private sector after the cooperation term is up.	A company that designs DBOT, finances and builds infrastructure; operates and maintains infrastructure for a fixed period of time; collects fees and charges to recover investments and profits, and transfers infrastructure at the end of the cooperation term.
Build-Lease-Transfer (BLT)	The private sector gets compensation through a facility lease for an agreed-upon period; after the lease period has expired, the public sector owns and operates the infrastructure.	Facilitate Financing and construction of infrastructure, with the project being handed over to the government upon completion; ownership is transferred following

		to end of the cooperation lease period.
Build-Transfer (BT)	After construction is completed, the government takes ownership of the infrastructure and compensates the private sector by the agreement.	Finances and build structures; project completion transfers ownership to the government.
Rehabilitate-Operate-Transfer (ROT)	Represents the return of ROT ownership to the supplier for a specified amount of time; after the franchise period has expired, the supplier reclaims legal ownership of the asset or infrastructure.	Renovation, operation, and maintenance of infrastructure/facility that is transferred to a new owner following the expiration of a franchise period
Build-Operate-Transfer (BOT)	It controls BOT supplier activities and acquires facilities control at the end of the collaboration period.	Provide Finance, Infrastructure maintenance and growth for a fixed period of time; secures fees and charges to recover investments plus profit; and transfers infrastructure at the end of the cooperation period.

Source: (Mfunwa, et al., 2015)

Preliminary studies on private participation in public service in developing countries have utilized several successful PPPs to overview private participation before launching the PPP policy framework. Additionally, PPPs offer diverse features and some notable different forms of PPPs are highlighted below (Siemiatycki, 2009).

2.3.1.1 Operations & Maintenance Arrangements (O & M)

This is a contract between the private and public sectors where the private sector utilizes publicly owned assets for a specific period. The government and the private sector usually agree on the period for which a contract will be in effect, and once that period has elapsed, the asset reverts to the government. According to ROG, (2012), these assets can be public beaches, forts and castles, museums and monuments in the tourism industry. This model is quite common for local communities due to its ability to benefit local tourism, as it makes sure that local communities are

involved in the growth of local tourism, which is good for the community and encourages environmentally friendly tourism.

2.3.1.2 Build-Own-Operate (BOO)

Under this model, the private sector provides funds and builds the project on behalf of the government as acting manager. In this model, the government transfers ownership and responsibility for a project to a private partner who will construct, own, and operate the project for eternity. The private partner is largely responsible for financing these projects in the public sector during the contractual term.

2.3.1.3 Buy-Build-Operate (BBO)

A public asset is legally transferred in this model to a private partner for a specified period of time. In this model, it is expected that the private partner will invest in facility expansion or re-design for some time in order to recover their investment and yield a return. Such models are useful for building unique types of hotels and resorts for regional accommodation and tourists' leisure.

2.3.1.4 Design-Build (DB)

This type of arrangement involves the private partner designing and constructing infrastructure facilities on behalf of the government for the public. This PPP model's success can be realized in developed/developing countries by implementing this model regarding major road infrastructures, the establishment of power plants, and the redesign and construction of international airports and other domestic airports. The private employee assumes all risks according to this arrangement, but the government sets the contract cost.

2.3.1.5 Finance-Only (FO)

PPPs collaboration is based on finance only; the private sector works as financial services institutions to provide funds for specific projects to construct infrastructures and charges the interest of a government partner for the use of the financing. Once the project is finished, the public sector takes over the operational tasks. In most cases, like healthcare and social housing, other projects that build public infrastructures, such as hospitals (regional and district levels),

community housing projects, city roads, major highways, and water and wastewater treatment plants are effective collaborations under this model.

2.3.1.6 Design-Build-Finance-Operate (DBFO)

This form of cooperation occurs between the public and private sectors where a private party provides design, financing, and construction services to a public-sector partner for a long-term agreement. In this agreement, it is expected that the private sector collaborator will resign from control of the facilities to the public sector partner by handing them over to the government when the agreement expires. This model has been successful in many countries in constructing seaports to help imports and exports as well as helping seaborne trade with other countries throughout the world. Following a successful public-private partnership, Pakistan's government is mostly interested in calling the private sector for their financial investment to construct some major highways, with the agreement to charge tolls and taxes to recover their investments under this model.

2.3.1.7 Operation-License (OL).

This arrangement involves a private-sector collaborator who is either given the authority to run public services for a defined time period or is given the authority to carry out services with the specific permission of the state. Afterwards, the facility is managed by a private partner for a period of time that is specified in the contract.

According to Delmon, (2010), it has taken far too long for a consistent framework to emerge to help the structure with the involvement of the private sector in infrastructure services provision. Because a lack of standard terminology has largely hindered the available infrastructure structure methodologies, a cooperative model needs to be created to foster better collaboration between the public sector and other stakeholders (Cheng, et al., 2018). This is unfortunate that PPPs tourism infrastructure services in Pakistan were hindered for a long time by a lack of common terminology for describing how the private sector can be involved in the provision of these services.

2.3.1.8 Build-Operate-Transfer (BOT)

According to (Peric, 2012) BOT model, which is often referred to as the build operate transfer model, is a particular project in which governments and private organizations collaborate to accomplish specific projects. In the BOT model, the private companion holds all of the obligations associated with project planning, funding, building, maintaining facilities, and all project amenities throughout a fixed period based on a contractual agreement (Pawlina, 2010). Although the government retains ownership of assets in this model, this allows substantial incentives for private entities participating in the partnership.

BOT projects occur in unbalanced and unidentified market environments, and they are large and somewhat challenging (Amadi, et al., 2018). Although this model is a well-known public-private partnership (PPP) model for infrastructure expansion; therefore, it keeps an eye on the ideas that underpin project management procedures to see if they are relevant to the BOT model (Perić, 2012). Under the BOT PPP model, many of Pakistan's transport and highway-related projects are completed. For example, the 286-kilometre-long road connecting Mianwali and Muzaffargarh was constructed using the BOT model. Furthermore, Karachi city of Pakistan, has also recently been awarded a similar type of BOT agreement for a highway project, which is now underway and will link the Karachi Port to the city's road networks (Kiani, 2020).

2.4 Overview of Tourism

In the 21st-century tourism industry is regarded as a key contributor to economic growth in many developed and developing countries. The UNWTO (2016) report states that the tourism industry contributed directly and indirectly to around 10% of the global economy in 2016. In addition, the sector accounts for 7% of global exports. According to (Rasul & Manandhar, 2009), the importance of tourism is the same as automobiles, oil export, or food product business; as it constitutes 9% of the GDP, 6% of the world's exports (i.e., US\$1.4 trillion), indirect, induced and direct jobs, and 30% of the service exports in south Asia. International tourism contributed about \$2.9 trillion annually to the global economy in 2019. The above statistics demonstrate that tourism is an important driving force in the world economy. Tourism is a dynamic source of green economic growth in developing countries and an encouraging source of income and employment for developing and developed nations. Exports are generally seen as a promoter of economic

growth worldwide, and tourism is recognized as rising concerns about income, employment and imports/exports.

Literature found that tourism is one of the most spectacular socioeconomic phenomena of the modern era, and being the world's largest industry; it is interconnected with several critical sectors of the global economy (Ashley, et al., 2007). Tourism activities have become an integral part of modern society in both developed and underdeveloped countries. Tourism is a relatively recent worldwide activity whose expansion is fueled by technical advancements in the communication, information, and transportation sectors (Alasttal & Burdey, 2017). It is ultimately about local experiences and supporting local livelihoods in developed and developing places. Tourism is now officially recognised as a key contributor to achieving a number of development goals, as it brings together multiple industries and has the potential to provide a wide range of employment and economic opportunities (Chaperon, 2017). Tourism can only reach its full potential if it is developed in a well-planned and responsible way that ensures the destination's long-term survival (Perkov, et al., 2016). In other words, tourism development must assure the preservation of the destination's natural and cultural environments, economic advantages to the host community, and high-quality experiences for tourists. The responsible tourism strategy needs to improve to maximize the quality of life, economic growth, and social and environmental benefits while minimising costs to the destination.

(Bunghez, 2016) Stated that Tourism is an area of activity deemed the most essential for most countries' economic and social development in the world. Economies have used it to support the economic development of the country and the local community (Yermachenko, et al., 2015). This is because tourists act as goods consumers of the country that they have come for a tour, and the expenditures that they make as such are going directly to the local economic units from the tourism industry (Pascariu & Gabriela, 2006). Moreover, the rest are gone to local and state budgets and other sectors of the economy. Jackson and Murphy, (2002) also ascertain that the tourism industry plays an essential role in achieving economic development and eradicating the problem of job shortage in various sectors of the economy.

According to Asia-Pacific Economic Corporation (APEC Tourism Working Group, 2014), tourism is an acknowledged and valued industry because of having a great impact on the economy. Such as:

- An important source of the demand and growth in the economy
- A large and diverse employer which generates sustainable employment opportunities for both genders
- A vital foreign exchange earner
- The best source of small-and-medium-sized business opportunities
- A good tool for distributing economic benefits at the provincial level and all over the country
- The fulfilment of governments' economic, budgetary, social, and environmental aims are all tied to tourist growth and development
- A catalyst for public-private partnership

Therefore, a connection between the public and private segments is demanded to implement upcoming developments, primarily of public interest, that demand a high level of funds, attractiveness in accomplishment, and development. The public-private partnership in ventures, especially in public funds, could be the means to resolve real socio-economic difficulties and access the fundamental resources that comprise a cause of growth for all the nations that share the European Union. The success ratio of public-private partnerships worldwide has created hope for the Pakistani tourism industry's growth via a useful PPP model.

2.4.1 Tourism development in Pakistan & South Asia

The growing advancement in tourism has re-shaped the World and connected the countries in benefits for trading and economic establishment. Geographically, South Asia is recognised as a distinct region with its vast contiguous landmass, and consists of eight countries: Afghanistan, Pakistan, Sri Lanka, Maldives, Nepal, India, Bangladesh, and Bhutan (Rasul & Manandhar, 2009). A country rich in natural resources and history but beset by political unrest, Pakistan has remained off the radar for all but the most intrepid explorers in South Asia despite its economic woes, and the country's diverse climate only serves to enhance its attraction (Malek & Masood, 2018). The WTTC reported in 2020 that the travel and tourism industries maintained a 3.5% growth rate in 2019, which outpaced the global economy (2.5%) for the next nine consecutive years. In terms of international exports, tourism is the third-largest category, behind chemicals and fuels, with a total value of US\$1.6 billion in 2017. The sector created a quarter of jobs in the last five years and contributed approximately US\$8.9 trillion to the global economy (10.4%). The World Tourism

Organization reported the fastest growth in inbound tourism in the Asia-Pacific region in 2018, with a 7% turnover of total tourism revenues representing up to US\$ 435 billion.

On the other hand, Pakistan contributed only 0.1% of the US\$352 million in international tourism revenue generated in 2017. This appears to be a disappointing proposition, but it is not because it is just part of a larger outlook when considering the complex dynamics of tourism. When international tourism expenditures are broken down from global tourism expenditures, international tourism expenditures account for only 28.7% of total expenditures, whereas domestic expenses are the most important expenses, representing 71.3%. While foreign tourists may be reluctant to visit Pakistan due to its geographic isolation, domestic tourism can serve as a great springboard for its tourism industry to take off because of its large population and Middle Class's eagerness to travel around the country. This makes Pakistan more marketable globally and therefore more appealing to international tourists. Pakistan has a large population (212 million approximately) and a thriving middle class eager to travel around the country because travelling to international destinations is not always easy for most people.

There are numerous attractions in Pakistan, including the Karakoram Highway, which runs north from the Northwest Frontier to Kashgar, China, and is considered one of the world's most epic roads, an amazing engineering feat forced into the tortured rocks of the Karakoram Mountains. In addition, while admiring the natural beauty of the Hunza Valley and the snow-capped summit of Nanga Parbat above Gilgit, the primary safety concern is not rebelling but rather the risk of deviating from the road (Malek & Masood, 2018). Pakistan's tourism receipts internationally are 1.159 billion USD, whereas the tourism sector in South Asia generated 359 billion USD in 2016 (Selwyn, 2018). Even though South Asia is lagging in terms of ICT readiness, safety, security, international openness, and health and hygiene, all of which are considered critical weaknesses (Sharma, 2019), despite all, south Asia grew at a 12.94% annual rate in 2015, whereas both South Asia and Southeast Asia are prosperous regions with great potential for economic development (Truong, et al., 2016).

According to UNWTO, South Asia's tourism share and other world areas regarding international tourist arrivals vary in statistics prominently. South Asia has a significantly smaller proportion of international tourist arrivals than other regions, such as Europe and the Gulf. In 2014, there were 1133 million visitors from around the world, an increase of 4.3% from the previous year's 1087

million in 2013, and only 17.1 million of those visitors came to South Asia (UNWTO, 2015). Furthermore, UNWTO (2018) states that the tourism sector's share in South Asia's GDP was 8.9% (\$281.6 billion) in 2017, with expected growth of 7.2% in 2018. As depicted in Figure 2.5, it is expected to reach 9.4% of GDP (\$576.6 billion) by 2028, with an increase of 6.2% in income to reach 9.0% of GDP (\$301.8 billion). Tourism contributed 7.1% of jobs to the employment sector in 2017, with a predicted 3.0% increase or a total share of 7.4% of the labour market in 2018. Figure 2.6 shows that by 2028, the percentage of tourism jobs in the job market is expected to rise to 7.8 percent (63,006,000 jobs), as shown.

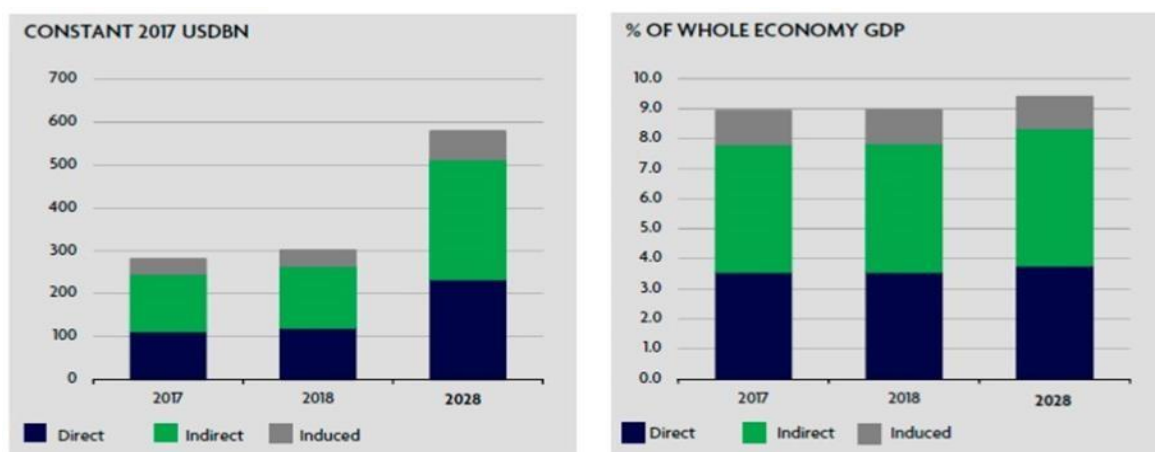


Figure 2-5: Tourism contribution

Source: (WTTC, 2018)

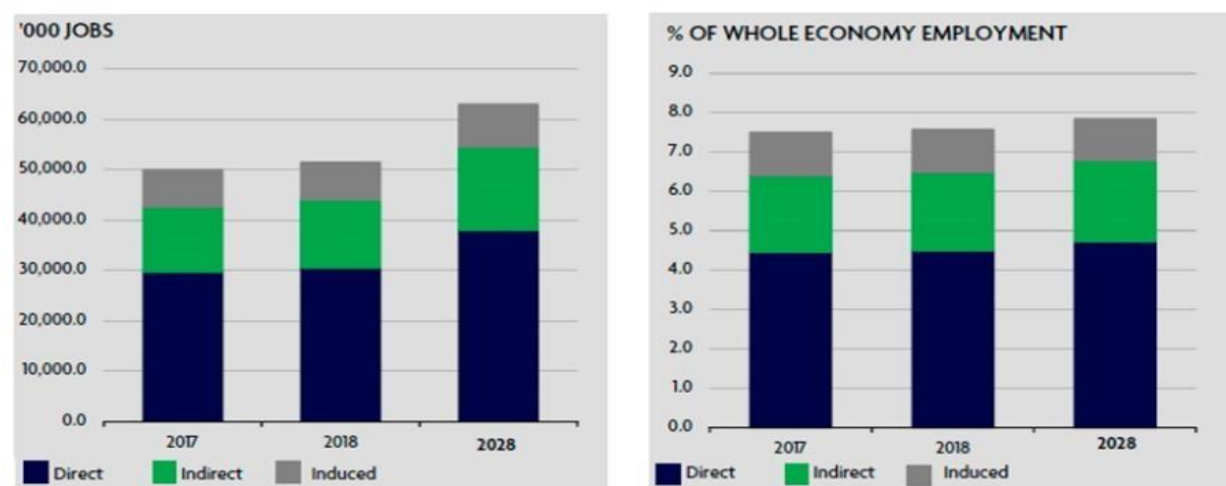


Figure 2-6: Tourism industry and Job Contribution

Source: (WTTC,

2018)

Tourism development in South Asia encompasses a variety of new and established destinations that are economically linked and communal benefits to the tourism products in eight countries, including India, Pakistan, Nepal, Sri Lanka, Afghanistan, Bhutan, Bangladesh, and the Maldives (Sharif & Lonik, 2017). Natural resources, diverse climates, and scenic beauty have all been identified in South Asia, making the region more attractive to tourists, which has led to an increase in the number of visitors (Hye & Khan, 2013). Tourism is one of the fastest-growing business sectors in the globalisation of business trends. World Tourism Organization (UNWTO, 2018) estimates that in 2017, tourism contributed 10.2% of global GDP. For example, tourism accounted for 20% of Turkey's GDP, and visitors to New Delhi brought in \$27 billion in revenue.

International tourists' latest contribution to South Asia tourism was \$37.902 billion in 2017 (UNWTO, 2018). Over the past twenty-two years, the indicator value has fluctuated between \$4.013 in 1995 and \$37.902 in 2017 (Pillai, 2017). Over ten years, one of the fastest industries has been the travel and tourism sector. Tourism is a major driver of regional and global development in South Asia and has the potential to connect people from diverse backgrounds and even act as a bridge between nations (Selwyn, 2018). The highlights from 2014 in the United Nations World Tourism Organization (UNWTO) revealed that one of every eleventh individual is employed in the tourism sector. It is noted that 1.087 million tourist arrivals are identified internationally, whereas 248 million people originated from the Asia Pacific region (Wood, 2018).

2.4.2 Tourism Potential in Pakistan

As one of the largest economic sectors, tourism in Pakistan generates employment and prosperity and drives exports worldwide. According to Malik et al. (2020), the tourism sector in Pakistan accounted for 10.4% of the country's GDP, with 313 million employments or 9.9% of the total jobs in the year 2017. In the South Asian region, the GDP's tourism sector share was 8.9% in 2017, with further development of 7.2% in 2018. The tourism sector in Pakistan confirmed that 30% of the tourists were national, and 90% preferred to go by road, whereas only 1.8% travelled by air and 8.5% travelled by train. According to Qalati et al. (2019), Pakistan's tourism profit was 19.4 billion US dollars and made up 6.9% of the country's GDP. It is expected to rise by 36.1 billion dollars by the year 2030. Pakistan's tourism industry contributed to the labour market by providing 6% of the total jobs in 2017. The international tourism industry in Pakistan appears to be taking off. Pakistan is blessed with the most mesmerising mountain scenery in the world, excellent food,

and a hospitable culture with the best-kept adventure travel secrets, and it's wonderful to see and host foreign nationals worldwide through the tourism category's visa-on-arrival services (Srivastava, 2019).

Pakistan has considerable tourism potential, having several ancient archaeological sites, such as the Indus Valley Civilization, Kalasha, Buddhists and others, where one can discover cultures from several years ago. As far as adventure tourism is concerned, the most exciting regions of Pakistan include the regions that feature great mountains, glaciers, and rivers. The regions in southern Pakistan feature desert, Cholistan beach, and Shri Gunj shrine in Sindh and Punjab. Despite having such enormous potential, the Pakistani tourism industry has not been given the credit and attention it deserves. The tourism industry in Pakistan has been booming with a 300% enhancement in foreign tourist arrivals since 2013 (Liu, et al., 2022). The industry has contributed \$20 billion, whereas Pakistan's tourism industry supported almost 3.6 million employments in 2016 and 1.75 million tourists visited the country in the year 2017 (Aman, et al., 2019). According to Ahmed (2014), revenue from the tourism industry contributed \$19.4 billion to Pakistan's economy, up to 6.9% of GDP. Pakistan has also announced an e-visa facility for 175 nations and a visa on arrival for 50 countries to meet expected goals.

The country has great potential and offers different tourists, such as the Swat River, trout fishing in Baltistan Gilgit's glacial water. It also includes trekking in northern areas, Shandur Polo traditional tournament, jeep and camel safari in the Cholistan desert, paragliding, crabbing in the Arabian Sea, and Wild Boar hunting. Ilyas et al. (2017) revealed that the Miranjani top is loved among trekkers in Khyber Pakhtunkhwa in Abbottabad. It is essential to test to move with a diagonal track of around 8kilometers, which takes about 4 hours to hike. Landmarks depreciate attractions overtimes and the lack of international standards in low states, for instance, the railways in Pakistan (Khan & Rasheed, 2016). Concerning the historical sites, Pakistan has some of the best to offer: Takht I Bhahi, Mohenjo-Daro (with its 1,000-year-old historical settlement), Rohtas Fort, Lahore Fort, Taxila Baltit Fort, and the Chaqchan Mosque. However, Pakistan is currently only at number 124 in the world out of 136 countries, which is considered extremely low.

2.4.3 Contribution of tourism to the economy of Pakistan

In 2017, the contribution of travel and tourism to GDP was 6.9% (USD 19.4 billion), and it is projected to increase to 6.0% (USD 36.1 billion) in 2018 and 5.8% (USD 36.1 billion) each year

by 2027, accounting for 7.2% of GDP (WTTC, 2018). Furthermore, in terms of employment, there were 1.337 million jobs (2.3 percent of total employment) created by Pakistan's travel and tourism in 2016, and this number is expected to grow by 2.3 percent in 2017 to 1.368 million jobs, and projected 2.5 percent to 1.757 million jobs by 2027. (2.5 per cent of total employment). An estimated 3.550 million jobs were expected to be created by Pakistan's tourism industry in 2018, but this was not achieved. In addition, it was predicted to grow by 3.0% (3.657 million jobs) in 2019 and 2.7% annually to 4.783 million jobs (6.3 percent of total jobs) by 2027 (WTTC, 2017). Unfortunately, Pakistan was unable to achieve direct engagement in the travel and tourism industry through visitor exports, due to a lack of funds, political unrest, ineffective policies, and more.

According to the World Economic Forum (2016), there is a direct contribution of tourism to Pakistan's GDP, which was US\$328.3 million back in 2015 while constituting 2.8% of the total gross domestic product (Abbas, 2019). The direct contribution of tourism to GDP in Pakistan was US\$7.6 billion back in 2016, constituting 2.7% of the GDP in total. The Pakistan government forecasts tourism by the year 2025, and it has the potential to earn up to \$25 billion (Khan & Rasheed, 2016). Pakistan's GDP is stimulated by the tourism industry, which contributes 7.4% of the country's GDP. The tourism industry enhances international commerce and trade in Pakistan. Concerning foreign direct investment, hospitality and tourism are among the second fast-growing industries in the country. In 2017, Pakistan made an investment of US\$265.7 million in the tourism sector (Arif & Shikirullah, 2019). Pakistan's tourism industry has more potential to operate than this, and by 2025, Pakistan's government expects the tourism industry to contribute \$9.5 billion PRs. 1 trillion (Tribune, 2019).

Approximately USD 893.8 million was contributed to the economy by tourist exports in 2016 (3.6 per cent of total exports). International visitors were expected to reach 1.179 million in 2017 and 2.173 million by 2027, growing at a 7.7 percent annual rate to USD 1942.8 million in revenue (2.8 percent of total). According to the World Development Indicators of the World Bank, security concerns have a negative effect on the number of international tourists visiting Pakistan and the country's revenue; consequently, these projections could not be met. However, after the 9/11 terrorist attacks and the subsequent security measures in the United States harmed worldwide visitor arrivals in 2001–2003 and reduced global visitor arrivals by 11%. There was a slight reversal of momentum in 2007–2008, with an increase of only 8% per year; however, after 2008, the annual

growth rate of worldwide visitor arrivals increased by 11%, reaching a peak of 1.161 million tourists. As a result of an increasing number of terrorist attacks within Pakistan, the number of tourists visiting the country fell by 17% in 2012. Thus, Pakistan made positive strides in national security in 2015–2016, which may be linked to an expected rise in tourist numbers in the future (World Bank, 2017).

2.4.4 The International Status of Pakistan's Tourism

The tourism industry is essential in Pakistan and plays a vital role in boosting the economy. According to Forbes magazine, Pakistan has been declared one of the best travel destinations for 2020. In 2019, Pakistan was published for its beautiful travel destinations in multiple global magazines, including Condé Nast Magazine, the wanderlust travel magazine, and others encouraging the government to take positive steps toward developing tourism in Pakistan. Pakistan offers Indus Valley civilizations that stretch back 4000 years and exciting cities like Lahore with its forts, mosques, and palaces (Forbes, 2020). In the North of the country, there are beautiful sceneries and several mountain ranges. Other than that, in each region of Pakistan, the culture varies, and all these varying cultures make it very colourful all across the country. Pakistan has now been working towards its infrastructure in the north, which attracts tourists, and apart from this, the north of Pakistan has wonderful places for trekking, mountain biking, rafting or just cultural tourism (Forbes, 2020).

The latest Travel and Tourism Competitiveness Index 2019 is the key reference that can reveal Pakistan's tourism infrastructure reality by analyzing a sub-index infrastructure consisting of four key indices: Infrastructure, Travel and tourism policy, Cultural and natural resources, and an enabling environment. The detailed information about the results of this report will allow people to better understand the extent to which the government of Pakistan needs to develop its tourism infrastructure, clean environment, and cultural and heritage awareness related to developing the tourism sector. The Travel and Tourism Competitiveness Index 2019 report for Pakistan tourism is depicted in image 2.7.

Figure 2-7: Travel and Tourism Competitiveness Index 2019 for Pakistan tourism

	Global Rank	ENABLING ENVIRONMENT					T&T POLICY & ENABLING CONDITIONS				INFRASTRUCTURE			NATURAL & CULT. RESOURCES	
		Business Environment	Safety & Security	Health & Hygiene	Human Resources & Labor Market	ICT Readiness	Prioritization of T&T	Int'l. Openness	Price Competitiveness	Environ. Sustainability	Air Transport Infrastructure	Ground & Port Infrastructure	Tourist Service Infrastructure	Natural Resources	Cultural Res. & Business Travel
India	34	4.9	4.5	4.4	4.5	3.6	4.3	3.8	6.1	3.6	4.2	4.5	2.8	4.5	5.5
Sri Lanka	77	4.4	5.4	5.3	4.4	3.9	5.2	2.7	5.4	4.0	2.8	3.7	3.3	3.6	1.7
Nepal	102	4.0	5.2	4.3	4.4	3.5	5.0	2.7	6.0	3.5	2.3	2.0	2.2	3.9	1.3
Bangladesh	120	4.2	4.9	4.5	3.8	3.4	3.6	2.5	5.3	3.8	2.0	3.5	1.9	2.3	1.6
Pakistan	121	4.2	3.7	4.5	3.4	3.0	3.6	2.2	5.7	3.6	2.2	3.3	2.7	2.3	1.9
South Asia Average		4.3	4.7	4.6	4.1	3.5	4.3	2.8	5.7	3.7	2.7	3.4	2.6	3.4	2.4
ASIA-PACIFIC AVERAGE		4.8	5.4	5.3	4.8	4.8	4.9	3.7	5.6	4.0	3.8	3.9	4.0	3.6	2.9



 Bottom 20% Top 20%

Source: (Calderwood, et al., 2019)

According to the above image, Pakistan has placed 121st out of 140 in the global tourism rankings in 2019, which is significantly low compared to other states. Additionally, it has been mentioned that the growth of the tourism sector relies on the development of various sectors, including transport, clean environment, community empowerment, international recognition, and ICT. This means tourism is not only related to hotels and resorts; it is tied to all areas of tourism products that depend on the growth of all sectors involved in producing goods and services, which requires investing in Pakistan for tourism development. In Pakistan, the PPP concept is well-known, but the PPP development projects are still in early-stage from a regional perspective.

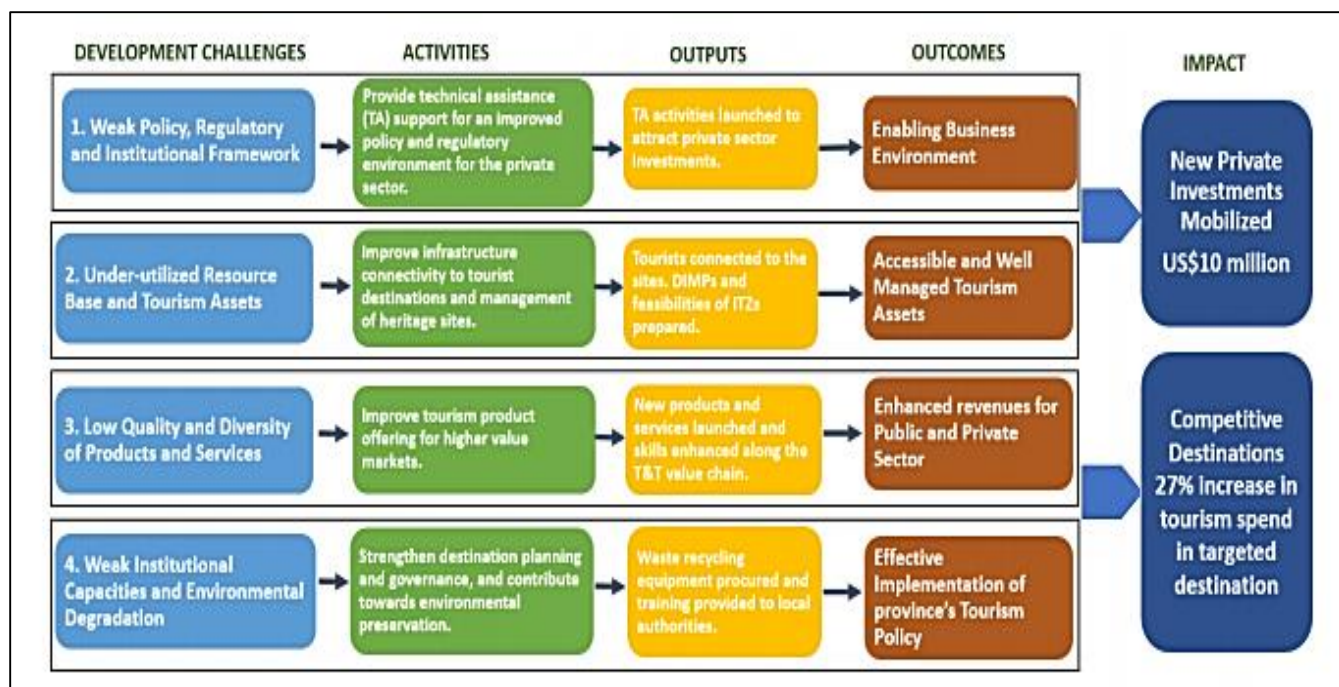
2.4.5 Challenges in Pakistan Tourism

The tourism industry in Pakistan faces challenges as there is no consistent and coherent branding and marketing strategy (Sharma, 2019). It can be contrasted and compared with other countries like India and Malaysia. 'Malaysia Truly Asia' brand attracts many tourists from developing countries. Another big problem is a lack of developed intercity transportation or physical infrastructure facilities. Some cases concerning Pakistan's tourism industry can easily show how

tourist destinations have reformed globally, specifically those in Islamic countries (Selwyn, 2018). Due to political unrest, many non-governmental organizations (NGOs) in the region have non-functioning offices promoting literacy and other educational and training programs for tourism development (Arshad, et al., 2018). The Pakistan Tourism Development Corporation (PTDC) resorts and some bus services provided by Northern Areas Transport Corporation (NATCO) for the entire North Areas of Pakistan (NAP) are some extensive but insufficient facilities in terms of physical tourism infrastructure, a lack of guest houses and a well-developed transportation system. Additionally, power outages are becoming more common in the area and throughout Pakistan, resulting in discomfort and inconvenience for both locals and tourists who cannot use electric fans or air conditioners while inside their homes or hotels (Arshad, et al., 2018).

There is a huge disparity between the public sectors' ability to meet demand and supply for tourism development in Pakistan. There is a pressing need for better service delivery, but departmental coordination remains weak. In order to support tourism development in Pakistan, the Pakistani government does not have the necessary resources. The picture below depicts how the development challenges in the tourism industry impact overall Pakistan's economic growth. This assessment of the World Bank strengthens the reasoning above, showing how the movement of the tourists in the region and the flow of international currency will boost the economic position of Pakistan. In the World Bank 2019 report, Pakistan faces the following challenges in tourism development as depicted in the following picture 2.8.

Figure 2-8: Development Challenges and Tourism



Source: (The World Bank, 2019)

Recently, Pakistan faced additional challenges due to the COVID-19 crisis; however, the literature has demonstrated enormous potential in the tourism sector, which can be leveraged to support the region's economic recovery. Tourism in Pakistan has several challenges which must deal with to keep this sector running. In addition to the key governance problem in the Pakistani tourism industry, The Pakistan Tourism Forum (PTF) members noted challenges for sustainable tourism development and promotion in Pakistan during a roundtable discussion on February 16, 2017, with federal and provincial ministries of tourism. The following is a list of the challenges:

- Negative Tourism Image of Pakistan
- Tourism is given low priority
- Complications with Pakistani visa applications
- Inability to cooperate between departments
- Failure of the private sector's tourism investment
- Poor role of the federal ministry
- Inadequate enforcement of standards and education
- An inadequate promotional effort.
- Inadequate use of IT to promote tourism
- Failure to Participate in International Tourism Expos and Festivals

- Workforce development for the tourism industry
- Insufficient Research in the Tourism Sector

While composite lockdowns are gradually being eased, the tourism industry must find innovative ways to bounce back and build future resilience, including advancements and investments in the preservation of the environment, the empowerment of communities in the region, and globalisation engagement in order to enhance the industry's competitiveness and generate more income and employment opportunities.

Therefore, the Pakistani tourism industry requires cooperation from both public and private sectors at various levels (Arshad, et al., 2018). On the other hand, Pakistan has no clear strategies for attracting tourism investment from the private sector (Arshad et al., 2018). In contrast, PPP models have the potential to combine the strengths of the public and private sectors in order to provide more efficient and high-quality services in the tourism industry (Teker & Teker, 2012). Thus, the current tourism PPP project should also be viewed from a policy perspective, as Pakistan currently lacks an incentive policy to attract the private sector (Arshad, et al., 2018). The recent literature documented that the tourism industry plays a critical role in employment generation and economic growth. The partnership has developed a new economical version of the administration approach to benefit accessible reserves from various agents for financing. Government is a public segment that recognizes and offers a plan for improving the financial system, although the private sector presents financing, administration, and labour force. Instances disclose that projects are profitable where the contribution is the role of policy structure and strong projects are disasters where both administration and private parties share commercial privileges (Kumar, et al., 2015).

2.5 Public-Private Partnership in Pakistan: An Overview

Public-private partnerships (PPPs) are widely supported in Pakistan at the federal and provincial levels, but the state's regulatory system remains fragmented in the provincial and federal PPP sectors. The more industrialised provinces, such as Punjab and Sindh, have a history of enacting legislation and entering into PPP agreements that make them constitutionally responsible for local infrastructure investment. The federal government continues to manage several sectors, including national highways and energy plants. Many PPP projects have been implemented in the electricity sector, but not as part of a national PPP framework, and the expertise of the different stakeholders

was not shared across the board. All provincial governments as well as the federal government will have enacted PPP-specific legislation by the year 2020 in order to legitimise and facilitate this system. As a result, PPPs are flourishing and drawing foreign investment in the electricity sector, while PPPs in other sectors are less appealing to investors (ADP, 2015).

PPP of Pakistan at the federal level was established in 2017 by the Public-Private Partnership Authority (P3A) Act, No. VIII. Hence, the PPP Authority took the place of the Infrastructure Project Development Facility (IPDF), which had been established by the federal government in 2006 to support the development of PPPs. Furthermore, PPP Authority Amendment Ordinance (2020) was released on July 7, 2020 by the President to revise the federal Public-Private Partnership Act to create a more conducive regulatory framework for private involvement in development initiatives. In Pakistan, PPPs are frequently used to improve public services in a vast array of economic and social infrastructure sectors; hence it is possible to expect that the PPP Policy in Pakistan will be revised in the near future, and the PPPA will implement more PPPs in other infrastructure sectors across Pakistan. Table 1.2 below depicts a broad segmentation of industries based on sectors.

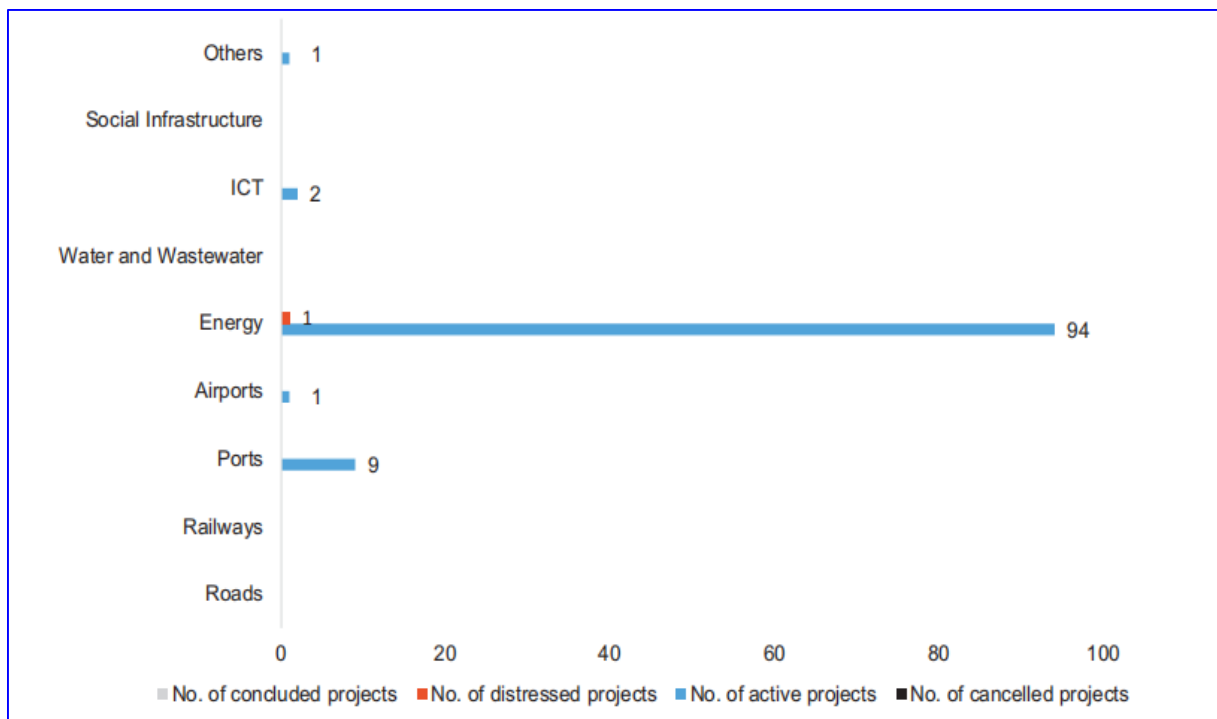
Table 2-2: Qualifying Sectors and Sub-Sectors for PPP Projects

Sectors	Sub-Sectors
Transportation Infrastructure	Roads and Motorways
	Rails and Mass Transits
	Waterways Infrastructure
	Seaports Infrastructure
	Airports Infrastructure
	Logistics Infrastructure
Water and Solid Waste Management	Water Resources and Irrigation
	Water Supply
	Water Sewerage
	Solid Waste Management
ICT Infrastructure	Telecommunication Infrastructure
	IT and Informatics Infrastructure
Energy and Electricity	Electricity Generation
	Electricity Transmission and Sub transmission
	Power Distribution
	Energy Conversation Infrastructure
Social Infrastructure	Health Infrastructure
	Public Housing
	Government Buildings
	Educational Infrastructure
Other Infrastructure	Tourism Infrastructure
	Oil and Gas Infrastructure including bio-energy
	Zone Infrastructure
	Arts, Sports, and Culture Facility Infrastructure
	Traditional Market
	Penitentiary Infrastructure

Source: (PPPA, 2021)

According to the World Bank's Private Participation in Infrastructure (PPI) statistics, 108 infrastructure projects received private investment and reached a financial close between 1990 and 2019. Most of the projects (88 per cent) were in the power sector, with the rest 12% in ports, information and communication technology (ICT), airports, and waste disposal. Only one of these projects in the power industry was in a terrible spot by 2020. Figure 2.9 depicts a thorough status-by-status and sector-by-sector breakdown of projects. As previously said, just one project in the energy industry is in distress (World Bank, 2020).

Figure 2-9: Overview of the Public-Private Partnership across the Sectors.



Source: (SBP, 2020)

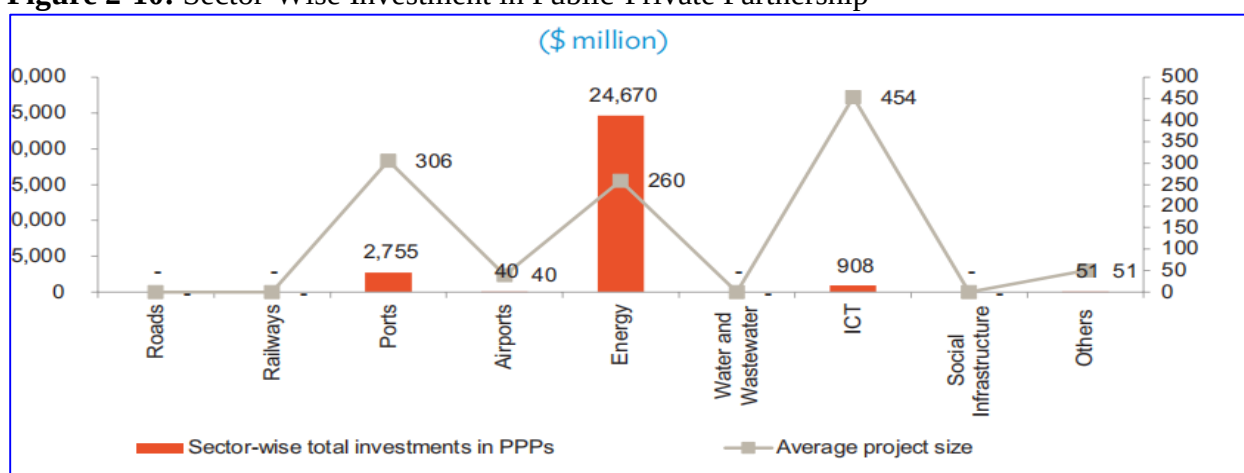
Pakistan 2025: One Nation, One Vision is a 10-year development plan, known as Pakistan Vision 2025, which includes a comprehensive policy framework to support PPPs. The State Bank of Pakistan forecasts that the government should spend 10% of its GDP on infrastructure, but actual spending is just roughly one-third of it. Pakistan Vision 2025 sets the groundwork for Pakistan's rapid growth, aiming to convert the state into one of the ten leading economies worldwide by 2040. According to the Vision document, public-private partnerships would be encouraged through a coherent policy framework. The increased private sector engagement will improve infrastructure development and connectivity, facilitating the private sector's development (ADB, 2015).

In 2019, the Pakistani government announced a three-year Public Sector Development Plus Program (PSDP+), which includes 53 massive projects worth \$33.58 billion (PKR5.2 trillion at the close of 2019) to be executed over three financial years (FYs) 2020–2023. PSDP+ initiatives will be undertaken in Pakistan and are classified into two primary groups. At the outset, 29 projects in 11 sectors with 0% state investment are planned to infuse \$18.73 billion (PKR2.9 trillion at the end of 2019) into the economy (SBP, 2021).

The government will also provide a supportive environment for crowding in the private sector by encouraging PPPs and joint ventures to decrease PSDP strain through public investments. 3 The scale of the Federal PSDP 2020–2021, as authorised by the National Economic Council in June 2020, is PKR650 billion, including PKR72.5 billion in foreign aid. The State Private Partnership Authority (PPPA) has been formed, employing a PKR50 billion private sector investment to boost public resources. The government would undertake four ventures with a preliminary cost of PKR300 billion and expected financing of PKR50 billion in PPP in FY 2020/21 (ADB, 2021). The government would utilise private-sector assets to support the PSDP with the assistance of the PPPA, recruiting local and international direct investments in economically feasible projects. The PPPA will lower trading costs, provide adequate regulatory supervision, and offer a legal and economic framework to support development activities.

The energy sector received the most PPP projects among the various industries, followed by the port sector. Whereas only two projects were seen in the ICT sector, the average size of a project obtaining financial close in that area was \$454 million (PKR70.3 billion at the end of 2019), preceded by the ports and power generation sector. The increased investment in the energy and port industries was due to the US dollar adjustment, which prompted foreign banks and intergovernmental institutions to direct their investments toward these two areas. Figure 2.10 displays the total investment and average project size in each industry between 1990 and 2019.

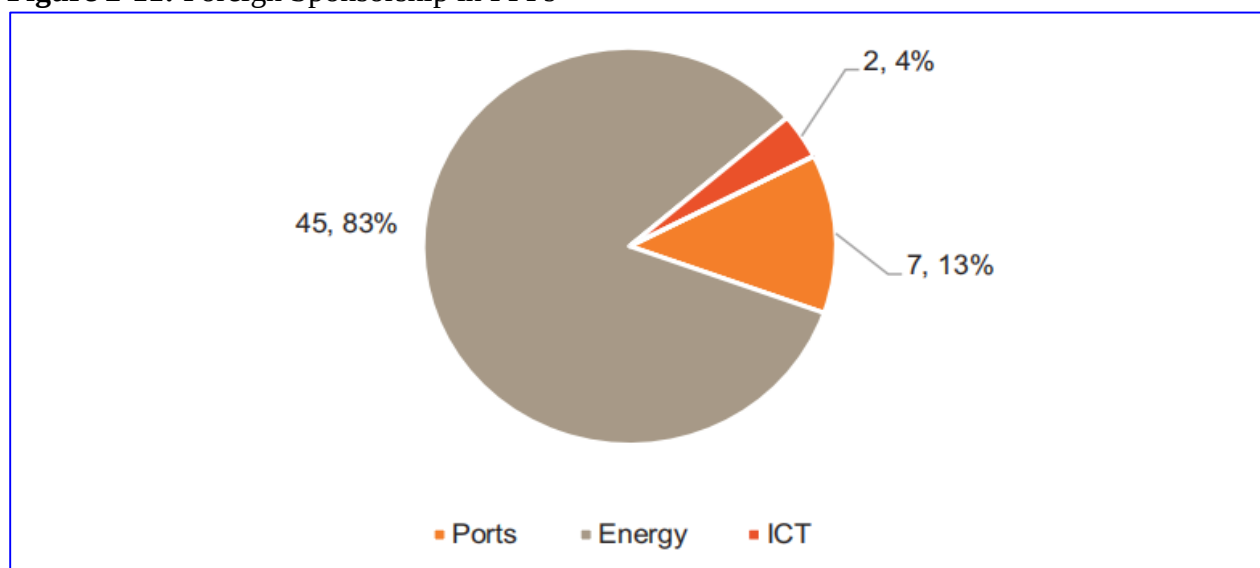
Figure 2-10: Sector-Wise Investment in Public-Private Partnership



Source: (ADB, 2021)

Foreign sponsors have actively participated in Pakistan. While the information on four initiatives was unclear, 54 of the 54 projects that were accessible obtained cooperation from international donors. The following figure 2.11 depicts the distribution of these projects across significant infrastructure sectors.

Figure 2-11: Foreign Sponsorship in PPPs



Source: (ADB, 2021)

2.5.1 Private-Public Partnerships Projects in Pakistan

Private-public partnerships (PPPs) for infrastructure procurement are increasing in popularity in Pakistan as citizens realize the value of their services. However, public-private partnerships are

not applied entirely in Pakistan; some modifications make them more appropriate for the local environment. International investment is hampered by political instability and issues with the country's legislation, which reduce the country's ability to attract vital foreign investment. In light of this, after the 18th amendment in constitute when federal power was dissolved, and the provinces were allowed to take control of their own affairs and freedom, which they previously lacked, local organizations, which are typically state-owned enterprises, were attracted to PPPs with foreign agencies or private businesses because they provide greater benefits to the local community than industrial countries.

The PPP development stages in Pakistan can consist of two phases: the first phase began in the early 1990s and lasted until 2000, while the second phase started in 2001 and continues to the present. Initially, in 1993, Pakistan implemented a PPP policy and regulatory framework for the telecom and energy sectors. In order to empower the private sector to play a greater role in the energy sector, the PPIB (Private power and infrastructure board) was created in 1994 as a single window for private sector involvement (PPIB 2013). The initial PPP procurement included fifteen power projects with a total capacity of over 3,000 MW, and the M-2, which connects the cities of Islamabad and Lahore, is a six-lane highway (or expressway) with a length of 367 km was also included in this partnership which was constructed by The Daewoo Corporation of South Korea company and opened to traffic in November 1997.

The value of PPPs initially in building road infrastructure was identified as early as 1991 with the establishment of the Pakistan National Highways Authority (NHA), but there are only a few projects that use PPP to take advantage of that potential. Most existing PPP projects have government funding, and PPPs as a concept have not been fully realized. As part of the National Highway Authority's strategic plan, several small and large road projects have been completed with public-private partnerships. As a result, Pakistan has experienced a mix of success and failure in its public-private partnership (PPP) projects over the past two decades, despite significant infrastructure investment (Mubin & Ghaffar, 2008).

In the 2nd phase, The Government of Pakistan moved on to carry out bigger PPP projects like building a framework in various sectors, such as transport and logistics, water supply, sanitation, solid waste management, social services, and real estate. The developments outlined above were the result of the PPP legal and institutional development, the creation of the Ministry of

Privatization, the Privatization Act 2000, Investment, Insurance Act 2001 and the formation of the Board of Investment were all established during the second phase. According to the World Bank (2010), Pakistan has successfully completed 81 public-private partnership (PPP) projects in various sectors over the past two decades, with 64% of those projects being in the energy sector. From 2006 to 2015, the country also saw a significant increase in the number of public-private partnership (PPP) projects. Most of the construction projects completed in this time period such as the construction of Gawadar port, the construction of Sialkot International Airport, the construction of a major road between Lahore and Sheikhupura, the construction of the Lakpass Tunnel, and the 84 MW New Bong hydropower project (PPPA, 2021).

In Pakistan, PPPs are generally found in the sectors of energy production, power generation, and transportation. By 2020, PPP-specific legislation has been adopted by the Federal Government and all four provincial governments, formalizing and enabling a regime, including creating independent statutory bodies to promote PPPs. The PPP Authority was established at the federal level in 2017 according to Law no. VIII of 2017 on public-private partnership (PPPA, 2021). The federal PPP authority was amended in July 2019. The president entitled the resulting ordinance to bring more legal clarity, implement a more facilitative PPP regulatory framework, and facilitate private investment in development projects. In the last fiscal year (2019-2020), 17 infrastructure projects were completed with a public-private partnership, mostly based on the power sector with an investment total of \$5 billion and made up the largest investment share (Salman, 2021).

PPPs are not widely applied except in a few sectors in Pakistan; however, the government has expressed a commitment to using PPPs in many additional sectors, including aviation, technology, healthcare, and tourism, in which the previous government had shown much less interest. In this regard, Prime Minister Imran Khan officially sanctioned the Public Sector Development Program Plus (PSDP+) development plan, which began in 2020 and will run through the fiscal year 2020-2023 and will place the government firmly on the path of PPPs across various sectors (PPPA, 2021). In addition to the federally funded initiatives, the four provinces of Sindh, Punjab, Balochistan and Khyber Pakhtunkhwa each have their own specific list of projects and policies to promote public-private partnerships (PPPs).

As mentioned above, the PPP projects, including power generation, road infrastructure, health care, and transport system, have been successfully completed in Pakistan. Currently, 47 PPP

projects are currently in the pipeline at the federal level across various sectors, while a total of 105 are on the Public Sector Development Program Plus (PSDP+) portfolio federal projects (PPPA, 2021), while there was only 1 project for National heritage and cultural division expected to start at the end of 2021 as shown in table 2.3.

Table 2-3: Pakistan PPP Projects in Pipeline

Implementing Agency	Identification	Development		Procurement						Award		Total
	Concept	Hiring TA	Feasibility Study (FS)	Market sounding & preparation of bidding doc.	PQ float	Submission & evaluation of PQ docs.	RFP float	Sub. & evaluation of bids	LoI & LoS	CA neg.	Sig. of CA	
National Highway Authority	-	-	6	3	-	-	-	-	-	-	-	9
Pakistan Railways	1	2	2	2	-	-	-	-	-	-	1	8
Ministry of Science & Tech./ NUST/ COMSATS	1	-	-	2	-	-	-	-	-	-	-	3
Ministry of Foreign Affairs	1	-	-	1	-	-	-	-	-	-	-	2
Ministry of Interior/ CDA/ Passport Office	1	1	1	-	-	-	-	-	-	-	-	3
Ministry of Inform. & Broadcasting	1	3	-	-	-	-	-	-	-	-	-	4
National Heritage & Cultural Division	-	1	-	-	-	-	-	-	-	-	-	1
Others	16	1	-	-	-	-	-	-	-	-	-	17
Total	21	8	9	8	-	-	-	-	-	-	1	47

Source: Public-Private Partnership Authority

(<https://www.pppa.gov.pk/index.php?cmd=nocompl>)

Moreover, since the 18th constitutional amendment passed on 08th April 2010, the provincial governments will get the respective shares from the federal government and are liable for the provincial developments (UNDP, 2012). However, the federal government will facilitate the provincial governments in mega projects. In addition to that, special assistance from the federal government is available to the provincial governments for megaprojects. So, all four provincial governments of Sindh, Punjab, Balochistan, and Khyber Pakhtunkhwa also have their own PPP units and various projects and policies to help encourage public-private partnerships by supporting the federal government.

2.5.1.1 Public-Private Partnership-Punjab (PPP-Punjab)

The public-private partnership-Punjab (PPP-Punjab) was initially established as a regulatory authority under the name of “planning & development department” in 2009, and in 2010 provincial assembly approved the “Public-Private Partnership for Infrastructure Act-2010”. This is statutory authority for the planning and development of projects under the PPP framework. To date, three projects are currently operational under the PPP framework in the domain of the infrastructure sector. Three projects were recently awarded from the food sector, and the other two from the infrastructure sector. In addition, a total of five projects are currently under the bidding stage: one from the infrastructure sector, one from the water supplies, and three from the industrial sectors. Moreover, 30 projects were at the bidding stage, including water cleaning, education, infrastructure, hotel, hostels, and tourism sectors (PPP-Punjab, 2021).

2.5.1.2 Public-Private Partnership-Sindh (PPP-Sindh)

The public-private partnership-Sindh is working under the finance department, and the PPP-Sindh was established in 2010 under the Act. The PPP-Sindh unit drafted the regulation and legal framework for the PPP-Sindh to facilitate both the public and private sectors. So far, the PPP-Sindh successfully completed eight projects under the PPP framework in the infrastructure, health care, energy, and transportation sectors. The PPP-Sindh is leading in completing projects under the PPP framework as it successfully completed eight projects. Moreover, eight projects are currently ongoing in the industrial capacity building, energy, education, and food sectors. In addition to that, 13 projects are in the pipeline from the information technology, infrastructure, water supply, and food sector (PPPunitsindh, 2021).

2.5.1.3 Public-Private Partnership-KPK (PPP-KPK)

Khyber Pakhtunkhwa's public-private partnership projects (KPK) currently deal under the planning and development department. The planning and development department plays a critical role in policymaking, appraisal, processing, implementation, and evaluation of mega projects in the province. The National assembly of KPK passed a bill on 28th October 2020 to establish PPP-KPK as a statutory body. The planning and development department of KPK completed a total of 2467 projects with the ongoing projects 2022 and 445 new projects at the initial stage. These projects include education, health care, transportation, and tourism (PND, 2021).

2.5.1.4 Public-Private Partnership Baluchistan (PPP-Baluchistan)

The public-private partnership in Baluchistan was established on 19th April 2018 under the public-private partnership Act in the national assembly of Baluchistan and is currently working under the planning and development department of Baluchistan. Prior to establishing PPP-Baluchistan, the planning and development department was in charge of planning, formulating policies, implementing programmes, and evaluating results. Since the establishment of PPP-Baluchistan so far completed its first project under the PPP framework, it is from the infrastructure sector (PND, 2021).

The above discussion indicates that the PPP framework is at its initial stages at the federal and provincial levels. So far, the federal authority has completed four projects while provincial governments have three and eight projects in the case of Punjab and Sindh, while in the case of KPK, no such information is available, and in the case of Baluchistan, 1 project is in process. While the ongoing and future projects so far mainly focused on the infrastructure sector while a limited focus has been observed on the other sectors. The above information indicates that just the Punjab government is working on a single project in the tourism sector while the KPK province has completed a few projects; however, no federal project has been seen even in the upcoming 47 projects.

2.6 Public-Private Partnership and Tourism

The public sector had been widely discussed in the pre-construction phase of mass tourism. People had concerns that the public sector could not interpret the customers' thoughts and thus made no suitable investment in high-potential markets (Tribe, 1999). In this regard, the future of tourism will bring in new tourism destinations with their own unique problems, particularly during the growth phase of the purpose life cycle. However, in order to provide the necessary level of quality in tourism services for both tourists and locals, an investment must be made in tourism development (Agarwal, 1994; Butler, 1980). As a result, more investors and stakeholders will join the project and introduce various participation and investment stages for tourism development. Many tourism destinations on the northern side have failed to take advantage of PPPs in Pakistan. Private Investors are needed to support local governments to create jobs and empower the local community through tourism development to promote economic growth (Manzoor, et al., 2019).

Over the last two decades, tourism has extensively used PPP and has gained a lot of practical experience in many developed and developing countries (Ramón-Rodríguez, 2017). The PPP policies' rise in the tourism industry is neither accidentally nor something that has been forced upon it, but a natural evolution brought about by policies from various aspects of society that have led to an increase in PPP policies in the tourism industry all over the world (Li, 2011). PPP in tourism is not just a means of carrying out tourism projects but also a major policy for transforming the governance and development of tourism and sustainability under the influence of better public management and services (Chaperon, 2017). The innovative PPP model changes the traditional government-dominant governance model and introduces a new decentralized network governance regime where the private sector, government, and local community stakeholders work collaboratively (Hall, 2011). When it comes to the tourism industry responding to the PPP implementation, the standard PPP model is considered appropriate for tourism industry characteristics (Chaperon, 2017).

According to the United Nations World Tourism Organization (UNWTO, 2016), public-private partnership connects diverse stakeholders around the world together with different goals, resources, and skills in order to improve the productivity of tourism destinations, including the promotion of tourist attractions, the effectiveness of the market, and the overall management of the tourism sector. In the last decade, public-private partnerships have gained prominence as a tool for developing tourism. In order to enhance the tourist experience, the fragmented nature of tourist supplies at the destination needs the collaboration of tourism services provided by the public sector, private sectors or public-private collaboration within tourism regions (Gabriela et al., 2013).

Many types of partnerships exist for tourism development, such as BOT, BOOT, BTL, BTO, BOO, DBO, DBFO, PFI, DCMF, in which only a few make effective progress with the involvement of the private sector; however, building the tourism industry, the public sector will often be involved because tourism is driven both by the public and private sector. This is because the government controls essential resources such as publicly owned beaches, public lands, and mountains and supplies the basic infrastructure required by the private sector, which the private sector is expected to provide. However, they might not be able to do this as a government can do. According to the (WTO, 2014) report, PPPs can significantly contribute to the growth of the local economy by

enhancing the competitive benefit of tourism host communities with the involvement of several organisations,

According to Rasul and Manandhar (2009), the tourism industry's core elements are recreation, catering, accommodation, environment, transport, and services; the private sector is mostly involved in travel and tourism, airlines, hotels, travel agencies; the objective is mainly profit-driven through better services. The WTO (2000) classifies the roles and responsibilities of public-private partnerships in the tourism industry, as shown in table 1.4.

Table 2-4: Public-private partnerships in tourism: functions and responsibilities

Public Sector	Private Sector
Establishing a clear image of tourism	Have a deep understanding of government and community environmental and social concerns
Develop a suitable environment for tourism, which will result in sustainability and profits for the private sector while offering free flow capital to support more investment.	knowledge and desire to use competence, availability of financial support for tourism service development and operation
Make sure to provide suitable infrastructures and regular maintenance	When acting on behalf of the industry, assume collective responsibility for spreading and practising industry standards with ethical, moral, and justice in mind
Stimulate sustainable tourism development by creating adequate market conditions.	Support the preservation of culture, traditions, and the environment by guiding tourists in their education and orientation while helping to grow the tourism industry
Encourage the private sector to help with fair terms and services, as well as incentives	Involving the local community in tourism development and assuring that the community is pleased with the benefits it receives

Help to create an open and accessible legislative framework for labour	In order to consistently deliver high-quality service, implement an assessment plan for professional skills training for employees.
A fair tax policy is necessary to ensure stable tax collection.	Ensure tourists' safety and comfort are a priority when collaborating with governments.
Work together with all stakeholders to design a model that safeguards natural, cultural, and social environments.	Contribute to research and data development
Ensure the well-being of both domestic and international visitors as well as the well-being of the local community	The private sector must resort to new technologies in order to improve operational effectiveness, service quality, and tourism marketing.

Source: WTO (2000, p.63).

Pakistan has developed 2.5% of the total job opportunities for the people living outside and inside the country (Manzoor, et al., 2019). Although Pakistan is considered one of the right places for tourism by having its varied and rich culture, beautiful landscape, religious places, historical heritage, natural surroundings, deserts, and mountains; Ashley et al., (2007), revealed that there had been no composed, strict, and comprehensive policy that addresses challenges in the tourism industry. Pakistan has a high potential to attract many tourists, and the country has set up four restaurants and 35 motels for foreign tourists to enjoy at their convenience (Travel and Tourism, 2018). Pakistan Tourism Development Corporation needs to intensify its marketing ability to attract tourists worldwide. Furthermore, Pakistan's government needs to positively promote and acknowledge tourism in the country (Manzoor, et al., 2019). The government needs to encourage the private sector to develop a friendly environment for tourism, resulting in financial stability. The tourism and hotel industry in Pakistan make employment chances for around 1.5 million individuals (Travel & Tourism, 2018).

2.6.1 Key success factors for PPP tourism

Meo et al. (2020) identified critical success factors as a stable political system, equitable risk allocation, and reputable developer. Many countries have been successful in tourism, such as Thailand. Thailand has welcomed 38 million tourists and received 62 billion dollars of tourism income in 2018. Tourist activity is the main factor of the business that cannot be absent in almost all countries. Yahong et al. (2017) determined that the US, France, Japan, Germany and Spain are the most travel-ready nations according to the tourism ranking by the World Economic Forum. Countries are successful in tourism because they are concerned about the consumer price index, trade volume, industry value-added, purchasing power parity, and foreign direct investment. Countries use these components and get success as soon as these components are taken care of. These components sometimes reflect the low prices or better exchange rates that entice tourists to visit and tend to benefit how businesses are doing well. The countries focused on maintaining the environmental issues that usually affect tourism.

Many developing countries seek tourism development through PPP implementation as part of their plan, which allows them to spend money on infrastructure while supporting their tourism sector development (Haq, et al., 2019). The tourism industry in Pakistan generates nearly \$7.6 billion in annual profits due to its direct and indirect impacts on the profits, which is only around 2.7% of total GDP (Noor & Khalfan, 2017). Baqir (2019) determined that Pakistan has the capacity to generate \$1 trillion annually in profit from the tourism industry by 2025. The collective international tourism receipts in South Asia were \$281.6 billion in 2017, out of which the country's share was just 2.5%. Hence, marginally, it was seen that this percentage was higher than Bangladesh, which is 33 times less than India's share (Selwyn, 2018). Mazoor and Wei, (2018) argued that the private sector in the country should be involved in the maintenance and operation of tourist attractions where the government manages historical sites also.

Public-private partnerships are now seen as a viable strategy and good approach for tourism development. However, there are few studies on this subject, particularly in terms of the local contextual factors that influence such partnerships in tourism development (Augustyn & Knowles, 2000). The key to the success of any partnership is the recognition that the partnership is a business relationship in which members share risks, rewards, and responsibilities for success or failure to

take the necessary actions (WTO, 1998). In order to be a successful public-private partnership, it is essential to understand the critical factors that can influence the success of partnerships.

The identification of factors that influence the success of a public-private partnership in tourism is essential for its analysis and a comprehensive understanding of the scope of this type of collaboration. In this regard, the writer intends to present a list of various factors that support the committed entities in their effort to create a PPP to obtain a more immediate and accurate perception of the principles that should underpin and maintain cooperation for tourism development. As determined by the WTO (2007), the below list shows various aspects that will contribute to the successful management of public-private partnerships in the tourism sector.

- A balanced structure with distinct roles and responsibilities for each member;
- Sharing leadership which takes place between both public and private sectors, with clear goals and established realistic expectations and recognition of mutual benefits;
- A cooperative approach in which each partner shares resources and devotes effort together with the desire to truly understand the needs of each partner;
- All partners in PPP regarding tourism policies must have to recognize that tourism development is essentially sustainable, not only economically but also socially and environmentally;
- A long-term plan can be measured when combined with a strategic vision and short-term objectives;
- Assessment of the efficacy of each participant's role needs to be done periodically;
- Useful and appropriate communication among all partners and information flows from partners to stakeholders.

Forms of PPPs in Tourism:

Spielman et al., 2007 proposed the following formations for public-private partnerships in the domain of tourism. These forms can be utilized as and according to the given resources and situation where the model in question needs to be employed:

- i. Private sectors may upgrade government assets such as guest houses for investment recovery.

- ii. Private sectors may also involve in the provision of various services under restricted licenses and/or quotas that is granted to them by the government
- iii. The investment and construction of property for commercial use on public land such as hotels, theme parks, etc.
- iv. The arrangement of functions, events, and festivities on behalf of the government
- v. Provision of various traditional infrastructure facilities to support the tourism sector managed by private entities.

2.7 The Emergence of Alternative Tourism Development

The tourism industry has been recognized as an economic saviour for its great economic and social benefits that help create jobs and increase GDP. However, it has been accused of major problems in mass tourism, particularly in emerging economies. Because a large portion of tourism investment in mass tourism is from western multinational companies (MNEs) in which the tourism sector income would return to MNEs, this means that the global financial system is unable to recirculate money earned from tourism which results in huge money leaks out into the global economy (Smith, 1994). According to (Eirini & Karamanis, 2017), the following four important factors influenced the growth of tourism: economic, environmental, political, and cultural/social issues, including the new traveller market of post-modern culture. Therefore, the new kind of tourism was awakened by the name of "Alternative Tourism", and many people accepted it instinctively to address curative mass tourism even if it was not defined precisely.

A new term, "Alternative Tourism," was coined in 1979 by Rosenow & Pulsipher to describe a new way of growing the American tourism industry (Rosenow & Pulsipher, 1979). They asserted that both visitors and communities would benefit from these tourism reforms as they developed a tourism industry based on their unique assets. The eight principles for new tourism were established: (1) unique heritage and environment; (2) the development of special quality attractions; (3) efforts towards the development of other local attractions; (4) economic opportunity and cultural enrichment; (5) improvement in local services; (6) the communications marketing; (7) the adaptation of assets to local capacity and (8) preventing the energy waste. This kind of tourism prioritizes natural and cultural resources and puts them at the forefront of planning and development.

Tourists from different backgrounds are motivated to travel for a variety of reasons, and the unique alternative tourism appears to have emerged, resulting in a variety of types (Naturally would include Local tourism, ecotourism, sustainable tourism, pro-poor tourism, community-based tourism, adventure tourism, and justice tourism) that are both similar and controversial to nurture societal and ecological restructuring (Isaak, 2010). The following diagram 2.12 depicts the phenomena that have influenced the emergence of alternative tourism.

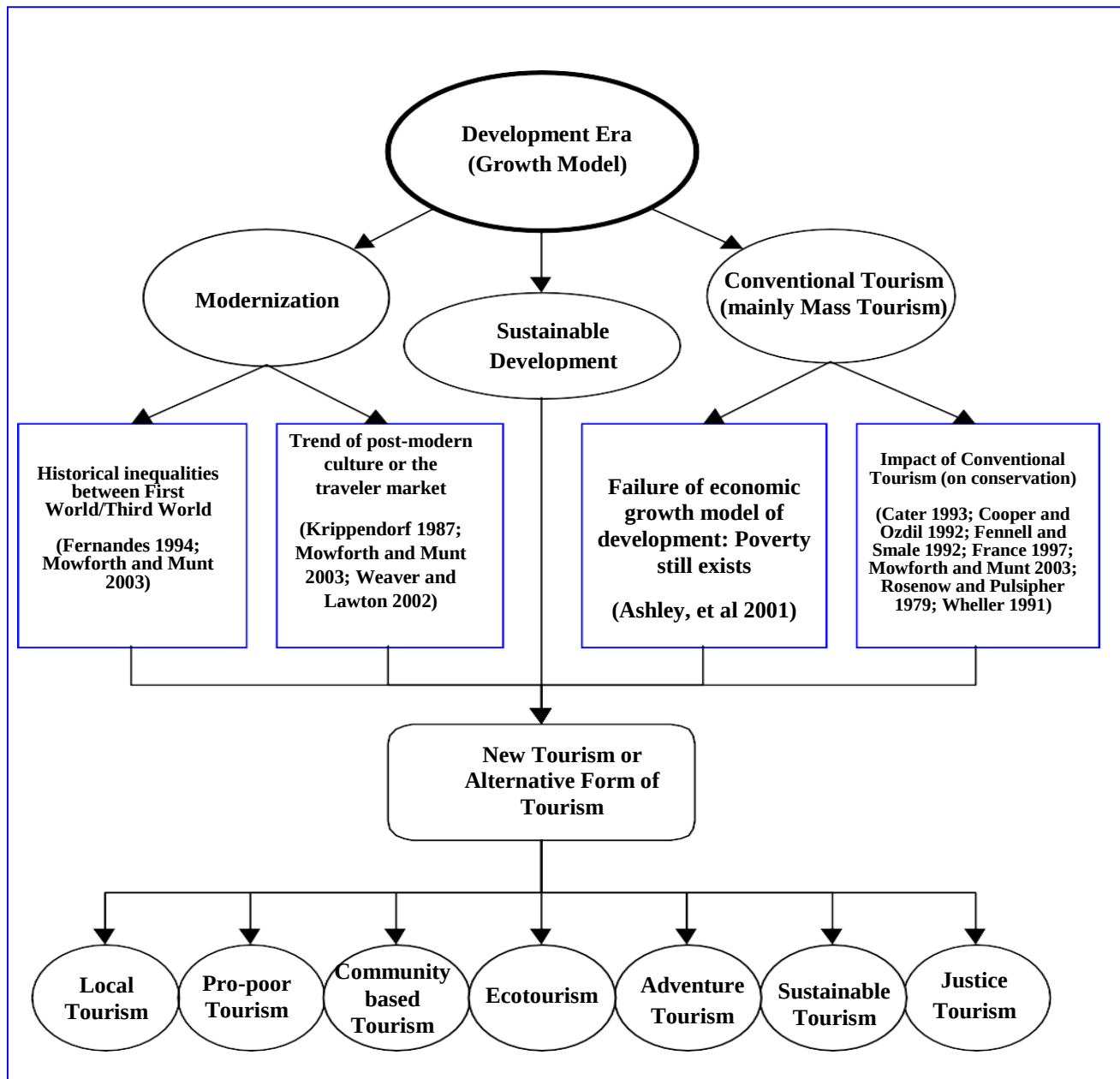


Figure 2-12: The Foundation of Alternative Tourism
Adopted from: (Leksakundilok, 2004, p. 97)

The emergence of alternative tourism has produced different new types of tourism, which can be found in different aspects of today's economic and social life. The investments in alternative tourism involved low-level projects that were quite self-sustaining and had high participation from local residents (Smith, 1994). Additionally, despite this that the alternative approach, with its minimal negative impact on the destination communities and their populations, would also allow for a positive economic impact to appear as the optimal solution, it is interesting that there is not widely accepted or widely used definition of alternative tourism, nor that few explicit lines have been drawn between its different forms. Because of their distinct abilities, they emerged in different names and varying degrees to suit the various management schemes, which enabled them to serve as an effective method of improving the tourism situation and preserving the original rural appeal of the tourist destination (Hodge & Greve, 2007).

Some researchers criticized the term "alternative tourism", which becomes problematic because the forms of alternative tourism are closely associated with the principle of sustainable development. They claimed that making the term "sustainable tourism" more accurate in describing the "new" forms of tourism that have emerged as a result of mass tourism (Smith, 1994). Hodge and Greve, (2007), asserted that sustainable tourism is more appropriate for the natural environment than mass tourism. Moreover, UNWTO uses the term sustainable tourism for alternative tourism and believes that sustainability in all types of tourism destinations, including major tourist attractions and smaller, special interest tourism markets, is achievable with a framework based on the Alternative Tourism Development Guidelines and the various management practices.

In addition, the principles of ecological development are based on the environmental, economic, and socio-cultural aspects of tourism development, and an appropriate balance must be established between the three dimensions to ensure its long-term sustainability (UNEP & UNWTO, 2005). These were the reasons that some experts say that what we currently call "alternative tourism" will be the mainstream in just a decade since sustainable tourism is becoming more and more popular. Despite all the consensus between researchers, this alternative form of tourism has emerged as a solution to the most undesirable types of tourism, including mass tourism, commercial tourism, and traditional tourism.

2.7.1 The arrangement of alternative tourism in Pakistan

A variety of factors may have triggered alternative tourism in Pakistan. First of all, many tourists are looking for something different from traditional tourism offers, like a Pakistani culture that is authentic, exotic, and different from their own. They want to learn about the climate and atmosphere of Pakistan and escape the tourist hordes at overcrowded spots. Second, according to a Pakistani Environmental Impact Assessment (EIA) report published in 2017, the country requires large-scale and sensitively located ecotourism development projects in order to make a positive contribution to global environmental well-being. Third, despite the existing government's initiatives for tourism, some stakeholders such as local communities, NGOs and tour operators are proposing the development of alternative tourism options due to their concern about the harm done by conventional tourism and the callousness and irresponsibility of many conventional operators. Fourth, recognition by the UNWTO and world view of tourism potentials in Pakistan like Conde Nast Traveller's, Forbes international magazine, and Lonely Planet, that "Pakistan Tourism is the next big thing," the World recognition, in general, has brought about many positive effects on the Pakistani tourism industry. These factors can be the primary influences in alternative tourism, which have brought attention to the subject and formed a new market.

Tourism has developed significantly since the arrival of the Alternative Tourism paradigm. Many different forms of tourism have emerged, and sources can be found in various aspects of modern economic and social life. The recent two decades have seen an extreme spike in the global human population in Pakistan, which has subsequently put increased demand on natural resources. There have been numerous instances where the development activities and plans have negatively impacted the natural and physical environments. There are countless tourist destinations in Pakistan where shops, hotels, houses, and highways have been built without proper land use management. In the near future, this unorganized construction, inadequate policies, and environmental degradation will end tourism in this region. The researchers, academic institutes, and NGOs feel compelled to address this situation and have come up with some more effective ways to boost tourism.

As a result, Alternative tourism has drawn more academic interest in recent years. However, differing perceptions of academics have caused an argument over correct terminology, but academics and NGOs are united only in their opposition to package or mass tourism. According

to (Benson, 2010), the alternative tourism paradigm should be considered an overarching umbrella term under which the diversity of other forms of tourism or niche markets can be explored. Many researchers believe that eco-tourism, sustainable tourism, and justice tourism are essentially the same as alternative tourism and can be established under one umbrella by categorising them according to the host country's plan in many different ways (Isaak, et al., 2010).

Among most stakeholders, eco-tourism appeared to be the most common form of alternative tourism because eco-tourism has long been known to positively impact environmental protection and educational programs. Similarly, literature has discovered that local community involvement increased their strong interest in environmental protection and educational programs (Benson, 2010). First time in 2020, the United Nations Development Program (UNDP) supported Pakistan tourism departments in Khyber Pakhtunkhwa to practice the ecotourism concept. The GOP, NGOs, academics and other communities hope that this initiative will be encouraged to adapt to new forms of tourism in Pakistan.

According to Elli Fragaki (2003), eco-tourism is a type of tourism that promotes local economic development, the conservation of environmental quality, and the exploration of natural resources and the local history. Furthermore, he mentioned the various categories of eco-tourism, including the following main categories: 1) Pro-poor and peace through tourism; pro-poor tourism seeks to increase opportunities for the poor by considering all environmental aspects and Traveling for peace promotes more peaceful relations among nations, 2) Sports and health tourism, which can involve tourist visits to local sporting events, training sessions, or personal sports matches, and health tourism depending on the resources and types of facilities, 3) Community based ecotourism, in this tourism host community get maximum benefit and they lead tourism destinations, 4) Heritage and cultural tourism: Eco-tourism that has a focus on natural environment preservation and cultural heritage for visits to monuments and attending cultural events, 5) Adventure and entertainment tourism, which depend on the availability of wide-ranging adventurous activities and entertainment to suit various types of enjoyment.

Considering all the above factors, several stakeholders in the Pakistan tourism industry, including the federal and provincial tourism departments, local communities, NGOs, academic institutions, and private tour operator agencies, are focusing on eco-tourism as a major facet of alternative tourism and supporting its demands. These requirements included a plan to preserve natural and

environmental resources, the concept that tourism can be used as an educational platform to enhance environmental and natural resources by introducing short courses and degree programs, and a concept of a grassroots-based approach to local communities development (as shown in Figure 2.13).

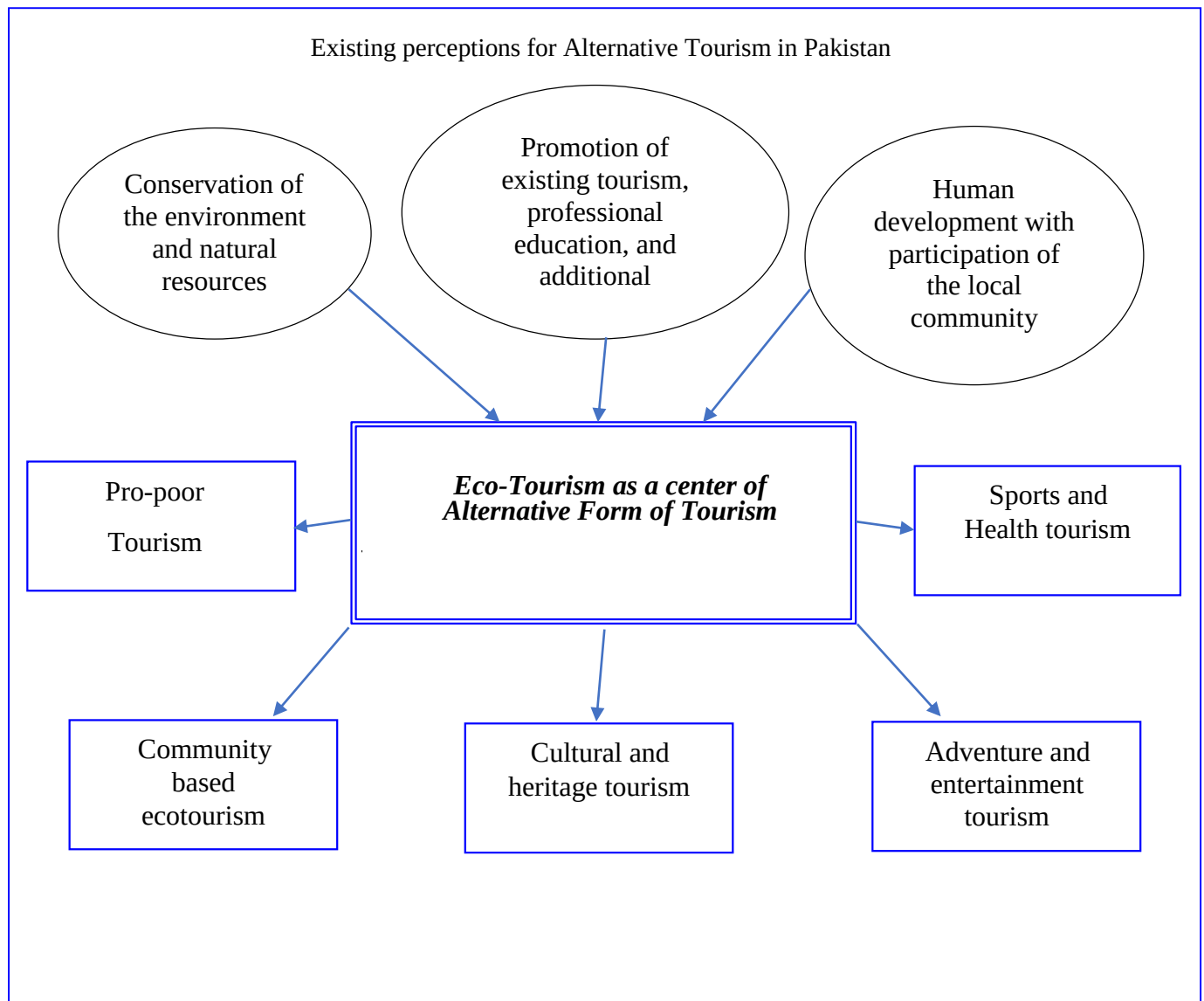


Figure 2-13: Alternative forms of tourism and demands

Source: (Leksakundilok, 2004, p. 109); Author modified for current research

2.7.2 Kinds of Eco-tourism as an Alternative Form of Tourism

In the modern age, alternative tourism management models have gained immense popularity because they are greatly concerned with the well-being of host communities and a healthy

environment. This approach to tourism development has been widely used in many countries because community members play a vital role in hosting tourists and tourism planners are capable of modifying this model according to their required goals. The main focus of this research is ecotourism, which is mainly utilized as a synonym for alternative tourism because it has mostly characterized by the new forms of alternative tourism. It became the most popular form in the 1980s and has been widely adopted since then. Ecotourism can be described as an alternative form of tourism that takes a different approach to typical tourism by emphasizing the responsible and sustainable aspects. Despite its potential, ecotourism also has some weaknesses and can be questioned for its practical complications, which makes it difficult to interpret in the real world.

Following are several types of alternative tourism which are closely associated with ecotourism:

Community-based Ecotourism (CBET): Ecotourism has taken a step forward by gaining a social dimension with the introduction of the term "community-based ecotourism." This is an ecotourism type where the local community controls and has a major role in developing and managing it, and most of the benefits stay within the community. Like ecotourism, community-based ecotourism (CBET) is all about exploring nature with one's community. In the context of community-based ecotourism (CBET), community well-being and the environment are addressed. Also, the environment and heritage sites are protected and preserved while helping local communities.

Pro-poor Tourism (PPPT): PPT is a form of tourism that seeks to empower the poor, both economically and socially, whether by unlocking opportunities, providing other livelihood benefits, or increasing their participation in decision-making. The essential factors to be considered when opportunities are identified include the ability of the poor to access the market, the commercial viability, the local policy framework, and the challenges of implementation. PPT is very useful in eradicating poverty and allowing poor people to participate in product development.

Adventure and Entertainment Tourism (AET): In this type of tourism, tourists take on physical challenges, study, and learn about nature through a unique form of tourism (France 1997). The tourists' activities may vary in scale from small to large and may have ecotourism characteristics like trekking, bird watching, scuba diving, canoeing, and safaris. Some adventure tourism activities may be conducted solely for recreational purposes and may not be environmentally friendly such as white-water jet-drive tours or 4WD safari tours. Adventurous and entertainment-based tourism inspire travellers to go on global trips to participate in festivals, events, attractions, and challenges;

the tourism industries also require these types of amusement to create diversified packages and deliver customer satisfaction.

Cultural and Heritage Tourism (CHT): A tourism strategy that develops the economy by encouraging people to visit a place where they can experience the country's cultural, historical, artistic, scientific, or lifestyle/heritage attractions offered by the host communities (Silberberg, 1995). This type of tourism focuses on developing cultural experiences, including natural environments, visual and artistic activities, special lifestyles, values, traditions, and special festival celebrations. Cultural and heritage tourism is well known for its ecotourism benefits, job creation, tax revenue, community development and quality of life.

Sports and Health Tourism: Sports and health tourism are two of the fastest-growing parts of the eco-tourism industry, and they have been made much more popular. For many years, sports and wellness have been instrumental in motivating visitors to explore certain places. Today, more than ever, tourists become active participants in numerous activities of sports and health tourism, such as walking and biking, water sports, tennis, golf, skiing and riding, sports games, extreme sports, spa, etc., in the context of a very significant tourist offer from international communities. This tourism has been on the rise because of demographic changes, longer life expectancies, and elderly populations. According to (Richter, 2003), the international tourist market trends and forecasts, nature tourism combined with sports, health-recreational tourism, golf tourism, and wellness tourism will grow significantly in the future.

2.8 Stakeholders Management

The management of stakeholders should be critically examined to adhere to the implementation of public-private partnerships for tourism development. Managing stakeholder relationships is extremely important because of the involvement of multiple stakeholders who have varying interest levels in the outcome of public-private partnerships. In most cases, the nature of contractual partnerships, which last for 20 to 30 years on average, makes it difficult to effectively manage the conflicting expectations of the parties involved throughout the contract's duration. In this scenario, stakeholder management has become an essential concept in project management literature and organizational studies for PPP implementation (Wojewnik-Filipkowska & Węgrzyn, 2019).

Initially, the stakeholders were defined as groups who must exist for the organizations to survive. Similarly, organizations' other stakeholders—such as customers, investors, and other business partners, are also considered stakeholders (Freeman & Medoff, 1984). According to (Freeman & Phillips, 2002), the concept of stakeholders' is an attempt to develop a strategic management approach for the organizations by identifying the groups and individuals who can impact the organization and guiding the managerial behaviours that are undertaken in response to these stakeholders. Although the stakeholder theory first emerged as a component of strategic business management, it has evolved over the last 25 years to find application in various disciplines, including finance, accounting, management, and marketing.

According to Freeman (1994), stakeholder theory is categorized as a field that describes various possible techniques for uniting business and ethics to find a way to perform business without ethics or to find a way to practice ethics without having to do business. The 'doctrine of fair contracts' might benefit stakeholders if they adhere to six principles:

- i. The fundamental principle of entry and exit
- ii. The governance principle
- iii. The externality principle
- iv. The contracting cost principle
- v. The principle of agency
- vi. Limiting immorality's influence

Furthermore, stakeholder groups are divided into seven distinct categories based on their attributes, which are classified as follows: dormant, discretionary, demanding, dominant, dangerous, dependent and definitive stakeholder categories. Figure 2.14 shows the Mitchell et al., (1997) stakeholders' classifications according to their power, urgency, and legitimacy attributes.

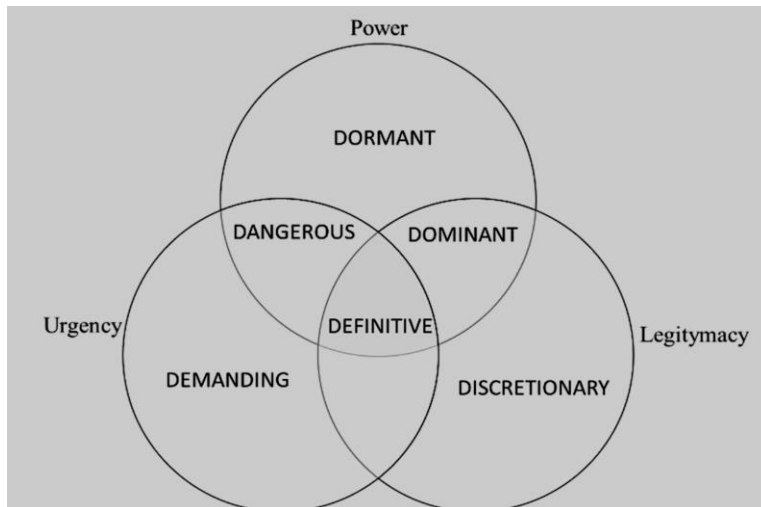


Figure 2-14: Stakeholders Typology
Source: (Mitchell, et al., 1997)

Following that, a further six classifications of stakeholders can group together as listed below (Mitchell et al., 1997):

- a) Dormant Stakeholders: they have power, but their power becomes useless because there is no legitimate relationship, and they cannot immediately follow up on complaints.
- b) Discretionary Stakeholders: they have a legit relationship; their role in the company is not to exercise any power due to being unable to handle any immediate complaints and thus have no influence over the organization.
- c) Demanding Stakeholders: Stakeholders with a firm hand and influence play a critical role in shaping the organization, making it more difficult to resist their demands.
- d) Dangerous Stakeholders: Stakeholders who have both urgency and power thus tend to be aggressive and even violent.
- e) Dependent Stakeholders: Stakeholders who are dependent on others, their lack of power and urgency leads them to depend on others who carry out their wishes.
- f) Definitive Stakeholders: Stakeholders who have all attributes of power, legitimacy, and urgency thus have become the most important stakeholders.

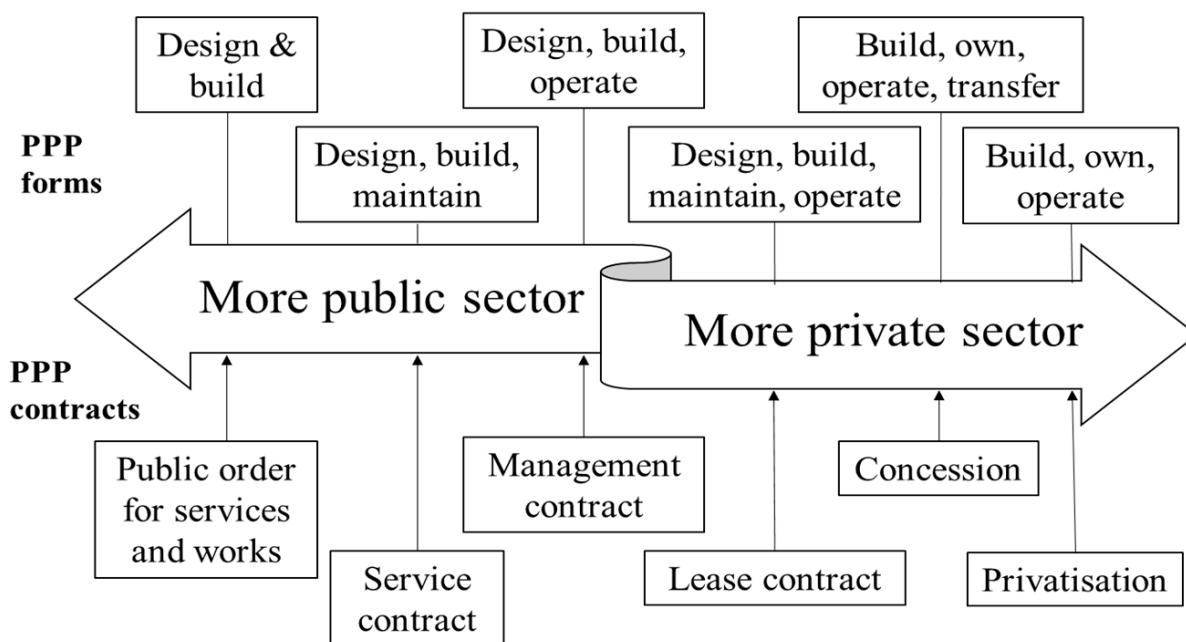
However, these types of stakeholders are linked to the realism philosophy, which says that truth is tested by how it works in the real world. It is also linked to dynamic values, which are ways of adapting and controlling that evaluate socially. Therefore, the main concern is that organisations

often lack performance, fail, or even suffer a disaster because they fail to address the responsibilities and information of stakeholders (Bryson, 2004).

2.8.1 Stakeholder and Public-private Partnership

The Public-Private Partnership (PPP) combines public and private funding sources to develop infrastructures. It is typically a long-term partnership between the public sector, which serves as both the procurer and the purchaser, and a number of private companies, which design, construct, and maintain the infrastructure and provide some associated services (Mathur, et al., 2008). PPP is tied to various types of arrangements governed by the laws. In general, the PPPs contracts for public utility use simple "design-build" (DB) agreements (Assudani & Kloppenborg, 2010). These contracts may be engaged in various forms, with benefits being shared between the partners in proportion to the invested resources, the assumed responsibilities and risk. This approach allows the public services and infrastructure development to have the potential to yield both benefits for the community and financial returns for the government. An example of typical PPP forms and contracts is shown in Figure 2.15.

Figure 2-15: PPP forms and contracts



Source: (Wojewnik-Filipkowska & Węgrzyn, 2019)

Generally, a public-private partnership project is usually developed by a national or local government authority, which participates through a bidding process for the project agreement (Wojewnik-Filipkowska & Węgrzyn, 2019). A public sector authority provides infrastructure delivery responsibilities and serves as a grantor by awarding the rights to deliver infrastructure services in a PPP agreement. It is granted permission to administer all of the services' provisions. In addition, public sector authorities serve as both regulators and policymakers at the same time in developing regulatory frameworks and issuing permits and licenses. Even though sponsors are equity investors, a joint-venture structure must be agreed upon when more than one sponsor is involved, and the public authority (grantor) can be a project sponsor (Kim, et al., 2011). Commercial banks and bond investors interested in investment returns are the primary sources of debt financing for public-private partnerships (PPPs). Additionally, credit support or guarantees could be sourced from government agencies and multilateral development banks.

In PPPs, project stakeholders include labour unions (ensuring labour resources are protected), the media (who are responsible for deploying and gathering information), and environmentalists (ensuring environmental resources are protected). In a public-private partnership project, parties that have been identified create dynamic relations, as their involvement and commitment may change over time due to the long-term nature of a PPP project. PPP stakeholders are shown in Figure 2.16

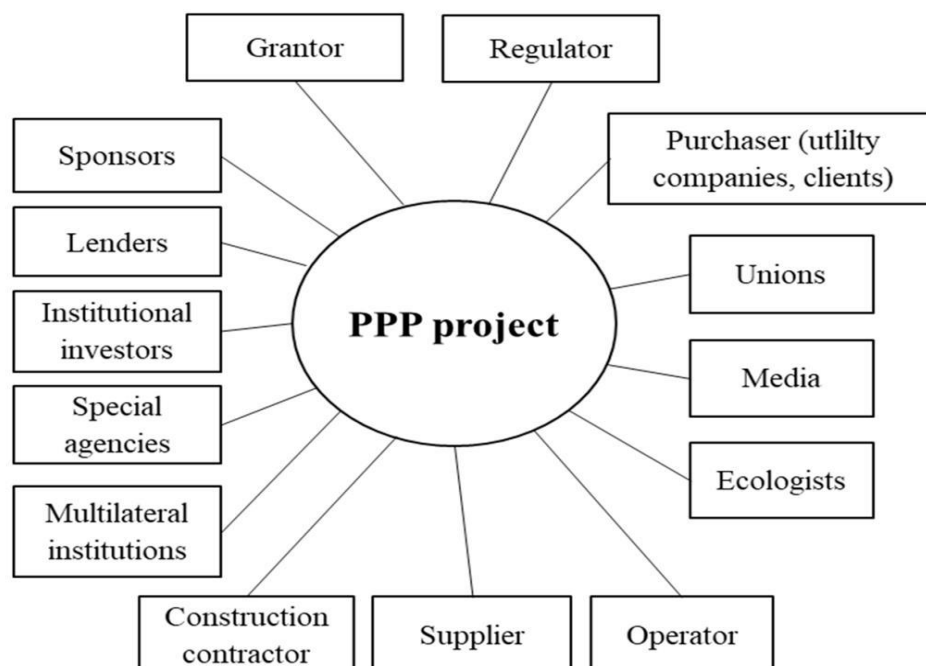


Figure 2-16: PPP Stakeholders

Source: (Wojewnik-Filipkowska & Węgrzyn, 2019)

The public sectors supervise the PPP projects and ensure on behalf of the general public to have total expected benefits for their community. Following the project's sustainability, the benefits of a project should include economic, social, and environmental effects. In the private sector, construction, financing, operation, and other contracted services are all connected to profitability (Kim, et al., 2011). Therefore, when governments add third parties to PPP projects, they assured the agreement would include maximum benefits for the public, often conflicting interests. As they are referred to as PPP stakeholders, they are comprised of entities that have an interest in the project and the power to affect the project's outcome.

2.8.2 Stakeholder Management and PPP Tourism

In the 1980s, the ADTOT idea for tourism development was introduced in the tourism literature, and investigations into the notion of stakeholders were carried out. The concept of stakeholder theory in tourism development has received significant attention over the last two decades in the fields of general and public-private partnership tourism, and it is now widely accepted as a management technique, business practice, an ethical requirement or a place to promote social learning (Mathur et al., 2008). The literature on stakeholder management regarding exploring how PPP can support the development of the tourism industry through ADTOT has focused primarily on identifying, analyzing, and responding to stakeholders' needs for the project's success. In the context of this research project, stakeholders are taking on a more comprehensive and multilateral perspective for playing a significant role in determining the nature of the project and stakeholders' management concept for project evaluation and strategies.

The stakeholders in the PPP project can be categorized according to the qualities of their relative influence, the legitimacy of their relationships, and the degree of their need to be fulfilled (Assudani & Kloppenborg 2010). A tourist destination is a collection of goods, services, and experiences that a particular location offers to consumers that helps them learn about tourism's economic and social impacts while also managing the influx and dispersal of visitors in a way that maximizes everyone's gains (Nogueira & Pinho, 2014). However, corporate stakeholders in any industry must make the interests of morality as a part of their business and share those concerns with the administration.

The use of stakeholders' management brings clear benefits in the field of tourism analysis, as the tourism sector operates naturally on a network in which organizations cooperate but are also competitive in a dynamic manner (Scott, 2008). Thus, it is generally believed that the stakeholders' network is suitable for the tourism sector because they are often linked to a tourism product and because a destination's tourism efforts should concentrate on promoting and selling the tourism product (Bielza-Valdez, 2009). Timur and Getz, (2009), emphasizes the importance of combining tourism and relational network to better understand the nature of flows between various stakeholders in the tourism field because tourism networks are useful for mapping stakeholders' relationships and interactions by analysing their structure pattern. So, the researcher will investigate the various stakeholders' perspectives on partnership building and their understanding of cross-sector networks.

2.8.3 The Integrated Stakeholders in PPP Tourism & Their Relationship

In the early literature on tourism development, the word 'stakeholder' does not appear in itself. However, the focus was on public and private sectors, including the local communities, tour operators and NGOs, unless they are one of the main stakeholder groups identified in advance for tourism growth. In Murphy, (1985), work on tourism: he explores the community approach to tourism development on social aspects while his preferred ideas became popular as sustainable measures at the beginning of the 1990s. Furthermore, his idea shows how the development of tourism and tourism affects the local community, whether positive or negative impacts are present, and emphasizes the necessity of involving the local community to monitor those effects. The tourism industry becomes only one of several functions and opportunities for an area when it is placed in a community perspective.

Additionally, it must be planned to follow the relative importance and contribution of the host community (Murphy, 1985). It should also be remembered that the local residential homes are on display as "the opportunities for a large community to take part in touristic events and activities" (Murphy, 1985). Thus, according to Murphy, community participation in tourism and tourism development should be emphasized; governments, private companies and state banks should all play important roles in tourism planning; and decision-making processes should be more evenly distributed between those with funds (governments, major businesses, banks) and those with results and who should provide hospitality (Murphy, 1985).

The host community is the most important stakeholder, and cooperation between the local community and the public and private sectors is at the centre of attention. However, (Bramwell & Sharman, 1999), defines that the key players on whom collaboration for tourism development will depend individually and can comprise the local government, public organizations with a direct impact on the allocation of resources, tourism industry associations and other sectors such as the Chamber of Commerce, non-governmental organizations, Convention and Visitor Bureau. Sautter & Leisen, (1999), list the following categories as key players: tourism planners, local businesses, residents, activist groups, tourists, national business chains, competitors, government, and employees. Robson and Robson, (1996) examine the impact on the tourists' marketers of the stakeholder theory and identify two specific stakeholders by using Freeman's definition: tourism operators and local tour operators.

After examining the various scholars' statements on tourism stakeholders in the previous section, Brenner and Cochran, (1991), claim that the various stakeholder groups have certain common aspects and that some can also overlap in the tourism sector. Therefore, according to Sautter and Leisen (1999), it is important to distinguish between the role of a stakeholder and a stakeholder group under circumstances where "Every individual in the group that is classified as a member who often shares other perspectives or plays multiple roles in the broader microenvironment. Below, figure 2.17 depicts the relationship between shareholders and tourism in this study.

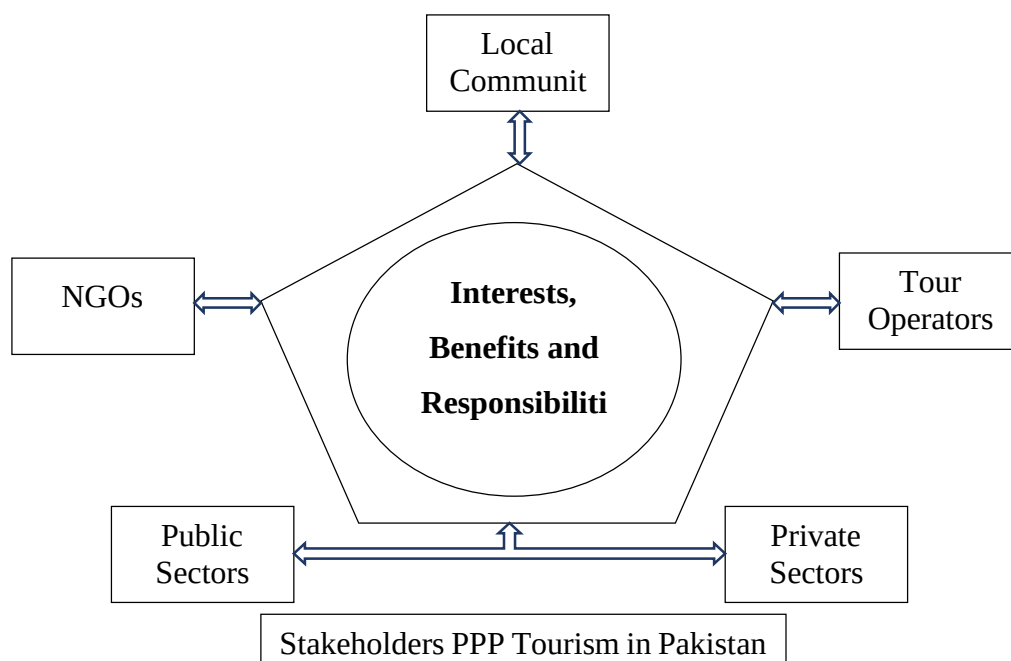


Figure 2-17: Relationships between stakeholders in the tourism sector

The main stakeholders in this PPP tourism project are the public sectors (Federal and provincial governments), private sector, local community, tour operators and non-governmental organizations (NGOs). The study includes internal stakeholders involving investors, employees, and private tourist companies. The external stakeholders include those affected by taking the decisions in the organizations, such as creditors or suppliers. The responsibilities of the various stakeholders involved in this PPP tourism project through ADTOT in the Pakistan Ministry of Tourism can generally be as follows in table 1.5 below:

Table 2-5: Stakeholders' Roles for Tourism Development

Stakeholders	Roles & Responsibilities
Public Sectors (Federal, Provincial and Local government)	In this research, the term 'public sector' covers the entire spectrum of public tourist organizations, ranging from federal tourism ministries and provincial governmental authorities to local government departments and national government departments of tourism. In the same way that tourism has been identified as important to many governments in terms of economic and political development, public sector (government) involvement is critical to the long-term growth and development of the industry (Elliott, 1997). In a public-private partnership, the public sector's central role is to provide basic infrastructure, essential services, destination and marketing management, innovation, training, and education (Elliott, 1997). These are the most important components provided by the public sector in ensuring that the travel and tourism industry is both profitable and long-term sustainable and profitable. Furthermore, Governments set policies and strategies for environmental protection and heritage management and encourage the private sector to do the same (Swarbrooke, 1998).
Private Sectors (International and Local investors)	As a result, the private sector plays an important role to the growth and administration of tourism by participating on an equal footing with the public sector at all levels of government in the administration and sustainable development of tourism. In addition, various tourism products,

	facilities, and essential services are provided by private enterprises, including but not limited to lodging, transportation, restaurants, and retail, as well as a variety of attractions and experiences. This private sector includes vertically and horizontally integrated corporations: large global companies such as tourism companies, airlines and hotel chains, and small, remote local family enterprises, such as craft stores and lodges, etc.
Local Community (non-resident visitors, residents, local authority art services, tourist information service, media, regional tourist boards, chief executive, county council, councilors, chief officer, field workers, local tourism committee)	Community involvement in tourism planning and development is defined as a partnership based on collaboration among various stakeholders (government, private sectors, various organizations, and individuals) that deliberately assess and appreciate the opinion of local people. The participation of the local community is one of the main elements of tourism development because it is fundamentally responsible for the sustainable tourism industry and is considered one of the legitimate and moral stakeholders. Regarding local community participation, the Ministries of Tourism should provide special support funds to groups of Community members who attend training to help the community carry out tourism activities. The local community must also acknowledge the right and need to become an active actor in tourism activities, such as opening a souvenir shop, a restaurant, a parking lot, hygiene facilities, etc. Local communities should play an important role in tourism development by the qualified workforce in the field of hospitality, restaurants, travel agencies and tourist guides, clean & comfortable environment, as well as improvements and strengthening of community skills in the foreign language and tourism management (Ertuna & Kirbas, 2012).
Tour Operators (National and regional tourist boards, hoteliers, travel agents, transport providers,	Tour operators are considered the most important players as the primary provider of tour packages and services in the tourism industry. They have a very important role to play in boosting sustainable tourism. The United Nations Environment Program (UNEP, 2000) was specially designed the Tour Operators Initiative (TOI) all over the globe in 2000 for tour operators. This initiative aimed to a global reach and give tour operators confidence

private tourist companies)	in their ability to incorporate environmental, cultural, and societal considerations in the design and operations of tourism suites. Tour operators have significantly influenced tourism development in many destinations in the past thirty years. Tour operators act as supply chain intermediaries to promote environmental management in tourist destinations and play a vital role in connecting supply and demand.
NGOs	NGOs are regarded as crucial to safeguarding traditional strengths, including independence and the foundation of value so that they can pursue a mission instead of a market (Khan, 2015). • NGOs act as catalysts, aiming to influence local communities through collaboration, sharing ideas, training, etc. • NGOs work to encourage positive changes in the broader government structures of tourism by using the power of ideas and information. • NGOs play an effective role by using grassroots experience to shape the distribution of resources and promote political changes to local people at national and international levels. • NGOs play an important role in internal organizational changes to support the movement, emphasizing learning, flexibility, decentralization, and innovation.

Source: Author's work

2.9 Critical Review of PPPs

Those who oppose the concept of public-private partnerships (PPPs) believe that such contractual arrangements are inappropriate for the provision of public services in the medium term because they require the state to avoid the uncertainty that can be dealt with effectively by the state alone (Kim, et al., 2011). Furthermore, the identification of risks, the realization of risk transfer, and the achievement of value for money are all difficult to achieve in public-private partnership models (Froud 2003). Assessment and poor-risk allocation may lead to increased costs and project delays in the case of services that do not provide the desired value for money (Loosemore & Andonakis,

2007). Proponents of PPPs believe they are also a language game by themselves and are sometimes seen as an alternative to privatization and contracting out concepts that commonly inspire opposition. Even though a number of PPP promises have been fulfilled, however, contradictory results have emerged in the PPPs, which need more meticulous analyses in the future (Hodge & Greve, 2007).

The PPP projects are financially viable if they provide for the following long-term benefits: higher long-term cash flows and value for money and risk transfer (Grimsey & Lewis, 2002). Because of this, low-revenue projects cannot be acquired using these kinds of arrangements, and the availability of a steady flow of cash is a fundamental element of uncertainty that both parties have no control over (Loosemore, 2007). Furthermore, complicated contractual agreements under PPPs can be quite challenging, given the diversity of stakeholders and their differences but conflicting interests (Smith, 2009).

Public service providers should favour partnership models, according to (Joyner, 2007), who claims it is always better to choose a moderate approach in lieu of using outsourcing for infrastructure or total private sector ownership and operation. Choosing a middle ground, as opposed to allowing the state to completely eliminate its role in large capital projects, is often misguided. It is critical that the state functions either as a partner or as a regulator when implementing PPPs, and these agreements should not be seen as a substitute for the state (Jamali, 2004). Since governments rely on PPP collaborations in many settings, this type of partnership can be found lacking in the level of accountability and oversight to ensure that the PPPs are mutually beneficial for the business partners rather than just the private sector (Thomson, 2007).

PPPs have had some success in delivering short-term benefits, including savings for the public sector, while simultaneously limiting the size of the public sector. However, the outcomes remain mixed from these partnerships in achieving the long-term goals of private investment growth across diverse sectors, improved access and affordability, and overall investment climate impact and associated growth effects (Estache, 2004). Most developing countries are forced to rely on foreign lenders, putting them at risk of currency devaluation. These countries may rely on their domestic non-bank lenders, such as pension funds or insurance companies, but this is frequently not possible due to state ownership of such entities, which requires them to invest exclusively in government securities rather than private investments (Merna & Njiru, 2002). Furthermore,

developing countries may be unable to successfully implement PPPs because of the following limiting factors (Yong, 2010).

- The unwillingness of the political system to accept PPPs
- Lack of clearly stated policies
- The public sector's inability to perform
- Failure to identify, address, and resolve the relevant legal, regulatory, and institutional issues
- Adverse private sector impacts such as high cost and security risks
- Long-term debt is absent
- Lack of users' affordability of service fees
- Small-sized economy

According to ECLAC (2007), PPPs are often used to promote the tourism sector's competitiveness through using several strategies and implementing new policies in different areas. However, in developing countries, where private sector participation is relatively low, governments must have to play a prominent role in the development of tourism through the establishment of policies, rules, and regulations, as well as the management and investment in the development of the tourism industry (Maqsood, 2015). This way, the private sector and various stakeholders' initiatives can occur and remain in the control of the public sector with the dimension of tourism development central. In contrast, private investment in developing a country and industry is significant. This argument is also supported by (Banerjee, et al., 2015), who contended that private investment could increase the tourism sector's growth rates and beneficial impacts.

2.10 Research Gap as an Outcome of the Literature

In the literature review, tourism has been identified as one of the most remarkable socioeconomic phenomena of the modern era. Being one of the world's largest industries is intertwined with many important facets of the global economy. The literature review indicates that tourism has remained largely neglected, while other sectors in Pakistan have received augmented attention and funding (Arshad, et al., 2018). The PPP implementation is never represented in Pakistan's Ministry of Tourism as a common cause for developing countries (Alasttal & Burdey, 2017). The existing literature had been primarily concerned with examining the challenges and issues that Pakistan's

tourism industry is currently facing without proposing any solutions, and no clear policy has been put in place as a developmental theory (Sharif & Lonik, 2017). In addition, according to Arshad et al. (2018), no recent study has considered the value of PPP frameworks in the tourism sector of Pakistan, particularly with the application of developmental theories such as modernisation, neoliberalism, alternative development, and many others in support of the Pakistan Tourism Ministry. Although there has been written scholarly work on PPP's importance and its growth in the health, energy and transport sectors, the study of PPP's impact on tourism development in Pakistan has yet to be explored.

Furthermore, the study of PPP projects in other fields, like health, transport, power trends over the last 25 to 30 years, and particularly in the case of local contextual factors (such as culture, leadership, corruption, religion etc.) influence the implementation of PPP in Pakistan has shown very little or no application, which possibly to effect for the development of the tourism being having great concerns with all mentioned factors (Ahmad, et al., 2015). In this study, the success of a PPP adoption in the Ministry of Tourism depends on knowledge of local factors to develop a systematic approach for identifying the potential and limitations of the PPP tourism framework. There is a literature gap in Pakistan regarding PPP implementation and how local contextual factors influence, especially in the adoption of PPP tourism. This is not very encouraging because tourism has always been hailed as the pinnacle of economic development (Aleemi, 2015). Thus, the gap in the literature that must be interrogated to identify and define tourism partnership opportunities for supporting the Pakistan ministry of tourism development and the extent of their benefit to the economy stands out.

Therefore, all of the underpinning arguments in the above sections, this study employs the application of the ADTOT as a developmental plan for the tourism industry and investigates how authorities in Pakistan utilise Public-Private Partnerships to promote local revenue-generating activities by empowering the host community through developing jobs, skills and improving the environment in order to modernise the tourism throughout Pakistan.

2.11 Chapter Summary

This chapter seeks to examine the implementation of PPP by emphasising the discussion of case-study in Pakistan tourism development through applying the Alternative Development Theory of

Tourism. The facts of tourism and the literature on the tourism industry of Pakistan demonstrate that it is considered the major tourists' destination or attraction for the people who visit the country because of its multicultural charm, strategic location, and ideal weather conditions. Pakistan is blessed with natural beauty and has many historical places that yield foreign exchange but need to develop to international standards. The literature has revealed that despite the huge potential of the Pakistani tourism industry and even because of government funding constraints, a good deal of investment has been proposed in this sector in certain instances, such as in the construction of new roads in northern areas. However, the tourism industries in Pakistan are confronted with many problems, such as inadequate local community participation, an inefficient green environment, poor global engagement and halted progress in the development of new destinations.

On the other hand, PPPs have played an important role in Pakistan in establishing public infrastructure in the telecom, power, transport, health, railway and ports sectors. This phenomenon helps ensure the successful development of PPP projects in the Pakistan tourism industry while facing difficulties with the contextual factors in the implementation process. Despite this mixed experience, PPP is an efficient and effective means of providing quality public services and decreasing the government's financial burden, focusing on infrastructure growth. Despite all glitches, Pakistan has embarked upon the structured and progressive PPP program that facilitates infrastructure development participation in the private sector. This chapter provides information on the research gap and compares it with studies that have already worked on PPP projects. Moreover, the growth graph has shown improvements in Pakistan from 1995 to 2019. However, considering the potential in Pakistan's tourism sector, there is still a need for many developments in tourism, and in the case of this study, the PPP model among the state and private investors can improve the tourism industry even more.

CHAPTER 3: THEORETICAL UNDERPINNING & CONCEPTUAL FRAMEWORK

3.1 Introduction

In the previous chapters, this study raised concern about the potential benefits of public-private partnership (PPP) for Pakistan's tourism development, and ADTOT can be an influential approach in this scenario, along with the contextual factors that influence the adoption of a PPP strategy and what kind of practical framework can be most beneficial to the growth of Pakistan's tourism industry through PPP. In order to answer these questions, an attempt is being made in this section to incorporate a theoretical framework that will serve as a guide and lens for the examination of the research's case study to achieve the objectives of this research.

3.2. A Theoretical View: Tourism and Development

The term "theoretical framework" can be defined in various ways; however, it is generally understood as a structure that contains a group of theories and concepts to support a specific research project (Anfara & Mertz, 2006). In this regard, in a research study, theoretical frameworks are usually discussed to provide the basis for developing research questions by linking research with existing knowledge and placing it in the perspective of other research in a specific field of research. Hence, the theoretical basis could be different in qualitative research because theories usually emerge from findings (Anfara & Mertz, 2006). However, it should be noted here that the use of existing theories in exploring tourism development through PPP is not intended to contribute directly to this research. Instead, the application of theories highlights mainly how these theories can respond in a certain way by discussing PPP implementation for tourism improvement. Indeed, the main contribution of this research is expected to offer new insights into explaining the rationale of Public-Private partnerships to support tourism development in Pakistan by understanding the local contextual factors through the application of Alternate Development Theory (ADTOT).

Therefore, developing the theoretical framework in this chapter involves revisiting the research questions formulated at the beginning of the research, which is preceded by recognizing the need for a capable framework for assisting with the achievement of the research objective. So, in developing this research framework, the researcher examines the approaches used in the existing literature to discuss tourism development and examine whether compatible theories and approaches can be used in this research with Public-Private partnerships. Suppose the researcher

could not find a supporting framework. In that case, the researcher must find and explore appropriate theories and approaches in other disciplines to obtain better lenses to examine the case study of this research. Furthermore, if no suitable approach is found, the researcher may develop new frameworks to guide the research.

The most interesting part of studying tourism development is finding out why certain processes are taking place in tourism development and what the primary drivers of these processes are helpful in tourism growth. This means that a systematic review of relevant theories is essential when developing the tourism industry and its subsequent transformations (Truffer & Coenen, 2012). Several theoretical tourism development models have been published over the last decade (Butler, 1980; McKercher, 1993). There are numerous theories supporting tourism development, and every needed country considers them based on its specific conditions and context (Truffer, et al., 2015). The following dominant tourism development theories (Modernisation, Dependency, Neo-liberalism, and Alternative Development theories) provide an essential but systematic overview, which evolved from an early analysis of the growth of the tourism industry in the concept of tourism development.

3.2.1 Modernisation Theory

Modernisation Theory in development is one of the most popular historical development models. It has its origin in the 18th century and rose to prominence in academic and economic circles in the late 19th to mid-20th centuries. According to (Brohman, 1996), in this interventionist approach, development is concerned with portraying a nation cooperating with international investors to create development plans. Modernisation theory is built on the premise that all societies follow an evolutionary path to development and can be placed at different stages or positions along this path according to their stages of development, from traditional to modern (Telfer, 2002). Suppose a society attains what Rostow (1960), calls the “take-off” stage (Rostow, 1960). In that case, it may be possible that development and modernisation can occur because of increased economic growth and its diffusion from a modernization point of view.

The induction of such economic growth can be accomplished in various ways, such as through the use of a balanced "big push" approach. The big push approach is an economic theory idea called a corporate strategy or a theory of social welfare that looks at the market and other firms to

anticipate how much firms should industrialize (Grabowski, 2020). However, the concept of "poles of growth," which can be either urban centres or economic sectors, is the one that is most relevant to tourism-related development. According to (Bondaruk, 2013), the Growth Pole represents an economically stimulating concentration of technologically advanced and innovative industries near other businesses and industries. The concentrations of these industries often influence regions geographically distant from them. Thus, it represents that tourism is a growth engine that helps to bring in additional income through cascading benefits that reach throughout the entire economy due to creating own numbers of jobs, income, and general economy by promoting linkages such as the income multiplier effect (Sharpley, 2003).

Modernisation theory was effectively involved in the process of 'westernisation', with economic growth acting as a supporting pillar for the country's socio-cultural and technological advancement. Surprisingly, modernization theory is highly criticised, with much of the criticism deriving from the fact that it assumes an inevitable modernization process, is heavily biased towards the West, and it is an economic growth principle that is highly reliant on investment from the metropolitan areas and on the implicit exclusion of local input in the development process are the primary concerns (Sharpley, 2003). However, it was closest to the tourism development process in which the economic benefits are most commonly measured.

3.2.2 Theory of dependency

The theory of dependence, sometimes known as the theory of underdevelopment, emerged as a critique of the paradigm of modernization in 1960. It was characterised as a state of conditioning under which one group of countries' economies depends on other countries' development and expansion (Santos, 1970). In other words, wealthy western nations take advantage of their dominant position within the single capitalist world system to exploit weaker and peripheral nations, which is frequently reminiscent of earlier colonialism (Frank, 1969). The use of modernization as a rationale for economic policies that induce the spread of development from the West to the periphery under the cover of "development" is thought to allow elites to reinforce their power while creating structural change. (Willis, 2011). As a result, less developed countries retain a dependency on the West by developing external political and economic systems, and they cannot progress unless 'permitted' to do so (Sharpley, 2003).

While understanding the inherent political economy of international tourism (Bianchi, 2002) gives insight into why the similarities between tourism development and dependency theory continue to exist in an island context, it is nevertheless clear that a rise in tourism levels triggers an increase in dependency theory context. As Lea (1988) argued, tourism has evolved in a way that parallels historical patterns of colonialism and economic dependency. According to Potter et al. (1999), there is not enough capital in the periphery, low investment, and low productivity, and a recurring cycle of poverty ensues; thus, the periphery is used for industrial core regions' benefit. As a result, promoting tourism in numerous islands becomes an example of neo-colonialism, which describes "developed Western countries dominating the tourism industry of 'underdeveloped' countries by utilising the resources of their less-developed counterparts" (Sharpley, 2003). It has emerged that dependence models do not relate to conditions in contemporary under-developed regions, and several researchers have noted that such forms of dependent development do not have adequate empirical evidence (Milne, 1998).

3.2.3 Neoliberalism Theory

The effectiveness of the critiques mentioned above led to the demise of modernization and dependency theories in the 1970s, but in the 1980s, a newer form known as Neo-liberalism was introduced as a counterbalanced. Neoliberalism is a political and economic free-market theory that promotes free trade in competitive world markets. The doctrine of this theory calls for the state to not restrict the economy, instead of removing barriers to free flows of trade and capital as its belief that the free flow of trade and capital is key to keeping the economy running smoothly (Hall, 2007). Its characteristic features are de-regularization, privatization and the development of the market. In the 1970s and 1980s, it was popular due to the meaning that Western governments might acquire foreign funds through this application. Through neoliberal development theory, foreign investment in the hotel industry has played a large role in attracting capital from abroad. In addition, it improves the national and local economies, increases the amount of employment, and improves the infrastructure in tourism areas (Hall, 2007).

However, states' diminishing involvement meant lower social program spending, including health, education, welfare, environment, and the elimination of labour unions' power resulting in fewer employees for trade unions. This halted economic growth and allowed multinational companies to exploit both workers and the environment for their financial benefit (Hall, 2007). Some

organizations such as the IMF, World Bank, and WTO have criticized the Neoliberal theory for bringing about the drastic economic changes they encourage with their approach to developing countries (Harvey, 2005). For instance, when a government has to implement neoliberal policies and Structural Adjustment Lending Programs (SALPS), that government will cut back its spending on social development (Harvey, 2005). Another one, the amount of state funding going to the tourism industry in Peru was significantly reduced by applying neoliberal developmental policies, which led to the ministry's employees being cut from 2700 to 300 as well as government-owned hotels were privatized, and the Ministry of Tourism was making fees at its own tourism school (Desforges, 2000).

With the arrival of globalization, which is derived from neoliberalism economics, there appears to be a proliferation of such global chains as Pizza Hut and McDonald's in popular tourism destinations. These areas also receive funding for massive infrastructure development, which does not occur in other areas, causing spatial inequality as the state loses power and multinational enterprises (MNEs) increasingly govern the global economy (Bauman, 1998). Since the advent of neoliberalism in the Western world, neoliberal policies have brought about an era of Neoliberalization in tourism and opened the door for MNEs such as multinational tour operators, hotel chains, and airlines to amass power in developing countries (Milne & Ateljevic, 2001).

In this context, the term "wealth generation" refers to the diversion of money and economic resources away from benefitting the people who live in the country and the country as a whole, because power is being handed over to the wealthy developed countries and their multinational tourism corporations. However, a major tourism revenue generation by MNEs is not required to improve a local community's overall well-being or human development, and mass tourism generated by an MNE can cause widespread problems, including cultural harm, environmental degradation, and neighborhood upheaval (Manuel-Navarrete, 2012). In tourism, it could mean that the foreign investors who build large resort complexes may get tax breaks from governments, but small businesses in the area cannot get the capital or training they need to grow.

3.2.4 Alternative Development Theory

Mass tourism has received much criticism giving rise to a new way of thinking about alternative tourism development. The tourism industry could help develop the economy if it approached an

alternative way from those proposed by liberals and neoliberals (Smith & Eadington, 1992). As a result, new approaches to alternative development that did not focus solely on economic growth came into being. On the ground, alternative development approaches concentrate on the necessities of daily life, including food, shelter, education, and health. Applying a more grassroots approach to community-based initiatives, where the focus is on promoting self-reliance and local participation, was used as the main driver for development in a more localized manner, and non-governmental organizations (NGOs) have begun work with marginalized workforce and local organizations to help reduce the cost of structural adjustments (Dernoi, 1981). (Potter, 1993), argues that 'providing for the needs of the poor should be given higher priority to growth imperatives focused externally.

Various schools of thought influence the alternative approaches to tourism as a means of development (Smith & Eadington, 1992; Telfer & Sharpley, 2008). Macleod, (1999), has proposed a number of principles for defining alternative tourism more precisely, and Herms (2006), expanded on these principles to include the following:

- It must be based on dialogue with local people to inform the local people of its effects;
- It must be environmentally friendly and respectful of local culture, heritage and religious tradition;
- The tourism scale should be proportional to the aesthetic and ecological capacity of the local area.

According to Holden (19894), alternative tourism is a process that promotes a more equitable model of travel between members of diverse communities. It aspires to foster mutual understanding, solidarity, and equality among those who take part in this program (Smith & Eadington, 1992).

Alternative development takes in several ideas and considerations, such as understanding that tourism empowerment is difficult to accomplish and discussing some other ideas, such as the challenges in investigating and implementing sustainable development (Sinclair & Stabler, 1997). Jafari, (2001), stated that, although traditional to alternative tourism approaches are well-intentioned in ecotourism, responsible tourism, and sustainable tourism, they represent a small proportion of the total tourism product. Alternative tourism development may not be successful in many cases for numerous reasons, such as community members' lack of business expertise or

community members' lack of connections to mainstream tourism businesses, while some initiatives succeed because of new opportunities presented by different industries. Despite their ability to succeed, however, it is highly unlikely that these experiences will completely replace traditional forms of tourism (Harrison, et al., 2003).

There have also been arguments that 'alternative development approaches tend to favour 'communities' because it is widely assumed that they have similar interests, while in real life, it ignores the diversity of most community groups as the whole world is made up of various groups whom all have their distinct interests (Mowforth & Munt, 2003). For example, in the process of attempting tourism growth in developing countries through ADT, the wealthy elites can eventually co-opt and control community-based initiatives and dominate the benefits of tourism. This means that the poorest members of society may be completely excluded from community structures, which makes them nearly impossible to engage in a community-based approach is adopted. Additionally, local empowerment does not guarantee that tourists will get the benefits; while to protect local land rights and encourage joint ventures and ensure adequate environmental standards are adhered to, states must intervene and provide appropriate legislation (Sofield, 2003).

A response to those criticisms has been proposed by some other scholars who argued that Alternative Development Tourism as a completely different form of tourism, emerged from the unique thinking of tourism development which includes soft, small scale, green, nature, and integrated tourism (Wearing & Neil, 2009; Christou, 2012). This new approach would have fewer and much less harmful effects on the local population and the destination area, and it would still experience economic benefits (Butler 1992). The term "Alternative Tourism Development" has been used to refer to the variety of different kinds of tourism activities in different areas of economic and social life. Alternative tourism practices work to heal both people and the environment. The focus of alternative tourism would include ecotourism, sustainable tourism, and poverty tourism (Isaak, et al., 2010).

3.3 A Foundational Theory for this Study

The evolution of Pakistan's tourism industry through Public-Private Partnership (PPP) can explain various theoretical models to understand tourism development and its impact on economic growth. Although, in the context of this study, the Alternative Development Theory of Tourism (ADTOT)

is an important theory under which the arguments of this study are based, and it is a widely accepted theory in the field of tourism (Isaak, et al., 2010). It is imperative to implement the alternative tourism development theory to successfully reflect the progress in natural resources, social and cultural dimensions, and the connection to the environment (Duterme, 2006).

The idea of ADTOT originated as a reaction to 'mass tourism' and the sustainability debate of mass tourism in the 1980s. According to Theng et al. (2015), mass tourism attracts more tourists arrivals in one place like world-renowned international destinations. Those particular places have severe limitations on the fair distribution of tourism revenue and economic benefits in impoverished rural communities that tourism could assist. In contrast, the ADTOT emphasizes cultural promotion, healthy environmental practices, and social benefits of heritage and encourages the local communities' participation in tourism to maximize the local economy. As the theoretical underpinning of tourism development, ADTOT opted for a bottom-up approach for tourism development that centres on tackling both human and environmental issues (Sharpley, 2009). In addition, Telfer, (2009) explains that the central argument of the philosophy behind ADTOT is that the local community's influence on tourism development and the tourism environment has a significant impact on local communities, and these communities are not only motivated in terms of making money but also involve in practices to improve the sustainability of the tourism environment.

Most importantly, this study focuses on developing Pakistan's tourism authority through PPP as a credible authority by building partnerships with community-based resource management organizations. In this effort, the ADTOT is primarily characterized by environment management and grassroots/human development, such as the management of community protection, conservation, and economic development. The success of a destination's tourism is greatly dependent on the nature and built environment's suitability for viable development. As a result, the ADTOT tourism development has made ecological resources such as clean water and a green environment have been made widely known as finite, and thus, it is important to both the political and economic systems (Telfer, 2002).

The key aim of this study is to explore how Public-Private Partnership (PPP) can support the development of the tourism industry in Pakistan from the perspective of Alternate Development Theory (ADTOT). The public-private partnership aspect of the ADTOT application will allow

local communities to engage in tourism development. As Bramwell & Lane (2010), ADTOT has led to new inter-organizational structures and agreements such as planning authorities, joint management of protected areas and community-based organizations, as well as multinational corporations and tourism industry partnerships. To reduce regional inequalities in socio-economic development, the ADTOT emphasizes sustainable tourism strategies.

Thus, the ADTOT is used in this study to examine how authorities in Pakistan use Public-Private Partnerships to empower host communities in order to increase employment, foster workforce development, and preserve environmental resources and cultural heritage for tourism development. However, it is important to examine PPP's progress in various projects in Pakistan to investigate the stakeholders' perceptions of local contextual factors for cultural, environmental and social sustainability affecting tourism developments and economic growth. In addition, the World Tourism Organization (WTO, 2002) has noted that the overall development of tourism needs strong political leadership and all relevant stakeholders to participate in and contribute to the formation of consensus among the promoters of ADTOT.

To summarize, alternative tourism and sustainable tourism development are models or theories that are effective tourism development paradigms, whereas the alternative paradigm of development is a commendable goal that leads to useful environmental, economic, and social-cultural benchmarks (Isaak, et al., 2010; Christou, 2012). Because of the above supportive arguments from various scholars, alternative tourism theory needs to be applied to reflect Pakistan's evolving nature, emphasising the northern side. In any case, regardless of the precise time frame, modernisation theory was the dominant perspective in the mid-1970s, but it was under sustained attack from underdevelopment theory, and the opponents occupied what they saw as radically opposed camps in below Table 3.1

Table 3-1: Comparative analysis of development theories from the 1950s

Timeline	Development process	Key concepts and strategies
1950s-1960s	Modernization theory	<i>The dominance of Western economic growth based models:</i> • Stages of growth • Structural theories • Diffusion: growth poles and trickle-down

		• State intervention: regulation/protectionism
1960s-1970s	Modernization theory/dependency theory	<i>Underdevelopment is the result of domination/exploitation by developed countries:</i> • Economic restructuring, import-substitution, protectionism; development of domestic markets • Limits to growth: neo-Malthusian theories in response to environmental concerns
1970–1980s	Neo-liberalism	<i>Promotion of the free market:</i> • Limits on government intervention in economic activity • Deregulation/privatization • Structural adjustment programs • New economic order: one world
1980s-1990s	Neo-liberalism/alternative development	<i>Awareness of effects of development on different cultures/societies:</i> • Grassroots/people-centered development • Local context/indigenous knowledge • Basic needs: food, housing, education, health • Environmental stability
1990s	Alternative/sustainable development Dominance of sustainable development	<i>Paradigm but the emergence of post-development school:</i> • Grassroots/people-centered development • Environmental management • Engagement with globalization

		• The development "impasse."
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Source: Adapted from (Sharpley, 2009)

3.4. Unexplored Contextual Factors of PPPs Implementation in Developing Countries

The public-private partnership (PPP) requires collaboration between businesses in the private sector working with a public agency. The PPP contract should be organized in a way that helps all the parties involved and ensures that each party fulfils its obligations in the best possible way of its ability. PPP implementation has been noted to be problematic in developing countries, which may be influenced by political, cultural, institutional, and technical matters. Several studies have been conducted to examine the roles of institutional quality and regime credibility in determining the outcome of public-private partnerships (Hammami, et al., 2006; Banerjee & Ranganathan, 2006; Sharma, 2012). Developing countries have also seen much documentation associating PPP with corruption, which undermines the achievement of PPP objectives (Fischbacher-Smith, 2003; Fischer, 2011). Furthermore, (Khan, 2002; Iqbal & Khan, 2004) advocate for the inclusion of religious issues in implementing public-private partnerships (PPPs).

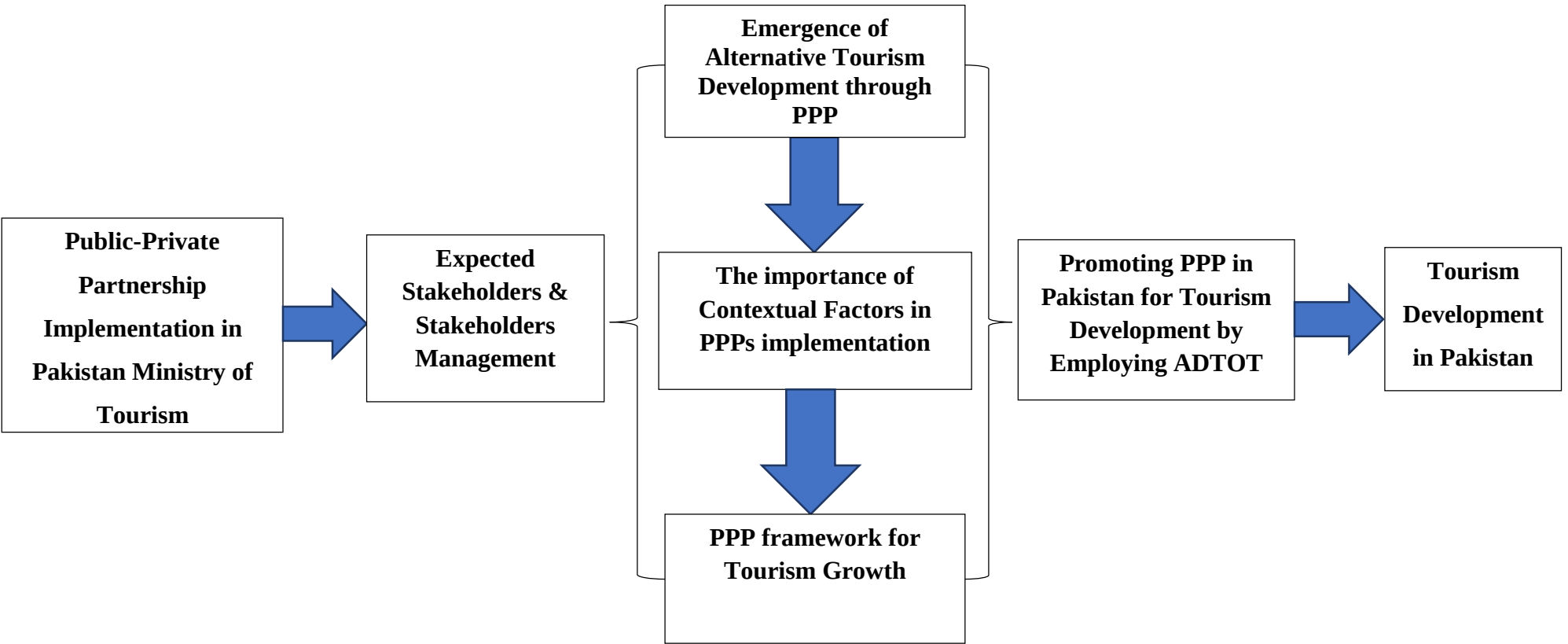
This research is expected a better understanding of PPP implementation in developing countries, which is markedly different from developed countries and is hoped to be achieved via the contributions of all of these studies. However, it is remarkable that the motivations behind PPP are based primarily on economic rationality and assuming that the PPP is a mere economic and financial-minded arrangement motivated by profit. Regardless, it can be seen in the literature review that PPP implementation in developing countries is closely tied to local cultural, political, religious, and technical aspects (Ahmad, 2018; Khan, 2002; Irfan, et al., 2017). It might be more helpful to look for more fundamental reasons for implementing PPPs in developing countries if the discussion of PPP rationales were restricted to economic issues (Hodge & Greve, 2007). In other words, the underlying motives must be revealed to discuss PPP rationales, which involve considering political, cultural, and even technical factors in this study. In this regard, it is possible that a better understanding of the complexity of local contextual factors in developing countries will be uncovered as a result of discussions about effective PPP implementation.

3.5 Conceptual Framework

The main research objective is to explore how PPP can support the development of the tourism industry through ADTOT, and following this, the researcher intends to investigate the contextual factors that influence the development of PPP strategy in Pakistan's tourism industry by extending to develop a framework for supporting the implementation of PPP in the Ministry of Tourism. The literature review and development theories were used as a theoretical underpinning, with modification, to explore the public-private partnership strategy by employing ADTOT in the Pakistan Ministry of Tourism. Following an extensive literature review led to developing a conceptual framework that linked the research problem and questions. Literature also affirms that implementation of PPP may be executed successfully if policy adoption considers the preliminary factors and all the stakeholders were agreed and are actively involved in the PPP project. It is essential to better understand the factors that influence PPP tourism in order to ensure its success and effectiveness.

As illustrated in Figure 3.1, the conceptual framework of this study is a multi-dimensional approach based on tourism development prepositions, according to the Alternative Tourism Development Theory and public-private partnerships.

Figure 3-1: Conceptual Framework



Source: Developed by the researcher for this project

The conceptual framework of this study sheds light on the various concepts and variables being studied in the research. In order to develop the tourism industry in Pakistan, relevant theory and analytical models are utilized to analyze the implementation of PPPs (Public-Private Partnerships) in the tourism sector. As stated earlier, sustainable tourism development is based on partnerships and the balanced involvement of all stakeholders to build and enable economic business without compromising social responsibility and integrity, cultural heritage and biodiversity conservation, as well as the environmental process of the tourist host communities (WTO, 2005). Furthermore, the improvement of tourism and its long-term viability have an impact on all of the development goals because they are associated with the need for poverty eradication, decent work, economic prosperity, responsible consumption and production, underwater and on-land life, and stable partnerships for all objectives respectively (UNWTO, 2012). This means that all stakeholders must work together in close partnership or collaborative efforts to achieve development goals and long-term sustainability (Cooper et al., 2013).

The World Tourism Organization (WTO, 2002) made a global stakeholder analysis of sustainable tourism development and determined that it is imperative that relevant stakeholders are involved, including supportive political leaders who will help build consensus around ADTOT. In light of this, Dangi and Jamal (2006) suggested that to ensure the benefits of tourism are maximized while preserving tourism assets for future generations, strategic plans and programs are needed with relevant stakeholders in the partnership. Moreover, the demand for further theoretical and empirical research regarding “stakeholders and partnerships” in the field of sustainable tourism development has been met by various researchers (Zapata, et al., 2011; Xu & Gursoy, 2015). As Zapata and Hall (2011) stated, working with stakeholders helps increase effective participation in tourism-related developmental issues such as the economic, cultural, social, and environmental aspects. Thus, this research examines stakeholders focused on the social, environmental, and economic vitality aspects with the dimensions of Tourism development to help achieve economic growth.

3.6 Chapter Summary

This chapter focuses on the theoretical frameworks that help the researcher re-examine the understanding of research topics and issues discovered in the data. Initially, the theoretical framework is developed through the existing knowledge during the literature review and situating

it within the context of other research in the proposed research field. The review in this chapter of current literature on PPP and tourism development related to previous chapters gives the researcher a range of frameworks to view the PPP implementation as a case study in Pakistan Tourism. Consequently, the current literature review reveals different problems with the application of the PPP framework in Pakistan's tourism development, which has been formulated for research questions and further clarified in the conceptual framework. The problems are primarily rooted in the current literature based on the two-dimensional characteristics of this research on PPP and tourism development, emphasizing the influence of the local contextual factors in PPP implementation and focusing on tourism through the application of the Alternative Development Theory of Tourism.

In order to address these concerns, the researcher proposes a framework that comprises two main concepts. First, it considers public-private partnerships (PPPs) to be an arrangement motivated by local contextual factors and circumstances. Second, to begin with, it places a stronger emphasis on the processual aspects of tourism development from inception to completion. Following the ideas, several variables are identified by the researcher that will assist in evaluating the issues acknowledged in the data and research problems. The identification of local contextual factors can be seen through the government's effectiveness concerning the existing PPP arrangement and the dynamics of macroeconomic stability in the local communities for tourism development. The dynamics of political institutions are mainly concerned, particularly in the government and its departments; the regulatory problems and the effectiveness of the government are key considerations in political matters. Additionally, two aspects of cultural issues are proposed for this investigation: corruption and cultural resistance, whereas technical resistance is also a contextual issue in PPP adoption.

Similarly, as part of the tourism development process, the research also focuses on applying Alternative Development Theory through the acceptance of PPP and the potential modification of local communities empowerment, environmental management, globalization engagement and impasse development. The process of adoption of PPP involves issues such as contextual factors for the development of rationales. The focus on public-private partnership development leads the researcher to identify the evolution of PPP in the tourism industry, the problems and challenges, and the future prospects of PPP implementation in Pakistan's tourism industry development.

CHAPTER 4: RESEARCH METHODOLOGY

4.1 Introduction

This chapter outlines the methodology employed in this study to examine the research problem and research questions that explore the Public-Private partnership (PPP) strategy for developing tourism in Pakistan by employing ADTOT from a knowledge-based perspective through in-depth interviews. It provides justifications for the research paradigm that was chosen for the study, as well as all essentials of methodology that was employed in this research. Following that, a description of the data collection and analysis processes is provided, and ethical considerations are finally presented. According to (Wilkinson, 2002), "research methodology is the specific procedures or techniques used to identify, select, process, and analyze information about a topic. Creswell and Plano Clark (2011) define research methodology as involving theoretical principles and a framework that offers instructions regarding the research process in a particular paradigm context.

4.2. Research paradigm

In any research project, the Research Paradigm serves as the guiding principle that leads to fundamental beliefs of the research (Easterby-Smith, et al., 2012), and these beliefs have an impact on every step of the research process, from developing a research problem statement to conducting data analysis and interpretation (Johnson & Onwuegbuzie, 2004). As Creswell (2003), asserted, research beliefs are held within a paradigm that provides philosophical assumptions such as epistemologies, ontologies, and axiology that shape research practices and methodologies adopted by researchers. In a nutshell, the research paradigm serves as a framework for conducting research. Bryman (2012), states that a research paradigm is a collection of beliefs and guidelines that influence what needs to be studied, how research is to be undertaken and how results should be interpreted.

Eriksson & Kovalainen (2015) indicate that four interconnected approaches should be used for the research method and methodology to explain and justify the research paradigm. The framework illustrated in Table 4.1 establishes the research paradigm for this study.

Table 4-1: The Research Paradigm of this study

4 Interconnected Approaches to Research Paradigms:	The research paradigm of this study
Identification of research philosophy (e.g. positivism, realism, interpretivism, and pragmatism) through the theory of Knowledge (e.g. Epistemology, Ontology and Axiology)	Epistemology: Subjective reality (Bryman, 2012) Ontology: Interpretive perspective (Eriksson & Kovalainen, 2015)
The research design: Based on a theoretical perspective that is informed by philosophical traditions.	Explorative research design (Creswell, 2013)
Research Methodology: To identify the strategy of data collection.	Qualitative research methods
Research Method: The techniques used to collect the data	Open-ended Semi-structured interviews: (Lincoln, 2005), supporting evidence includes secondary data, Journal articles, workshops and discussion groups, observations, and official documentation (Mark Saunders, 2009; Flick, 2006)

Four key research paradigms (positivism, realism, interpretivism, and pragmatism) have their own set of epistemological and ontological considerations, distinguishing them as alternative research philosophies with often competing or contradictory assumptions (Creswell, 2013; Easterby-Smith et al., 2015).

4.2.1 Epistemology

In essence, Epistemology is aimed at studying the knowledge about research. Brewerton and Millward (2001) inform that Epistemology refers to "examining the distinction between reasonable assurance and the opinion" (Brewerton & Millward, 2001). From the epistemological point of view, all knowledge is embedded in social niches that accelerate it into new developmental levels. Focusing on the PPP strategies to improve the tourism sector, this philosophy helps in the analysis of the information that will be collected and the process of data collection. Another assessment supported by Walker and Evans (1988), informs that epistemology is interested in understanding

how the researcher can acquire the necessary information (Walker & Evers, 1988). Žukauskas, Vveinhardt, & Andriukaitien (2018), explain that epistemology refers to the study of how people acquire knowledge, what criteria are used to distinguish between good and bad knowledge, and how reality should be represented or described in terms of science. Guided under the assumptions of epistemology are a set of ideals that are further subdivided based on underlying niches.

4.2.1.1 Realism

The realistic paradigm assumes that 'reality exists but is imperfectly understood because of the fundamentally flawed human intellectual mechanism and the essentially insoluble nature of phenomena' (Guba & Lincoln 1994, p. 110). Researchers that adhere to this paradigm are more inclined to think of inquiry as a series of logically related phases. They are more interested in different viewpoints of participants as opposed to a single unchanging reality (Creswell, 2007). Therefore, the qualitative methodology should be employed in the realist paradigm. According to Guba and Lincoln (1994), all qualitative methodologies should be based on grounded in data and, therefore, recommend that a realistic approach is more effective in qualitative studies.

While acknowledged by Perry, Riege, and Brown (1999), realists perceive only one reality and argue that several perceptions of that reality must be triangulated to obtain a more accurate picture. However, they also point out that qualitative approaches like case studies or convergent interviews are appropriate methodology within a realistic paradigm. The realist view of epistemology asserts that social information can be perceived in both a subjective and an objective manner, depending on the situation. Because of the difference in views on a wide range of subjects, the underlying principle of each perspective is to study the social viewpoint in research (Cobern & Loving, 2008). There are huge similarities between interpretivism and realism, and due to the two are frequently confused and overlap. In contrast, the focus of realism is fallibilism, which informs that scientific truth is uncertain and incomplete.

4.2.1.2 Positivism

The positivist philosophy in epistemology refers to objectification. This philosophy assumes that the norms and behaviours of the social world are understandable in an objective light (Eriksson & Kovalainen, 2015). The philosophy further assumes that the scientist experimenting is an objective analyst, who implies that emotional influences do not influence the research. Mkansi and

Acheampong, (2012) posit that positivism refers to a systematic analysis that undermines the scientific niches of objectionable information in the light of statistical inference tools. The methodology applicable under this paradigm generally relies on quantitative methodologies, including controlled experiments and hypothesis tests (Mkansi & Acheampong, 2012).

The positivist paradigm is not appropriate for current research for the following reason. Firstly, there has been no market research on exploring PPP strategy in the Pakistan Tourism Ministry as typically associated with the development of the tourism industry, which means there are no hypotheses that need to be tested. Secondly, the researcher needs to investigate and explore the PPP strategy in local contextual factors (e.g. corruption, political instability, and cultural conflicts) for tourism development in Pakistan, where human life experience is involved, making it unable to be controlled. According to Cooper, et al. (2013), the systematic study of positivism invites a careful assessment supported by descriptive and inferential statistics, which can be inappropriate for the research on social sciences involving people and their lives.

4.2.2 Ontology

Ontology is identified as the second approach to the research philosophy. As mentioned before, several underlying assumptions make it different from what is present. Eriksson & Kovalainen, (2015) informs that ontology is the nature of the existence of humans in society as individuals. Ontology is one of the most important theories about the nature of social entities, referring to the nature of the social reality and the researchers' belief in this reality. Conversely, the study of epistemology refers to the creation of human knowledge about the social world, whereas ontology provides answers to the questions upon which researchers claim their knowledge about social reality (Bryman 2012; Denscombe, 2010). According to Crotty (2003), ontology and epistemology are complementary concepts, with ontology serving as a way of understanding what is and epistemology serving to understand what it means to know. The ontological view aims to answer the question, "Who are we? And what are we here for?" Since the nature and behaviour of individuals is the key factor in the ontological view of philosophy (Eriksson & Kovalainen, 2015). Based on human nature, interest and behaviour, ontology is divided into further two kinds of philosophy, namely, an interpretative and an objectivist approach,

4.2.2.1 Interpretivism

Interpretivism in ontology refers to the idea that principles of the social world cannot be understood objectively, but a subjective view of these principles enables the social world to be carefully assessed (Eriksson & Kovalainen, 2015). Interpretivism pays a special emphasis on how people perceive and understand the ways through which the world is experienced (Žukauskas et al., 2018). The core theme of this philosophy is that human behaviour has a definite influence on the social world, which is why studying the ideals of research from an objective view would not be feasible. Omerod (2006), informs that human cognition is the strongest driver behind interpretivism, whereas it is often disregarded in favour of generalization in positivism.

The interpretive approach states that numerical data is unable to capture the essence of human emotions, which is why it is incomplete. According to Zukauskas, et al. (2018), interpretivism in ontology is, "Knowledge is based on the abstract descriptions of meanings, formed of human experiences". Eriksson and Kovalainen (2015) posit that interpretivism focuses on the meaning behind the data, which is often unexplainable when it comes to quantifiable figures. Therefore, support for qualitative information is a big driver behind interpretivism (Eriksson & Kovalainen, 2015). The interpretivism approach was used in this research to comprehend the theoretical background of this approach through the use of qualitative research methods and methodological justification.

4.2.2.2 Objectivism

On the other hand, objectivism, as the name suggests, presupposes the assumptions of positivism, both supporting the fact that the quest to objectively know the world depends on the availability of an objective and definite world (Chipangura, 2016). The ideologies in objectivism are closely interconnected with positivism, which is why the idea is generally not discussed in a separate light. Following a similar directive as positivism, objectivism understands how numerical data can be converted into pattern-oriented and meaningful information. The reality is conceived to be objective with a lack of direct connection with morals (Chipangura, 2016).

A comparison is presented in the table below of the four main research paradigms based on their ontology and epistemology researchers' points of view on the role of research values and data collection.

Table 4-2: Comparison of four management research philosophies

	Positivism	Realism	Interpretivism	Pragmatism
Ontology: the researcher's view of the nature of reality or being	External, objective and independent of social actors	Exists independently of human thoughts and beliefs or knowledge of their existence (realist), but is interpreted through social conditioning (critical realist)	Socially constructed, subjective, may change, multiple	External, multiple views chosen to best, Enable answering of the research question
Epistemology: the researcher's view regarding what constitutes acceptable knowledge	Only observable phenomena can provide credible data and facts. Focus on causality and law-like generalisations, reducing phenomena to simplest elements	Observable phenomena provide credible data and facts. Insufficient data means inaccuracies in sensations (direct realism). Alternatively, phenomena create sensations that are open to misinterpretation (critical realism). Focus on explaining	Subjective meanings and social phenomena. Focus upon the details of the situation, a reality behind these details, subjective meanings motivating actions	Either or both Observable phenomena and subjective meanings can provide acceptable knowledge dependent on the research question. Focus on practical applied research, integrating different

		within a context or contexts		perspectives to help interpret the data
Data collection techniques most often used	Highly structured, large samples, measurement, quantitative, but can use qualitative	Methods chosen must fit the subject matter, quantitative or qualitative	Small samples, in-depth investigations, qualitative	Mixed or multiple method designs, quantitative and qualitative

Source: Adapted from (Mark Saunders, 2009, p. 119)

Researchers are either more subjective or objective in perceiving human beings and their world (Burrell and Morgan, 1979). These realities exist on a continuum, and supporters of either perspective may draw on insights from the other end of the continuum (Morgan and Smircich, 1980). When taken in an objective manner, reality is viewed as a concrete process or structure that exists independently of social actors (Bryman and Bell, 2007). This perspective has been primarily used to study the structure of organisational networks and is considered a predominant approach used to engage the social capital in a network arrangement (Koka and Prescott, 2002).

Conversely, Subjective perspectives consider reality to be socially constructed and connected to personal issues such as motives, emotions, and perceptions (Gray, 2004; Burrell and Morgan, 1979). In this study, the subjective view of reality is considered where Individuals and communities develop their social worlds and meanings “out of something” (Crotty, 2003). As a result, they create the realities they are a part (Denzin, 2002). In addition, individuals construct their senses of truth because they have differing ideas about meanings (Crotty, 2003). In the process of designing and analyzing this study, it was assumed by the researcher that PPP arrangements exist among many businesses in Pakistan because consciously beings construct this network. So, this network can be constructed, sustained, and reproduced through social life in the same way that everything else is subject under study inserted (Crotty, 2003). A suitable and

relevant philosophy for the current study will be chosen following a full review of the abovementioned philosophies.

4.2.3 Justification for the application of Interpretivism Philosophy

This qualitative study is primarily concerned with exploring the public-private partnership (PPP) strategy for promoting tourism in Pakistan and understanding the complex social phenomenon of contextual factors in PPP implementation, operation, and management, thus using the interpretivism philosophy. According to Gephart (2004), the interpretative philosophy affirms that social reality does not exist in any concrete way but is the product of subjective and intersubjective individual experience. In this regard, when humans go through these experiences, they generate authentic meanings. In certain contexts, these concepts constitute individuals' social reality (Crotty, 2003), which means that rather than exploring the researcher's point of view, the participant's point of view is investigated. By following this, it is possible to capture the perceived individuals' thoughts, impressions, and feelings and their motivations and personal evaluations regarding their own and individual experiences through the data analysis (Trigg, 1985).

Second, the trend in management science to move from a positive to a real paradigm allows the researcher to capture and explore a phenomenon in the complexity of its real-world context (Perry et al., 1999). This is in line with the aim of this research question, which seeks to understand how PPP strategy is developed in the ministry of tourism and investigate the contextual factors of PPP adoption as well need to develop a framework for supporting the PPP model in the Ministry of Tourism. Hence, it is logical for the researcher to explore the PPP strategy in the tourism sector to build a theory rather than test an existing theory. Thus, the interpretive paradigm is best suited to this research to achieve the finest possible results.

4.3 Methodological Research Approach

Approaches for conducting research are linked to the methods or processes that play an important role in completing the research, and this empowers the researcher to move from broad assumptions to a more specific and precise analysis (Creswell, 2013 & Plano Clark, 2011). The research approach is considered one of the essential steps in the methodology, which defines the nature and scope of study into a careful examination of factors and information that can later be used to find definite and concrete answers (Johannesson & Perjons, 2014). A research approach is a strategy

and procedure that describe the various stages and techniques involved in conducting research, such as collecting data, analyzing the data, and finally interpreting the data (Creswell, 2013). The research approach is outlined as a research procedure where researchers used to construct a strategy based on two distinct models found in social science, namely, inductive and deductive reasoning (Collis & Hussey, 2014).

4.3.1. Inductive approach

The inductive approach is when the researcher develops a theory based on the analysis of data that has been collected (Bryman and Bell, 2007). On the other hand, the deductive approach entails developing a theory and hypotheses and a strategy for testing the hypotheses (Patton, 2002). The inductive approach involves gathering and analyzing data to support a theory that begins with observation and concludes with generalization (Bryman and Bell, 2007). The researchers generally select a specified number of observations from the population in an inductive approach and use their subjective nature to generalize the conclusion of that particular observation to the entire population. The observation of the research induced from the inductive approach leads to new theories which allow the problem or the issue to be investigated in different ways. Thus, researchers who use this approach assume that observation can be more streamlined rationally into a universal rule and that assumptions can be confirmed (Shahzad, 2014).

Inductive research is an exploratory nature of the investigation and can be an appropriate solution for those studies where the problem statement remains unclear for research projects in social sciences such as human behaviour. This means that to a research problem, researchers follow a route where they first investigate the problem to understand the data, followed by qualitative-based research and finally arrive at the point to generate the hypotheses to form a new theory (Singmann & Klauer, 2011). Therefore, induction is more closely associated with the epistemological perspective influenced by the subjective mindset, which is more suited to conducting qualitative research (Saunders et al., 2009). The current study used the inductive approach to create a theoretical understanding prior to the data collection process. The following section provides a more in-depth discussion of the rationale behind choosing this approach.

4.3.2. Deductive approach

An approach known as deductive reasoning is extensively utilized in scientific research and involves developing hypotheses that are subject to testing. It involves developing the hypothesis based on the current theory derived from the literature review and then testing by using a proper research design. According to Somekh & Lewin, (2011), deductive research is defined as “the process of interpreting empirical data using established theories as a framework”. In the deductive approach, a positivist worldview is typically held by researchers who use the scientific process to develop hypotheses which are accomplished by applying a specific set of techniques.

Deductive research begins with developing theoretical hypotheses, which are then validated through observation and empirical generalizations to add to the theoretical knowledge. The process of deduction follows a linear sequence, and each step is clearly, logically and sequentially followed with previous; although Bryman & Bell, (2007) indicated that the sequence of the deductive technique might be changed in certain circumstances. Such as, in the case of new information provided in the form of published data during data analysis, it may be necessary to collect additional data to achieve balance; as a result, existing data may become irrelevant. In addition, Creswell (2014), has questioned the implementation of this approach in social sciences due to potential problems resulting from researchers' restricted knowledge, biases, and generalization errors that influence study outcomes and undermine the reliability of the study findings.

4.3.3. Justification for choosing the inductive approach

As previously stated in section 4.3.1, the inductive approach has been selected for the current research. The inductive approach will explore the basic theories that allow the researcher to learn more by examining the importance and benefits of (or lack of) a public-private partnership in Pakistan to develop the tourism industry. A deductive approach, on the other hand, will allow the researcher to test the theories related to the feasibility of public-private partnerships in tourism which is not suitable for this research, a researcher is not to test any theory instead explore a new theory of public-private partnership in Pakistan Ministry of Tourism which has not done before.

So, the inductive approach will be useful in getting the knowledge of the research topic, explanation, formulation, and modification of the conceptual framework at any point during social research (Choy, 2014). Moreover, this approach is consistent with the interpretivism paradigm by

following the subjective nature of the continuum paradigm. Simultaneously, an inductive approach was used to develop new knowledge about the influence of local contextual factors on PPP implementation in the Pakistan Ministry of Tourism and the impact of PPP on tourism development. Due to these underlying reasons, the inductive approach was deemed the most appropriate approach for the current study.

4.4 Research Designs

A research design provides researchers with a clear path to follow when conducting their investigations. Denzin and Lincoln, (2011) also coined the term "strategies of inquiry" for research design to describe how it shapes the purpose of any research project. There are three types of research designs in social science: An exploratory research design, an explanatory research design, and a descriptive research design. The complexity and nature of the research questions in the study have an impact on how well the research design is implemented in the study (Denzin & Lincoln, 2011). The research design chosen by Saunders et al., (2009) could be explanatory, exploratory and descriptive but depending upon the research question, while Robson, (2002) has indicated, which may change during the research and justify more than one design at a time to implement a suitable research design.

4.4.1 Exploratory Design

An exploratory design is usually adopted in studies where the research problem is unclear and entails finding out "what is happening, finding new ideas, asking questions and evaluating new phenomena" (Robson, 2002). It is adaptable and flexible to change and is usually taken as an initial step to better define a research problem following hypothesis development, explaining the concepts of further study and following another type of design, like descriptive research design (Babatunde & Low, 2015). In exploratory research design, different techniques are used for data collection, including surveys, case studies, and individual or focus group interviews. Moreover, Inductive reasoning is typically used in exploratory research, emphasising "what" questions (Babatunde & Low, 2015). Table 4.3 lists some of the benefits and drawbacks of exploratory design.

Table 4-3: Advantages and Disadvantages of exploratory design

Advantages	Disadvantages
The exploratory design provides a deeper understanding of the study by introducing new information backed by the investigation (Kogan et al., 2019).	Adopting this study strategy may lead to qualitative data collection that is difficult to comprehend (Babatunde & Low, 2015).
It can assist the researcher in having a better grasp of a certain subject.	Due to a lack of statistical strength, it cannot produce a definitive result (Babatunde & Low, 2015).
According to Kogan et al. (2019), it selects whether to explore the configuration, test the philosophy, and obtain strategic information.	The majority of secondary-source material is likewise likely to be out of date.

4.4.2 Explanatory research

Explanatory research refers to studies that establish a causal relationship between various variables (Kothari, 2012; Saunders et al., 2009). Analysis of the impact of change in one variable on another variable is the primary focus of explanatory research design (Thomas, 2010). This type of research is primarily based on the deductive approach and seeks objective answers in the form of "why or how" questions. The role of the researcher in the explanatory study is to interpret, describe, explain and manage the relationship between variables (Kothari, 2012).

4.4.3 Descriptive research

Descriptive research is primarily conducted to investigate an unclear problem (Kothari, 2012). In this type of research, the population being examined is typically characterized by demographic and behavioural information to provide meaning to the research taking place around them (Englander, 2012). In this research design, the primary focus is on describing and understanding the nature of the phenomenon under investigation and identifying and understanding the potential causes. This research design uses the "what" approach by measuring and describing the relationship between two variables (Soloman, 2010).

4.4.4 Justification for following exploratory research

Exploratory research was deemed suitable for the current study to understand the complex and unknown phenomena of successful implementation of public-private partnerships in tourism development. The following (Gilbert A. Churchill, 2002) view is that exploratory research is appropriate to any unknown problem and can provide a sound study base by developing the research knowledge. The research problem in the current study was not clearly defined at the outset of the research. The informal and inflexible approach could therefore be used to explore the research problem, which is itself not clear and extensive literature on research was able to follow an exploratory approach in this study. Although there is plenty of research in Pakistan into the effects of public-private partnerships in the electricity power sector, road infrastructure, and railway; there is still a research gap in Pakistan's tourism industry in the domain of PPP that still faces challenges, including a lack of consistent and coherent marketing strategies. Although current literature is under examination, there are no clear research problems, such as how ADTOT can be employed through PPP and contextual factors that can influence the implementation of PPP in tourism development, especially with different stakeholders' participation. Hence, exploratory research design allows for multiple avenues of inquiry into the research questions for informal research.

4.5 Research Methods

The Research method described by Creswell (2013), refers to determining the particular direction for investigating the research procedures from basic assumptions toward research design and data collection. Generally, three types of research methods (qualitative, quantitative and mixed methods) are used to collect data based on the research paradigm. However, the primary distinction between quantitative and qualitative research is based on the nature of knowledge and how the world is viewed according to the proposed research (Creswell, 2013). Both quantitative and qualitative approaches are distinguished in terms of data collection techniques and data analysis.

4.5.1 Qualitative

The qualitative research technique facilitates the researchers in conceptualising theoretical underpinning concepts and phenomena (Garber & Romer, 1996; Lincoln, 2005). Moreover,

literature affirms that qualitative research is a more organised theoretical framework that facilitates the researchers in employing interpretative and naturalistic approaches applicable around the globe. In addition to that, the qualitative research technique facilitates a better explanation of hallmarks of procedures, components, and neglected repercussions (Lincoln, 2005). Qualitative research based on exploratory studies is deemed inflexible and informal in areas that have not been adequately researched previously (Saunders et al., 2009). The research paradigms showed that the researchers moved from a positivist to a realistic approach, meaning the methodology changed from purely quantitative to qualitative (Creswell, 2013).

4.5.2 Quantitative

The quantitative research method involves formulating, demonstrating linkages, testing hypotheses and predicting outcomes (Van der Merwe & Barclay, 1996). The quantitative research design uses numerical data to test theories, so it is by definition of a deductive nature. It investigates relationships between predefined variables that are numerically quantifiable while also ensuring data validity. These research designs are suitable for research strategies comprised of experiments and surveys (Saunders et al., 2012). In other words, quantitative research is based on the belief in a single reality that promotes the researcher's separation from the respondents and emphasizes the importance of conducting research objectively (Bergman (2008:13). Furthermore, the quantitative research method works with large representative samples to collect numerical data for hypothesis testing via deductive approaches and identify universal causal laws that can be generalized beyond specific contextual constraints; hence, contrary to this research and therefore incompatible with the required investigation.

4.5.3 Research method for the current study and rationale for choosing

Following selecting an interpretative paradigm for exploring how Public-Private partnership (PPP) can support the development of the tourism industry in Pakistan from the perspective of Alternate Development Theory (ADTOT), the research has adopted a purely qualitative methodological approach. The proposed research is based on an “exploratory design, “allowing the researcher to collect and analyze qualitative data in this study. Several motives underpin the decision to use qualitative research for this thesis, including the research topic, literature suggestions, and the

nature of the research questions. Ontological and epistemological assumptions are outlined under section 4.2, which is where this study addresses the need for theoretical research into PPP tourism.

First, the qualitative investigation considers the nature of the subject under the consideration of PPP strategy and tourism development by employing ADTOT. This field is fundamentally concerned with the nature of reality in the social world, and managing complex organizations and external networks deal with in-depth research (Shaw, 1999). PPP tourism strategy and the behaviour of local contextual factors in its adoption are difficult to study by implementing traditional linear models used in quantitative research (Flick, 2006). By Using variables and numerical approaches, small business network researchers can simplify their conceptualizations of networks (Black, 1993). However, Marnburg, (2008) suggests that the links between multiple actors are phenomenologically structured and derived from their narratives. Therefore, the empirical development of content is needed concerning meaning, context, and discussion.

Second, this research project deals with the need for empirical research on tourism development with PPPs. For the development of the tourism industry, the Public-Private Partnership (PPP) strategy is not fully conceptualised and understood in Pakistan (Salman, 2020). The second chapter of this study provided context for the research area and background by highlighting emerging issues from literature review on PPP implementation and tourism relationships and recommended the following research questions.

- How can PPP employ the ADTOT to develop tourism projects in Pakistan's tourism industry?
- How do the contextual factors influence the development of the PPP strategy in Pakistan's tourism industry?
- What kind of practical PPP model can be develop to support the improvement of the tourism industry in Pakistan?

Third, the nature of the research questions directs the researcher in determining the appropriate research method (Crotty, 1998). Therefore, this study aims to provide answers to the questions "what," "how," and "why," which justifies the use of a qualitative approach. So, instead of revealing the correlations and frequencies, the goal of these questions is to establish a framework based on the data. Accordingly, there are high possibilities that the researcher can encourage the

interviewees by asking relevant open-ended questions to share their experiences and information related to the research topic. This process is easier by unrestricted information about public-private partnerships (PPPs) and tourism policies in a predefined context. The participants' replies were used to help the researcher determine the appropriate PPP framework based on their comprehensive interpretation of information and knowledge. Considering the above points, each individual's meanings to these interactions complicate every social interaction in one's daily life (Marshall and Rossman, 1995); thus, the researcher employs a qualitative approach to investigate these complexities.

4.6 Data Collection

Data collection refers to the process, tools, and techniques used to accumulate data (Collis & Hussey, 2014). As with other methodology steps, researchers have found that gathering data by using various approaches and procedures is essential to completing their studies successfully (Collis & Hussey, 2014). The data for this study will be gathered through in-depth, open-ended semi-structured interviews with five stakeholders, as mentioned in 2.8.2. Although, a pilot study with two experts in the relevant field will be conducted prior to collecting the main data. Additionally, to accomplish the research objectives, the current study proposed a qualitative data collection technique based on a bottom-to-top approach to minimise biasedness. In this regard, the qualitative data will be collected initially from local community respondents through semi-structured interviews and continued with other stakeholders, including tour operators, NGOs, PPPA officials, and tourism authorities.

4.6.1 Interviews

The interview is one of the most widely used and systematic data collection methods because it allows researchers to explore and discover things that would be impossible to observe in other arrangements (Creswell, Klassen, & Plano Clark, 2011; Patton, Sawicki, & Clark, 2015). In order to understand people's perspectives on specific issues, feelings, and attitudes, it is necessary to interview them, as this is a powerful tool for capturing subjective viewpoints (Patton, et al., 2015; Marshall & Rossman, 2016). An in-depth interview approach was adopted for collecting data because in-depth interviews have particular significance to qualitative research as they allow the researcher to question the facts and the opinions of the informants on relevant occurrences

(Creswell 2007), which is crucial in the current study getting comprehensive information in the local context to propose a viable framework for tourism development under PPP. Interviews can be conducted in a variety of ways, including structured, unstructured, and semi-structured, depending on the study's goals and methodology (Bryman & Bell 2011).

Structured Interviews:

Structured interviewing allows the researcher to conduct formal interviews with the help of a predesigned and structured questionnaire, which is mostly closed-ended in nature (Qu & Dumay, 2013). Mostly structured interviews are conducted when the research problem has been clearly identified; as a result, predetermined questions are asked of participants to gather information about them and their perspectives on the research problem. In quantitative research, the standardized structured interview is best suited for survey methods.

Unstructured Interviews:

In unstructured interviews, the interviewer asks an open-ended question, which allows the interviewees to discuss and express their opinions without restrictions. In this type of arrangement, both interviewer and interviewee have the ability to ease and shape the discussion on specific topics because the structure and course of their interview are not predetermined. Respondents in unstructured interviews are only given a list of topics or issues to help them remember.

Semi-structured Interviews:

Semi-structured interviews are located between structured and unstructured interviews and can be used to conduct interviews with both closed and open-ended questions. In semi-structured interviews, the researchers normally predetermine the study question, leave the space for queries, and then allow time during interviews to ask additional questions about emerging issues to be covered in depth (Bryman & Bell 2011). The semi-structured approach for interviews allows for greater flexibility in responding to questions and cannot be monitored in accordance with the researchers' schedule for the sequence of questions. The researcher intends to collect data through semi-structured interviews in this research because they allow the researcher to add additional questions and allow respondents to express more coherently attitudes beyond the question series but remain in the field of research. For this study, the researcher can gather rapport-building indicators through the semi-structured interviews and help participants retain their concentration

by conducting face to face or online interviews, allowing for the observation and recording of the participant's behaviours and emotions.

4.6.2 Semi-structured Interview Designing for this Study

Before carrying out interviews with participants, researchers must design and plan interviews based on the problem statement, study purpose, and topics to be discussed that allow researchers to find out maximum information (Dawson, 2007). According to Cohen et al., (2011), the research question must be constructed to encompass all of the study variables that are to be measured. The structure of questions must be designed to reduce the biasedness of the researcher. According to Hill et al., (2005), designing an interview protocol should consist of 10-12 questions with probes that ideally be completed in an hour or less.

Developing the interview guide for this study began with formulating the research problem and research questions, followed by a literature review. The interview protocol for this study was developed on the qualitative method based on exploring the PPP strategy for Pakistan's tourism development by using ADTOT with five stakeholders (local communities, TOs, NGOs, PPPA, and PTDC). Before starting the main interviews, two pilot interviews were conducted, transcribed, and analyzed as part of this research project. In this study, two members of the doctoral supervisory team and two experts from the public-private partnership (PPP) and tourism industry examined the interview questions. The set of interview questions used in this study consisted of 14-16 questions, each followed by a number of probes. Before introducing a demographic questionnaire to learn more about each participant's job, experience, and knowledge of the research project, a series of follow-up questions about the information needed and their consent and confidentiality were designed as part of the interview process.

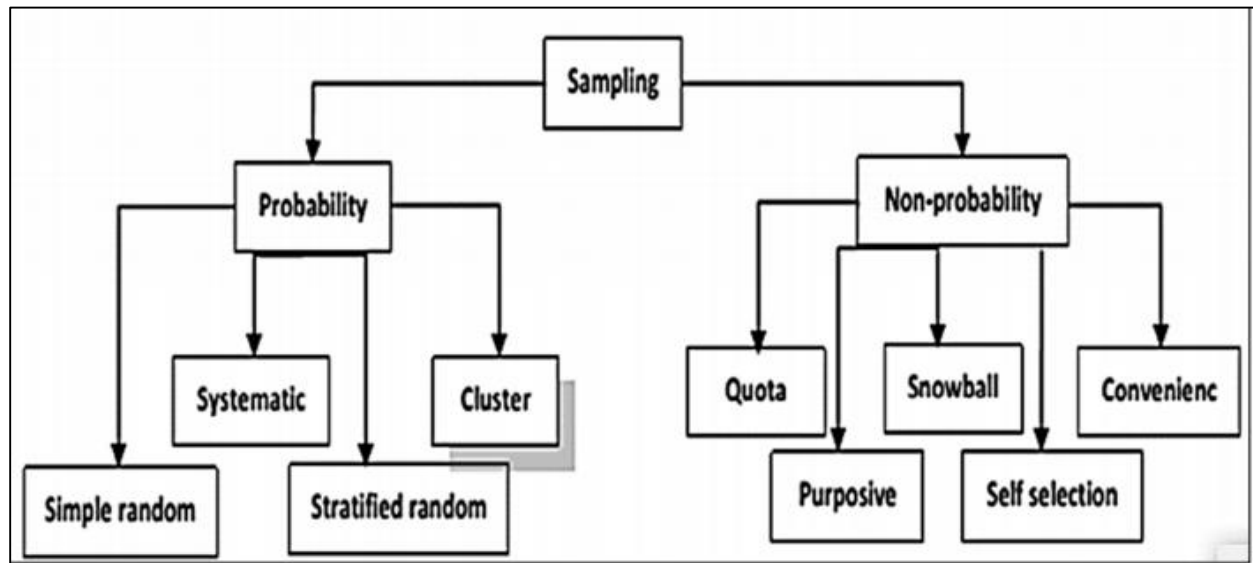
Furthermore, the length of each interview comprised between 30 to 45 minutes due to the fact that the interview questions consisted of 16-20 questions in total. The researcher determined the location of the interviews during the first contact with the respondents and was based on their convenience. For the purpose of capturing some of the most important and interesting points, the interviews were audio-recorded and handwritten notes were taken. The interview questions align with the study's research questions, as shown in the appendices (Annexures B, C, D, E and F).

4.6.4 Interview Sampling

Sampling plays an important role in collecting and generating data in social science research. When researchers seek to learn from a whole class of similar objects or events called "population," some of them tend to examine a group of people or objects derived from the large population known as the sample and draw conclusions for the entire class (Mugo, 2002). The population is essential to expand the group of people to whom the research results apply (Mugo, 2002). It is relatively impossible for the researcher to access every person in the population due to time and resource constraints, so researchers must draw samples systematically for the study's findings to be generalized to the entire population (Boddy, 2016).

A sampling design can be divided into **probability sampling** and **non-probability sampling**. Probability sampling is a technique in which all cases in the population are randomly selected but have a known probability of being included in the sample (Cohen, et al., 2011). Probability sampling can take the form of basic random sampling, stratified random sampling, cluster sampling, and systematic sampling, among other things. On the other hand, in non-probability sampling, the chances of each case being selected in the sample are unknown due to the non-random selection of cases. Such as convenience sampling, purposive sampling, quota sampling, and snowball sampling are all examples of sampling designs that can be used in non-probability sampling (Cohen, et al., 2011).

Figure 4-1: Sampling Techniques



A probability sampling design can only be used in a probability sampling frame and the absence of a probability sampling frame or the presence of a highly incomplete or unknown sampling frame, non-probability sampling designs are commonly used (Cohen, et al., 2011). Additionally, it is also possible to use non-probability sampling to produce an exploratory sample instead of a representative cross-section of the population, and sampling decisions are made based on information expertise that differentiates them from other sampling methods (Denscombe 2010).

Following the above discussion, the purposive and snowball sampling techniques were used in the non-probability sampling design. The researcher determined that they were the best options available under the circumstances in this research. Purposive sampling occurs when a researcher makes a judgmental selection that represents his research motives or is typical of the population based on a known characteristic rather than randomly selecting individuals (Singleton Jr. & Straits 2010). Moreover, as mentioned above, it is not easy to find appropriate participants in advance with inter-organizational relationships. So, when participants are difficult to find and can only be located through referral networks, snowball sampling may be an alternative technique in this category (Krejcie & Morgan, 1970). As part of snowball sampling, the researcher initially contacts/approaches a small number of participants who then assist the researcher in identifying additional participants. The snowball technique will be highly useful in this research because it will allow the researcher to select the most relevant participants for semi-structured interviews,

including federal level authorities, through referrals, which will also save time and money. Hence, in situations where probability sampling is impossible or where the population is difficult to reach because sampling frames are not available, this research is perfectly suited to use chain referrals.

4.6.4.1 Sample size and Selection Criteria of Participants

The sample size chosen for any study remains a challenging task for researchers (Cohen, et al., 2011). It refers to the number of participants or respondents chosen for any specific study. The sample size criteria for the qualitative analysis cannot be determined to generalize the findings; the literature indicates the rule of thumb that the data saturation point is the true sample size for the qualitative analysis (Krejcie & Morgan, 1970). The current study will follow the same criteria for the sample size in the case of qualitative analysis to achieve the research objectives of the current study. By considering the research questions, the researcher consulted with the most relevant participants from five key stakeholders, as mentioned in 2.8.2, and a bottom-up approach will be used to reduce biasedness and improve data generalization (starting with the local community and then the authorities). The criteria for selecting participants from the local community, tour operators, and NGOs will be based on their knowledge, interest, and experience in the relevant field.

Furthermore, the participant selection criteria from the Pakistan public-private partnership Authority and Pakistan Ministry of Tourism will be based on their expertise in the research topic with sufficient knowledge of the subject matter. Participants have the necessary relevant experience working on PPP projects and tourism development missions in Pakistan, and their current position/job status is related to the implementation of PPP projects for tourism infrastructure development in Pakistan. PPP participants' status is associated with implementing public-private partnership (PPP) projects for infrastructure development, and tourism participants should also be related to the development of the tourism industry in Pakistan. Participants shall be treated as key stakeholders in public-private partnerships and tourism projects planned in Pakistan under PPP to find answers to all underpinning research objectives of the current study. Table 4.4 contains a list of individuals who participated in semi-structured interviews.

Table 4-4: List of Participants in Semi-structured Interviews

Quantity	PPP Participants	Reason to Choose Them
1	Chief Executive Officers (CEOs) of Pakistan Public-private partnership	They are the most appropriate participants for interviews to understand the PPP in the context of Pakistan. The researcher can access the most relevant information with their extensive experience and current role in Pakistan PPP to identify all research questions from the PPP perspective. The PPP is a key variable in this study, and the majority of Pakistan's development projects completed to date under PPP, such as (road infrastructure and the power sector). Therefore, it is important to adequately support all research questions with more relevant participants and reliable data, especially the underpinning first research objective of evaluating Pakistan's PPP condition, including (e.g. decision-making process and project adoption criteria) under PPP.
1	Infrastructure Specialists (the regulatory body for PPP projects), Government of Pakistan	
1	PPP Adviser and PPP Educational Consultant	
	Tourism Participants	
1	Secretary to National Tourism Corporation Board (NTCB)	These participants are primarily from the Pakistan tourism industry and represent some of the most prominent figures in the country's tourism policymaking. This research's primary objective necessitates the participation of more authoritative and responsible participants. Therefore, they are considered more appropriate participants for this study. Their participation will be beneficial in obtaining the most up-to-date information on Pakistan tourism, such
1	Ex-chairman Pakistan Tourism Development Corporation (PTDC)	
1	Chairman Tourism Development Corporation Punjab (TDCP)	

1	Parliamentary Secretary of Pakistan Climate Change Ministry	as the current state of the industry, expectations for the future, and what policies are in place to meet those expectations. More information is available in the literature review section 2.8.2.1.
1	Tourism Development Advisor and Educational Consultant	
	Tour Operators Participants	
1	Vice President (Pakistan Association of Tour Operators)	Tour operators are essential to the success of the tourism industry. Tour operators can influence consumer choices, supplier practices, and destination development patterns as intermediaries between tourists and tourism service providers. Therefore, it will be advantageous to gather information on tourism development by including the views of this key stakeholder in the research process.
1	Operational Manager (Pakistan Association of Tour Operators)	
	NGOs Participants	
1	Director Operation (Sustainable Tourism Foundation Pakistan, NGO)	NGOs contribute a significant role in tourism development by ensuring that the interests of all stakeholders are considered. NGOs can collaborate on developing policies and plans for tourism development by creating consumer societies and cooperating with regulators, media and academics. They work with the government, private sector, and communities to implement, monitor, and evaluate a standard for responsible tourism. An important role for non-governmental organizations (NGOs) is to liaison between the private sector and communities to increase community involvement in the tourism sector and strengthen private sector commitments to provide local communities with
1	Chief Coordinator (Agha Khan Cultural Services Pakistan, NGO)	

		education and training. In order to develop community-based tourism projects, NGOs can attract funding from donor agencies and assist communities with organizing themselves for tourism and putting tourism projects into action. NGOs are also very useful in assisting the government in implementing tourism and environmental awareness programs among residents and the tourism industry.
	Local Community	
5 members of a group	A group of community members from different tourism rich areas in Pakistan	The involvement of the local community is critical in the growth of tourism, although they might have legitimate concerns and maybe adamant in their opposition to any tourism development. Therefore, the local community will benefit from this research by contributing their ideas on dealing with the challenges of tourism development in practice. They should be consulted on any decisions made. Tourist destinations can benefit from the unique values and cultures of the local population.

4.6.4.2 Source of Data

In order to achieve the objectives of the study, the primary data will be collected from all the stakeholders mentioned above in Pakistan through semi-structured interviews and official documentary materials. In terms of data sources regarding the local community, tour operators and NGOs are all authorised community representatives and are registered with relevant government bodies, and all are reliable sources of information. Following this qualitative data from the PPP authority, the relevant participant will choose from 47 active PPP projects out of the 105 PPP

projects in Pakistan. In addition, government officials in federal and provincial ministries were used to collect data from the tourism industry, and other information was gathered through informal conversations, journal articles, observations of websites, and participation in networking events. Furthermore, because no database could assist the researcher in classifying participants from all 47 PPP projects and various units of the Pakistan Ministry of Tourism, however, in case of the researcher was unable to classify participants with unknown population sizes or only limited access to the operational sites of these projects, the purposive and snowball sampling techniques were used to select suitable participants for interview.

4.7 Piloting for semi-structured interviews questions:

Many studies have used a qualitative approach to investigate individuals' subjective experiences, beliefs, and opinions that cannot statistically be measured (Percy, Kostere & Kostere, 2015). It is nearly impossible to conduct research without interviewing subjects and collecting relevant data to allow the researcher to interpret the phenomenon from the proposed research's perspective (Merriam, 2016). Therefore, it is important to pilot the interviews to test the questions and to practise interviews because piloting the study will provide the reliability of the research instrument prior to the main study (Creswell, 2012). The importance of pilot testing has been expanded to include qualitative research to prepare for the main study. Therefore, the researcher decided to conduct the pilot testing based on the recommendation. In order to complete the interview questions pilot testing, the researcher intends to follow a specific sequence of steps.

- Identify the interviews questions
- Experts review the initial interview questions
- Participant selection
- Interview piloting
- Describe the change made

4.7.1 Identify the interviews questions

Following the 1st step of piloting, "clearly identifying the interview questions", the interviewer will ask open-ended questions to explore how Public-Private Partnership (PPP) can support the development of the tourism industry in Pakistan from the perspective of Alternate Development Theory (ADTOT). The interview questions comprise two parts: initially developed based on

public-private partnership projects and their development in Pakistan to obtain the knowledge all about current PPP condition before applying in the tourism sector and following to approach the Pakistan tourism ministry to interview the officials about the current status of Pakistan tourism, future expectations and arrangements to fulfil them by employing ADTOT. By using this process, the interview questions can be improved, and their effectiveness will be significantly higher in achieving the study's objectives (Castillo-Montoya, 2016).

4.7.2 Experts review the initial interview questions

According to Neuman (2013), evaluating the data collection instruments (i.e. interview questions) has benefits such as simplifying the interview instrument for easier understanding, having expert perspectives, and more essential considerations such as data reliability and validity. Subsequently, the questions were subjected to professional judgment from the director of studies and the supervisor for the present research, which resulted in a few changes. This change affected the number of research questions, the wording of the questions, and the length of some of the questions.

4.7.3 Participant Selection

Following the expert's advice, two interviewers with relevant backgrounds were used in a pilot study. One respondent was an associate professor from Pakistan's well-reputed university's tourism and hospitality management department. The other was a PPP Adviser and Educational Consultant from the Pakistan public-private partnership authority. These participants were selected based on their expertise, experiences, and knowledge of the particulars of the research context.

4.7.4 Interview Piloting

The piloting interviews took place with 2 experts (a tourism educational consultant and a PPP advisor) over Skype due to the global pandemic. The interview for each participant lasted between 30 to 45 minutes and was recorded using the skype recording tool. The recording was listened to many times by the researcher to evaluate the interview performance.

4.7.4.1 Describe the change made

The trial interviews went well, and the researcher made some small amendments to the questions after clearance from the study supervisor. These adjustments were about reducing the number of questions and spinning some words and terminology to simplify the questions so a layman could understand them.

4.8 Data Analysis

The final step in the methodological approach is data analysis, which aims to explain and discuss the findings from the data analysis (Easterby-Smith & Thorpe, 2012). In research findings, data analysis refers to the systematic process that uses tools and techniques to analyze the information extracted from the research (Dossett, et al., 2020). The data analysis in question combines the data analysis tools used to find the results from the accumulated data and the analysis itself, which thoroughly examines the results for the research subject (Cohen et al., 2011). Data collection in this study relies solely on qualitative data interpretation, which necessitates thorough documentation of each aspect of qualitative evidence.

Analysis in this study has been shaped by the specific qualitative approach used and the data's specific form (semi-structured interviews, field notes, documents, and audiotape). The qualitative data in this study will be analysed using a thematic analysis technique. The accurate and appropriate analysis of research findings is essential for ensuring data integrity and is used to classify information about the research into sub-themes and themes (Markle, 2017). Savenye and Robinson (2005) argued in support of qualitative data analysis that inappropriate statistical analysis distorts scientific evidence, misleads casual readers, and can negatively affect the public perception of research, as data integrity issues are a major concern with statistical data analysis. The researcher will use thematic analysis through NVIVO software to analyze qualitative data based on underlying reasons.

4.8.1. Thematic analysis and Nvivo

In explaining the thematic analysis, Markle (2017), stated that it is one of the types of qualitative analysis that examines the classification and presentation of themes, also referred to as patterns within the data. According to Alhojailan (2012), the thematic analysis aims to illustrate data in

greater detail and interpret the data concerning a wide range of topics. Researchers who are looking for any factors or variables that have a direct or indirect impact on participants can benefit from using thematic analysis (Creswell, 2003). Thus, participants' interpretations are important in this study because their conduct, opinions, views, thoughts, and actions can be used to explain why participants face potential difficulties. Hence, thematic analysis is more advantageous for obtaining valuable outcomes in these circumstances.

Furthermore, NVIVO software was used to develop codes, themes, and categories that emerged from participants' responses during the interviews. It enables researchers to work more accurately with large amounts of data and provides easy access to available resources while also adding rigour to the process when using NVivo (Ozkan, 2004). NVIVO is widely used for qualitative data analysis, and researchers can generate valuable data and rigorously validate it with the help of this software (Alhojailan, 2012). Researchers can use this software to gather all relevant evidence and then categorise it into related concepts and themes. As a result, NVIVO software was used to conduct a thematic analysis of the data collected from all stakeholders for tourism development by considering all aspects of the research questions.

4.9 Ethical Considerations

Research's ethical issues and implications have concerned the legitimacy and morality of research procedures, which must be considered during research processes (Neuman, 2013). Research ethics are primarily necessary to protect participants and organizations against any harm and adverse consequences of research participation (Creswell, J.W, 2014). Therefore, the current research deals with the ethical issues concerning the rights and obligations between the researchers and interviewees in the following processes.

First and foremost, permission from the participants was requested to begin the interviews. Everyone who took part in the study was given an interview consent form as well as an information sheet that contains such as the project's name, its purpose, the researcher's responsibilities to them as well as their own responsibilities concerning the research, the contact information for both the researcher and his supervisor in the event of further investigation was provided and also requested for feedback on the interview's results.

As a follow-up in second place, the issue of participant information confidentiality and anonymity were addressed in writing by reassuring them that no information would be made public such as their names, organizations, or any other personal information. It was clarified that no one other than the researchers would have access to the data recording, and the researcher would transcribe the interview data to ensure anonymity. The name of the participants or organizations were referred anonymously wherever needed. Furthermore, the participants in this study were also informed that their participation was completely voluntary and could opt-out at any point.

Third, the interview location was decided based on the suitability of the researcher and the participant, and there was only one participant with the researcher in an interview. According to the research need, all participants were requested to participate in an interview that lasted approximately 45 minutes to an hour in the current study. Interview data was gathered exclusively through digital sources, such as a digital recorder or online interviews via Zoom or Skype, and the researcher took notes during the interview with the informants' permission. In addition, the confidentiality of participants who have had time for this study is of utmost importance, and all information will stay confidential and kept secure according to UWTSD's obligations in terms of human research ethics.

Fourth, initial telephone contact was established in a relationship between the researcher and participants by providing complete information about their expectations during the research. It was also assured that the researcher would not include the information of participants who requested to withdraw from the study, and in the event of any negative issues during the interviews, the researcher immediately halted the session and the data in any other research projects would also not be shared. Furthermore, it was told that any participant who wishes to receive a summary of the research findings would be provided with a copy of the research report.

Finally, the researchers must obtain formal permission to collect the data, and all ethical concerns were taken into consideration for this research according to University of Wales Trinity Saint David guidelines. An approval from the University of Wales Trinity Saint David's Ethics Committee was obtained to conduct the fieldwork for the current research project (See Appendix).

4.10 Summary

The study's research methodology is laid out in this chapter. The interpretivism perspective used in this study is supported by a brief discussion of various research paradigms. The research philosophy was well-suited to inductive approach because the subject area is still relatively new in academic circles. The research design specifies the briefs on the sample population used in this study to explain how the respective organisations are dealing with the situation. The section on data collection techniques describes the study's reliance on various data sources and the systematic collection of data in multiple ways. The primary data source was semi-structured interviews with the local community, tour operators, NGOs, PPPA officials and the Pakistan Ministry of Tourism from the chosen sample of the population. The data analysis section explains how public and private partnership collaboration was used for data analysis to develop a business strategy.

A more comprehensive and in-depth picture of the situation could only be obtained through the use of qualitative data analysis method in this study. The themes, subthemes, factors, and institutional forces derived from the data analysis process are outlined to provide an overview of the findings described in detail in the subsequent chapter. The section for the research methodology demonstrates the approach and design measured for this thesis. This chapter also outlines the data collection method and the plan for the analysis. The chapter also identified the limitations and ethical research considerations of qualitative data and described the solutions regarding limitations and ethical issues in this research.

CHAPTER 5: DATA ANALYSIS

5.1 Introduction

The present chapter includes the data analysis based on the interviews conducted with various stakeholders to explore how PPP can support the development of the tourism industry in Pakistan from the perspective of the Alternative Development Theory of Tourism. These stakeholders include the local community, non-governmental organisations (NGOs), Tour operators, Tourism development corporation Punjab (TDCP), Pakistan tourism development corporation (PTDC), and Public Privative Partnership Authority (PPPA). Key concepts from the thematic analysis are summarised in this chapter. NVivo was used for thematic analysis, which enables the creation of consistent storylines by gradually shifting from raw narrations to themes. Key themes created from the interview data are as follows, each theme and its sub-themes represent a research question and are consistent with the outcome of the collected data. Additionally, this section explains the analytical tools and the methods used to verify the reliability and validity of collected data and the results of data analysis.

5.1.1 Profile of Interviewees

A total of 17 participants were selected for semi-structured interviews using an open-ended questionnaire (see appendix). The questions listed in the appendix are not the only ones being asked in the present study's interviews. Many rapport-building, probing, and the interviewer also posed cross-questioning questions. Furthermore, certain questions evolved from the respondents' replies. Hence, the questions in the appendix are some of the basic questions that were addressed to the research participants. The first demographic information of respondents was gender. The results reveal that 14 respondents were male, which is approximately 82% of the total respondents, while 3 females were respondents in the present study, which is approximately 18% of the total respondents.

The second demographic information was about the respondent's association. This study's findings show that 3 respondents came from the PPP, representing 18% of the total sample, while 4 came from the PTDC, representing 24% of the total sample; TDCP is represented by one respondent or 6% of all respondents. Tour operators comprised 12% of the total sample, with two respondents.

A total of 12% of the sample consisted of respondents from non-profit organisations, while 29% of the sample consisted of respondents from the local community.

In total, 4 people said they were between the ages of 18 and 25, accounting for 24% of the total sample, and 5 people who said they were between the ages of 26 and 35 accounted for 29% of the total sample. Moreover, another 4 respondents indicate their age range between 36 and 45, while another 4 respondents indicate their age range between 46 and 50, accounting for approximately 24% of the total number of respondents. The results indicate 4 respondents indicate their education as higher secondary or less which is 24% of total respondents, while 5 respondents indicate their qualification as a bachelor's degree, which is 29% of total respondents. Moreover, 8 respondents indicate their qualification as a master's degree or higher, which is 47% of the total respondents.

The results indicate that in total, 6 respondents indicate their experience range less than 5 years which is 35% of total respondents, while 3 respondents report their years of experience in the range of 5-10 years which is 18% of total respondents. Moreover, 4 respondents indicate their years of experience are 10-15 years; furthermore, 4 respondents indicate their years of experience are more than 15 years, which is 24% of the total respondents. Table 5.1 shows all of the respondents' information, attributes, and additional details can be found in (Annexure-A).

Table 5-1: Details of participants

Sr. No.	Participant	Occupation/Position	Experience	Qualification	Location
1	Local Community	Businessman	7 years	Graduation	Jehlum
2	Local Community	Manager in Hotel	5 years	Graduation	Bahawalpur
3	Local Community	Businessman	4 Years	High School	Sawat
4	Local Community	Booking Manager	5 years	Graduation	Hunza
5	Local Community	Business (Transport)	13 years	Graduation	Sawat
6	NGOs	Social Activist	17 years	Graduation	Bahawalpur
7	NGOs	Manager	12 years	Graduation	Islamabad
8	Tour Operators	CEO	15 Years	Masters	Bahawalpur

9	Tour Operators	Manager	14 years	Masters	Islamabad
10	PTDC	General Manager	19 years	Masters	Islamabad
11	NTCB	General Manager	30 years	Masters	Islamabad
12	Ministry of Climate Change	Climate Change Expert	13 years	Postgraduate	Peshawar
13	PTDC	PA to Planning Commission	15 years	M.Phil.	Islamabad
14	TDCP	Managing Director	30 Years	PhD	Jehlum
15	PPP Official	General Manager	22 years	Masters	Islamabad
16	PPP Official	Senior Infrastructure manager	12 years	Masters	Islamabad
17	PPP Official	Expert advisor and consultant	15 Years	M.Phil.	Islamabad

5.1.2 Process of Data Analysis Using NVIVO

This section describes how to conduct data analysis using the NVivo software. It explains the data analysis process in six stages: becoming familiar with data, generating initial codes, searching themes, reviewing themes, defining themes, and producing the report. A representation was developed for data analysis using in-depth interviews, voice recordings, transcriptions, pictures, notes, and research articles. A wide range of data analysis procedures was used, from creating resources to coding by nodes and running queries to produce conclusions that could be used to verify or develop theories. This was done at five levels from relevant participants of this research: the local community, tour operators, NGOs, PPPA officials, and tourism officials. Additionally, NVivo was used to create word clouds, word trees, and cluster analysis to get a more comprehensive and coherent picture of the scenario (Appendices B, C, D, E, and F).

The analysis process of qualitative data usually consists of three stages: data reduction, data interpretation and conclusion drawing (Lincoln & Denzin, 2011). Data reduction is generally accomplished through textual transcription, which employs various techniques such as selection, focusing, abstracting, paraphrasing, and transforming the data. After data reduction is completed, the researcher conducts a data display process; this is a strategy for organizing the data in a simple

and accessible manner, which is primarily through coding and encompasses a variety of metric types, including graphs, diagrams, charts, and networks (Rangkaputi, 2017). Finally, the conclusion section discusses the analytical tools and methods used to increase the reliability and validity of the collected data and analyse the results. Thematic analysis can be done in various ways, but because of this variability, there is a considerable misunderstanding about the nature of the thematic analysis, particularly how it differs from qualitative content analysis (Braun & Clarke, 2006). The researcher will follow Braun and Clarke's (2006) six-step approach, summarised in Table 5.2.

Table 5-2: Phases Involved in Thematic Analysis

Phase	Description
1. Becoming familiar with data.	The interviews were transcribed, and then the first step in any qualitative analysis is reading and re-reading the transcripts. The data was extracted in the analyzable form to make the researcher very familiar with the entire body of collected data.
2. Generating initial codes.	The data was organized in a meaningful and systematic way. Extensive data were reduced into small chunks of meaning through the initial coding.
3. Searching themes.	Initial codes were collated into possible patterns (themes) that capture something significant about the research questions.
4. Reviewing themes.	The identified themes were reviewed and modified to make a clear sense and closely related to initial codes and research questions.
5. Defining themes.	Identified themes were interpreted, and sub-themes were examined that how do they interact with main themes.
6. Producing the report	The final step is to write up the data analysis and discussion of the analysis, link back to the research question or literature and produce a report.

The six-phase framework for thematic analysis by (Braun & Clarke, 2006)

The current study's research consists of seventeen semi-structured interviews with five different stakeholders. Primary data were gathered through in-depth interviews, while secondary data were gathered from journal articles, various websites, images, and other documents, and notes were

taken during the interviews. Recordings of the interviews were made using Skype/Zoom and then transferred and transcribed manually. Most of the interviews were conducted in Urdu (the local language) and then translated into English by a language expert during transcription. In this thesis, the researcher looked for emerging themes and categorized them to each research question according to the information provided by the interviewees. Key responses were selected from ideas, information, or behaviours related to each interview question and assigned a theme, concept, or pattern with its definition. Afterwards, data were calculated and ordered according to the occurrence frequency, and percentages were calculated using Microsoft's Excel Program. Multiple themes or concepts emerged that were classified as similar among the different interviews.

In the last stage, a conclusion was drawn based on the data presented. The conclusions drawn from data analysis must be verified through various methods, including cross-checking with field notes, literature review, and research objectives. The patterns developed by informants as conclusions and the established PPP framework for Pakistan's Ministry of Tourism were thoroughly cross-checked step by step for this thesis. The conclusions drawn from the analyses of the interviews were then triangulated with literature findings.

Stage_1: Becoming familiar with data

The first step of data analysis with NVivo is to get to know the data by making a database for the research study. The first step in theme analysis is to become familiar with the entire data set, which necessitates regular and active reading of the material (Braun & Clarke, 2006). The current study's data set includes in-depth semi-structured interviews. At the same time, it may be tempting to start coding data and look for patterns right away; familiarizing with the complete data set first provided the researcher with crucial exposure to the raw data and served as the basis for all following processes. Additionally, the further classification system of data sources allowed the researcher freedom to categorise, annotate, and draw connections or analogies between sources. Hence, these sources were categorised by assigning the appropriate properties to help gauge and assess the impact of these characteristics on interview data. The study then developed first-order themes to initiate the analytical process and gain insight into specific sources.

Extensive and detailed interviews were conducted by the bottom to top approach with respondents from the local community, tour operators, NGOs (non-governmental organisations), the PPPA officials, and tourism departments and imported into Nvivo as sources.

These respondents significantly influence key organisational decisions in firms associated with the tourism department. The interviews with key organisations' respondents lasted 30-45 minutes, while those with the network's actors lasted 25-35 minutes. An open-ended and semi-structured interview guide was initially developed from the literature review based on the research questions throughout the interview process. Following that, the pilot cases were altered and eventually developed with the permission of the research mentor. Those who participated in the interviews have been named anonymously only with their consent. Table 5.3 contains a brief summary of the themes explored in this study.

Table 5-3: A summary of the themes

Global Themes	Higher Coder Themes	Subthemes	Initial Codes	Supporting Quotes	Frequency
Employing ADTOT Under PPP					
Employing ADTOT Under PPP	Untapped Potential	Attractive Landscape	The attractive landscape and topography of Pakistan have the potential to appeal the domestic and foreign tourists.	LC_1: Like there are many deserts, forts, hill stations and palaces that await the local and as well as foreigner tourists.	12
		Diverse Culture	The cultural versatility (religion, food, festivals, and languages) of Pakistan has the potential to appeal the domestic and foreign tourists.	LC_2: Surely, Pakistan is more beautiful and culturally richer than other Asian countries. NGO_1: If you travel in Pakistan from Karachi to Kashmir, you will observe that Pakistan has diversified geography and culture;	6
	Need for Private Investment	Soft Infrastructure	The tourism sector of Pakistan needs to revive soft infrastructure (communication, advertisement, and marketing) for sustainable development).	LC_4: Consultancies with locals about new plans and policies, Infrastructure, marketing, management, awareness and education are the key areas where private entities and locals can play a role with public organisations in developing Pakistan's tourism industry.	6
		Hard Infrastructure	The tourism sector of Pakistan needs to revive hard infrastructure (tourism	TO_1: But when it comes to Hunza. You have to arrange a full luxury vehicle because the track is very tough and uncomfortable. This is where the private	11

			attractions, transport infrastructure, energy infrastructure, and hospitality infrastructure) for sustainable tourism development.	businesses can work with the government to facilitate the tourists.	
	ADTOT Benefits	Innovation	In the case of the public sector: public-private partnerships (PPPs) enable the delivery of public services at a lower cost while achieving greater value for money. PPP gives the government access to the private sector's innovation capacity.	PTDC: Private business can induce innovation, training and capacity building, business opportunities, environmental conservation initiatives, etc. NGO_2: Private investment can help in power generation, tourism education, innovation in tourism, technology, roads, hospitals and the welfare of the tourists and local communities. TO_1: the government's support is needed to maintain a high standard of service on a larger scale with smart technologies.	4
		Global Recognition	Respondents argued that strong initiatives and effective policies promoting environmental preservation and global recognition are necessary to attract tourists worldwide. PPP can help the public sector regarding these elements.	LC_5: The Pakistani government should make more efforts in this regard. They should do proper advertisement and marketing to enjoy the sustainable benefits of the world's third-largest industry NGO_1: Culture has to do a lot with tourism. For example, in Kalash valley of Chitral, KALASH has its own unique culture, which is a hundred years old and receives significant media attraction. PTDC_4: Global recognition (such as World Heritage UNESCO designation) is critical in establishing the global market for tourist growth.	5
		Environment Protection	PPP can support the Pakistan tourism industry to boost tourism through environment preservation.	CC: Plantation drives and eco-friendly transportation are the other possible areas for private sector investment to support the government for quality public service and alternative tourism development.	15
		Community Development	The public and private sectors' joint megaprojects will boost community development by creating jobs, improving quality	LC_3: Obviously, private businesses can empower the local residents. Resorts, heritage parks and transport services will offer employment opportunities to locals. These services and facilities	22

			of life, and promoting educational and skill development. As a result of these initiatives, tourism destinations will be better equipped to manage environmental protection while enhancing Pakistan's positive brand image in international marketing.	will attract more local and foreign tourists, which will definitely boost the local business. NGO_2: Private businesses can make them capable of supporting community development and environmental protection. PTDC_1: developing efficient strategies for local communities in the areas of job creation, innovation, training and capacity building, and business opportunities.	
		Culture Preservation	Maintaining the sociocultural integrity of host communities, preserving their built and lived traditional cultures, and promoting multicultural understanding will all benefit from this policy.	LC_2: Secondly, it will preserve host communities' sociocultural integrity, preserve their built and live traditional cultures, and contribute to multicultural understanding and compassion.	2
		Destination Development	Private investment can help with the maintenance of existing destinations and the development of new tourism destinations.	TO_2: In the sense of culture and heritage preservation, these companies can work on renovating and extending historical places like temples, gurdwaras, and forts.	8
Factors Influence in PPP Tourism	Factors affecting PPP Strategy				
	Political Factors	Corruption	It costs money when funds are diverted away from the partnership and instead channelled to individuals or when stiff fines are imposed for enabling illegal behaviour.	TDCP: Corruption, government culture and transparency are the main factors. In my opinion, central and regional governments throughout the world differ significantly in terms of social and economic organisation and infrastructural development. PPPA_1: Corruption in the projects results in kickbacks scandals and unfair bidding, preventing the project from on-time project delivery.	9
		Nepotism	Governments have a significant impact on the implementation and success of PPPs in terms of	LC_2: nepotism is also a threat to any project's successful implementation.	5

			fair play, defining conditions and contracts, tendering processes, and execution.	PPPA_1: unfair bidding and manipulation of project functions in order to draw personal interests can involve the incompetent stakeholders in the projects. Moreover, an inadequate legal framework also can disable the competent stakeholder from being part of PPP.	
		Political Instability	Infrastructure projects have frequently been accused of an optimistic bias on political levels. That ultimately affects the strategy development and project success.	LC_3: Nowadays, the political wings of some religious parties like TLP and JUF are protesting. These elements spread uncertainty and may cause any unpleasant incident. PTDC: political stability is a more important factor. There are many arch rival political parties in Pakistan. Oppositions are seen in past to unnecessarily oppose the mega projects by the government.	8
		Political Influence	Most PPP projects are carried out due to political pressure through non-transparent and non-competitive tendering processes	PPPA_2: when a political party have some reservations about the project, they can manipulate the project through their deep pocket links with bureaucracy and corporates, which can make PPP result in high user charges in any public service areas	7
	Technical Factors	Bad Governance	Arbitrariness, lack of transparency, and accountability are major concerns	PPPA_1: Arbitrariness, lack of transparency, and accountability are major concerns, so a good governance and robust public institutions must be in place to ensure that PPP projects deliver value for money. In order to encourage fair competition and cut the cost of the entire procurement process, effective governance in PPP procurement must follow a process.	9
		Inaccessibility to Financial Market	Access to a low-interest financial market which almost does not exist in Pakistan.	PPPA_3: Financial market accessibility is likewise a high-ranking success element in attracting investors and stakeholders. PPP project financing is a key indicator of private investment in public infrastructure. Access to a low-interest financial market which almost does not exist in Pakistan and a diverse choice of financial instruments for the private	4

				sector would be excellent incentives for PPP projects to be implemented.	
		Lack of Skilled Staff	Respondents believe that personnel's management skills and technical abilities impact the formulation of PPP project plans. PPPs must be effective and productive in all aspects of the economy to function efficiently in any area of the economy.	TDCP: Skill empowerment and education are very crucial determinants of Tourism development. Ineffective tourism policies and low qualified personnel lead to bad decision-making, which causes failure.	11
		Lack of Technological Advancement	Lack of technological advancement harms on-time project delivery and causes higher costs that can influence the PPP implementation in the tourism industry of Pakistan.	LC_5: Technology offers the significant advantage of allowing tourism sectors to replace expensive human labour with electronic labour, lowering labour costs and minimising customer service concerns.	5
	Cultural Factors	Org Conflicts	Cultural differences among employees can lead to "conflict, misinterpretation and poor project performance," it is imperative that these differences be handled and integrated in order to reap the benefits of cultural diversity for business	PPPA_3: The cultural problems are worsened if PPP workers respect and preserve the prevalent cultural beliefs of their former company more than the new PPP's principles and standards. As a result, it is critical that cultural differences among personnel, which can lead to conflict, miscommunication, and poor project performance, be handled and incorporated in order for the business to benefit from cultural diversity.	4
Implementation Framework for PPP					
PPP Strategy Framework	Model Characteristics	Contractual Flexibility	The potential benefits of contractual flexibility are numerous and may even outweigh the disadvantages.	PPPA_2: However, when developing a PPP model for tourism infrastructure development, contractual flexibility, legal framework, and project features and possible assumptions should be made clear. TDCP_1: The model must have separate relevancy with the context. PTDC_1: Considering the overextended financial sheets and complexities model must be contractual.	8

				PTDC_2: Model for tourism considering the leveraging the private sector's efficiency and inventiveness be contractual. PTDC_3: Contractual agreements for small segments of projects best fit instead of a particular PPP model. PTDC_4: The model for the tourism industry must be flexible and contractual as it includes a number of complexities. PPPA_1: In some cases, the tourism significance of the contractual factor is higher than the significance of a PPP model. PPPA_2: The model for tourism needs to be more contractually flexible than other PPP models.	
	PPP Model	Dynamic PPP Model	From the standpoint of the Pakistani tourist sector, a collection of distinct PPP models will be a better match than a single PPP model, such as Design-Build-Operate-Transfer, Build-Lease-Transfer, Build-Transfer, Build-Operate-Transfer	PPPA_2: On the other side, all the models have some perks and drawbacks. A legal revolution in the PPP laws and policies is all that is needed. PTDC_1: Design-Build-Operate-Transfer (DBOT) is appropriate for destination management as it sets ways to appropriate management. It enables a shorter time-to-market and consistent service quality from day one. Simultaneously, it strengthens the organization's operational and maintenance capabilities. In contrast, Build-Transfer (BT) model can be the best fit for transport infrastructure towards the tourists' hotspots. PTDC_3: Tourism includes all the sectors' public services, recreational activities, and infrastructure development, so a dynamic mix model is appropriate. PTDC_4: Due to overextended financial sheets, contract conflicts, land acquisition issues, and a lack of a dispute-resolution process, dynamic models are more suitable for tourism PPP.	6

				PPPA_1: However, some Build-Operate-Transfer (BOT) and Rehabilitate-Operate-Transfer (ROT) elements are preferable but need amendments. PPPA_2: All the models have some perks and drawbacks on the other side; however, the dynamic model is suitable.	
		Joint Venture	Both partners can form partnerships and joint - ventures for more destination development and management for these cutting-edge infrastructure projects; the private sector can support the public sector in terms of human resources, expertise, R&D, machinery, and, most relevantly, funds in the form of lending and stock funds.	PTDC_1: joint-venture like schemes are the perfect fit for institutional restoration and renovation of tourism sites and transport. PTDC_2: stakeholders can form partnerships and joint ventures for these state-of-the-art mega projects. PTDC_3: The private corporate sector can support the public sector in terms of human resources, expertise, R&D, equipment, and most importantly, funds in loans and equity investments in joint venture projects. PTDC_4: joint venture schemes are perfect for institutional restoration and renovation of tourism sites and transport. PPPA_1: All that is needed is a legal revolution in the PPP laws and policies; so far, in my opinion, the joint venture model can be more suitable. PPPA_2: Small ventures under the PPPs are more suitable for the tourism sector.	6
	Stakeholder Roles	Consultancy	Private players can provide consultancies to the PPP project authorities (local and federal bodies) at the time of need.	TDCP_1: Tourism organisations, municipal councils, government agencies, tourism-oriented non-governmental groups, and other quasi-governmental entities are all potential experts. NGO_1: For effective implementation of PPPs responsibilities and authorities of all stakeholders holders should be clear with mutual understanding TO_1: All the stakeholders should work on the mutual cause in their capacity, including the local	8

				community, NGOs, investors, and tourism departments. PTDC_4: private investors and private think tanks must play their role with the support of local and central administration. PPPA_2: the selection criterion for stakeholders in the planning framework and defining their roles and responsibilities is important, for instance, local bodies, local community, NGOs, investors etc.	
		Governance	Fairley distribution of multiple tasks between regulatory authorities and all stakeholders and SOPs must comply.	PPPA_1: Good governance with informed decisions and cooperation at all stages can contribute more towards the success. NGO_2: Governance and standard operating produce under the law and regulations must be defined to ensure the Implementation of PPP tourism. TDGP_1: partners' insights, fair deals and foolproof the decision-making process PTDC_1: developers, financiers, tourism service providers, hospitality corporate, consultants and government must be on board in policy development. PPPA_2: the government must provide a coherent and appealing policy framework regarding SOPs and regulatory authorities.	6
		Planning and Development	Policy formation, smooth performance, collaborative decision making.	NGO_1: To increase performance and ensure the tourist business functions smoothly, mutually agreed profit/loss sharing, collaborative decision making and policy formation, and a sufficient reporting relationship should be observed. PTDC_1: partners with varying goals, expertise, and finances in a formal or informal consensual partnership to be part of the planning and development	4

				PTDC_4: Policy features will deliver the development benefits to the state and are equally beneficial for businessmen, entrepreneurs, the local community, and most importantly for the tourists. PPPA_1: A concrete plan must take place among all stakeholders to get maximum results from required projects.	
		Risk Management	Responsibilities, risk distribution and benefits	NGO_2: Adequate profit/risk sharing, equal participation in decision making and policymaking should be some of the salient features of this collaboration to improve performance. PPPA_1: Private sector organizations usually have much experience in risk management; therefore, risk risks should be transferred to them for effective management. PTDC_2: Risk sharing must be a part of the contract as the prices of infrastructural development raw materials continuously fluctuate. PTDC_3: Better strategies for risk distribution, faster implementation, enhanced services, and potential income-generating. PTDC_4: Authorities should devise a clear dispute resolution method to mitigate risk the downsides of the PPP model. PPPA_1: The prospect should be experienced in risk management as the risk transfer can make no damage.	6

Stage_2: Generating initial codes

The researcher begins to organise data logically and systematically in this research phase. Data can be broken down into smaller, more manageable chunks of meaning by coding, and the method of coding will depend on the researcher's perspective and research questions (Braun & Clarke, 2006). This is a theoretical thematic analysis rather than deductive one because the researcher was focused on answering specific research questions. As a result of this, using the inductive approach, the researcher coded every single line of text line by line and each piece of relevant or interesting data to the research question. Open coding was used by the researcher, which means he did not have pre-set codes but instead created and modified them as he went along with the coding process as a whole. Following the familiarisation process in step1, researchers began taking notes on potential data items of interest, queries, relationships among data objects, and other early thoughts. The researcher then compared and discussed all of the codes and made any necessary modifications before moving on to the remaining transcripts.

The initial codes in this investigation are sufficiently well-defined and delimited such that they do not intersect with other codes and fit coherently within a larger coding paradigm or coding pattern, referred to as coding guides. The codes (in Nvivo, referred to as 'nodes') were created manually by coding data from all sources and drawing heavily on relevant sources to develop respondents' arguments. As illustrated in Table5.3, data from interviews shed light on a variety of facets, including the use of ADTOT, contextual factors affecting the development of PPP strategies, and an appropriate PPP model and implementation framework for the Pakistani tourism industry. Similarly, the narrations from members of the local community, tour operators, and representatives of non-governmental organisations focused on the importance of public-private collaboration in the tourism industry, while other research participants briefly discussed the factors and framework for implementing PPP in the sector. This first-order topic generation helped methodically corroborate the thematic approach and measure the problem from various viewpoints to get a holistic image of the research questions.

Stage_3: Searching themes

The third phase entails scrutinising the coded and aggregated data extracts for potentially more significant themes (Braun & Clarke 2006). According to Braun & Clarke (2012), if the entire

analysis is viewed as a building, specific codes are represented by the blocks and tiling, while the walls and ceiling represent themes; hence, the construction of these walls and roofs is primarily an active and interpretative procedure for identifying the theme. In this study, the researcher does not derive themes from the data; rather, the researcher builds the themes by evaluating, merging, contrasting, and visually mapping how codes are connected. As a result of using the inductive approach, researchers can derive themes from the coded data that are more closely associated with the original data and more representative of the entire dataset (Braun & Clarke 2006). Additionally, thematic maps are great for displaying connections between concepts and primary themes and subthemes graphically and for constructing and arranging themes (Braun & Clarke 2006). Figures 5.1, 5.2, and 5.3 below depict partially thematic maps of the current study's research questions. The researcher ensured that the themes were independently relevant and worked together to create analytical results.

In step III, all subthemes (generated under the first-order themes) were also brought together to better understand their relationships and concreteness. Assessing the commonalities and relationships between these themes helped identify and group common themes. The grouping was done in order to deal with the complexity of a large number of themes and make the analysis easier. The following diagrams depict the initial themes and sub-themes that emerged from the current study regarding employing ADTOT for Pakistan tourism development through PPP, influencing factors for adoption of PPP, and possible PPP framework.

Figure 5-1: Thematic map Employing ADTOT under PPP

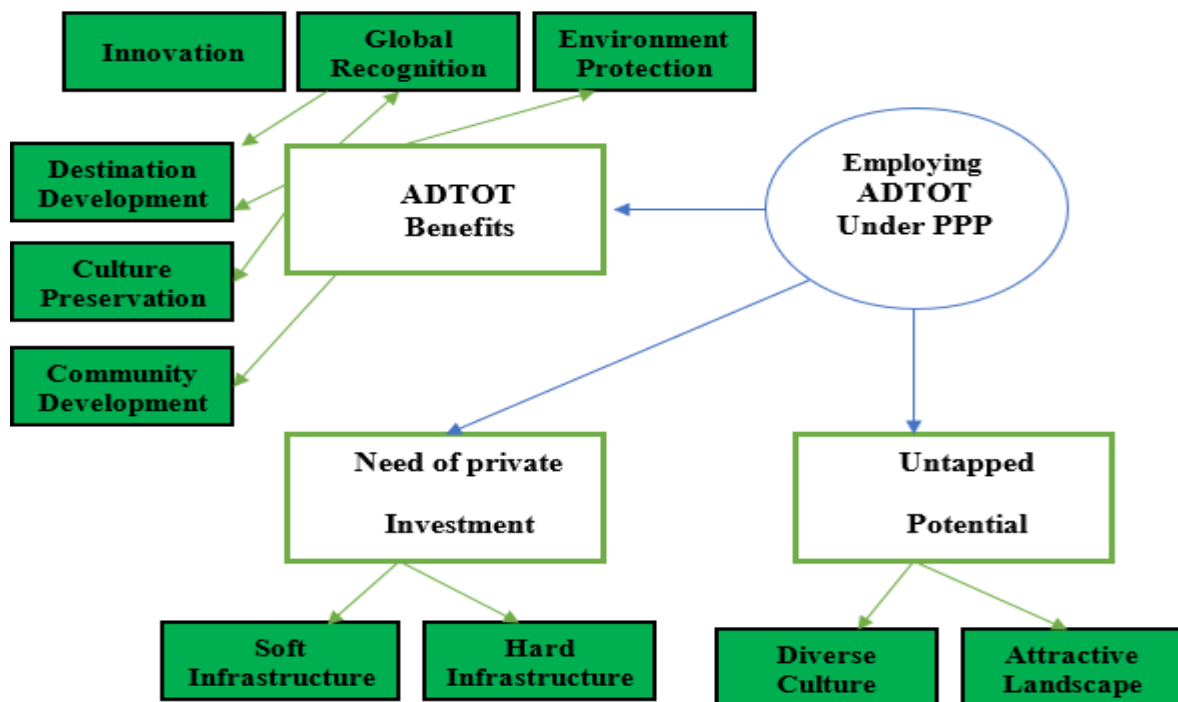


Figure 5-2: Thematic map Contextual Factors affecting PPP Policies

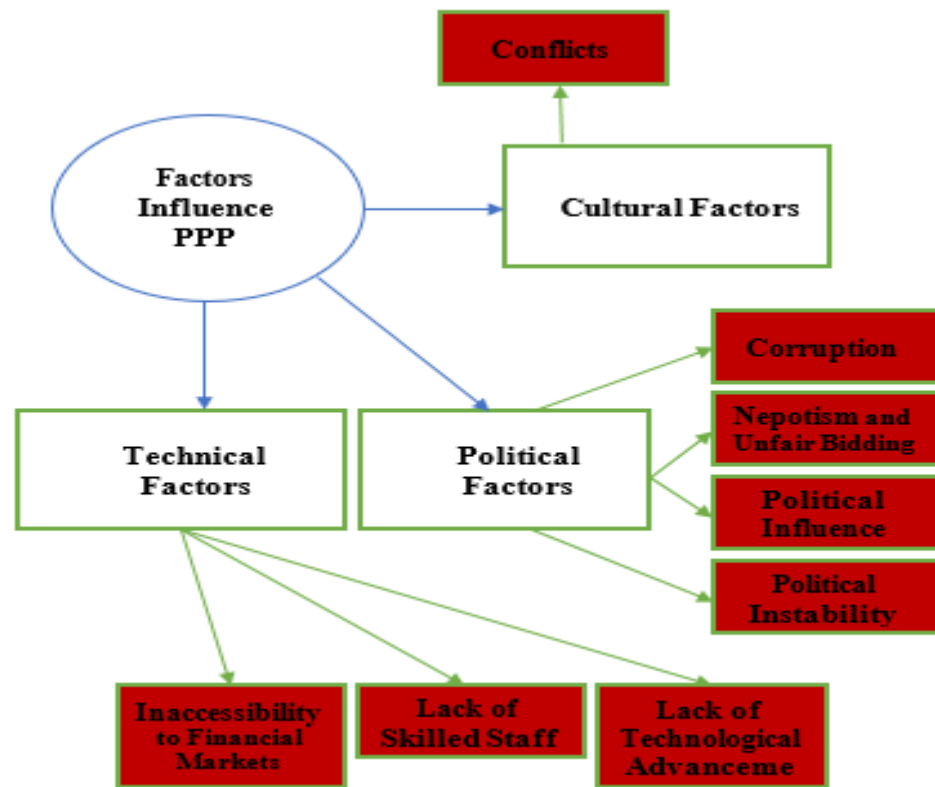
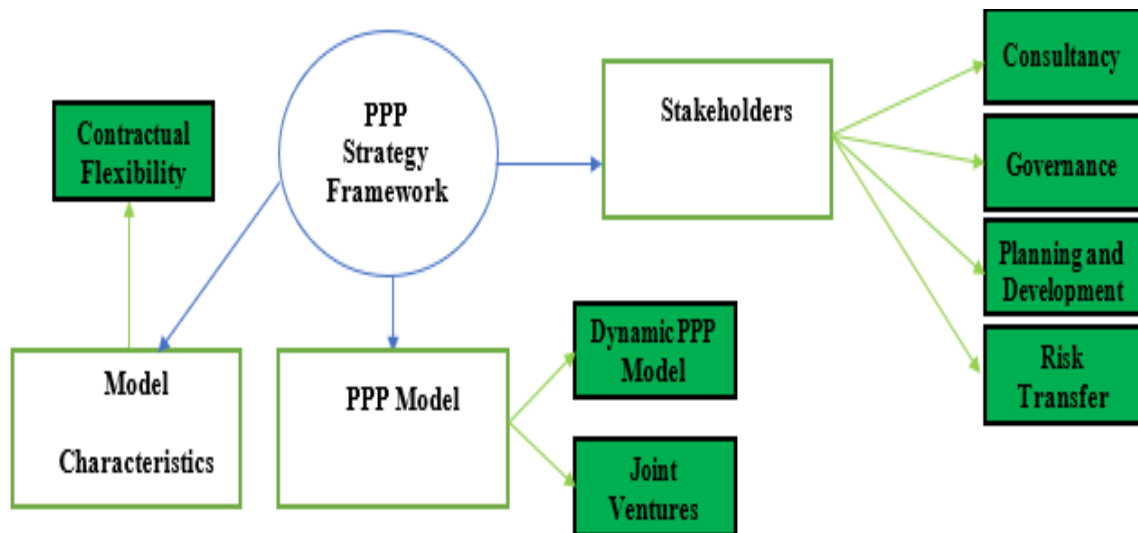


Figure 5-3: Thematic map PPP Implementation Framework



Stage_4: Reviewing themes

The preliminary themes that the researcher identified in step 3 are revisited, modified, and developed in this phase. In step 4, the researcher followed Braun & Clarke's (2006) two-level analytical approach for reviewing themes. Hence, at the beginning of the theme reviewing, the researcher checked each step line by line coded data to ensure it matched the rest of the research. In the second stage, the researcher analysed all applicable codes and data quotes for each research question to ensure: Is there sufficient data to support each theme? Is the information presented consistently in its support for that theme? Are certain subjects excessively broad or diverse? Braun & Clarke (2006) state that each topic should have enough commonality and coherence. Each theme should have enough uniqueness to merit data segregation because it is possible to rearrange and re-theme data extracts to better represent and capture coded data. Following this stage, the researcher added, mixed and deleted topics to ensure the rigour and reliability of the research.

Reviewing themes from transcribed interviews revealed that many themes and subthemes shared commonalities and overlapped, while others were clearly distinct. As a result, the themes were evaluated and grouped based on the connections, linkages, associations, and inherent characteristics. For example, some of the sub-themes of untapped potential (natural beauty, scenic environment, and topography) have a common background. Therefore, grouping them into a single subtheme resulted in a more focused and concise analysis, and as a result, the researcher combined them into the same groups so that they could be distinguished from each other. The surveys revealed nine overlapping or similar themes among the responses from various sources. The overlapping themes expand the researcher's knowledge base with direct information from participants; distinct themes allow the researcher to better understand and develop an appropriate solution to the researcher's concerns (Braun & Clarke, 2006). The following diagrams 5.4 & 5.5 demonstrate how the various overlapping themes were discarded or grouped under a single umbrella concept.

Figure 5-4: Grouping the Subthemes under Untapped Potential

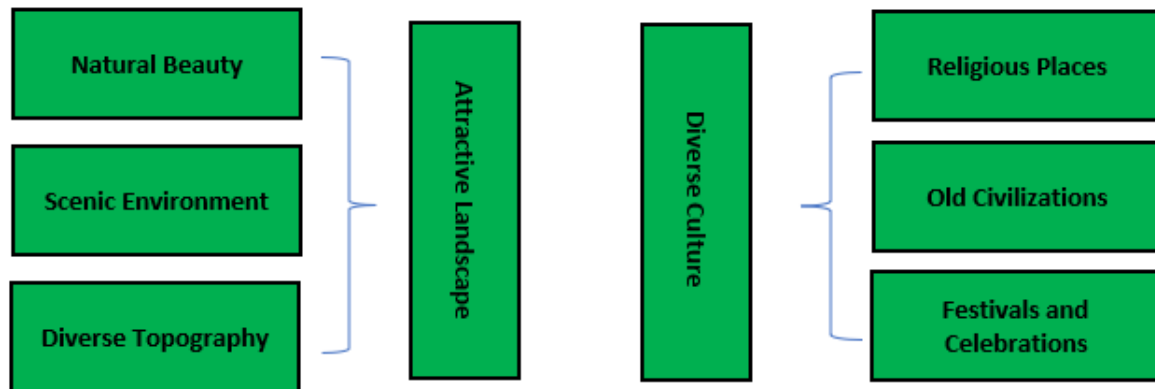
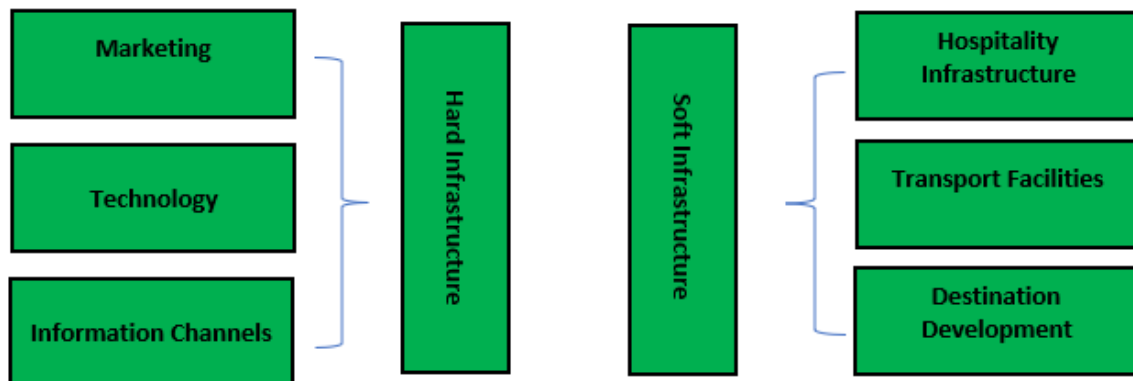


Figure 5-5: Grouping the subthemes under the need for the private investments



Stage_5: Defining themes

This is the last step in refining the themes, and the goal is to identify the essence of each theme (Braun & Clarke, 2006). After completing the first level of analysis, the researcher was confident that the updated thematic map adequately covered all of the coded data used in the final analysis. The researcher kept detailed notes, or memos, on his thought processes and decisions regarding the generation, updating, and/or rejection of themes throughout the process. The researchers made connections between different subjects while also creating an audit log that increased the validity of findings by using these memoranda. NVivo supported managing and organising the data within

these core categories, allowing for a more efficient investigation and questioning of the data. Therefore, each of these categories is examined and discussed below the thematic map, the grouped themes and their interrelationships and the takeaways and significant issues concerning this research study. Additionally, each category has been analysed in terms of its content and is organised to highlight the key aspects, the learnings, the issues that need to be addressed, and the prevalent gaps. The researcher has included a narrative on how PPP can support Pakistan's tourism industry from an alternative development theory perspective in Figure 5.6 of the thematic map.

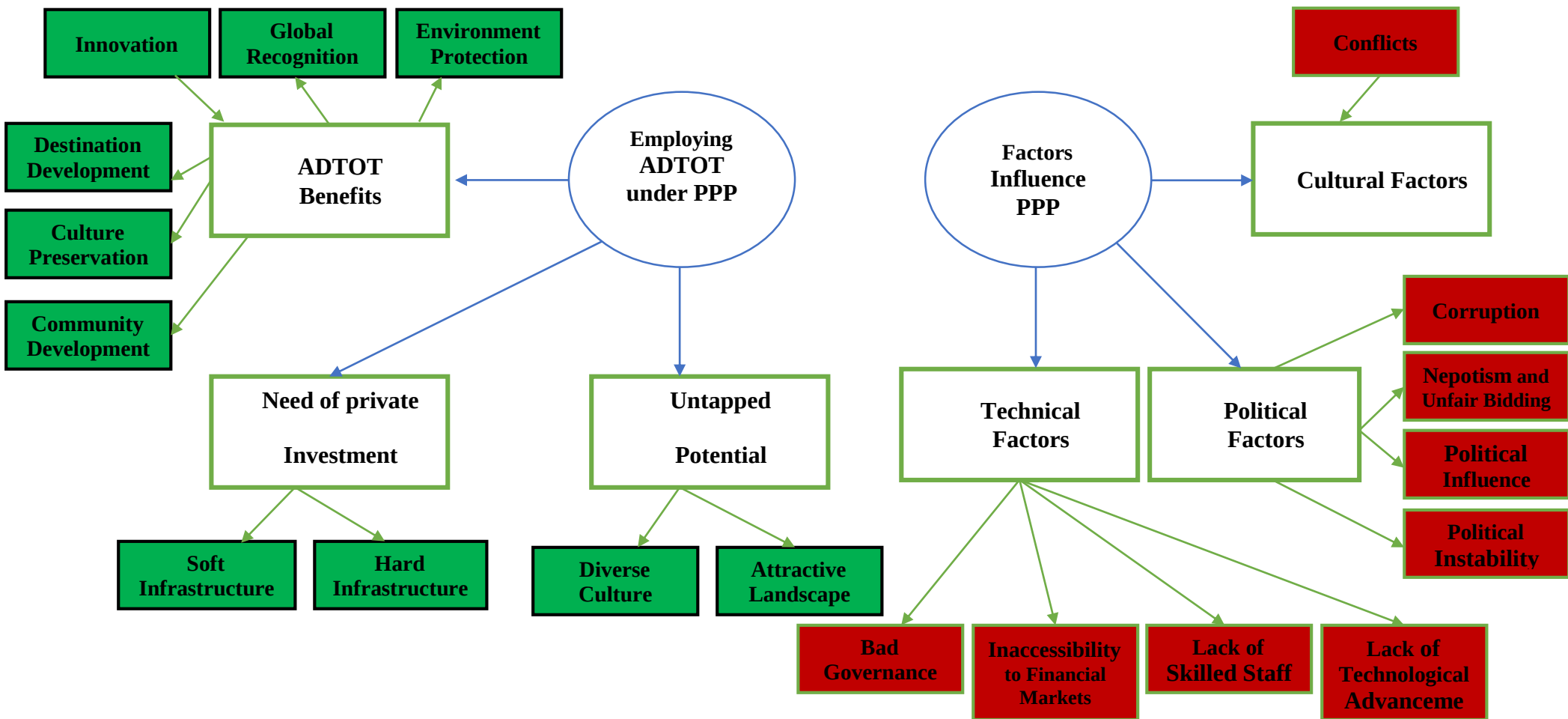
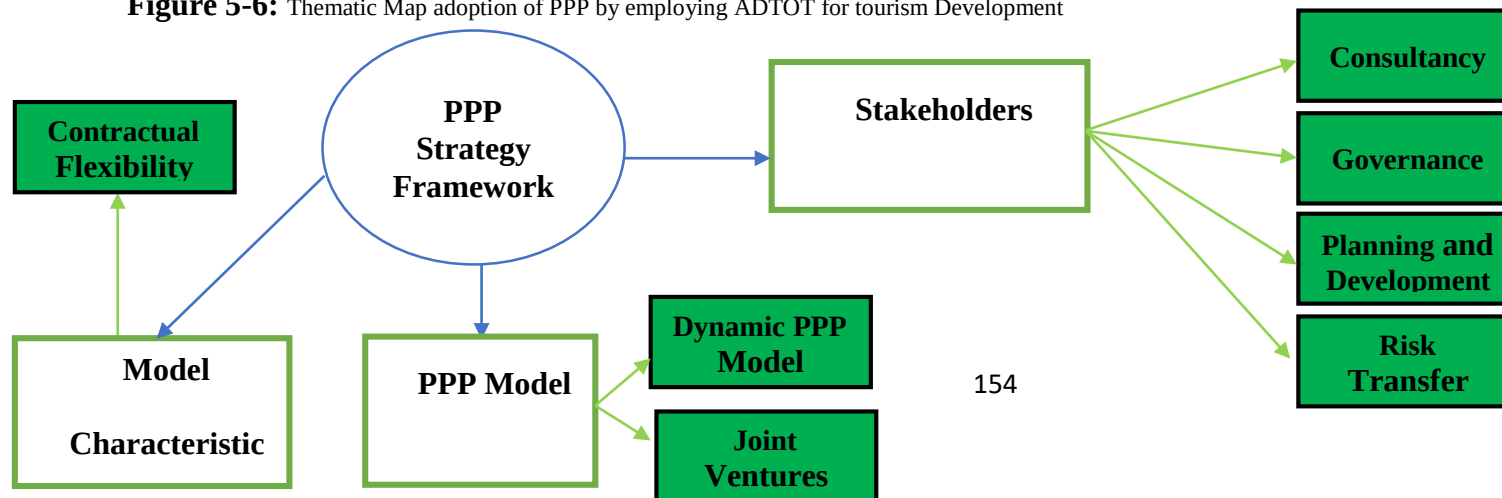


Figure 5-6: Thematic Map adoption of PPP by employing ADTOT for tourism Development



5.2 Employing ADTOT through PPP

Research question RQ1 of the present study is about the current state of the tourism industry and the employment of ADTOT through PPP to boost tourism in Pakistan. To support this research question present study collects the data from the local community, NGOs, tour operators, tourism department, and members of the PPPA Pakistan. Local community respondents highlighted that Pakistani tourism development is still in its infancy, and despite having full potential, the growth rate of the tourism industry is very modest. The initial themes and codes generated from the interviews are described below in figure 5.7 with their supporting quotes. Furthermore, respondents' responses were summarised and presented as a word cloud and categorised into appendices.

Name	Files	References
Untapped Potential	7	7
Diversed Culture	6	6
Attractive Landscape	9	12
Need of Private Investments	8	11
Soft Infrastructure	6	7
Hard Infrstructure	9	11
Employing ADTOT	5	8
Innovation	4	5
Global Recognition	4	5
Environment Protection	11	17
Destination Development	9	9
Cultural Preservation	2	2
Community Development	14	24

Figure 5-7: Parent and Child Node on Adoption of ADTOT under PPP

5.2.1 Untapped Potential

Pakistan contains deserts, green landscapes, plains, mountains, forests, cold and hot zones, multiple stunning lakes, and islands, among other things, which1 are great attractions for local and foreign tourists.

As one of the interviewees from PTDC (Appendix B-I) argued,

"I think, if we talk about the tourists, Pakistan's tourism is developing at a good pace. Northern areas of Pakistan like Hunza, Sawat, Naran and Kashmir are very beautiful places, and many people travel there in all 12 months of the year. The middle class of Pakistan is very fond of travelling in Pakistan. Millions of people travel to KPK and Gilgit Baltistan provinces every year for tourism".

Aside from natural vacation destinations, Pakistan has some of the most vibrant colours of heritage, religion, and civilisation in every corner of the country.

As the tour operator responded (Appendix C-III),

"Besides the natural beauty and scenic landscape, Pakistan owns a tremendous diverse culture. Ancient civilisations like Mohenjodoro and Harrapa, Buddhist attractions like Texla ruins and Takht-e-Bahi, Muslim religious and defensive architecture like Badshahi Mosque, Lahore Fort,

Faisal Mosque, and Rohtas Fort are among the well-known UNESCO designated national heritage. These cultural destinations attract millions of tourists from the country and around the globe."

An interviewee from the Tourism Development Corporation of Punjab (Appendix A-II) commented,

"There is no doubt that Pakistan is one of the most beautiful and attractive tourist destinations globally. It attracts millions of tourists every year. But, many of them are unable to visit these historic sites because they know so little about them; on the other hand, the lack of marketing strategies also reflects poorly on promotional efforts. As World Tourism and Travel estimates, foreign tourist spending In Pakistan is less than its neighbour countries like India, China, Russia, etc.; and how the management is incompetent can be seen throughout this entire situation. One recent example of this is the Murree incident, in which the government failed miserably to provide shelter for tourists stranded by heavy snowfall, leading to the tragic loss of many lives. Perhaps, poor infrastructure, inadequate safety measures, and incompetent accommodation facilities can be some reasons. We have no alternative routes, enough heavy machinery, or quick response teams to handle the possible circumstance."

The country's roads and airports have been improved to make travel more convenient for tourists and residents. There are numerous opportunities for investment in Pakistan's hospitality industry, including new hotel construction, capacity building, and state-of-the-art lodging facilities.

5.2.2 Diverse Culture

Despite Pakistan being an Islamic state, the country also has a rich heritage of other religions and its Islamic heritage. Guru Nanak, worship places, gurudwara at the Nankana sahib and Hasanabdal has a remarkable attraction for the Sikh community worldwide. In addition to that, Pakistan also has a historical pilgrimage place for other religions. Cultural factors such as religion, languages, ethnicity, traditions, and cultural heritage matter greatly.

As one of the respondents added;

"Cultural tourism, in particular, is a quest for and appreciation of the distinctive and exquisite, which represents our most valuable legacy. People's identity, personality, and dignity are all based on their cultural background, which is true in prosperous and impoverished civilisations."

As another respondent said that

"Somehow the government of Pakistan is asserting its efforts in tourism development. They have worked on religious tourism like Kartar Pur Gurdwara".

Cultural tourism is a vital component and can boost the tourism industry of Pakistan. As the recent project by the Government of Pakistan to re-open the Kartarpur corridor for the pilgrims, it is estimated that every year, 1.82 million people from India visit the Kartarpur, and Pakistan will earn an estimated \$36,500,000.

5.2.3 Attractive Landscape

Other regional areas of Pakistan had historical as well as attractive to tourists. The beautiful dry mountains of Balochistan, Ziarat, Quetta and Gwadar, are exemplary. The coast of Sindh, Karachi, Mukli Cemetery, Gorakh Hill Station Dadu, Thar Desert, Moenjodaro and many towns and villages have a special place in tourism due to their beautiful and historical background. The historic city of Multan in southern Punjab, the

Cholistan Desert in Bahawalpur, and the beautiful hill station, namely Fort Monroe in Dera Ghazi Khan District.

As one of the TO respondents said

“Pakistan has many historical places and beautiful landscapes. I have asked foreigners many times; they told me that they have enjoyed the beauty and landscape, but the facilities and government’s interest in tourism is very disappointing.”

Another respondent adds to this

“Like there are many deserts, forts, hill stations and palaces that await the local and as well as foreigner tourists”.

5.3 Need for Private Investment

Private sector investment is a realistic contractual strategy, and public-private partnerships are an effective way to attract private sector investment in the development of the tourism industry of Pakistan.

As one of the NGO respondents said

“The private organizations can uplift the local residents by providing employment and increasing the business opportunities.”

Another respondent added that

“They can support the government in many areas like investment in roads and airports. Investments in parks and hotels etc.”

In addition to that, the tourism educational expert respondent added that;

“Tourism education such as small skilled courses, Investment in different projects by involving the local community, Consultancies with locals about new plans and policies, Infrastructure, marketing, management, awareness and education are the key areas where private entities and locals can play a role with public organisations in developing Pakistan's tourism industry.”

The private sector can facilitate the government of Pakistan at several points, particularly in tourism education, marketing, management, and awareness, considered soft infrastructure. The private sector can also help the government of Pakistan develop roads, transportation, hospitals, hotels, and international airports.

5.3.1 The current Infrastructural Needs

The need for communication and physical infrastructure in the light of gathered qualitative data is articulated in the current section.

Infrastructure Development Advisor from PPPA (Appendix B-111) responded,

"There are two forms of tourism infrastructure: hard infrastructure and soft infrastructure. Highways, airports, and accommodation facilities are examples of hard infrastructure, whereas soft infrastructure usually includes history and culture, route maps, outfitters, ground handlers, and training courses for tourism personnel such as travel guides and bloggers. Hard infrastructure improvements may need a substantial investment over many years, but soft infrastructure improvements necessitate only a little initial outlay."

It also provides as much information as possible on tourist attractions, reducing doubt, apprehension, and incorrect information.

A research participant from NGO (Appendix C-II) added,

"The earthquake in 2005 caused significant infrastructural damage in numerous tourist destinations. Due to a lack of funding to restore the regions damaged by the earthquake, the government faced significant challenges in developing infrastructure and tourism attractions. After the earthquake, the government did work on the infrastructure, but it was not enough. Another example is the 'Muree incident', which proves that a little unusual snowfall or rain can result in a life-threatening situation."

There has not been much progress in creating new tourist attractions in the country in the previous two decades, and for domestic tourism, new sites are essential because local visitors flock to them. During my fieldwork, I could not find any plans for additional tourist attractions, and unplanned development in and around tourist hotspots can harm the natural environment.

While a PPP interviewee commented,

"The private investments and private companies will be good option to work with the government for tourism development. I think it is for two reasons. Firstly, the private investors in Pakistan are financially strong; they can invest in and finance any developmental project in the country easily for mutual benefits. Whereas the government is under the burdens of loan and not have enough funds to do so."

A supervisory framework that can specify the activities and responsibilities of both parties, i.e., the public and private sectors, is required for this to happen. Government policy discourages tourism investment, and no plan has been established to encourage private sector investment in the tourism industry so far.

An interviewee from PTDC (Appendix B-II) argued,

"I think you are talking about the alternative development in tourism. The empowerment of the locals, environment protection, worldwide image and infrastructure development of tourism hot spots are crucial determinants for tourism development. When you empower the locals, they will be more welcoming to foreign and domestic tourists. This thing subsequently will attract more foreigners to Pakistan and so on. Moreover, you know that no one wants to travel to polluted and messy destinations with inadequate travel and hospitality related facilities. I think security, transport infrastructure, easy travel accessibility with no restrictions, good advertisement and marketing s are the key elements which can encourage the international tourism in Pakistan."

As the literature says, tourism development is usually made up of four parts: i) complex infrastructure (like theme parks, hotels, and transportation infrastructure), ii) soft infrastructure (like history and culture, route maps, outfitters, ground handlers, and training courses for tourism workers like travel guides and bloggers), iii) community development (making sure that local communities get the same benefits from tourism as tourists do), and iv) environmental protection.

Moreover, a climate change advisor added,

"Besides the employment creation, community uplift, destination development and technological advancement, environment protection is another important thing where the public and private bodies jointly can play a crucial role under the umbrella of ADTOT."

These development projects will give local citizens new (permanent and temporary) jobs and business opportunities, helping to reduce unemployment. Newly established professional jobs in regulatory institutions (such as the TDCP, PTDC Tourist Police, Development Authorities) and private organisations (e.g. PATA, UNWTO and different tourism authorities in Asia and Europe etc.) focusing on eco-tourism development, staff of tourist information office buildings and welcome centres, tour guides for trekking

trails and other places of interest, cab and bus services, and staff of tourism information offices and welcome centres will all assist in decreasing poverty.

The climate change ministry's adviser also said this:

"One thing we should keep in mind is that there are some associated issues with tourism development such as population shift, climate change, sanitation and water and solid waste management. Therefore, these are the areas where the corporate sector and non-Government bodies can support the government through PPP. They can work for clean drinking water; they can work on eco-friendly energy and transports, sewerage, and especially finance a green tourism infrastructure plan which is much needed."

5.4 Benefits of ADTOT

The application of ADTOT for tourism development within Pakistan under the Ministry of Tourism to facilitate local communities through skills development, employment creation, impasse development, environmental protection, and the preservation of tourism livelihoods in Pakistan.

One of the respondents added that;

"No doubt that local community, healthy environment, globally recognition and more destinations development are crucial elements to play an essential role in Pakistan's development in tourism."

Another respondent said that

"Because it can support the government and local communities in terms of jobs creation, innovation, training and capacity building, technical assistance, business opportunities and environmental conservation initiatives etc."

The present study reveals that sustainable development of the tourism industry of Pakistan using ADTOT under PPP will facilitate the local communities in terms of job creation, infrastructure development, education, business opportunities, and global recognition, environmental and cultural protection.

5.4.1 Innovation

The innovation also includes offering new policies particularly related to religious tourism, cultural tourism, medical tourism, and many more.

As one of the respondents said that

"The public-private partnerships (PPPs) may help governments construct tourism facilities that are in accordance with government goals and meet high environmental and social standards, all while utilizing the private sector's efficiency and innovation."

In addition, another respondent added;

"These factors are very important elements for Tourism development. Technology is also a crucial driver of tourism growth. The technically trained staff helps manage the costs, increases operational efficiency, improves the service experience, and makes tourists happy."

5.4.2 Global Recognition

The global recognition of tourist destinations facilitates Pakistan in attracting foreign tourists. Global recognition and attraction are required to follow the major underlying components of ADTOT, including the development of local communities, environmental protection, and cultural preservation.

One of the respondents added that;

“The most diversified and globally recognised tourist organisations do when they try to appeal to the human capability known as inventive imagery, publicising exotic attractions and unique experiences via thrilling representations.”

Another respondent stated that

“I think in this question, global recognition refers to the number of countries and their countrymen who recognize Pakistan as among the best destinations. To be well recognised among many countries, Pakistan must have beautiful tourism attractions, adequate marketing, and good political ties with the foreign world.”

The public-private partnership can facilitate the government of Pakistan to build global recognition by building a better and positive image of the country.

One of the respondents stated that;

“To promote the global image of tourism hot spots and beautiful destinations, private bodies can render their services for marketing and consultancies.”

In addition, another respondent added that

“Globalization fosters the unlimited dissemination of information, the advancement and continuous modernization of modes of transportation, free markets and related foreign trade, the emergence of hospitality networks in international markets, and significant demand.”

Global recognition of the tourism industry of Pakistan can also be achieved using the marketing of cultural, religious, and medical tourism through the public-private partnership.

As one of the respondents said that

“Religion, customs, traditions, food, and art are the distinctiveness in the huddled global tourism market. Culture heritage, environment preservation, art and creativity strengthen the tourism development.”

5.4.3 Environmental Protection

In collaboration with the government of Pakistan, the private sector can develop policies and procedures to boost environmental protective initiatives.

One of the respondents stated that;

“The cooperation of government-private businesses can make them capable of supporting community development and environmental protection. Plantation drives, environmentally friendly powerhouses, and transport need time in these areas.”

Another respondent added that

“The private businesses have the potential of creating employment opportunities for locals. They can support environmental projects through the CSR Zin greenery drives and investing in eco-friendly transportation (like electric busses and e rickshaws and environment-friendly power generation (like replacing the thermal energy with wind power and hydro etc.).”

The present also indicates that the government of Pakistan needs to focus on environmental protection with the support of all the stakeholders, including local communities, NGOs, tour operations, tourism departments, and the private sector.

5.4.4 Destination Development

Destination development includes soft as well as hard infrastructure. Most designations have been unexplored in Pakistan due to a lack of proper infrastructure, hospitality, and transportation.

As one of the respondents said that

“Let's take the example of Gurdwara Kartar Pur Sahib in Noroval district of Pakistan. The government built it purposefully, and as a result, the number of pilgrims is multiplied.”

Another respondent added that

“There are many deserts, forts, hill stations and palaces that await the local and as well as foreigner tourists. But nobody travels there because of inadequate transportation and lack of other facilities such as roads, accommodation, information cells etc.”

In addition to that, another respondent added that

“Most of the beautiful places that could be among the greater tourism destinations remain unexplored and inaccessible because of poor infrastructure. Look, at the tourist destinations, the government's support for tourists is very less (let's say) 25% the rest 75% of support for the tourists is from the local community. When you travel to the North, if your car gets struck off, the government does not reach to help you; the local community does.”

The destinations developments play a vital role in tourism development; hence, Pakistan's tourism ministry can boost Pakistan's tourism industry by collaborating with the private sector to develop tourist destinations.

5.4.5 Cultural Preservation

The preservation of local culture is the most important component of ADTOT to ensure sustainable tourism development. The underlying objective of cultural preservation is to attract tourists to the unique culture.

As one of the NGO respondents said

“In the sense of culture and heritage preservation, these companies can work on renovating and extending historical places like temples, gurdwaras and forts. For the environmental protection, these companies can invest in green energy projects and recycling projects.”

5.4.6 Community Development

The private sector can facilitate the government of Pakistan in taking a number of initiatives under the PPP to develop sustainable tourism.

One of the respondents added that

“Tourism development increases infrastructure development, creates more jobs, and improves locals' living standards.”

In addition, another respondent stated that

“Employment and occupation opportunities, infrastructure development etc., are among the benefits. Noise pollution, emission, extensive population are some drawbacks of the tourism expansion, but ultimately it has huge benefits and essential for naturally rich countries prosperity such as Pakistan.”

5.4 Factors that Influence the PPP Adoption in Pakistan Tourism

Research question RQ2 of the present study is about the factors affecting the development and implementation of PPP strategy in the tourism sector of Pakistan. The underlying objective is to explore the

possible factors those influence the PPP in the tourism industry of Pakistan. It has been established from extensive literature review and fieldwork that many factors influence the PPP implementation in Pakistan tourism. This study classified these factors as cultural conflicts, political, and technical factors. The initial themes and codes generated from the interviews are described below in figure 5.8 with their supporting quotes. Furthermore, respondents' responses were summarised and presented as a word cloud and categorised into appendices.

Name	Files	References
Cultural Factors	3	3
Conflicts	3	5
Political Factors	5	5
Corruption	8	10
Nepotism and Unfair Bidding	5	5
Political Influence	6	7
Political Instability	9	9
Technical Factors	3	3
Bad Governance	9	10
Inaccessibility to Financial Market	4	4
Lack of Skilled Staff	10	11
Lack of Technological Advancem	6	6

Figure 5-8: Nodes and child nodes on factors that influence PPP strategy

5.4.1 Cultural Conflicts in Organizations

The study found that if PPP employees prefer to preserve the cultural beliefs of their previous organisation over the values and standards of the new PPP, they are more likely to experience cultural difficulties. Consequently, for an organisation to benefit from cultural diversity, cultural differences among employees must be addressed and assimilated, as they can lead to arguments, confusion, and poor project performance. In order to reap the benefits of cultural diversity for business, these differences must be handled and integrated. Employees' cultural differences can lead to "conflict, misinterpretation and poor project performance."

An educational expert from the tourism department argued,

“Another important consideration is the organizations’ customs and culture. Public-private partnerships, which are formed between the government and private sector entities such as for-profit, nonprofit, and nongovernmental organisations, typically incorporate a variety of organisational and individual cultures. As a result, when these distinct cultures emerge in a workplace or organisation, they can create impediments to smooth functioning.”

5.4.2 Political Factors

PPP implementation is hampered greatly by political factors. The findings of this study reveal some important aspects that are heavily swayed by political considerations.

5.4.2.1 Corruption

The chosen one may have the most bribe and extraordinary political connections instead of the most competent firm.

As one of the PPP experts and project advisor respondent claims:

"Even more unfortunate and depressing than the fact that Pakistan does not have a good or corruption-free government; however, I will not be mistaken if I say that this is the most significant issue in our country and that investors are concerned. On the other hand, a global political influence made our leaders more accessible to international investors, affecting accountability and making it more likely that projects would not produce the desired results. Corrupt governments are found in various forms and at varying levels of corruption throughout history, and PPP projects are less likely to be planned and implemented in areas with high levels of corruption which surely affect the desired results."

5.4.2.2 Nepotism and Unfair Bidding

According to the interviewee's narration, governments have a significant impact on the implementation and success of PPPs in terms of defining conditions and contracts, tendering processes, and execution. As a result, bureaucrats' interest in PPP solutions is tainted because many PPPs outsource additional value-added procedures to the private sector.

A research participant from PPP argued,

"The procurement procedure in any PPP project should be transparent. Lack of openness in the tender process and bidding assessment may have a negative impact on the procurement process, with the majority of bidders dissatisfied with the process. Because most commercial transactions in the country are informal, a well-organised agency to transparently monitor the acquisition process should be mainly concerned."

5.4.2.3 Political Influence

The political influence can significantly influence the PPP for the tourism industry development in Pakistan.

One of the PPP experts stated that;

On the other hand, a global political influence made our leaders more accessible to international investors, affecting the accountability and making it more likely that projects would not produce the desired results. Corrupt governments are found in various forms and at varying levels of corruption throughout history, and PPP projects are less likely to be planned and implemented in areas with high levels of corruption which surely affect the desired results."

5.4.2.4 Political Stability

The political-administrative or sphere bodies face issues related to nepotism, political influence, and corruption due to lack of transparency.

One of the PTDC respondents stated that;

"Obviously, political stability matters. Nowadays, some religious parties like TLP and JUF are protesting the political wings. These elements spread uncertainty and may cause any unpleasant incident. Subsequently, corruption and nepotism also threaten the successful implementation of any project".

5.4.3 Technical Factors

Despite the political factors, there are a few technical factors those influence the PPP implementation in the tourism sector of Pakistan.

5.4.3.1 Bad Governance

Bad governance is a vital reason under the technical factors that influence the PPP implementation of the tourism industry of Pakistan. Governance remains the point of concern for the private investors to invest in PPP in the tourism industry of Pakistan.

One of the NGO respondents stated that;

“This element spread uncertainty among the stakeholders and also threat for the successful implementation of any project”.

5.4.3.2 Inaccessibility to financial markets

Financial market accessibility is likewise a high-ranking success element in attracting investors and stakeholders. PPP project financing is a key indicator of private investment in public infrastructure.

One of the respondents stated that

“Access to a low-interest financial market which is almost not existing in Pakistan and a diverse choice of financial instruments for the private sector would be excellent incentives for PPP projects to be implemented.”

5.4.3.3 Lack of Managerial Competencies

The interviewee's narration highlighted that personnel's management skills and technical abilities impact the formulation of PPP project plans. PPPs must be effective and productive in all aspects of the economy to function efficiently in any area of the economy.

Furthermore, an interviewee from PPPA raised the point,

“Many technical issues are raised regarding risk-sharing, which is one of the most important aspects of public-private partnerships and agreements. Therefore, properly trained and experienced personnel must be considered for resolving technical issues and the trained personnel required to produce routine reports. In general, the government seeks to transfer most risks to the private sector, which has sufficient knowledge of risk management techniques. On the other hand, the private sector should not be held liable for risks that are beyond its ability to control.”

5.4.3.4 Lack of Technological Advancement

Technical factors influence a number of factors, and technological advancement is one of them. Due to the lack of technological advancement, PPP in the tourism industry of Pakistan can be influenced.

One of the NTCB respondents stated that;

“Technical advancement and tourism management training are very important elements for Tourism development. Unproductive tourism policies and low qualified management and workers are the obvious hurdles in the way of tourism development.”

Another respondent stated that

“Technological advancement helps manage the costs, increases operational capacity and efficiency, improves the tourist experience, and makes the trips more adventurous.”

5.5 Development of the PPP Model

The current study's research question, RQ3, is dedicated to suggesting a framework for developing a PPP strategy for tourism development in Pakistan. The interviewees were asked about the appropriate framework for developing a PPP strategy in the Pakistan tourism industry in response to this research topic. The development of Pakistan's tourism industry depends on a collaborative effort between public and private sectors, including local communities, non-governmental organisations (NGOs), tour operators, travel agencies, and an effective PPP model. The initial themes and codes generated from the interviews are described below in figure 5.9 with their supporting quotes. Furthermore, respondents' responses were summarised and presented as a word cloud and categorised into appendices.

Model Characteristics	1	1
Contractual Flexibility	3	3
PPP Model	1	1
Dynamic PPP Model	5	5
Joint Ventures	2	2
Stakeholder Roles	2	2
Consultancy	2	2
Goverance	3	3
Planning and Development	3	3
Risk Transfer	6	6

Figure 5-9: PPP Model main nodes and child nodes

5.5.1 Model Characteristics

5.5.1.1 Flexible PPP Model

In a world where the travel and tourism industry is growing steadily, the challenge for the governments of both emerging and developed countries will have to figure out how to use this growth to make their countries more prosperous.

As an interviewee from PPPA argued,

"Choice of a model depends upon the nature of projects. Build-Operate-Transfer (BOT) is good for infrastructure development, and Rehabilitate-Operate-Transfer (ROT) or joint-venture like schemes are a perfect fit for institutional restoration and renovation of tourism sites and transport. So, different PPP models will be the best fit in a framework of these initiatives in Pakistani tourism industry's perspective instead of a particular PPP model, whereas all depends upon the project demand and nature of stakeholders."

The analysis shows that Pakistan is a developing country struggling to develop the tourism industry; even though they have rich tourism but all in a deprived condition that requires extensive improvements that add flexibility in focusing on long-term projects in tourism.

Another PPPA interviewee added,

"It is possible that Pakistan's tourism sector could adapt even more to recent trends by providing greater flexibility in model and contractual requirements as well as economically sustainable government assistance measures to ensure the survival and affordability of Pakistan's PPPs."

The potential benefits of contractual flexibility are numerous and may even outweigh the disadvantages. It is even truer if the groundwork has been set for a productive discussion and contingency clauses have been put in place that allows trade conditions to change in good faith.

5.5.1.2 PPP Model

There are various PPP models; all the models have their separate relevance to the context. So, using a single model in the whole sector is not justifiable at all. Although using the combination of possible ones will be a good option.

One of the PPP respondents stated that;

"Build-Operate-Transfer (BOT) and Rehabilitate-Operate-Transfer (ROT) are appropriate models for the tourism development in Pakistan. In some cases like travel and tourism, the significance of the contractual factor is higher than the significance of a PPP model. All the models have some perks and drawbacks on the other side. All that is needed is a legal revolution in the PPP laws and policies."

5.5.1.2.1 Dynamic PPP Model

The project determines the specifics of a PPP model and its implementation setting. The specifics and shape of the partnership are determined by factors such as the partners' talents and competencies and the environment in which it will take place. As a result, from the standpoint of the Pakistani tourist sector, a collection of distinct PPP models will be a better match than a single PPP model.

One of the PPP respondents stated that;

The scenario encourages policies based on a dynamic model that should benefit from the best aspects of any feasible PPP model. Instead of focusing on a specific PPP model, authorities should devise a dispute resolution method to mitigate the downsides of the PPP model.

5.5.1.2.2 Joint Ventures

Joint ventures are co-owned and controlled by government stakeholders and corporate players. In the case of a joint venture to work, both parties must be prepared to participate in the newly established firm (Special Purpose Vehicle, or SPV) and take some risks.

One of the respondents stated that;

"Again, for more destination development and management, both stakeholders can form a partnership and joint ventures for these state-of-the-art megaprojects; the private corporate sector can support the public sector in terms of human resources, expertise, R&D, equipment and most importantly, funds in the form of loans and equity investments."

5.5.3 Stakeholder Role

The fact that different organisations and individuals place a high value on different tourism development projects, such as building theme parks and historical building renovations, means that effective concerns are built on a foundation of open communication and mutual trust among all parties involved.

As a PPPA advisor respondent stated;

"There are many potential diverse stakeholders in developing PPP policies and procedures and special projects or contract management initiatives in the tourism sector. Developing early cooperation with key stakeholders on policies and practices would allow individual efforts to be judged on their own merits rather than on a larger policy. PPP should include government institution (s), private sector organisations and other advocacy groups with a vested interest in the result of such policies and processes. These integrated stakeholders are service or equipment purchasers (i.e., the government entities) and service or equipment providers/sellers (i.e. private investors/financiers). In their basic roles, government agencies should have a check on the planning and project design and functioning etc."

The interviewee's narrations suggested that as a buyer of services, the government department or tourism authorities should state the achievements they expect while avoiding detailing the means to deliver the services. Another important thing in the partnership framework is the control and regulation of the PPP project.

As one of the hospitality company managers from the local community revealed,

"The tourism authorities or relevant government department must fully commit to its role as a controller while maintaining its independence from the role of an operator. In our country, the controller's responsibility is now buried behind the administrative elite who indirectly owns the private corporate and is sometimes confused with the operator. In certain circumstances (for example, in the energy sector), the controller is held "trapped" by the agent or the operator under his control."

On the other hand, there may be problems with how the central and local governments work together and how they look at things like the environment, tourism, and transportation infrastructure from different perspectives. This can cause projects to take longer to finish and cost more money.

While a research participant from an NGO referred,

"The government departments are the custodians of public safety and environmental protection, and if a concession is issued, they must safeguard the public from the risk of misuse of a dominating position while also providing a reasonable rate of return to the private stakeholders."

The infrastructure investments should not be used primarily to fine-tune the economy; rather, investments should be planned long-term as part of a master plan or tourism development plan.

An interviewee from the tourism department commented,

"In countries such as Pakistan, bidders and government agencies are sometimes unable to fund the underlying projects. After that, they will not have a choice instead to get financing from banks and private equity investors."

Another interviewee from PPPA revealed,

"The initial equity investors, who develop the PPP proposal, are typically called project shareholders. Typical equity investors may be project developers, engineering or construction companies, infrastructure management companies, who must need to consider extensively all about the funds."

The main themes and codes that emerged from the interviewees' narratives under this RQ are: model Characteristics (contractual flexibility), Appropriate PPP Models (Joint Ventures, Dynamic PPP Models) and Project Governance and Stakeholders Roles). The study findings are summarised in Chapter7, under the heading 7.2 "Key finding of the research".

5.6 Validity and Reliability

5.6.1 Ensuring Rigorousness in a Qualitative Study

For any research, the quality of a measure is determined by its reliability and validity. However, the literature asserts that "reliability and validity are primarily positivist epistemological tools" (Winter, 2000). As defined by (Hammersley, 1992), the term "validity" refers to "the degree to which an account accurately describes the social phenomenon to which it refers." Furthermore, reliability is "the degree of consistency with which instances are assigned to the same category by different observers or by the same observer on different occasions" (Hammersley, 1992). Nvivo facilitates the verification of high-order and sub-themes, which improves the study's rigorousness and also enhances the research design and data analysis process (Bazeley & Jackson, 2013; Silverman, 2015). Hence, the present study used Nvivo to assess the study's rigorousness and improve the research design and data analysis to accomplish the research objective. Additionally, the Nvivo software helps researchers in the current study generate charts, word clouds, word trees, cluster analyses, and themes that emerge from transcripts of interviews with five different stakeholders.

Qualitative research can be evaluated using various methods, including observation, respondent validation, and triangulation, among others (Long & Johnson, 2000). Early literature affirms that observation is the most appropriate technique for assessing validity. There is also evidence that qualitative and quantitative research methods have been used for a long time without being recognized as part of "validity and reliability" (Denscombe, 2008). Furthermore, the researcher took notes throughout the literature review and interviews, and secondary reports supported the researcher, validating the present study's findings. The triangulation technique is based on the mixed-method approach, which states that data from respondents must validate findings from other respondents (Torrance, 2012). The current study is cross-sectional in nature, as it considered five distinct stakeholders: local communities, non-governmental organizations (NGOs), tour operators, the tourism department, and members of PPPA Pakistan, and the findings from all respondents corroborate one another.

Furthermore, the limitations of qualitative research methods to prove research validity and reliability are also discussed in this section and the process used in this research to overcome those limitations. In the first place, a theoretical framework may appear overly complex because of the large amount of data collected in qualitative research; according to Eisenhardt (1989), this can lead to theoretical frameworks that are extremely detailed but lack the clarity of an overall research perspective. This limitation has been minimized by a thorough literature review that helped the researcher narrow down the scope of the study by narrowing down the research questions. Secondly, Yin (2009), claimed that qualitative research studies will always produce narrow and specific individualistic theories, while theory building is a bottom-up process that begins with the specifics of empirical data and progresses to the theoretical generalizations of the empirical findings. This limitation is addressed in this research by incorporating multiple dimensions, such as public-private partnerships, the Tourism Ministry of Pakistan, the use of ADTOT, and various stakeholders and contextual factors, into the development of the theory for this research.

5.6.2 Trail Log and Thought Process

The researcher can start an audit log to establish the trustworthiness and rigorousness of the collected data and analyses and show how codes were derived from the observations, ideas, and interviews (Nowell et al., 2017). Thematic maps are excellent for demonstrating qualitative research rigorousness by graphically displaying cross-connections between concepts and primary themes and subthemes while constructing and arranging them (Braun and Clarke 2006). The themes discussed in this research are pertinent, and they also work in concert to create a unified whole analytic narrative. At the beginning of the analysis, the researcher

noted all themes of possible relevance, regardless of whether or not they appear directly relevant to the study topic, regardless of the number or volume of data that fall under them.

Afterwards, the researcher ensured that the revised thematic map sufficiently covered all of the coded data to be included in the final analysis at the end of the first stage of analysis, as suggested by (Braun and Clarke 2006). Researchers took comprehensive notes on his thought processes and decisions about how themes were generated, updated, and discarded, and the researcher portrayed these thoughts throughout the analytical procedure. Such notes and demonstrations supported the researcher in making connections between themes while also creating an audit log that increases the authenticity of the study findings (Nowell et al., 2017). Additionally, in the fourth stage of data analysis, the researcher also randomly selected five respondents, one from each stakeholder, and asked them to validate the themes that emerged from their responses to the interviews. Hence, the expected results from primary semi-structured interviews will demonstrate the validity and reliability of all the sample cases.

5.7 Chapter Summary

In this chapter, the data collection results were presented, followed by an analysis of the data using analytical tools and techniques. After collecting data from semi-structured interviews and transcribing them manually, the appropriate qualitative analysis (thematic analysis) was conducted, and the results were presented in the form of word clouds, thematic maps and parent nodes emerged from Nvivo. The first stage of the data analysis chapter is about the demographics of the interviewed people, data interpretation, and thematic analysis. In order to generate themes and codes from the participants' narrations, the data were analysed using NVivo Pro Version 12 software. As previously mentioned, a satisfactory outcome was achieved by the themes that emerged from the data.

The second stage of the data analysis chapter summarises the research findings. The detailed findings are presented in the next chapter, where the researcher systematically linked all outcomes with literature and empirical findings. According to the analysis of the gathered data, PPP is a good way to use ADTOT in the Pakistani tourism business. The public and private sectors' joint megaprojects will boost community development by creating jobs, improving quality of life, and promoting educational and skill development. As a result of these initiatives, tourism destinations will be better equipped to manage environmental protection while enhancing Pakistan's positive brand image in international marketing. Moreover, political factors (such as corruption and political instability, manipulating influence, and nepotism) are obstacles to the formulation and implementation of the PPP strategy in the tourism industry of Pakistan. The themes and codes that emerged from the interviews are summarised below in table 5.4.

Table 5-4: Summary of Themes

Main Theme	Higher Coder Themes	Sub-Themes
Employing ADTOT Under PPP	Untapped Potential	Attractive Landscape
		Diverse Culture
	Need for Private Investment	Soft Infrastructure
		Hard Infrastructure
	ADTOT Benefits	Innovation
		Global Recognition
		Environment Protection
		Community Development
		Culture Preservation
		Destination Development
Factors Influence PPP	Cultural Factors	Conflicts

	Political Factors	Corruption
		Nepotism and Unfair Bidding
		Political Influence
		Political Instability
	Technical Factors	Bad Governance
		Inaccessibility to Financial Markets
		Lack of Skilled Staff
		Lack of Technological Advancement
PPP Strategy Framework	Model Characteristics	Contractual Flexibility
	PPP Model	Dynamic PPP Model
		Joint Ventures
	Stakeholders	Consultancy
		Governance
		Planning and Development
		Risk Transfer

CHAPTER 6: DISCUSSION

6.1 Introduction

This chapter outline the discussion based on the data analysis documented in the earlier chapter using the open-ended semi-structured interviews and themes used to elicit opinions from a relevant set of research participants and the implications of these responses. The main objectives of the present study were to investigate; (i) the ways PPP can employ the ADTOT to develop the tourism industry of Pakistan, (ii) factors affecting the development of PPP strategy in the tourism industry of Pakistan, and (iii) appropriate PPP model or framework to support the development of the tourism industry in Pakistan. One of the most critical aspects is the accuracy of discussion considering the objective of the current study. The discussion was based on in-depth primary data from 17 open-ended interviews with all relevant stakeholders (PPP, PTDC officials, TDCP officials, NGOs, tour operators, and local community representatives). That allows respondents to freely express their thoughts and opinions regarding this research topic. The participants in the semi-structured interviews represented a diverse range of socioeconomic backgrounds, including those with extensive expertise in public-private partnerships (PPPs) and tourism, including central and provincial relevant authorities and local communities, tour operators and NGOs participants with individuals who only have a high school diploma to those with advanced degrees.

6.2 Discussion of Research Findings

The review of in-depth primary data analysis has shown that Pakistan has great potential in tourism, and the country needs a comprehensive overhaul of its tourism infrastructure. Although the country is mired in debt and unable to meet its basic needs, the current government strongly believes that tourism can play a significant role in its economic growth. Based on the research respondents' reviews that the PPP projects in other sectors of Pakistan (Health, education, railway, energy, roads, transportation, etc.) and the way the private sector has been involved in tourism in both developed and developing countries show that PPP can be an excellent way to help Pakistan's tourism development. The private sector can add more resources, money, and expertise to the project, making it easier for the project to significantly impact public services.

This study established that Pakistan's tourism sector requires a strategic plan that prioritises sustainable tourism development to promote local communities through job creation, environmental conservation, untapped development, and natural and cultural resources throughout tourist destinations' local areas. Additionally, it revealed that the long-term economic infrastructure needs of Pakistan's tourism destination areas had not been met significantly through PPP developments. However, the exclusive involvement of the local private sector in the development of tourism infrastructure has a detrimental effect on the attraction of PPP investors and the economic potential for job creation which is necessary to alleviate poverty and stimulate economic growth in tourism host communities. Furthermore, there was a discussion about the factors that influence PPP implementation in the context of Pakistan, as well as what type of PPP framework will be most appropriate for this large-scale project. The following listed below are the most critical findings from the discussion.

6.2.1 Employing ADTOT through PPP

The theme of ADTOT evolved in earlier 1980s, considering sustainability as the result of criticism of “mass tourism”. The underlying theme of mass tourism was based on the “extreme concentration of tourists in one place” as any developed international destination, and resultant there is a lack of fair distribution of revenues, employment generation, and economic benefits in the less developed communities (Theng, et al., 2015). The characteristics of ADTOT mainly focus on the social benefits, economic welfare of local communities

through employment generation and social benefits of local heritage to the host communities (Porter, et al., 2018; Sharpley, 2022).

The theory of sustainable tourism development and the ADTOT concept is evolving in tandem, emphasising environmental and human issues and a bottom-up approach to development (Sharpley, 2009; Sharpley, 2020). The underlying characteristics of methodologies and techniques of ADTOT stimulate the local community by adopting the local cultures in sustainable tourism development (Telfer, 2009; Hall, 2019). The concept of ADTOT is based on the people-centred at the grassroots, protection of the community, management of the environment, and economic development (Sheller, 2021).

Following the above discussion, the present study considered the ADTOT as a foundational theory or method to propose the framework for sustainable tourism development by establishing partnerships between local communities, tourism authorities, tour operators, NGOs, and the private sector for the management and availability required resources. The concept of ADTOT demands a wide range of inter-organisational agreements, including joint ownership, planning, execution, management, and protection of host areas in tourism development (Bramwell & Lane, 2000; Sharpley, 2020). Thus, the underlying themes of collaboration or partnership offer involvement of local communities, NGOs, tour operators, tourism authorities, and the private sector in developing tourism in Pakistan (Ngo, et al., 2018).

The first research objective of the present study is to evaluate the adoption of PPP by employing ADTOT to develop tourism in Pakistan. In order to meet the research objective of this study, semi-structured interviews were conducted with stakeholders. The findings reveal that tourism authorities mainly need to focus on the two key areas (s) i) untapped potential (unique landscape and cultural diversification). The findings indicate that the government of Pakistan, through PPP, should prioritise infrastructure development to ensure access to unique landscapes. Additionally, the preservation of diverse cultures is critical, as cultural tourism accounts for a sizable portion of tourism. The present study's findings aligned well with the existing literature, which indicates that effective and sustainable tourism development needs to focus on the unique landscapes and ensure that culture diversification is preserved effectively (Dou, et al., 2020; Fang, 2020). Considering the findings of the present study, the government of Pakistan needs to focus on developing a unique landscape and cultural diversification for the sustainable development of the tourism industry in Pakistan.

Tourism authorities and Pakistan's government should focus on the second key area: ii) infrastructural needs (hard infrastructure and soft infrastructure). The study's findings align well with the existing literature, affirming that hospitality and infrastructure play a key role in sustainable tourism development (Geoffrey Deladem, et al., 2021). In addition, previous research shows that the sustainable tourism industry relies on hospitality and infrastructure development. The private sector's cooperation with the government can help achieve a better infrastructure in innovation, community development, cultural preservation, and environmental preservation. (Tshehla, 2018; Jayasena, et al., 2020). Additionally, respondents argued that strong initiatives and effective policies promoting environmental and cultural preservation, global recognition, and community development are necessary to attract tourists worldwide. In this regard, the application of ADTOT through PPP will help the stakeholders establish effective policies for tourism development by supporting the local community, environmental protection, exploring potential destinations, and promoting global recognition (Geoffrey Deladem, et al., 2021).

However, the recent findings indicate that only 25% of the government's contribution is currently made to Pakistan's tourism industry, and 75% comes from NGOs, local communities, tour operators, and local investors. Thus, the government's scant contribution alarms and diminishes this extraordinary potential industry, which has severe consequences for economic growth, social value enhancement, cultural

diversification, and global experiences. As a result of considering all relevant factors, the findings indicate that the local community is effectively involved in developing sustainable tourism; however, the government needs to contribute its share through the participation of the private sector. Adopting PPP by employing ADTOT will develop the tourism sector and alleviate the government's financial burden, as PPP is an effective and efficient method of enhancing public service (Deladem, et al., 2021). Hence, the findings of this study are consistent with recent literature, which states that using ADTOT with PPP helps develop sustainable tourism.

6.2.1.1 Employment and Business Opportunities

The potential for job creation is one of the main reasons developing countries like Pakistan are interested in developing the tourism sector. Tourism expansion creates direct, indirect, and triggered job and business possibilities. Furthermore, because it is a diversified and labour-intensive industry, it is an influential producer of various work possibilities. Tourism engages more females, youths, and individuals with low education than most other businesses, fostering a climate of inclusivity and empowerment for marginalised groups. Furthermore, because of its low entry hurdles, this industry presents investment possibilities for entrepreneurs to develop small-scale firms and recruit personnel. But, for tourism expansion government needs a lot of funds, institutional regulations, expertise, and technical support. Developing countries like Pakistan spend most of the revenues on basic needs (like health, education, defence, loans, and other developmental projects). Consequently, being in heavily in debt, they cannot invest in developing state-of-the-art tourism, which supports this research argument that PPP can be a viable option in these situations.

Hence, the need for coordinated public-private investments emerges here. The development of appropriate infrastructure is a precondition for emerging new economic initiatives in the national economy through PPPs. In the case of alternative tourism in Pakistan, this entails the construction/extension/renovation of roads, rail lines, airlines, guest houses, cruise ship terminals, information centres (for soft infrastructure), and trails; tourism attractions must be equipped with adequate sanitation, and trails must be well marked and adapted to accommodate the increase in tourism. These construction projects will result in new (temporary and permanent) jobs and business opportunities for the area's residents, which will help reduce the number of unemployed people. Newly created professional positions in regulatory bodies (such as the TDCP, PTDC Tourist Police, Development Authorities) and private organisations will help reduce poverty by creating more jobs in (construction, transport, engineering, and telecom energy sector, hospitality sector, etc.). In addition, services like tourist information centres and hiking trail guides and transportation and lodging are crucial to the expansion of tourism, and they offer numerous opportunities for new jobs to be created.

6.2.1.2 Social Well-being and Community Development

Another major reason Pakistan is interested in developing the tourism sector is local community development and social well-being. Compared to most other industries, tourism employs more women, youths, and people with less education, fostering an environment of inclusion and empowerment for historically marginalised groups. Economic stability is a challenge for many rural coastal communities that rely on recreation and tourism for their survival. Local residents frequently discover that nature-based recreational opportunities and local characteristics associated with lovable towns are promoted to tourists. Residents can see both the positive and negative effects of tourism on their communities (Harrill, 2004, Andereck et al., 2005). In order to make a town more appealing to both residents and visitors, tourism planning and development can physically alter places of personal significance for the locals (Hester, 1985). So, it is critical to find and preserve meaningful community features for its residents. The literature affirms

that ecological processes limit how quickly natural resources can be replenished (Deladem, et al., 2021); these limits set the sustainability for communities that rely on environmental resources for important relationships and tourism.

When tourism grows at a national level, significant cash flows are injected into the country's economy and benefit residents directly. As an actual example, the value of money for island development (i.e., near Karachi and Gawadar) is the same whether it comes from the tourism industry or other services, taxes or selling services or commodities participating a big role in creating new job opportunities in the region and promoting tourism. Additionally, a number of businesses sprung up in response to the situation and locals of all ages leveraged their terrain expertise to meet visitor demand for a guide. The existing Pakistan Tehreek-e-Insaf (PTI) government has prioritised creating a comprehensive vision for community development by enhancing tourism and working on several priorities that should be emphasised in the long-term strategy, including the development of the National Trail and rural tourism, tourism education, and national parks. The central and some provincial governments in Pakistan have recently implemented a series of interventions to generate a structural change such as (Metro, BRT, Greenline Bus, and Orange Line Train) in the travel industry to facilitate locals and tourists and create jobs for educated and skilled individuals. This is a good initiative, although these investments require a lot of coordination and collaborative frameworks to help public and private businesses work together (PPPs).

6.2.1.3 Training and Capacity Building

Over 65% of Pakistan's population is under the age of 30, and a sizable portion of this population can be mobilised to help the country's tourism industry grow through a variety of educational and skill-building opportunities. To achieve this milestone, the corporate sector must work together to ensure that community-based initiatives can provide training in a wide range of areas, such as eco-tourism and customer service, and general consulting skills such as venture drafting and marketing. This will benefit virtually every member of the tourism industry. Additionally, with the assistance of non-governmental organisations, tourism development corporations, and private sector sponsors, these initiatives will be necessary to train local residents as official tourist guides, tourism receptionists, and private customs care representatives at private businesses.

However, coordinating public and private sector investments in tourist infrastructure, such as roads, energy and historical site renovation, will boost the economy and job creation. Investment decisions are inextricably linked in this environment, and the nature of private-sector investments means that financial benefits are rarely realised to their full potential (Kim & Lee, 2005). Therefore, the potential value of a single investment is dependent on the compatibility of other investments. Consequently, the market fails to allocate resources effectively without the cooperation of investors. For instance, a lack of coordination between government and private sector investment in transportation and tourism infrastructure such as roads, transportation and the restoration of historical sites, among other investments (Winch et al., 2014), can constrain the government's ability to attract adequate tourists.

6.2.1.4 Innovation

PPPs have a significant advantage over traditional public services delivery to public-private partnerships (PPPs) in that they encourage the development of innovative solutions to government service delivery (Yescombe, 2007). This could take the form of innovation in the design of tourist infrastructure and the delivery of tourism services; because trying something new in the tourism industry requires a significant investment, an effective R&D strategy, and a number of risks; unless there is a compelling reason to do so which tend to avoid taking such risks (Winch et al., 2014). Tourism projects are more likely to entail less

risk, so the public sector frequently opts to stick with what has worked in the past or to implement a solution that has already been determined (Kim & Lee, 2005). Although, in many cases, the private partner in a PPP loses out on a long-term contract if they fail to add innovation to their proposal. In this case current study, there is a lot of motivation for people to develop new ideas. As a result, PPPs are more likely to create innovative ways of providing public services in the travel and tourism sector while also ensuring value for money. Public-private partnership (PPP) experts generally believe that the private sector is better able to come up with new project designs and infrastructural improvements than the government, which leads to possible benefits such as unique infrastructure design, innovative and talented managerial staff, better service delivery, lower project costs, better project quality and faster construction timetables (Kim & Lee, 2005).

6.2.2 Factors affecting the development of PPP Strategy in the Tourism Industry

The second research question of the present study focuses on the factors that affect the development and implementation of successful PPP strategies in the tourism industry of Pakistan. Under this research question, the interviewees were asked about the barriers to developing and implementing the PPP strategies and policies in the tourism industry of Pakistan. The present study found that cultural conflicts in organisations and political factors, including the perception of corruption, nepotism, political instability, and political influence in bidding, are the most influential factors that can impact PPP implementation. Additionally, the technical factors, including bad governance, lack of skilled staff, lack of technological advancement, and inaccessibility to finance, have a great concern in partnership businesses. The literature review of this study indicates that a variety of factors influence developmental projects funded through PPPs; however, the factors vary according to developed versus developing economies and the type of project (Opawole & Jagboro, 2017; Yuan, et al., 2018). The literature also indicates some common factors influencing the PPP's implementation in developed and developing economies, including political, legislative, social, and managerial concerns (Duglio, et al., 2019).

The findings of the present study are well aligned with the existing literature as the findings of the present study indicate that three key factors can influence the implementation of PPP includes cultural conflicts, political factors (corruption, nepotism and unfair bidding, political influence, and political instability) and technical factors (bad governance, inaccessibility to financial markets, lack of skilled staff, lack of technology advancement). According to respondents from the local community, NGOs, tour operators, tourism departments, and PPP authorities, perceptions of a government's culture of corruption and public accountability, management skills, and technical capabilities of personnel all impact the formulation of PPP projects and are critical factors affecting the development of PPP strategy; however, political factors such as corruption, nepotism, political influence, and political instability are key factors related to the development of PPP strategy.

The present study's findings are consistent with the existing literature, which affirms that other factors influencing PPPs in developing countries include political stability, corruption, political connectedness, exchange rate stability, the country's credit rating, risk mitigation features, and contract type (IMF, 2006; Opawole & Jagboro, 2017; Kang, et al., 2019). Consequently, the present study's findings align well with the literature review to support the research question and help Pakistan's policymakers and concerned authorities understand these factors critically for implementing PPP in Pakistan's tourism industry.

6.2.2.1 Cultural Conflicts in Organizations

The study discovered that when PPP employees prioritise preserving their previous organization's cultural beliefs over the values and standards of the new PPP, they are more likely to encounter cultural difficulties.

Consequently, for an organisation to benefit from cultural diversity, cultural differences among employees must be addressed and assimilated, as they can lead to arguments, confusion, and poor project performance. For example, a manager from a private stakeholder company may wish to collaborate with government agencies if she/he is dealing with unusual operational obstacles, environmental concerns, security concerns, organisational incentives, or training concerns. Additionally, the government may collaborate with the private sector for various reasons, including community needs like education, incentives, and specified standards at both the individual and institution levels. According to Gazley (2010), collaborations between the government and business might happen because the government wants the private sector to work together to keep certain standards.

Since cultural differences among employees can lead to "conflict, misinterpretation and poor project performance," it is imperative that these differences be handled and integrated to reap the benefits of cultural diversity for business. According to Brannen and Peterson (2009), public-private partnership issues in firms can sometimes be linked to cultural disparities in national and organisational cultures, cultural variations among PPP employees, and different administrative control systems that hinder successful partnership management. In addition, these problems get even worse when new employees of a merged company bring their own unique cultures and even race politics with them when they join the new organisation (Brannen & Peterson, 2009).

6.2.2.2 Political Factors

Generally speaking, in countries with corrupt regimes, domestic and foreign investors (usually those with the most extensive experience in this type of development) are unlikely to welcome new competent investors in the development and supply of the new projects because of having unusual political connections. Corruption is classified into two categories. The first is when a public official does his/her job but is compensated illegally. The second sort of corruption occurs when a public official receives payment for a service he is not authorised to give. Partnerships may lose money as a result of corruption. It costs money when funds are diverted away from the partnership and instead channelled to individuals or when stiff fines are imposed for enabling illegal behaviour. Corruption-related unfair bidding, poor service delivery, and compromised project performance deter private investors from participating in PPP. According to one respondent, this has hindered the establishment of PPP strategy in the country: Government's attempts at providing the state of art tourism infrastructure and services to drive development have been hindered by massive corruption.

According to the interviewee's narration, governments have a significant impact on the implementation and success of PPPs in terms of defining conditions and contracts, tendering processes, and execution. As a result, bureaucrats' interest in PPP solutions is tainted because many PPPs outsource additional value-added procedures to the private sector. One advantage of PPPs is that they enable governments to exert more influence and manage larger budgets, even when they are constrained. On the other hand, PPPs require some degree of responsibility-sharing with the private sector, which results in a loss of power and influence for the government, which can no longer regulate all value-added steps. As a result, PPP assessments can be oversupplied or undersupplied depending on whether political bias exists in contracts, tendering processes, and execution. In addition, countries like Pakistan can implement ineffective PPPs under political influence, even if this compromises public service delivery quality and optimal privatisation efforts.

The present study's findings conclude that generally, it is perceived that political influence changes the decision or influences the decision-making process in public sector institutions; hence, this political influence can highly impact the implementation of PPP in the tourism industry of Pakistan. The regulatory authorities and government of Pakistan need to bring the policies and procedures to ensure that the political

influence is unable to influence the decision making. Pakistan's political stability continues to be a source of contention among policymakers and regulatory authorities, which is a huge concern for international investors, who prefer to invest in countries with more stable government policies. Furthermore, it leads to a lack of transparency and creates problems with nepotism, political influence, and corruption in the political administration or sphere bodies.

6.2.2.3 Technical Factors

An important point raised by the interviewees was the importance of project team members' technical and managerial abilities in developing PPP project plans. PPPs must be effective and productive in all spheres of the economy to function efficiently. Technical factors influence many factors, one of which is the advancement of technology. According to the findings of this study, PPP implementation in Pakistan's tourism industry may be hampered by a lack of technological advancement. Therefore, government authorities, international organisations, and development agencies have come to recognise technological advancement and appreciate the cost advantages of these collaborations.

Technical factors that contribute to managerial competency define a manager's capacity to identify and analyse risks, develop strategies for responding to identified hazards, communicate choices, and involve employees. It is the ability to design, organise, and supervise the implementation of a PPP project that necessitates the development of appropriate and complementary managerial qualities. The current study found that identifying and assessing risks is an important part of developing a strategic plan because disagreements can arise in projects with significant PPP characteristics (such as planning, design and control); because different stakeholder viewpoints can sometimes collide with contractors. Thus, PPP venture decision-makers have to deal with issues such as taxation, market conditions, laws, budget control, and paperwork.

Bad governance is a critical factor in terms of the technical factors that influence Pakistan's tourism industry's PPP implementation. Private investors might be cautious about investing in Pakistan's PPP tourism industry because of the country's history of bad governance, which has long been linked to the sector. In addition, financial market accessibility is also an important factor in the attraction of investors and stakeholders. Private investment in public infrastructure is a key indicator of PPP project financing. The absence of a low-interest financial market is highly concern in Pakistan for private investors; hence, the government of Pakistan must provide a wide range of financing options for the private sector, which can be excellent incentives for implementing PPP projects.

6.2.3 PPP Model for Tourism Industry of Pakistan

6.2.3.1 Appropriate PPP Model for Tourism Industry of Pakistan and

The requirements and characteristics of PPPs within a sector inevitably vary across projects, objectives, and geographies. Establishing and implementing a set of best practices is essential to ensure that the project is innovative. The PPP model must address critical success factors (such as risk management, transparency, leadership abilities, and decision-making) to extract additional value from PPP-delivered goals (like tourism infrastructure, etc.). Transparency and effective communication are particularly challenging to achieve in tourism development mega projects. They are, however, a necessary component of effective project execution and a critical component of the learning process. Hence, when more than one sponsor is involved, a joint-venture structure must be agreed upon, even though sponsors are equity investors because public sector authorities serve as both regulators and policymakers when developing regulatory frameworks and granting permits and licences.

The findings are affirmed by literature as Akintoye (2009), argued, Public-private partnership (PPP) generally refers to an agreement between a public agency and a private company in which they establish joint ownership and use each other's resources in order to achieve a higher level of efficiency when providing either public or private goods. The literature strengthens the research findings; according to (Merna and Njiru, 2002), public-private partnership (PPP) projects implemented through the private finance initiative (PFI) fall into three categories: financially self-sufficient projects, joint ventures, and services sold. The PPP representatives said it is difficult to name a specific PPP model in this vast potential industry; however, depending on the nature of the project, we can approach a wider range of PPP models, including life-cycle models, contractual flexibility and other organisational models, such as joint venture and dynamic PPP model.

Joint Ventures: In joint ventures, private sector funding is accompanied by public sector provision of financial subsidies in place of public benefits; if such projects do not make money, they may not be commercially viable, making them incapable of self-sustenance. Joint ventures are co-owned and controlled by government stakeholders and corporate players. In the case of a joint venture to work, both parties must be prepared to participate in the newly established firm (Special Purpose Vehicle, or SPV) and take some risks. In a joint venture, the government and a private partner fund, build, run, and sustain a project for a set period of time, after which it may or may not be transferred to government authorities. Both the commercial and governmental sectors contribute to the project, which is a key advantage of joint ventures.

Life-cycle model: Life-cycle model also can be proved functional in some areas (like in cruise ships and islands etc.). In the life cycle contract (LCC) model, as seen in the memorandum of understanding (MOU), in which the private enterprise becomes the originator in holding out the expansion of a tourist attraction, the private party is the owner of a tourism destination that carries out development beginning with design, build, fund, and preservation (before the cooperation with the government). Following the establishment of a collaboration agreement with the government, the government began to help develop tourism objects by giving support and money to build infrastructure to aid in the preservation of tourist sites. Furthermore, as part of this agreement, the government collects revenue retribution from tourist attractions, distributed into a certain percentage.

Dynamic Models: The joint venture model and LCC are not the only PPP models to be considered in the tourism industry. Some hybrid models mix elements from each of the preceding types. Because different PPP models differ, they have diverse strengths and limitations. Some of these models are better suited to specific circumstances and environments. The project determines the specifics of a PPP model and its implementation setting. The specifics and shape of the partnership are determined by factors such as the partners' talents and competencies and the environment in which it will take place.

The issue is to be aware of several options and carefully execute the best match for the goal. Because there are several sub-sectors within the tourist industry, including hotels and resultants, transport infrastructure, tourism services like travel and tour guides, etc.; as a result, each component may need a distinct PPP model or contract. Rather than focusing on a particular model, because extensive arrangements that foresee all possible outcomes are impracticable, agreements should instead include ways to fulfil the settlement of unanticipated difficulties while boosting flexibility.

The nature of the projects influences the model selection. Build-Operate-Transfer (BOT) plans are ideal for infrastructure development, whereas Rehabilitate-Operate-Transfer (ROT) or joint-venture-like schemes are ideal for institutional restoration and refurbishment of tourism sites and transportation. As a result, from the standpoint of the Pakistani tourist sector, a collection of distinct PPP models will be a better match than a single PPP model.

6.2.3.2 Contractual Flexibility

Contractual flexibility, supported by transparency and trust-based relationships, may serve as the foundation for a PPP project's effective implementation. Most significantly, flexibility in PPP models allows for better management of unpredictability, which will impact the strong relationship between essential stakeholders. Higher contract rigidity or even poor contract drafting may encourage private contractors to engage in earnings manipulation. Regardless, the procedures behind contract flexibility rely on improved governance mechanisms to avoid such behaviour and potential inefficiencies. Furthermore, the potential benefits of contractual flexibility are vast and may outweigh the disadvantages. It is especially true if the framework for a fruitful dialogue has been formed and modifications to trade circumstances are foreseen in contingency provisions that allow them to occur in good faith. Both sides (public and private sector players) would undoubtedly lose without the proper incentives and legal and regulatory frameworks.

6.2.3.3 Stakeholders

Stakeholders play a critical role in public-private partnership projects. The diverse interests and expectations of stakeholders must be taken into account as part of a comprehensive concession procedure to ensure that a project's success is ensured. An open discussion about the project's ecological, sociological, political, and economic implications may help prevent future problems and inefficiencies. There are a variety of organisations and individuals who see the value in various tourism development projects, such as building theme parks and restoring historic buildings, which means that effective concerns are built on a foundation of open communication and mutual trust. According to the research findings, when it comes to purchasing services, government agencies and tourism organisations should focus on the outcomes they want rather than the logistics of how those services will be provided, and private enterprises (i.e., PPP service providers) should only be paid if the services they provide are performed following the contract performance requirements.

6.2.3.3.1 Project Governance and Player's Roles

A comprehensive contract model recognises and engages stakeholders early on to understand their different interests and concerns and then works with them to ensure the project's successful completion. In the PPP for the tourism industry, service providers include those in the design, construction, operation, and maintenance sectors and those who sell their services directly to tourists. The study found that in countries like Pakistan, the equity investors are usually the parent companies of the Special Purpose Vehicle (SPV), which are the construction and operations companies that provide the service. Equity investors want to see a return on their investment, so they are keen to ensure that the services meet the performance standards agreed upon between the public agency and the SPV before investing any money. Hence, a Special Purpose Vehicle (SPV) should be formed by the private entities to bid on the PPP contract, which can play an important role in developing creative solutions to meet the PPP project goals. In light of recent findings, the roles and responsibilities of different stakeholders are outlined in the following section.

Project Planning: In the tourism industry, corporate engineering sector, hospitality sector, transport service sector, and tourism service providers are the potential stakeholders in PPP. The role of these private players is to form an SPV to get the candidature for the partnership. These businesses may play a crucial role in generating innovative solutions to the government's public-private partnership project aims. Private sector players are professional in managing the planning, development, operations, and maintenance responsibilities through PPP project that subcontract construction, operations (for hospitality and transportation infrastructure), and technology supply (for tourism education-visa policies, for example) to appropriate suppliers. Each of these subcontractors can work independently or as part of a group with other

private players. Private players are also expected to secure the necessary funds to develop any assets needed to provide the services. In addition, the public sector stakeholders or governmental agencies will monitor the project's performance at all project stages.

Regulation: There must be a full commitment from the government (relevant public authority) in the regulation process, which must be kept completely separate from its role as an operator. Since Pakistan's administrative bureaucracy and political leadership have become entrenched, the controller's role is often misunderstood as the operator's. Therefore, the public sector stakeholders must take decisive action in this entire scenario. It should also emphasise the importance of clearly defining the roles and responsibilities of each player in the bureaucratic and political system, and all major decisions should be based on tourism policy objectives, taking into account all issues and potential consequences of the decisions.

Performance Check: Government institutes should have the upper hand in performance monitoring of planning, project design, and implementation, among other things. Consequences should not be ignored, but they should not determine the decision because long-term infrastructure projects that require extensive planning time to implement for a short-term economic gain are not the best strategy. As a general rule, infrastructure investments should not be made solely to fine-tune the economy; rather, they should be made as part of a long-term master plan or tourism development strategy.

6.3 Need for Public-Private Partnership in Pakistan Tourism

Tourism, which accounts for more than one-third of overall service commerce, is today recognised as a dynamic, currency-creating, and expanding business all over the world (WTO, 2018). Apart from having significant cultural and social ramifications, tourism services may also contribute to increased income, employment, income value, and tax collections and play a significant role in poverty alleviation, particularly in developing countries. According to (AP, 1998), tourism is the world's largest service business, and several countries have taken tourism seriously, and the industry has experienced consistent and rising growth in recent years. Governments must be greatly concerned about tourism because this industry is closely tied to the development of nations and has become one of the primary goals and features of commercial and social growth due to its continued growth (UNCTAD, 2017).

The tourism industry is the world's largest service sector, with numerous economic, cultural, and social advantages for countries. Tourism development and reaping the benefits of this business require the construction of necessary infrastructure, which the majority of governments (particularly in the developing world) lack the necessary knowledge, investment, and resources. Private sector investment is a practical contractual approach, and Public-private partnership is an effective method of bringing in private sector investment (proven in developed countries). It provides a framework in which both the public and private sectors can contribute their abilities to maximise efficiency while also providing the necessary capital, human resources and technical support for the projects. Pakistan is one of the other developing countries that has successfully implemented these strategies of public-private partnership contracts in various sectors.

However, there are no notable public-private partnership projects taking place in Pakistan's tourism industry, which continues to be neglected by the government due to unproductive policies, low levels of investment, and a lack of human resources, among other contextual factors. Following the partnership policy of the PPPA, Pakistan appears to have sufficient potential to begin PPP projects, and tourism infrastructure appears to be eligible for PPP contracts. Therefore, this study was designed to explore how PPP can support the development of the tourism industry in Pakistan from the perspective of Alternative Development Theory.

Public-private partnerships in Pakistan tourism can be attained when officials collaborate to divide resources and risks evenly. The state endeavours to safeguard natural and cultural resources while putting major

corporations under the service of tourism and the private sector working to ensure that the fundamentals are covered in investment for tourism development. According to the policy adoption plan of the new government of Pakistan Tehreek-e-Insaaf, the Pakistan Public Private Partnership Plan for tour guides in the implementation of a new national tourism plan focused on 2030 development and consists of five dynamics: Pakistan as a tourist destination; Excellent tourist pole; Quality of tourism; More Public-Private Partnership projects in Tourism; Tourism finance programs to empower the local community.

The policies and principles of public-private partnerships are entirely suited to Pakistan's tourism development context. The public-private partnership can be a factor in the long-term tourism development in developed and developing countries by employing the Alternative Development Theory of Tourism in rural areas under certain conditions. The outcome depends on the acceptance of a strategy that utilizes a dynamic and unified conception, allowing for the ability to have a flexible balance between economic, social, and environmental objectives. The private initiative should undoubtedly play an essential part in such strategies. However, the public sector's intervention is required in general and rural tourism development, particularly within a broad public-private partnership.

6.3.1 The Contribution of PPP to Pakistan Tourism

The tourism industry is a complex set of goods and services heavily reliant on strong government and private services relationships. The tourists' satisfaction depends on specific tourist services such as hospitality, food, entertainment, transportation and infrastructure, public services, health, education, security, environment, culture, etc. The success of tourism destinations is entirely related to the above-discussed factors: the private sector relies completely on the public administration to provide the best services and responsibilities according to their objectives focused on tourism development. In order to develop the tourism industry in urban and rural areas, a public-private partnership is the best way to implement the things mentioned above by combining the main arguments into two groups: the role of the public sector and the private sector:

6.3.1.1 The Pakistan Public Sector's Role in Tourism Partnership

The public sector is supposed to specify the results/outcomes required as a purchaser, whereas avoiding a specification of how the services will be delivered. In this context, the task to be carried out by the public and the private sector and their responsibilities must be clearly identified, and new regulations should also be enforced where needed. Following the establishment of a special consortium with the involvement of the institutions under the federal/provincial and private sector bodies which are prepared to participate, a Special Purpose Vehicle (SPV) for the relevant purpose may be set up. It is also possible for the government to contribute equity capital in state-owned land and financial allocations if this is deemed necessary according to the nature of the project.

The long-term development of the tourist market depends on how a destination integrates the management of its tourist quality, which involves three components: the tourist, the local population, and the environment. The private sectors and civil society cannot replace the role of the public sector in tourism development, particularly the impoverished rural areas where tourism takes place are ecologically vulnerable and subject to strict oversight of industry growth and visitor behaviour. The development of the tourism sector through government investment plays an important role, and the government funds should be considered the following: State's investment in infrastructure because the private sector might not be interested in direct spending on tourism projects such as reforms to land and public parks and beaches, also invest in tourism sectors to encourage and attract tourism investment via local and foreign investors.

Furthermore, various public sectors' guarantees and incentives should be offered to encourage private investors such as the tourism Investment Support Fund would help investors; it would cover various areas

such as waiver of land for tourism expansion and for setting up tourist sites, making special financial products available such as the hotel loan, and lowering interest rates. The program would include a customs duty exemption on equipment and tools needed for establishing tourism projects and an income and property tax exemption in the medium term, with a partial report exemption in the long term.

6.3.1.2 Private Sectors Role in Pakistan Tourism Partnerships

Pakistan's tourism development process can benefit from the private sector in terms of management efficiency and investment experience, leading to more competitively priced tourist goods and services. The private sector's role as a complementary partner to the government is very important to Pakistan's tourism development and diversification of revenue sources. In the case of Pakistan, especially after the 18th amendment in the constitution when the federal government dissolved the power to provinces, the regional tourist development is the responsibility of local governments, which are relatively small and have limited means of human resources and funds of carrying out their work alone. Therefore, in such cases, the strategy to develop tourism cannot be carried out without a framework of private investment and cooperation that strengthens the tourist enterprises and empowers the local community and the economy of local governments.

Thus, the private sector can help achieve the tourism development plan goals in Pakistan through the participation of their management skills and sufficient investment. In addition, the private sector also encouraged the tourism ministry in various development of tourism products, including competitive, sustainable tourism offerings, and is promoting sustainable tourism products to the international and domestic market. They also strongly support using the national workforce to help build up the tourism sector.

To summarise the preceding discussion, it has been asserted that both the public and private sectors produce and commercialize tourism goods and services. The State must also take on a leadership role in stimulating and facilitating investment, improving the business environment, infrastructure development, and human capital in other circumstances, such as rural communities with underdeveloped economic environments. The outcome may include the scale advantages and synergies of tourist destinations, which may help private sectors to compete more effectively. The possible partnership development areas can be following:

- Strategic and spatial planning
- Establish a system for collecting and processing statistical data.
- Encourage investments by fostering a competitive business environment.
- Educate and train the local community
- Raising new capital for investment, marketing, and promotion
- Promote eco-friendly tourism and markets.
- Tourism promotion, distribution, and marketing.
- Promoting the use of new technologies in the tourism industry
- Explain the significance of tourism to the entire population (Conferences, exhibitions, training, educational certificates, etc.)

6.4 Promoting PPP in Pakistan Tourism Industry Trough ADTOT

Considering all the findings and a detailed literature review, this section attempts to promote PPP in the Pakistan's tourism industry by employing ADTOT. According to the literature review and research findings, public-private partnerships are based on the fundamental belief that the collaborative efforts of governments and private companies can deliver megaprojects with superior results than either party could achieve alone. PPPs have increasingly been viewed as a cost-effective and efficient method of implementing public policy

across various policy agendas (Osborne, 2001). In addition, McQuaid (2000) states that a public-private partnership approach has the benefits of recognizing that a local player is often not fully empowered to address the interconnected issues raised in many local policy areas. Instead, the partnership approach is based on shared interests among partners due to the interdependence of the various actors involved in a mega-project and new infrastructure development. According to Darrin Grimsey (2004), the central argument is that the public-private partnership (PPP) is a highly incentive-compatible contractual arrangement.

In Pakistan, new methods of financing projects, construction of infrastructure and better services provisions are underlined in a more competitive environment by the public sector. According to the World Economic Forum Survey (WEF, 2019), Pakistan is ranked 105th in basic infrastructure among 140 countries and requires approximately US\$110 billion in heavy investment in physical infrastructure over the next 5 years to improve service provision and increase its international and internal competitiveness. Therefore, investment from the private sector is essential to develop the new infrastructure and maintain the existing infrastructure. As a result, public-private partnerships have become increasingly effective in bringing both sectors' strengths together.

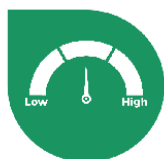
According to Simão (2010), tourism development theory is less difficult to debate than implementing practically in any theoretical lens. A more comprehensive definition of tourism development by UNWTO (2014), is that it includes all types of actions, management and sustainable development of tourism that protect natural, economic and social integrity and ensure that natural and cultural resources are preserved. This means that developing successful tourism requires making the best use of available resources in three dimensions: sustaining critical ecological processes, protecting natural heritage, and respecting the sociocultural legitimacy of host communities. However, those three dimensions are supposed to ensure that both inter and intra-generational economic relations and environmental and social equilibrium are properly and consciously shaped by tourism development (Park, 2007).

There has not been sufficient research work conducted in Pakistan on implementing PPPs and how it has supported economic growth, particularly through tourism, which has created a literature gap (Ahmad et al., 2015). This is unfortunate, as tourism has consistently garnered widespread attention as a model for economic development. Therefore, development experts see tourism as a panacea that developing countries use to maintain their economies other than depending on traditional exports. The ADTOT reaffirms the critical importance of implementing this application to develop tourism strategies addressing regional socio-economic development disparities within developing countries.

This study examines the use of public-private partnerships by government agencies through employing the application of ADTOT for tourism development within the Pakistan Ministry of Tourism to promote local revenue generation activities by strengthening the host communities through skills development, employment creation, impasse development, environmental protection, and the preservation of tourism livelihoods in Pakistan. Therefore the PPP can help to explore the key results for tourism development by applying ADTOT, which are essential to economic growth in small-scale local businesses, community participation and environmental sustainability for these local communities.

The ADTOT working process is outlined below in terms of adopted policy recommendations for effective outcomes through collaborative work (Escrich, 2019).

ADTOT POLICY RECOMMENDATIONS



UNDERSTANDING THE LIMITING FACTORS OF TOURISM DEVELOPMENT

Identifying and measuring the limits of tourism destination	Benchmarking approach	Recognizing the value of tourist destinations' ecosystems services
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PLANNING AND MANAGING TOURISM SUSTAINABLY

Using Planning approaches and tools	Sharing good practices
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DEVELOPING AWARENESS, CAPACITIES, AND CHANGING BEHAVIOUR

Making the business case	Improving collective Responsibilities	Applying economic instruments
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REDISTRIBUTING TOURISM FLOWS IN SPACE AND TIME

Promoting alternative off-season offers	Promoting alternative hinterland destinations
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PPP Project of Pakistan Tourism Development by Employing ADTOT

Source: Adopted from (Escrich, 2019)

6.4.1 Understanding the Limiting Factors in Tourism Development

An ineffective approach to reducing the negative effects of tourism may result from a lack of knowledge about the relevant factors. For the sake of sustainable tourism development, it's essential to take into account and evaluate the factors that limit tourism development, such as ecological resilience, the capacity of resources, the concerns of the local community or the maximum number of visitors that can be accommodated in a given destination. It is crucial to measure the carrying capacity limits of tourist destinations in order to aid in the formulation of plans and policies and to ensure that these limits are adhered

to. Tourism sustainability can be measured in a variety of ways depending on the type of tourism destination, product, model, and actors involved (Escrich, 2019).

6.4.1.1 Identifying and Measuring the Limits of Tourism Destination

Encouragement of the use of methodologies for identifying and estimating the limits of tourism destinations will guide local and regional policies toward more sustainable tourism planning and management, preventing those destinations from degrading and losing value and attractiveness. Using concepts such as "carrying capacity," "limits of acceptable change," and "ecological footprint," support policymakers to determine the maximum number of visitors and activities that a destination can sustain with available natural or cultural resources. These methods rely on close observation of tourist areas, consultation with stakeholders, and building the capacity of all stakeholders in collaboration (Escrich, 2019).

6.4.1.2 Benchmarking approach

The Pakistani tourism industry should encourage and facilitate a benchmarking approach that uses existing data and networks to identify weaknesses and establish priorities, while promoting cooperation between destinations that face similar challenges.

6.4.1.3 Recognizing the Value of Tourist Destinations' Ecosystems Services

Participating stakeholders in the identification of economic, environmental, and social value of tourist destination ecosystem services will help to improve the overall policy (public and private organizations or civil society). This will support in the development of local and regional policies and the improvement of planning aimed at preventing the deterioration of ecosystems and the loss of biodiversity, which threaten the livelihoods and well-being of humans (Escrich, 2019).

6.4.2 Planning and Managing Tourism Sustainability

Pakistan's tourism industry attracts a significant number of visitors, and its mountain range is one of the world's most popular peaks destinations. Therefore, a growing demand for additional space on snow sports facilities has resulted in a need for expansion. Improving economic, social, and territorial cohesion in Pakistan requires incorporating sustainability principles into the country's tourism planning and strategy development processes. Hence, as part of Pakistan's planning and management process, a more flexible, bottom-up cooperation is needed; one that considers a wide range of economic, social and environmental factors as well as local stakeholders and incorporates their participation. Thus, it would be possible to create long-term solutions based on shared aspirations and understandings of the relevant stakeholders. The economic, social, and environmental benefits of such a long-term approach to tourism can be used to support environmental preservation during debates over controversial projects (Escrich, 2019).

6.4.2.1 Using Planning Approaches and Tools

By implementing sustainable planning approaches such as the Integrated Coastal Zone Management (ICZM) protocol, Ecosystem-Based Management (EBM) principles, and tools that are consistent with the established acceptable thresholds, local, regional, and national planning authorities can move towards more sustainable planning practices (Escrich, 2019).

6.4.2.2 Sharing Good Practices

Regional and national governments will benefit from the sharing of good practices as part of a broader capacity-building process in order to improve spatial planning regulations that incorporate social, cultural,

and environmental impacts, as well as tourism assessments. This will also help in the dissemination of good practices to local authorities, facilitating their transferability and scaling-up. This can be accomplished by using (Escrich, 2019):

- a) Research trips, exchanges thoughts, and other opportunities to learn about the experiences of similar destinations or initiatives in the same country or neighboring countries.
- b) Incorporating award programs as a means of honoring of outstanding performance.
- c) Promoting the networking of local authorities in order to collaborate more closely and achieve greater results for themselves and their communities.

6.4.3 Developing Awareness, Capacities, and Changing Behavior

Communication with stakeholders regarding tourism's impacts and opportunities is essential for increasing awareness and changing behavior in order to ultimately reduce tourism pressures. Hence, all stakeholders in the tourism industry (public and private), as well as local communities and end-users (tourists), NGOs, institutional practitioners, and policy makers, should be deeply concerned about the environment, cultural preservation, and economic or social domains in this research project. Effective tools for reaching different audiences and conveying different messages include those that promote knowledge-based activities like public service announcements, social media marketing campaigns, and other forms of grassroots organizing are necessary to reach diverse range of people. The two most important messages to spread are that natural and cultural ecosystem services are assets and that natural and cultural environments are everyone's responsibility in order to raise awareness and build capacity. Moreover, it is essential to recognize that economic instruments and enhancing collective responsibilities play a significant role in influencing people behavior in terms of their decisions and actions (Escrich, 2019).

6.4.4 Redistributing Tourism Flows in Space and Time

There is a distinct seasonality to the Pakistani tourism industry. As a result, the local economy, the environment, and the people are all affected. Consequently, with mass tourism, Pakistan's northern regions have seen an increase in visitors while the rest of the country's hinterland has seen a decrease. On the other hand, seasonal and geographic differences allow for different types of tourism models that reduce environmental, cultural, and social impacts and can even have positive effects. Therefore, this diversification contributes to the preservation of Pakistan's cultural and natural heritage. In alternative tourism the local communities can establish relationships to make their territories and local products more attractive in response to the new demands by i) promoting alternative off-season offers and ii) promoting alternative hinterland destinations (Escrich, 2019). Hence, the fact remains that if these two forces (PPP & ADTOT) were able to collaborate on the development of the tourism economy in a way that truly tapped into their respective areas of expertise, the value they generated would be exponential. From a tourism point of view, PPPs need to be processed in some areas to get effective results in tourism improvement.

- Local people Development
- Environmental Management
- Globalization Engagement
- Impasse Development

According to the United Nations World Tourism Organization (UNWT, 2013), Tourism of Public-Private Partnership encompasses four primary components: product creation or enhancement, infrastructure and human resources, marketing, promotions, and socio-economic and geopolitical considerations (UNWTO, 2018). Furthermore, in assessing the Public-Private Partnership, some authors suggested that PPP should be

taken as a complex relationship of cooperation over time between private and public sectors to achieve infrastructure and public service delivery (Akintoye, 2009; Forrer et al., 2010). According to Issak (2010), to minimize this misconception in tourism development, both public and private sectors should work together through the application of the Alternative Development Theory of Tourism in the following areas: grassroots/people-centered development, environmental management, engagement with globalization, and the development "impasse" to share risks and benefits in order to achieve mutually beneficial outcomes within the duration of the partnership.

From a global analytical perspective, the World Tourism Organization (WTO2002), notes that the development of tourism requires the participation of all stakeholders, including strong political leadership for broad participation and consensus-building support to ADTOT advocates. This implies that strategic plans and programs should enhance the overall benefits of tourism while also preserving tourism assets for future generations to enjoy (Dangi and Jamal, 2016). However, Bill Bramwell (2000), recognized that 'Collaboration and partnerships' remain a complicated issue in implementations and therefore highlighted the need for further research into this matter.

This research study is interested in answering the following research questions obtained through the literature review.

1. How can PPP employ the ADTOT to develop tourism projects in Pakistan's Ministry of Tourism?
2. How do the contextual factors influence the development of the PPP strategy in Pakistan's Tourism Ministry?
3. What kind of practical model can be developed to use PPP to support the development of the tourism industry in Pakistan?

In response to these questions, this study first developed a conceptual framework (figure 3.1) based on the literature review and theoretical perspectives of this study in order to explore the Public-Private Partnership (PPP) Strategy for developing tourism in Pakistan's Tourism Ministry; certain theories were specifically discussed in the literature review to represent the conceptual framework of this research. Following this the conceptual framework has been revised below (figure 6.1) for this research is based on the Alternative Development Theory of Tourism which reflects the essential measures to progress in the field of tourism development.

6.5 Conceptual Framework Revisited

As stated in section 1.3, the purpose of this study was to investigate the PPP's potential role in Pakistani tourism by deploying ADTOT, the factors that influence the adoption of PPP strategy and propose a framework for effective PPP implementation in the Pakistani tourism industry. The following key findings have emerged from the qualitative data analysis (thematic analysis) and discussion on the support of PPP in deploying ADTOT.

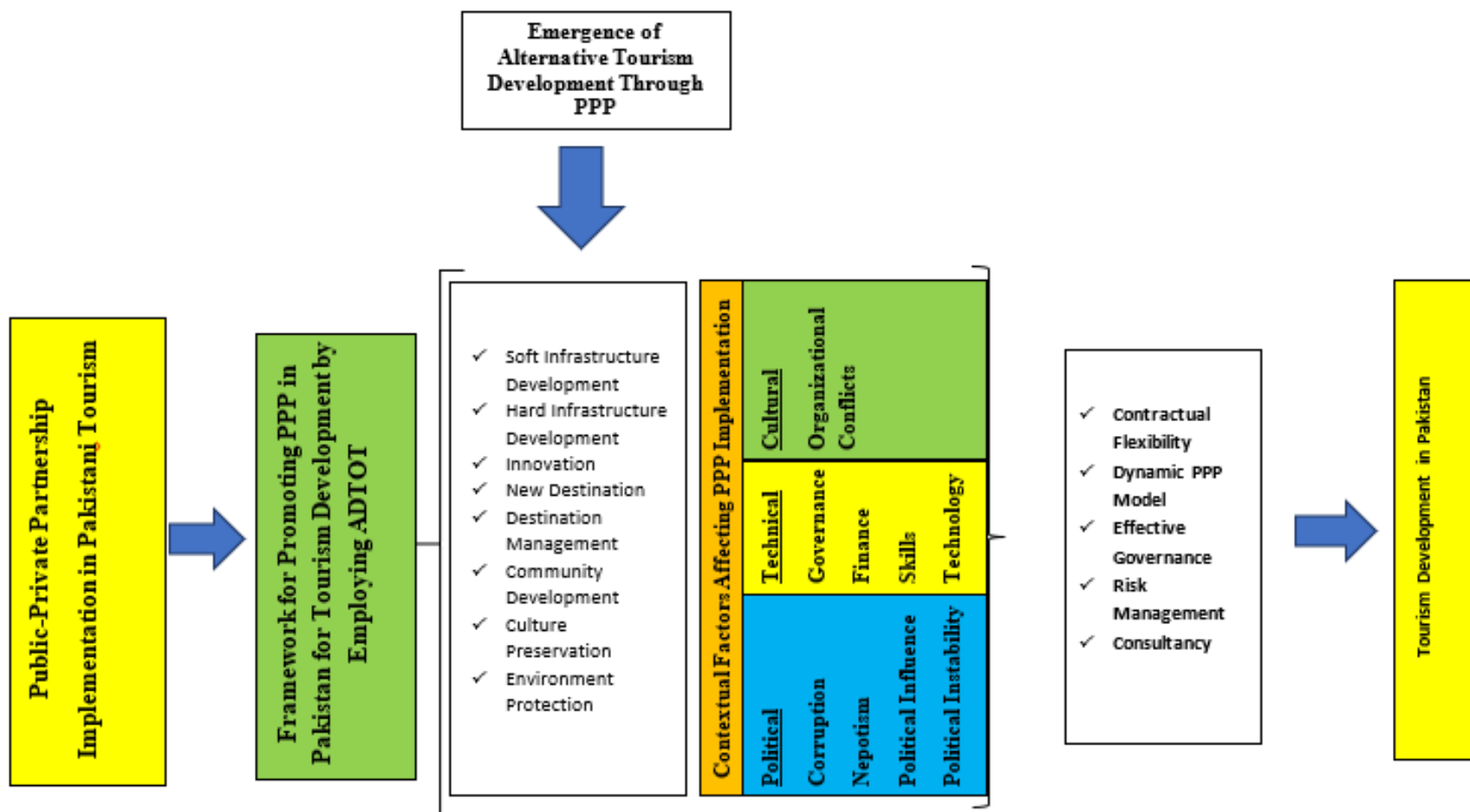
- PPP can help the Pakistan tourism industry by establishing ADTOT as a foundational theory
- Untapped potential need to promote
- Transferring the innovation to public service departments
- Empowering the locals (Creating job and business opportunities uplifting living standards)
- Preserving the culture (Ancient civilisation remains etc.)
- Protecting the environment (Eco-friendly construction and Renewable Energy resources)
- Developing the Infrastructure (Marketing, Communication, Positive Image etc.)
- Developing the hard Infrastructure (Transport, Hospitality, Destination Development etc.)

Subsequently, the analysis revealed that the following contextual factors could influence the development of PPP strategies in Pakistani tourism:

- Political Factors (Corruption, Nepotism, Political Influences and Political Instability)
- Technical Factors (Technology, Managerial Skills, Governance and Access to Finance)
- Cultural Factors (Organizational Conflicts)

Finally, in support of the last research question, the research indicated that flexibility is critical for mitigating potential risks and hazards in public-private partnerships. Furthermore, joint venture, LCC and dynamic PPP models may be the most appropriate for Pakistan's tourism development. PPP models with a variety of characteristics, such as dynamic models, can help achieve the desired outcomes and distribute the rewards fairly among all stakeholders. The conclusions state that public agencies should have the ability to monitor project performance as service purchasers, while SPVs should focus on project design and development. The revised conceptual framework for the study is illustrated in Figure 6.1 as a result of the research findings.

Figure 6-1: Revised Conceptual Framework



6.6 Chapter Summary

The objectives of the present study were to investigate the PPP for Pakistan's tourism development by employing ADTOT, factors affecting the PPP implementation, and suggest a framework for successful PPP implementation in Pakistani tourism. This study found that PPP can support Pakistan tourism in applying ADTOT for long-term growth in infrastructure, innovation, community development, cultural preservation, environmental protection, and destination management. According to the literature, PPP can help the government to improve innovation (Wang & Xu, 2011), infrastructure development (Hammami, et al., 2006), community wellbeing (Albu, 2012), destination development and other aspects of tourism (Deladem, et al., 2021). Furthermore, the study found that political, technical, and cultural characteristics are critical to the success of Pakistan's PPP strategy in the tourism sector.

The study also suggested that the dynamic PPP models (having the characteristics of more than one model) may help capture the desired outcomes and distribute the benefits evenly among all stakeholders. Finally, the results show that proper risk allocation and the transfer of risk to those who are best able to handle it are critical to the success of the PPP. It is also recommended by Liu et al., (2022) and Hai et al., (2022), that in PPPs, most of the risks should be transferred to private sector stakeholders because they have more experience with risk mitigation and are better equipped to deal with these issues.

CHAPTER 7: CONCLUSION AND RECOMMENDATIONS

7.1 Introduction

Following the analysis, results, and discussion of findings in previous chapters, this chapter aims to conclude the research. The study sought to examine PPP for Pakistan's tourism development by employing ADTOT. The framework of this research is based on the Alternative Development Theory of Tourism (ADTOT), which shows how the local community, environmental preservation, untapped potential and globalisation are all intertwined in tourism development. The following sections summarise significant findings and the achievement of study objectives under the research framework. Moreover, the study's theoretical contribution, recommendations, and practical contributions to the next sector have been documented. Finally, this chapter discussed the research's limitations and future research opportunities in this research area.

7.2 Key Findings of the Research

The findings, conclusions, and recommendations from any research study must be weighed against the original research goal in order to determine the study's relevance and significance. The summaries of how the research objectives and findings are proficient and consistent are shown below. The research aims to explore how Public-Private Partnership (PPP) can support the development of the tourism industry in Pakistan from the perspective of Alternate Development Theory (ADTOT). In order to achieve the aim, the research sought to address the following objectives:

1. To explore how PPP can support the development of the tourism industry through ADTOT.
2. To examine the contextual factors that influence the development of PPP strategy.
3. To investigate a practical PPP model for supporting the Pakistan's Ministry of Tourism.

The qualitative data analysis (thematic analysis) and subsequent discussion on the topic of PPP's role in the deployment of ADTOT led to the discovery of the following important findings.

- PPP can help the Pakistan tourism industry by establishing ADTOT as a foundational theory
- Untapped potential need to promote

- Transferring the innovation to public service departments
- Empowering the locals (Creating job and business opportunities uplifting living standards)
- Preserving the culture (Ancient civilisation remains etc.)
- Protecting the environment (Eco-friendly construction and Renewable Energy resources)
- Developing the Infrastructure (Marketing, Communication, Positive Image etc.)
- Developing the hard Infrastructure (Transport, Hospitality, Destination Development etc.)

Subsequently, the research revealed that the following context factors could influence the development of PPP strategies in Pakistani tourism and further suggested a suitable PPP model in light of experts' opinion;

- Political Factors (Corruption, Nepotism, Political Influences and Political Instability)
- Technical Factors (Technology, Managerial Skills, Governance and Access to Finance)
- Cultural Factors (Organizational Conflicts)
- Dynamic PPP model can be more suitable with contractual flexibility
- Effective governance, risk management and consultancy must be in action for PPP model

Results were obtained by conducting bottom-to-top interviews with participants of local communities, followed by all other stakeholders; tour operators, NGOs, PPPA officials and tourism authorities. The bottom-to-top approach by hearing from the grass-root level to the authorities helps the researcher minimise biasedness and obtain more effective outcomes for proposed research objectives. In the first part of this study, the researcher examines how PPP can help grow Pakistan's tourism industry by using ADTOT. Following this question, the local community respondents highlighted that Pakistani tourism development is still in its infancy, and despite having full potential, the growth rate of the tourism industry is very modest, and Pakistan's tourism is limited to the specific northern areas; however, effective government policies can boost the growth of tourism in Pakistan. Local community respondents also emphasised the necessity of concentrating on developing tourist destinations, infrastructure, and the empowerment of local organisations to support Pakistani tourism.

Furthermore, the results clearly indicate that private sector partnership in terms of investment and effective policymaking with the government will boost the tourism sector of Pakistan. The findings indicated that to boost tourism in Pakistan, the government must prioritise community

development, environmental preservation, including air pollution, clean water and sanitation, environmentally friendly policies, impasse development, and global recognition with the assistance of the private sector. It is clear from research findings and literature that Pakistan has significant tourism potential, as Conde Nast Traveler (an award-winning London-based luxury and lifestyle travel magazine) has ranked Pakistan as the top travel destination for 2020, and the British Backpacker Society, which promotes adventure travel in emerging tourism markets, has stated that Pakistan has the potential to become the world's third-best adventure destination in the next year.

Apart from that, the sector grew at an unprecedented rate year over year and forecasted a record contribution of PKR-2285 billion to Pakistan's GDP in 2019, accounting for nearly 6% of total GDP. However, it is concerned that Pakistan's tourism industry has a small impact on the country's economy, according to experts, as research literature review and findings have shown that the government is not capitalising on the full potential of this industry (Arshad, et al., 2018). Research findings have great concern that to utilise the potential of tourism and reap the maximum benefits government of Pakistan is supposed to provide prime facilities to the tourists and develop international standard tourism infrastructure, including roads, airports, health system, and development of the local community. Similarly, another concern highlighted that lack of funds and policies makes it impossible for the Pakistani government to meet its goals and achieve the highest standards in the tourism industry unless it has effective policies, the active participation of sufficient funds, local communities, trained tour operators, and a proactive role from NGOs.

This study shows that the tourism industry is highly dependent on infrastructure, eco-friendly environment conditions, and hospitality. As literature has shown, the government of Pakistan lacks sufficient funds, and it is also documented that Pakistan's government will be unable to provide the necessary funds to develop world-class infrastructure, efficient transportation systems for connecting tourists destinations, a healthy environment, and hospitality services necessary to boost Pakistan's tourism industry (Alasttal & Burdey, 2017). The research findings and literature found that Pakistan's government needs to work with the private sector to overcome financial and policymaking issues and consider other stakeholders such as local communities, tour operators, and NGOs with immense government support to boost the development of the tourism industry in Pakistan (Ahmad, et al., 2015). As a result of government support and strategies, partners will be able to distribute risk more efficiently and ensure the best possible return on investment while also

bolstering financial stability. So, instead of focusing on a strategy, PPPs should develop a framework based on accepted existing underpinning theories and mechanisms for discovering new public works solutions.

However, managing the PPP tourism projects may be more challenging when dealing with multiple stakeholders, including local communities, NGOs, tour operators, and the Pakistani PPP authorities. Thus, the literature review of this study shows that under the effective PPP model, an underpinning theory must be in place to work in specific directions on a tourism development project to get the most results in the shortest time (Cheng, et al., 2018). The literature review and findings established that the alternative development theory (ADTOT) of tourism is more supportive and aligned in that it directs all stakeholders to focus on necessary infrastructure improvements, environmental preservation, impasse development, local community development, and globalisation engagement, all of which are essential areas for tourism development and are effectively doable in a partnership scenario (Deladem, et al., 2021).

The present study's findings indicate that PPP is a viable option to bring investment and manpower with effective policies, and the ADTOT is a suitable approach for developing Pakistan's tourism industry. The present study's findings indicate that ADTOT will facilitate the government of Pakistan and the tourism department in developing attractive landscapes, diverse cultural tourism, infrastructure, bringing innovation, global recognition, community development, cultural preservation, and environmental preservation. The current study's findings indicate that all stakeholders should play a unique role in developing the tourism industry in Pakistan. Although the results show a substantial role from local communities, the growth of Pakistan's tourism industry is currently below its potential due to the lack of adequate government support and resources, such as low infrastructural development and untrained administration, causing hospitality concerns. The PPP implementation by employing ADTOT appears to be the best technique for developing Pakistan's tourism industry. All stakeholders must play influential roles in developing local communities, training and certification relevant stakeholders, and environmental considerations.

7.3 Contributions of this Research

7.3.1 Theoretical Contribution of this study

In theoretical contribution, this study seeks to provide current academic literature on tourism development with a significant focus on public-private partnerships in Pakistan. A new kind of tourism will be awakened in Pakistan through this research by the name of "Alternative Tourism". Many people accepted it in developed and developing countries instinctively to address curative mass tourism even if it was not defined precisely. The emergence of alternative tourism will produce different new tourism types, which can be found in different aspects of today's economic and social life. The proposed study will contribute to economic growth through tourism improvement and employment development priority status in tourism to address government concerns for tourism to generate PKR. 1 trillion, which will significantly contribute to the country's GDP. The present study's findings contribute to the existing literature and the underpinning theory in the Pakistan context.

Furthermore, this research will promote PPPs for the growth of Pakistan's tourism industry, which will inspire other regions to explore the possibilities presented by this model. This research will give Pakistani authorities reason to believe that PPP utilising ADTOT in the tourism industry will be implemented effectively and efficiently, thus benefiting local communities and the environment. Furthermore, the results of this study show that different PPP models, such as dynamic models and joint ventures, are feasible when consulting, governance, development planning and risk transfer are taken into account. The unique contribution of this study is to broaden the views of PPP rationale and motivation in the tourism industry by applying the specific theories of alternative tourism development, which would be considered valuable literature for those who will research this topic in future.

7.3.2 Practical Contribution

As previously stated, the PPP for tourism development in Pakistan had never been examined, particularly in an ADTOT and contextual factors setting. Only a small number of investigations were carried out by some researchers (Fakhar, 2010; Ahmad, et al., 201; Israr, et al., 2009; Alasttal & Burdey, 2017; Arshad, et al., 2018; Haq & Medhekar, 2018), which are either on tourism or only PPP. Hence, the current research adds new topics and information to PPP tourism from an

ADTOT perspective. In practical contribution, this research will help develop a model to support the Pakistan Ministry of Tourism that will coordinate with all key public and private sector stakeholders, including the local community, tour operators, NGOs, PPP, and tourism authorities. In this regard, this research will provide a platform where all the relevant provincial and federal authorities and the private sector of Pakistan formulate a national tourism policy and national tourism development strategy. This research will also encourage professional support for developing provincial policies and plans for tourism development available to the provincial governments, which are mainly focused on infrastructure. The study would improve quality assurance in tourism services by improving effective policies, regulatory reforms and implementing systems under the ADTOT.

The current study may help the local community, NGOs, tour operators, tourism department, and PPPA better understand their respective roles and responsibilities in developing Pakistan's tourism. The present study's findings indicate that the most important role is associated with Pakistan's government taking such initiatives at the federal and provincial levels. The second most critical role is PPPA and PPP provincial in understanding the role of ADTOT theory towards sustainable tourism development. Furthermore, the practical contribution of this study will facilitate the policymakers in understanding the critical factors that influence the implementation of PPP for the tourism industry of Pakistan, including cultural factors, political factors, and technical factors. This will facilitate the policymakers in inculcating the control measures to mitigate the influence of these factors on the sustainable development of the tourism industry of Pakistan.

7.4 Recommendations

The following are suggestions for an effective public-private partnership (PPP) for the growth of Pakistani tourism in light of the research findings and literature review.

Stakeholder Awareness: The concerned authorities should raise public knowledge of PPPs' overall cost, advantages, and hazards and traditional procurement. Popular comprehension of Public-Private Partnerships necessitates active consultation and interaction with players and incorporating end-users in project development and, later, service quality monitoring. Important institutional functions and obligations must be preserved. Procuring agencies, Public-Private Partnerships Units, the Federal Budgeting Authority, the Auditor General Institution, and the

regulatory sector must be given clear objectives and the resources to enable a responsible procurement process and clear lines of responsibility. Ensure that all key regulations influencing the functioning of PPPs are explicit, transparent, and enforced. Red tape should be reduced, and new and current rules should be thoroughly reviewed.

Strategic Investment Planning: All investment initiatives should be addressed at the highest levels of government. Because there are so many conflicting investment objectives, the government should set and execute strategic interests. The choice to invest must be made from the standpoint of the entire government, independent of how the project will be procured and financed. There must be no organizational, administrative, or accountancy bias favouring or against Public-Private Partnerships. Investigate which investing option is most likely to provide the best return on investment. A procurement choice pre-test should be used to analyse key risk factors and project features. A procurement choice pre-test should allow the government to determine if it is beneficial to continue to study a Public-Private Partnerships alternative.

Risk Mitigation: Allocate the risks to people who can best handle them. Risk must be stated, recognised, quantified, and borne by the party that pays the minimum to mitigate the possibility of becoming a reality or who pays the least to bear the risk once it has become a reality. The procurement authority must be ready for the operation stage of Public-Private Partnerships. Ensuring value for money necessitates the same level of vigilance and effort required during the pre-operational period. When transitioning to the operation stage of Public-Private Partnerships, special caution should be given because the elements on the public side are subject to change.

Competitive Tendering: Keep the value for money in mind when trying to renegotiate. The management should prioritize subsidizing the private sector only if conditions change due to discretionary public policy initiatives. Any renegotiation should be done honestly and in accordance with the standard processes for Public-Private Partnership approval. There should be clear, predictable, and transparent standards for resolving disputes. The government should assure enough market competition through a competitive tender procedure and, if possible, design the Public-Private Partnerships programme to ensure a continuous functional market. Governments should maintain a fair playing field in the tendering process if market operators are few so that non-incumbent players can enter the market.

Consultation: The approach should include active consultation and involvement with stakeholders. PPPs might be utilised to adopt a more private-sector provision of services in formerly government-run sectors. This can have an impact on working conditions, workplace culture, and possibilities for promotion. Consequently, labour unions are a critical stakeholder group that may be significantly affected by the use of PPPs. Labour must be actively involved in PPPs to operate and be genuine.

End-Users Awareness: It is critical to define outcomes in the PPP contract. It should include end-users in the definition of the project and its outcome specifications and the monitoring of service quality once the project is operating. Service providers can be pushed to meet service standards and better match service specifications to user needs by defining outputs. Involving end-users in design and monitoring also raises the probability that the endeavor will be seen as genuine, fair, and understandable. Through increased accountability and social control, independent public supervision of PPP implementation may also foster government sector innovation and improve outcomes for the whole society.

7.5 Limitations and Future Research Directions

Despite a large number of contributions, the current study has some limitations that should be addressed in future research. The following section discusses the limitations from various perspectives:

This study is qualitative, and data were collected over a limited time to examine the relationship between the public-private partnership and tourism. As a result, the relationships found in the data don't account for changes in participant responses over time. It could also be useful to do long-term research based on data collected over a long period of time to figure out how PPP tourism's attitude or other factors have changed over time. Furthermore, it is also important to note that the data for this study was collected from Pakistani stakeholders in the research field and thus may not be generalizable to any other geographic location because of the contextual factors underpinning ADTOT theory in Pakistan's tourism development.

This study used semi-structured interviews to gather data from participants, but future research should incorporate quantitative techniques to verify the findings of the current study, and researchers can collect more valid and reliable data from a larger sample using the quantitative

technique. Furthermore, a sample of 17 people was interviewed in semi-structured interviews considering the current market conditions. So, the small sample size of 17 respondents in semi-structured interviews may be limiting the true representation of the population because of time constraints, lack of resources, and the COVID-19 breakout. The interviews were conducted online due to the covid-19 outbreak; as a result, individuals without internet access or who were not in contact with the researcher were unable to participate effectively in the interviews.

According to the scope and nature of this study, it fails to include the role of neighbouring countries in Pakistani tourism. However, the role of regional countries in the development of sustainable tourism in Pakistan should be examined in future studies to get a wider picture of the most effective outcomes. While the current study focused on a limited number of stakeholders, future research should include additional stakeholders such as academic experts, the hospitality sector, and the health sector to explain and understand ADTOT's role or significance in Pakistan's tourism development under PPP.

7.6 Concluded Observations

The purpose of this last chapter is, therefore, to draw the investigation to its end by presenting conclusions resulting from both the literature review and the qualitative research findings concerning exploring how Public-Private Partnership (PPP) can support the development of the tourism industry in Pakistan from the perspective of Alternate Development Theory (ADTOT). The research developed a conceptual framework using PPP to enhance Pakistan's tourism industry's performance, considering the ADTOT features (like community development, environmental protection, impasse development, globalization, and innovation). The study has identified areas where PPP can facilitate the government to develop tourism and transfer its benefit evenly to the state and local community. The study also sought to identify issues, problems, and constraints that affect the successful development and implementation of the PPP strategy in the tourism sector of Pakistan. According to the literature and present study findings, substantial private investment and public-private partnership are required for robust growth in the economy's developing sector.

In this thesis, there are no restrictions on the type of tourism that can be incorporated into PPPs. Consequently, there are no prescriptive rules about how often stakeholders should meet, how

decisions are made, or how tourism projects should be distributed. These are still empirical questions for future concern, but these empirical questions should not define PPPs. Getting involved in PPPs or any other inter-organizational arrangements is often claimed as the ultimate goal, but what sets one PPP apart from another or might make one PPP superior to another is whether it attains the desired synergistic benefits (Klijn & Teisman, 2005). While synergistic outcomes have received considerable attention from PPP scholars, a substantial body of literature suggests that collaborative tourism is necessary for achieving these outcomes.

This study examined that some of the research findings are also found in PPPs, emphasising collaborative tourism in developing countries. This study shows the positive effects of PPP tourism and appears to emphasise the existing PPP literature on collaboration rather than only the benefits of tourism in PPPs. This study proposes a more refined definition of PPP tourism than a dichotomous choice between rigid PPP models and partnerships. It is critical to avoid generalising and simplifying PPP practice with normative descriptions, especially when studying it in the context of developing countries like Pakistan. As a result, comprehensive PPP arrangements can be considered that anticipate every practicable possible outcome, and agreements should include ways to meet the settlement of unexpected difficulties while increasing flexibility because the tourism industry includes several subsectors (such as hotels, transportation infrastructure and tourism services like travel and tour guides) that may require different PPP models and contingency plans, which can be tailored to the specific needs of each of these.

Annexures-A

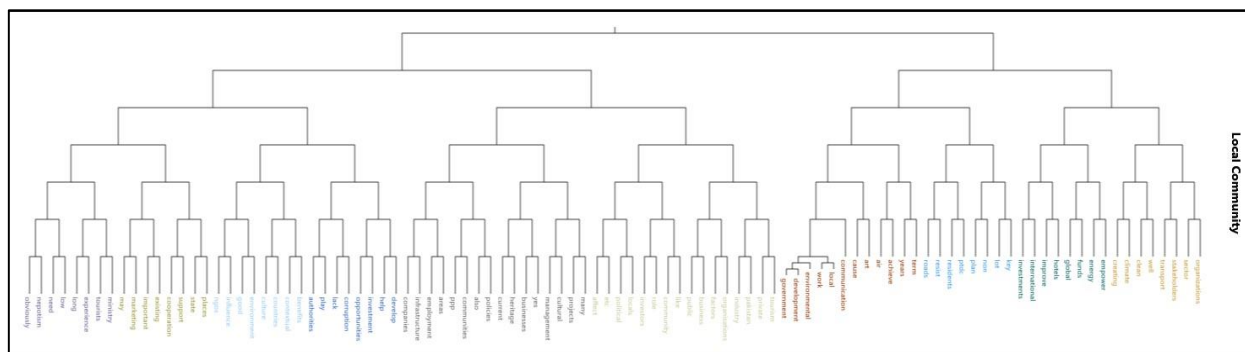
Demographics of Participants

Demographics	Responses	Frequency
Gender	Male	14
	Female	03
Interviewees Background	PPP Official	3
	PTDC Official	4
	TDCP Official	1
	Tour Operator	2
	NGOs	2
	Local Community	5
Age	18-25	4
	26-35	5
	36-45	4
	46-50+	4
Qualification	Higher Secondary and Less	4
	Bachelor's degree	5
	Master's degree and Higher	8
Experience	Less than 5 years	6
	5-10 years	3
	10-15 years	4
	More than 15 years	4

Annexure-B (Questions for Semi-structured Interview with Local Community)

RQ1	How can PPP employ the ADTOT to develop tourism projects in Pakistan's Ministry of Tourism?	Respondents
	1. What is Pakistan tourism's current state, and do they need a plan to develop effective tourism policies? 2. Can private investment in Pakistan's tourism industry work with the government to promote Pakistani tourism be a good option? 3. How can private businesses (in the tourism sector) work with the government to empower local residents, protect the environment, and preserve cultural heritage? 4. What are the key areas where private organisations and locals can play a role with public organisations in developing Pakistan's tourism industry? 5. Can you tell me about the current state of community empowerment and environmental management (safe drinking water, clean air, and a stable climate) in relation to tourism development? 6. How can private organisations and local communities assist the government in empowering the community (e.g., creating employment opportunities for locals and preserving cultural heritage)? 7. What is the role of the existing government in the tourism development of Pakistan? 8. What is the role of private business organisations and Non-Government (NGOs) in the tourism development of Pakistan?	The following questions are designed for the local community. The local community is considered an important contribution to tourism development and is a significant aspect of ADTOT. Therefore, the contribution of their ideas is an integrated part of this study.

	9. If Tourism develops further, how would it benefit or affect your communities?	
RQ2	How do the contextual factors influence the development of the PPP strategy in Pakistan's Tourism Ministry?	
	1. How do the political factors (like political instability, corruption, nepotism etc.) influence the government and private collaborative business in the tourism industry of Pakistan? If yes, How? 2. To what extent do cultural factors (such as religion, communication systems, customs, traditions, food, and art) affect private investors for tourism development in Pakistan? If yes, How? 3. How can technical factors (such as a lack of trained staff, a low-qualified management team, and a lack of innovative tourism policies) affect public-private cooperation in Pakistan's tourism industry? 4. What are the other contextual factors that may resist the private investors to work with the government, NGO's, tour operators and local communities for tourism development?	
RQ3	What kind of PPP model can be developed to support the development of the tourism industry in Pakistan?	
	1. Are there any private (national or international) organisations that can work with Pakistan Tourism Development Corporation to engage the global tourism market in Pakistan?	



	management (safe drinking water, clean air, and a stable climate) in relation to tourism development? 6. How can government, private business organisations, NGOs, and local communities jointly play a role in Pakistan's tourism development?	NGO) and Chief Coordinator (Agha Khan Cultural Services Pakistan, NGO). Their experience and tourism exposure will help to draw appropriate interventions for the relevant research questions.
RQ2	How do the contextual factors influence the development of the PPP strategy in Pakistan's Tourism Ministry?	
	1. How do the political factors (like political instability, corruption, nepotism etc.) influence the government and private collaborative business in the tourism industry of Pakistan? If yes, How? 2. To what extent do cultural factors (such as religion, communication systems, customs, traditions, food, and art) affect private investors for tourism development in Pakistan? If yes, How? 3. How can technical factors (such as a lack of trained staff, a low-qualified management team, and a lack of innovative tourism policies) affect public-private cooperation in Pakistan's tourism industry? 4. What are the other contextual factors that may resist the private investors to work with the government, NGO's, tour operators and local communities for tourism development?	
RQ3	What kind of PPP model can be developed to support the development of the tourism industry in Pakistan?	

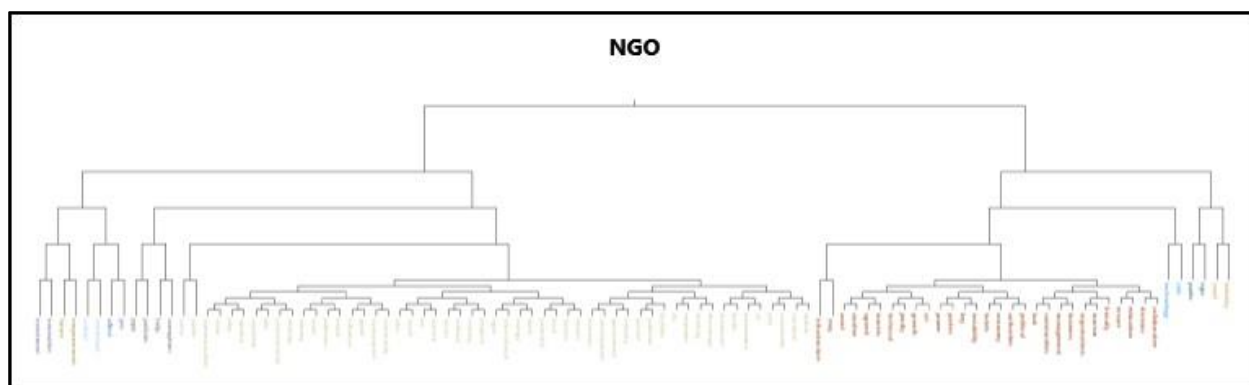


Figure 2: Employing ADTOT through PPP (NGOs)

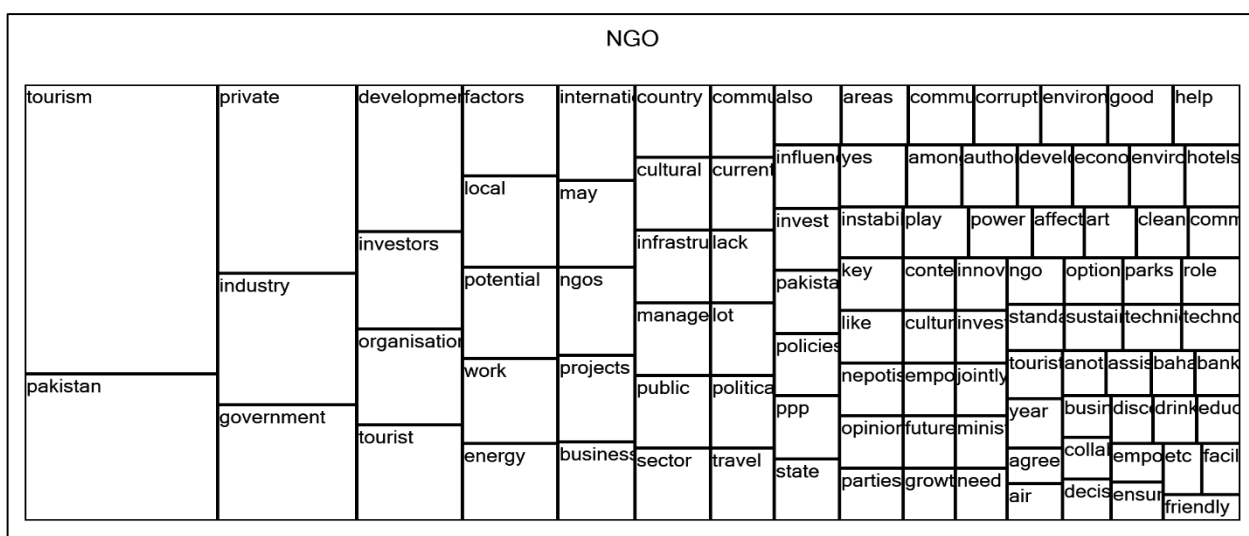


Figure 3: Word Tree (NGOs)

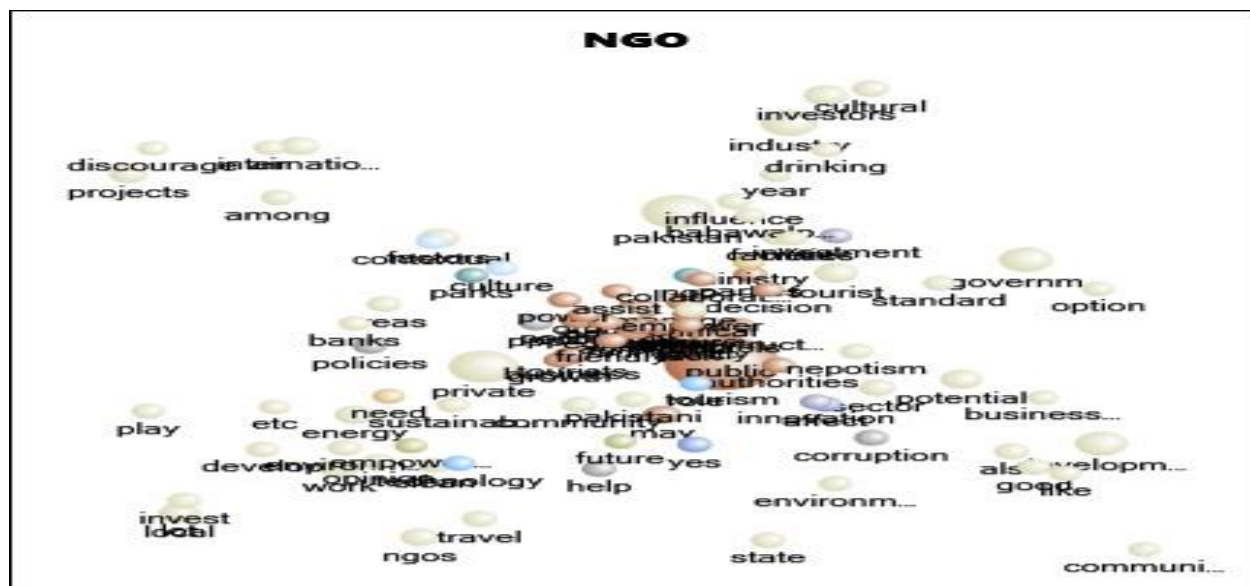


Figure 4: Cluster Map 3 D (NGOs)

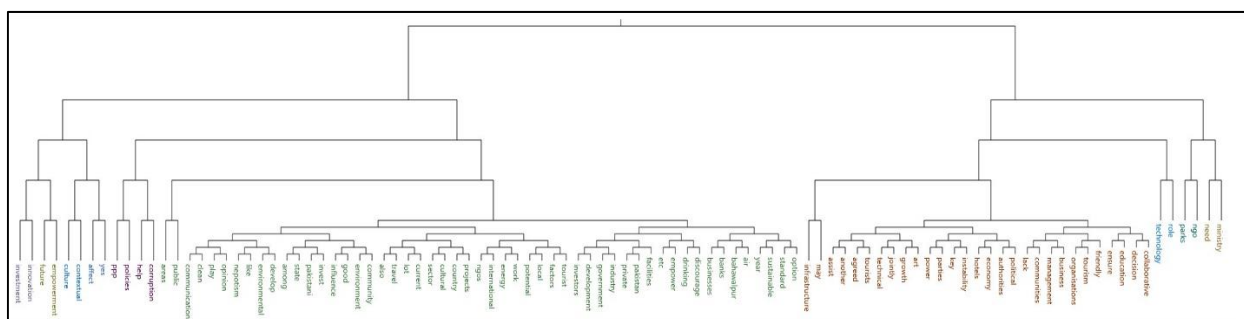


Figure 5: Cluster Analysis (NGOs)

Annexure-D (Questions for Semi-structured Interview with Tour Operators)

RQ1	How can PPP employ the ADTOT to develop tourism projects in Pakistan's Ministry of Tourism?	Respondents
	1. What is Pakistan tourism's current state, and do they need a plan to develop effective tourism policies? 2. To what extent does the Pakistani tourism industry expect private businesses initiatives to benefit it? 3. How can private businesses (in the tourism sector) work with the government to empower local residents, protect the environment, and preserve cultural heritage? 4. What are the key areas where private organisations and Tour operators can play a role with public organisations in developing Pakistan's tourism industry? 5. Can you tell me about the current state of community empowerment and environmental management (safe drinking water, clean air, and a stable climate) in relation to tourism development?	The following questions will be asked from tour operators, including the Vice President (Pakistan Association of Tour Operators). Tour operators are essential in the success of the tourism industry. Tour operators can influence consumer choices, supplier practices, and destination development patterns as intermediaries between tourists and tourism service providers. Therefore, it

	6. How can government, private business organisations, NGOs, and local communities jointly play a role in Pakistan's tourism development?	will be advantageous to gather information on tourism development by including the views of this key stakeholder in the research process.
RQ2	How do the contextual factors influence the development of the PPP strategy in Pakistan's Tourism Ministry?	
	1. How do the political factors (like political instability, corruption, nepotism etc.) influence the government and private collaborative business in the tourism industry of Pakistan? If yes, How? 2. To what extent do cultural factors (such as religion, communication systems, customs, traditions, food, and art) affect private investors for tourism development in Pakistan? If yes, How? 3. How can technical factors (such as a lack of trained staff, a low-qualified management team, and a lack of innovative tourism policies) affect public-private cooperation in Pakistan's tourism industry? 4. What are the other contextual factors that may resist the private investors to work with the government, NGO's, tour operators and local communities for tourism development?	

Figure 1: Employing ADTOT through PPP (Tour Operators)

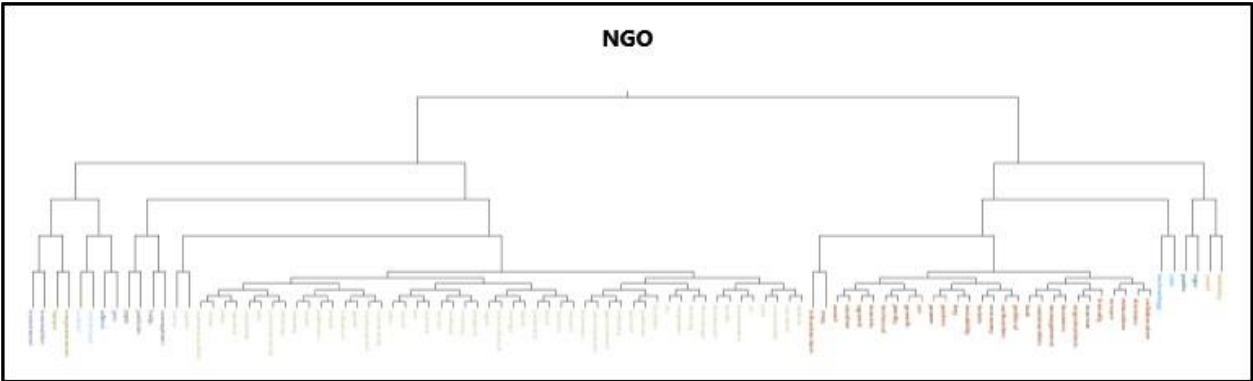


Figure 2: Employing ADTOT through PPP (Tour Operators)

Tour Operstors												
tourism	private	tour	work	many	hospital	political	cultural	etc	investo	look	places	projects
							role	power	ppp	things	transp	vehicle
		industry	business	state	operator	ngos						
						polices	travel	cultur	intere	intern	inves	know
	development			also	beautifu			curre	mana	roads	sawat	sector
government		like	commun			public	well					affec
				organisat	busines			empol	north	comm	focus	food
	tourists	factors	help			road	yes	enviro	people	conte	great	low
pakistan				areas	educatio	support	attract	herita	play	devel	health	minist
	local	need	infrastruc	facilities	good	art	exper	instab	relate	even	impor	north
										exten	influe	now
												pakista

Figure 3: Word Tree (Tour Operator)



Figure 4: Cluster Map 3 D (Tour Operators)

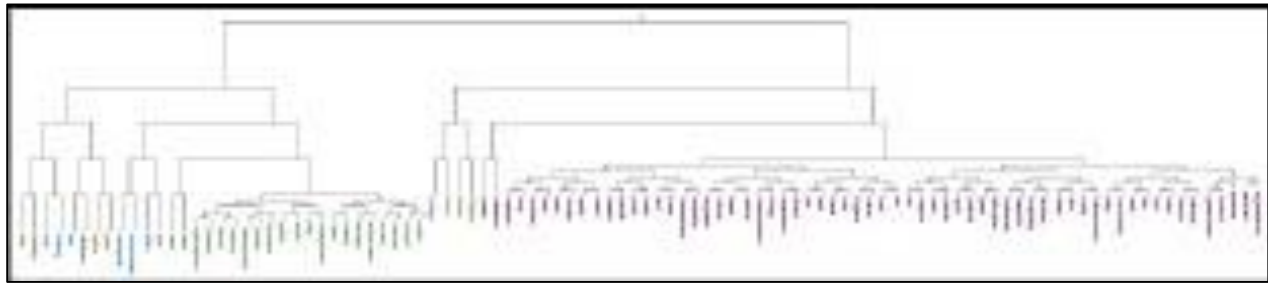


Figure 5: Cluster Analysis (Tour Operators)

Annexure-E (Questions for Semi-structured Interview with PTDC participant)

	Interview Questions	Respondents
	Name, qualification, designation, total professional experience, expertise in current position	
RQ1	How can PPP employ the ADTOT to develop tourism projects in Pakistan's Ministry of Tourism?	
	1. What are the current status and long-term aspirations of Pakistan's tourism industry? Please share your thoughts briefly. 2. How would you identify the key elements necessary to play an essential role in Pakistan's development in tourism? • Local community • Healthy Environment • Globally recognition • More destinations development • Others 3. How can the Public and Private bodies in Pakistan Tourism Play a role jointly regarding these elements? • Local community • Healthy Environment • Globally recognition • More destinations development • Others 4. Have you seen how the Private investors in Pakistan have supported multiple projects to improve public services and can encourage tourism? 5. Has any PPP tourism project been initiated by the Pakistan Tourism Ministry and what are the outcomes?	➤ Secretary to National Tourism Corporation Board (NTCB) ➤ Ex-chairman Pakistan Tourism Development Corporation (PTDC) These participants are primarily from the Pakistan tourism industry and represent some of the most prominent figures in the country's tourism policymaking. This research's primary objective necessitates the participation of more authoritative and responsible participants. Therefore, they are considered as more appropriate

	6. In your opinion, how can the alternative development theory of tourism be a practical application for tourism development in Pakistan through PPP implementation? 7. In your opinion, what is the role of globalisation in the development of tourism and how Pakistan's Tourism Ministry can engage in globalisation with PPP?	participants for these interview questions. Their experience and education in tourism will offer helpful information about Pakistan's tourism industry's current status and future aspirations. They also can shed light on the ADTOT and diffident elements that are significant to determine the success/failure of PPPs
RQ2	How do the contextual factors influence the development of the PPP strategy in Pakistan's Tourism Ministry?	
	8. Which local contextual factors need to be considered while implementing the PPP strategy for tourism development in Pakistan? A) Political Factors (Like political freedom, corruption, nepotism etc.) B) Social Factors C) Legal Factors (Like lack of legal and institutional framework) D) Technical Factor (Like Innovation, Tourism Education, Capacity analysis, Project Design) E) Economic Factors (Like Market Potential, Availability of Investors) 9. What important roles stakeholders play in Tourism industry and what potential players can support the Tourism Ministry of Pakistan with PPP? 10. What are the other contextual factors that may resist the private investors to work with the government, NGO's, tour operators and local communities for tourism development?	➤ Secretary to National Tourism Corporation Board (NTCB) ➤ Ex-chairman Pakistan Tourism Development Corporation (PTDC)
RQ3	What kind of PPP model can be developed to support the development of the tourism industry in Pakistan?	
	11. What kind of PPP model should be considered for tourism development in Pakistan? • Design-Build-Operate-Transfer (DBOT)	➤ These are the most appropriate participants for these interview

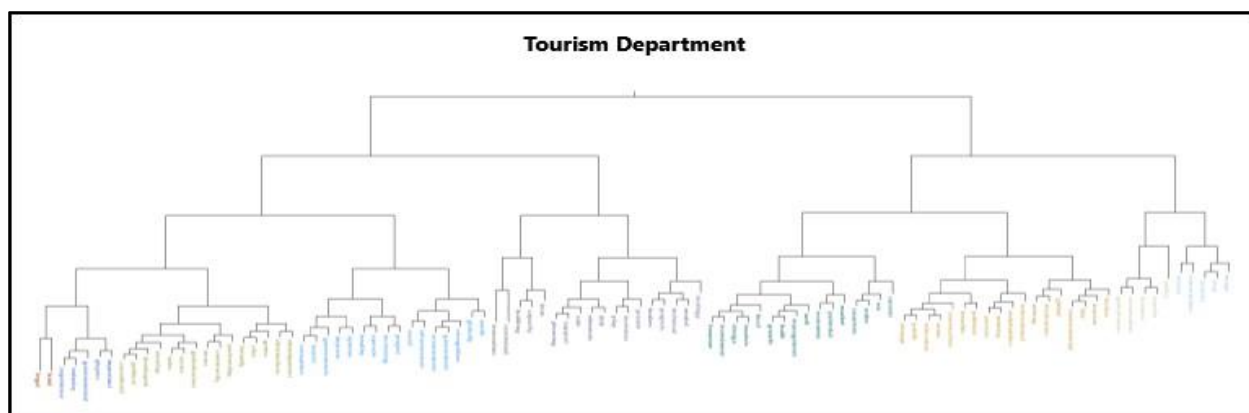


Figure 2: Employing ADTOT through PPP (Tourism Department)

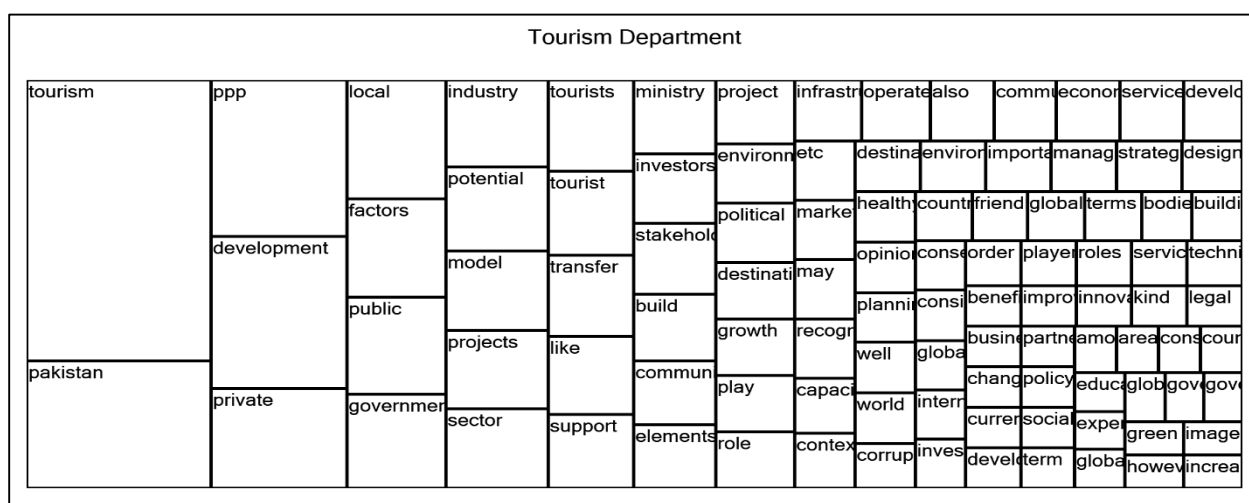


Figure 3: Word Tree (Tourism Departments)

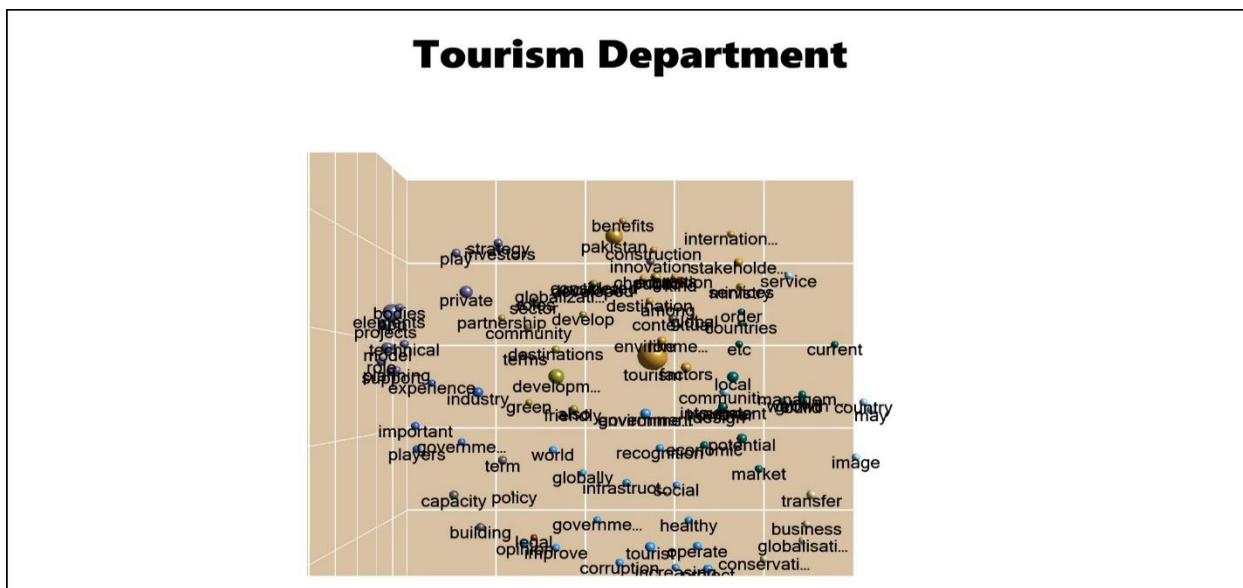


Figure 4: Cluster Map 3 D (Tourism Departments)

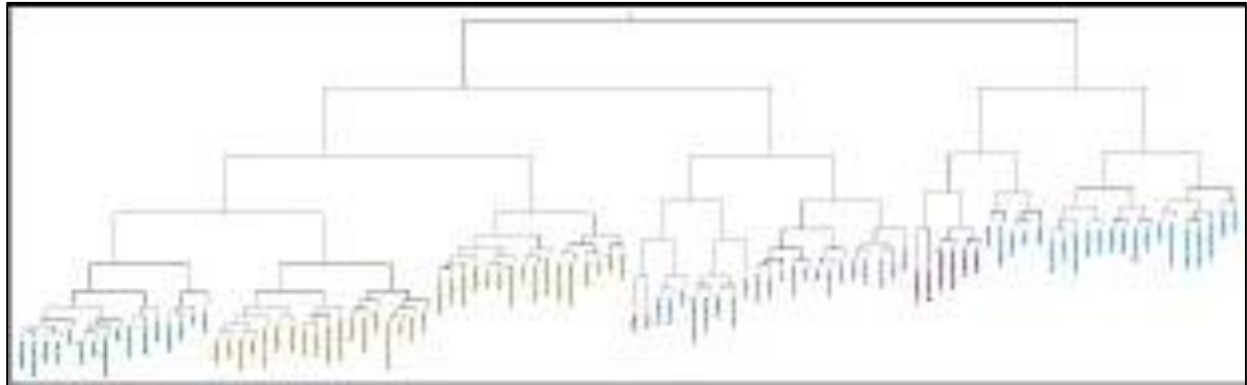


Figure 5: Cluster Analysis (Tourism Departments)

Annexure-F: (Questions for Semi-structured Interview with PPP participant)

	Interview Questions	Respondents
	Name, qualification, designation, total professional experience, expertise in current position	
RQ1	How can PPP employ the ADTOT to develop tourism projects in Pakistan's Ministry of Tourism?	
	2. When did PPPs begin to improve services in Pakistan, and to what extent they are successful so far? Would you please share your thoughts briefly? 3. How well is PPP currently performing in Pakistan, and did it support the government to produce better results in different sectors? 4. What kind of future does PPP have in Pakistan? 5. What are your thoughts on whether public-private partnerships (PPPs) can add more value to tourism development? 6. Do you think PPP should be implemented in Pakistan for tourism development? a. If Yes: why? b. If Not: why not?	➤ CEO/Secretary of Pakistan Public-Private Partnership Authority CEO of Pakistan Public-Private Partnership Authority is the most appropriate interviewee for these questions to understand the PPP in the context of Pakistan. The researcher can access the most relevant information about PPPs' past performance and future perspective with their extensive

		experience and current role in Pakistan PPP.
	7. Do you think that public-private partnerships (PPPs) can help to empower local people with tourism projects? a. If Yes: why? b. If Not: why not? 8. How can public-private partnerships help to involve local communities in tourism projects?	➤ Infrastructure Specialist Infrastructure Specialists are part of the regulatory body for PPP projects. They have the experience of developing the PPP projects and controlling their performance. Hence, their critical analysis of the PPP performance and role in different areas can offer diverse information from the relevant research question perspective.
RQ2	How do the contextual factors influence the development of the PPP strategy in Pakistan's Tourism Ministry?	
	1. Can you give your opinion on the following contextual factors influencing the success or failure of PPP projects in Pakistan? A) Political Factors (Like political freedom, corruption, nepotism etc.) B) Social Factors C) Legal Factors (Like lack of legal and institutional framework) D) Technical Factor (Like Innovation, Tourism Education, Capacity analysis, Project Design) E) Economic Factors (Like Market potential, Availability of Investors) 2. In your opinion, what contextual factors are expected and likely to contribute to the development of PPP	➤ Political Figure Political Figures have the experience and knowledge of the success and failure of different government projects for public services. They can provide neutral information on the success and failure factors of these projects.

	strategies and arrangements in the tourism industry of Pakistan? 3. What are the other contextual factors that may resist the private investors to work with the government, NGO's, tour operators and local communities for tourism development?	
	<u>Stakeholders Management:</u>	
	4. How important are the stakeholders (public and private partners in PPP), and what role do they play in ensuring the success of PPPs? 5. What kind of private partners do you think will be a good fit for the tourism PPP? 6. What should be the selection criteria for private sector stakeholders in the tourism industry of Pakistan? 7. Can local contextual factors (political, social, legal, and technical) influence the process of selecting stakeholders?	➤ Infrastructure Specialists These are the most appropriate participants for these interview questions. They are directly involved in the regulation of PPP projects. Therefore, they are more likely to know the righteous selection of Stakeholders.
RQ3	What kind of PPP model can be developed to support the development of the tourism industry in Pakistan?	
	1. In your opinion, what procedures/techniques could be considered to help the implementation of PPPs in the Ministry of Tourism for the growth of the Pakistan tourism industry? 2. What kind of model can support the implementation of PPPs in the Pakistan Tourism Minister to develop the tourism industry? • Design-Build-Operate-Transfer (DBOT) • Build-Lease-Transfer (BLT) • Build-Transfer (BT) • Rehabilitate-Operate-Transfer (ROT) • Build-Operate-Transfer (BOT)	➤ Infrastructure Specialists ➤ CEO/Secretary of Pakistan Public-Private Partnership Authority ➤ Political Figure

Annexure F-I: Output Data Analysis



Figure 1: Employing ADTOT through PPP (PPP)

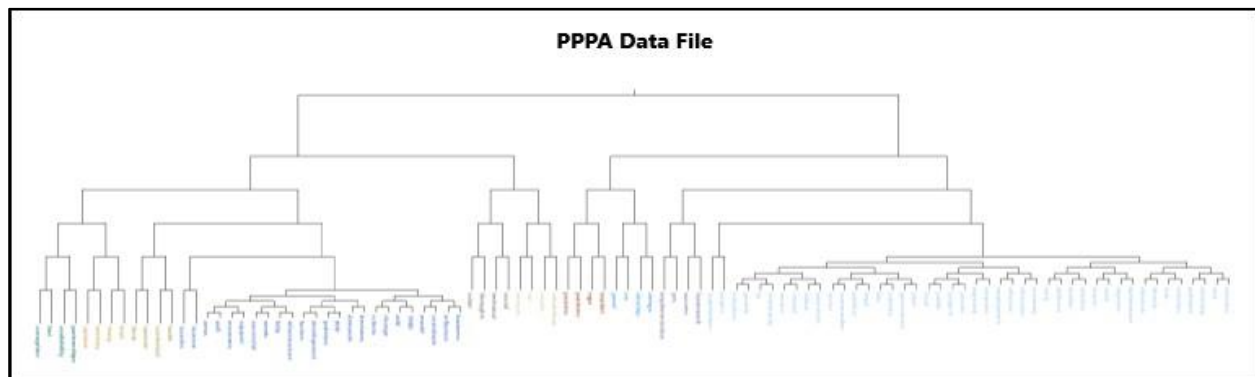


Figure 2: Employing ADTOT through PPP (PPP)

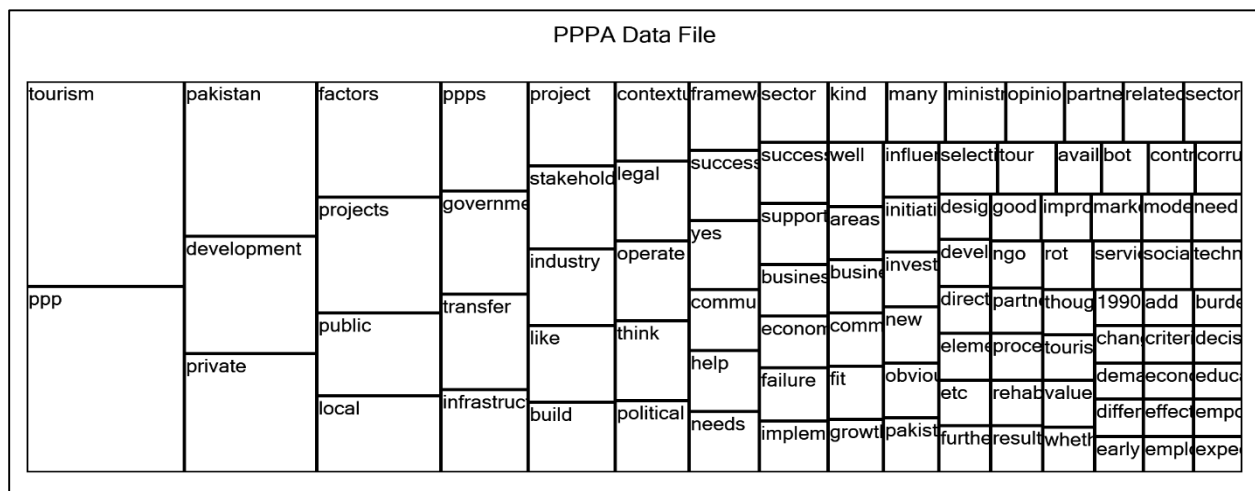


Figure 3: Word Tree (PPP)

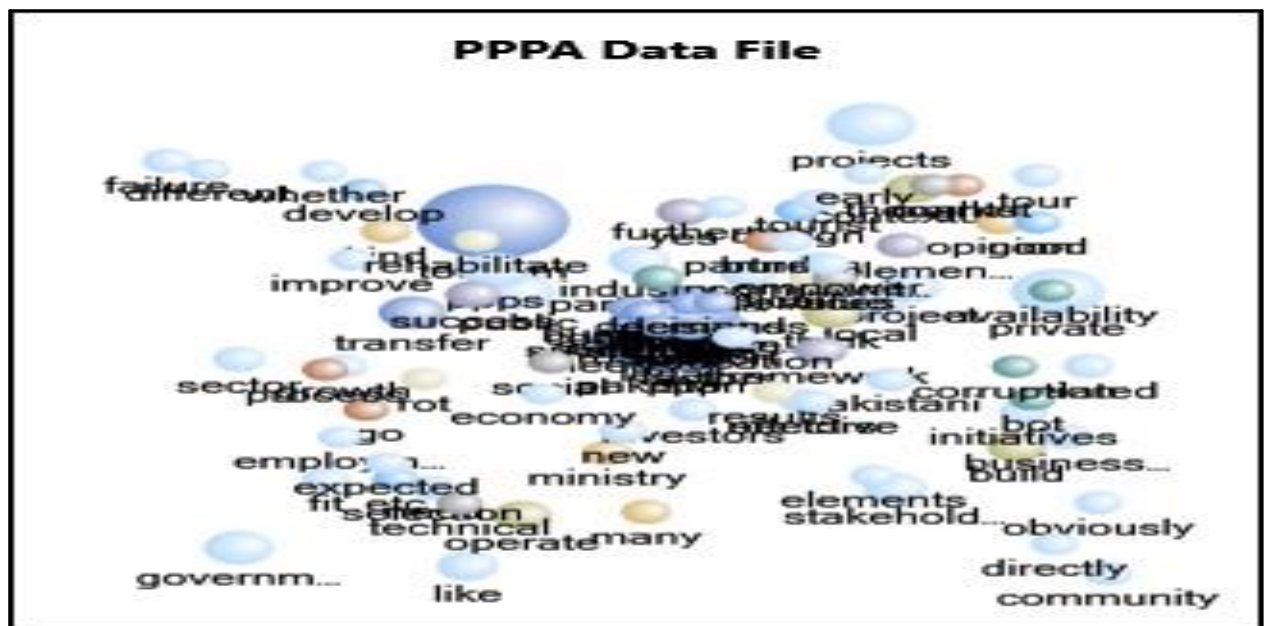


Figure 4: Cluster Map 3 D (PPP)

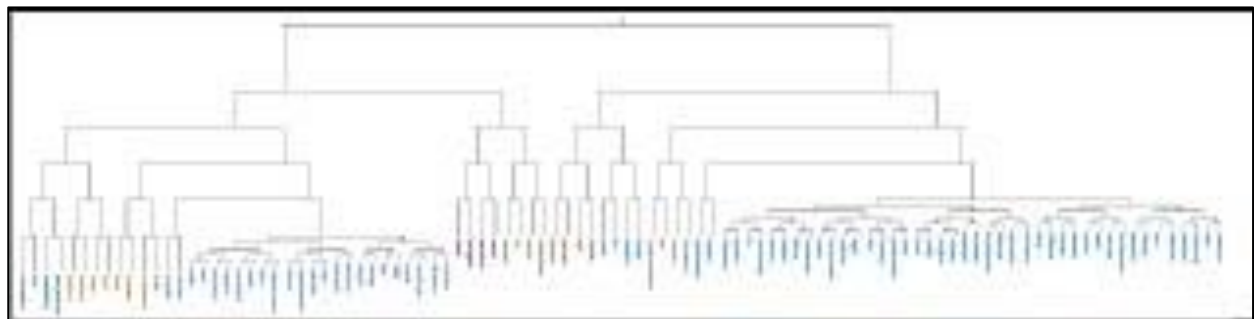


Figure 5: Vertical Analysis (PPP)

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