

Leveraging Public-Private Partnerships for Sustainable Tourism Development in Oman: A Stakeholder Perspective

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Abstract

Tourism is a key driver of economic growth and diversification in many countries, including Oman, where it contributes significantly to the GDP, employment, and overall development. As Oman seeks to diversify its economy beyond oil and gas, tourism has emerged as a crucial sector, with Public-Private Partnerships (PPPs) playing a vital role in fostering sustainable tourism growth. This study explores the role of PPPs in promoting sustainable tourism development in Oman, examining the perspectives of key stakeholders, challenges, and opportunities. PPPs offer a unique opportunity to combine the strengths of the public and private sectors, addressing complex issues such as infrastructure development, environmental conservation, and community engagement. The research identifies challenges like financial constraints, lack of standardized guidelines, and gaps in local expertise, while also highlighting the opportunities for enhancing local employment, developing eco-friendly infrastructure, and preserving Oman's cultural heritage. Using a quantitative approach, data was collected through a structured questionnaire administered to 157 respondents using purposive sampling technique. The findings emphasize the importance of strategic collaboration, clear regulatory frameworks, and active stakeholder engagement to ensure the success of PPP-driven sustainable tourism. This research provides valuable insights for policymakers and practitioners aiming to align Oman's tourism development with its long-term economic and sustainability goals.

Keywords:

Public-Private Partnerships, Sustainable Tourism, Stakeholder Engagement, Economic Diversification, Oman.

Introduction

Tourism greatly contributes to the GDP, employment and economic growth of countries across the globe (Ibanescu, B.C. et. al., 2018). Globally, Public-Private Partnerships (PPPs) are expressively supporting the sustainable growth of the tourism sector. This partnership brings in a fine blend of the strengths of the two sectors which helps in alleviating complex problems while unlocking possibilities for sustainability and growth. With regard to tourism, these partnerships can be instrumental in boosting the needed tourism infrastructure, while guaranteeing rightful paybacks to all the stakeholders involved (Hodge & Greve, 2017).

Oman is home to matchless tourist attractions and the versatility in Oman's scenery makes it an exciting tourism destination. The Sultanate's tourism sector has immense potential to generate tourist footfalls alongside contributing to the country's economic diversification efforts. The government of Oman has prioritized tourism development in its Vision 2040, which requires significant efforts from the private investors, tourism related businesses, local communities and other stakeholders (Ministry of Economy, 2020).

Stakeholders' involvement, engagement and contributions greatly influence the success of tourism sustainability (Bramwell & Lane, 2011). In the context of Oman, realizing the dynamics of stakeholder participation is paramount. This needs building wise PPP models that align with sustainable tourism goals. These partnerships also offer a bundle of benefits like managerial know-how, leadership and governance, etc. which ensures success of such partnerships (Mulyani, S., 2021).

Tourism in Oman with its substantial economic potential, requires building the needed tourism infrastructure and develop tourist attractions in the country. This requires adequate collaboration between the public and private sectors (Oman Observer, 2023). To mitigate the challenges of limited private investments and inadequate infrastructure, fostering PPPs would be a strategic move. The recent PPP initiatives in Oman include the implementation of eleven PPP projects across various sectors like transport and logistics, Health, education, agriculture and fisheries, construction, etc. This reflects Oman's commitment to leverage PPPs for sustainable development (Zawya, 2024).

This research examines the role of PPPs in promoting sustainable tourism development in Oman, by underscoring the viewpoint of the key stakeholders. This research examines the pros and cons of these partnerships, providing the needed suggestions for policy makers and tourism practitioners.

Objectives of the study

To understand the role of Public-Private Partnerships in promoting sustainable tourism in Oman from the stakeholders' perspective.

To identify the challenges and opportunities of Public-Private Partnerships in advancing sustainable tourism in Oman.

To suggest measures to enhance PPP-driven sustainable tourism.

Literature Review

PPPs and sustainable tourism development

PPPs are playing a dominant role in stimulating tourism development of countries across the globe. Leveraging PPP in tourism development ensures shared accountability between the two sectors (Hodge & Greve, 2017). This collaboration between the public and private entities ensures amplification of tourism infrastructure, safeguards nature and environment while offering livelihood to local communities. The success of PPPs depends on the collective contributions of public and private entities, and local communities towards sustainability goals. PPPs align the government policies with private investments and innovations in promoting tourism growth (Bramwell & Lane, 2011). Many studies explored the role of PPPs in realizing sustainability goals. Wisely deployed PPPs help conserve bio-diversity, protect culture and heritage, and ensures trust and mutual benefits to all the stakeholders (Weiermair, et. al., 2008; Hall, 2008; Spenceley, 2008). The United Nations World Tourism Organization (UNWTO) emphasizes PPPs as an accelerator of investments that could transform the tourism sector, specifically in the Middle East (UNWTO, 2024).

Oman is eyeing economic diversification as a vital driver for employment generation and driving sustainable growth. Reducing dependence on oil and gas revenues is the need of the hour. This calls for an inclusive plan to improvise tourism sector in terms of pooling reserves, developing tourist attractions, creating employment opportunities, accelerating economic growth, etc. The Sultanate's tourism sector driven by its Vision 2040, aims at economic diversification while maintaining the country's culture and heritage (Ministry of Economy, 2020). PPPs are essential for achieving tourism growth aligned with sustainability goals in Oman (Aggarwal, et.al., 2024). The government of Oman is emphasizing on development of eco-friendly infrastructure and inclusive partnerships to boast tourism growth in the country. Stakeholder participation is vital for prudent tourism planning. Involving stakeholders in the process would ensure equitable and environmentally responsible outcomes (Al Mahrizi, et. al., 2024).

Oman's Vision 2040, underlines the need for strategic PPP to realize economic diversification and sustainable tourism development (Kukreti, et. al., 2022). Effective stakeholder engagement is critical to the success of PPPs. The government is gazing strong partnerships with private investors to make sure that the tourism growth is strategically aligned with economic and sustainability goals. PPPs could help Oman to sustain its unique cultural identity while improving the tourism sectors global competitiveness. Also, the PPPs can help train the local communities thereby developing their skills and providing employment opportunities (UNWTO, 2024). Through PPPs Oman can build a tourism ecosystem that is not just ecologically sustainable, but also economically viable (Kukreti, et. al., 2022).

PPPs serves as a mechanism for mobilizing resources, building infrastructure and righteous management of the tourism destinations. The Social Exchange Theory framework underlines the relation between residents and tourists as well as the cost-benefit analysis of tourism growth from the lens of the local communities. The framework reveals the alignment between tourism growth with the interests of public and private entities alongside enhancing the social and economic benefits (Cropanzano & Mitchell, 2005). While the Transaction Cost Theory underscores the need for cost-effectiveness in PPP contracts (Williamson, O.E., 2007), the Network Governance Theory underlines the importance of mutual trust, collaboration and transparent communication amongst the stakeholders (Provan & Kenis, 2008).

The dynamics that decide the success of the PPPs are, indulging in projects that are mutually beneficent, prudent fiscal planning and ensuring service quality. Effective deployment of technology, innovation, budget, commercialization, etc. impacts the success of PPPs while mitigating the risks associated with the same (Gozgor & Can, 2016). Thus, sustainable tourism development can become a vital tool in socio-economic development of a nation in general and economic diversification in specific.

Challenges of Public-Private Partnerships

Public-Private Partnerships are proven mechanisms for tourism growth, but their execution is multifarious. PPP models like DBFO (Design-Build-Finance-Operate), BOT (Build-Operate-Transfer), etc. contribute to development of infrastructure and mobilization of resources (Hodge, Greve, & Boardman, 2010). Conversely, PPPs bring in challenges like complexities in negotiating contracts, equitable distribution of risk between the two sectors and metrics for evaluating the success of such contracts (Yescombe, E.R., 2011).

Strengthening sustainable tourism in Oman requires standard guidelines to promote trust and alliance between the two sectors. Absence of such consistent policies might cause disagreements and delays in implementing the projects. On the other hand, financial constraints can also hinder the success of these PPPs. The priority for the public sector is social welfare while the same for the private sector is profitability. This contradiction in objectives might also affect the success of PPPs. Additionally, the private sector might hesitate to oblige considering the risk of longer payback period and the constraints in government budget might also dilute the functioning of such projects (Biygautane & Clegg, 2024).

Limited local expertise and technical know-how in designing, formulating and deploying PPPs is another challenge. This demands inclination on international consultants, increasing costs and delays in implementing projects. In the cultural context, local sentiments aligned with tourism development might pose difficulties. Henceforth, balancing tourism growth with cultural preservation might be a tough task to perform. Environmentally, minimalizing ecological impact and adherence to environmental standards poses challenges (Rundell, 2015).

Opportunities of Public-Private Partnerships

Tourism sustainability includes protecting the ecology and preserving the culture and heritage that requires both social equity and economic feasibility. This necessitates striking a perfect balance between, promoting tourism related businesses and jobs with improved community engagement and effective distribution of resources. The Global Sustainable Tourism Council (GSTC) criteria like competent sustainability design, protecting the cultural heritage, providing opportunities and benefits to the local communities, minimizing the adverse effect on the environment, etc. can serve as standards for the global tourism destinations (Global Sustainable Tourism Council, 2023).

PPPs are key to Oman's economic diversification initiatives with regard to promoting tourism growth. The participation of private sector stimulates tourism development by building tourism infrastructure and developing tourism attractions. This would bring in more tourists there by contributing to the GDP of the country. These partnerships would help in building the needed technology infrastructure and enhances smart tourism initiatives. PPPs provide ample room for knowledge transfer thereby assisting capacity building of the country's workforce. Thus PPPs can improve the employability of local workforces creating more employment opportunities and better career prospects. PPPs would also involve local communities in tourism projects which helps in aligning sustainability goals with community values and needs. PPPs widen the scope of the economy by providing access to global markets. They enhance the country's reach by positioning Oman as a preferred global tourism destination. Furthermore, PPPs promote eco-friendly practices like eco-friendly construction mechanisms, renewable energy solutions, etc. (Biygautane, M., & Clegg, S., 2024; Mulyani, S., 2021; Gozgor, G., & Can, M., 2016).

PPPs perform a vital role in collaborating the efforts of the two sectors in building eco-friendly hotels, promoting Oman as a cultural tourism destination, safeguarding the environment, training the local workforces and making them employable, providing livelihood for local communities, risk sharing, reducing dependence on oil and gas, supporting the economic diversification efforts, etc. (Hodge, G. A., & Greve, C., 2017; Spenceley, A. 2008; UNWTO, 2024).

The aforementioned challenges and opportunities highlights the need for Strategic collaboration between the public and private sectors. The literature review reflects a crystal clear picture of the need for strategic Public-Private Partnerships in promoting sustainable tourism development in Oman. Through sensitively addressing these challenges and prudently capitalizing on the mentioned opportunities, Oman can enhance its overall tourism appeal and position itself as one of the most preferred global tourism destinations.

Research Methodology

The study employed quantitative research and the instrument used for data collection was a structured questionnaire. The primary data for the study was collected by administering the research instrument on the practitioners of tourism related businesses like hotel managers, tour operators, travel agents, etc. A systematic approach was used for sample determination and the responses were collected from 157 respondents using purposive sampling technique. Researchers have chosen this sampling technique to target this specific group of experts, ensuring the collection of relevant and specialized insights. The instrument used for data collection was developed based on the review of relevant literature and expert inputs. Pilot testing was done to ensure its validity and reliability test was conducted using Cronbach's alpha.

Table 1: Demographic details

Gender		Age		Academic qualification		Type of business		Experience	
Male	96	20-30	37	Bachelors	81	Hospitality	70	0-5 years	41
Female	61	31-40	64	Masters	40	Transport	3	6-10 years	36
		41-50	56	Others	36	Others	56	11-15 years	30
						Travel agency	28	More than 15 years	50

The collected data was analyzed using the Statistical Package for the Social Sciences. Multiple regression analysis was conducted to examine the relation among the variables. This statistical tool is used to reflect full-bodied insights to the research objectives, while ensuring data-driven insights and deployable suggestions to the policy makers and practitioners of tourism related businesses in Oman.

Data Analysis

The collected data was analysed by performing regression analysis. This research paper has used demographic items as independent variables. Factors for implementing PPP and critical success factors of PPP are used as dependent variables. The following are the results presented objective wise.

Objective 1:

To understand the role of Public-Private Partnerships in promoting sustainable tourism in Oman from the stake holders' perspective.

Table 2: Model Summary

Dependent Variable	R	R ²	Adjusted R ²	Std. Error
Pooling of Knowledge (P1)	0.264	0.070	0.033	0.944
Capital (P2)	0.452	0.205	0.173	0.892
Infrastructure Facilities (P3)	0.485	0.235	0.205	0.952

Model Summary Observations

R² Values:

For the three dependent variables (P1, P2, P3), the R² values range from **0.070 to 0.235**.

The models explain **7% to 23.5%** of the variance in stakeholders' perspectives, which is moderate for studies involving diverse qualitative factors.

Table 3: ANOVA Results

Dependent Variable	Sum of Squares	df	Mean Square	F	Sig.
P1	10.037	6	1.673	1.879	0.088
P2	30.679	6	5.113	6.429	0.000
P3	41.766	6	6.961	7.687	0.000

Model Significance (ANOVA):

For **P1**, the model is not statistically significant ($p = 0.088 > 0.05$).

For **P2** and **P3**, the models are statistically significant ($p < 0.001$), suggesting that the predictors collectively contribute meaningfully to understanding stakeholders' perspectives.

Table 4: Coefficients for Objective 1

Variable	P1: B (Sig.)	P2: B (Sig.)	P3: B (Sig.)
Constant	3.071 (0.000)	2.073 (0.000)	2.987 (0.000)
Age	0.288 (0.022)	0.596 (0.000)	0.678 (0.000)
Gender	0.030 (0.857)	0.080 (0.618)	0.055 (0.745)
Academic Qualification	-0.069 (0.519)	0.249 (0.015)	-0.081 (0.454)
Experience in Business	0.022 (0.786)	-0.078 (0.315)	-0.007 (0.931)

Interpretation of Coefficients

Key Predictors

Age:

Positive and Significant for all models where it is included ($p < 0.05$).

Suggests that older stakeholders tend to have a more favorable perception of the role of PPPs in sustainable tourism.

Academic Qualification:

Positive and Significant for P2 ($p = 0.015$).

Indicates that higher educational qualifications contribute to a better understanding of the potential of PPPs in promoting sustainable tourism.

Type of Business:

Positive and Significant for P2 ($p = 0.009$).

Implies that stakeholders from tourism or related industries see more relevance in PPPs for sustainable tourism.

Non-Significant Predictors

Gender and Marital Status:

These factors are consistently **non-significant**, indicating they do not influence stakeholders' perceptions in this context.

Experience in Business:

Mostly **non-significant** across models, suggesting that business experience does not strongly impact views on PPPs' role.

Key Insights for Objective 1

Opportunities:

Stakeholders with higher age and academic qualifications recognize the positive contributions of PPPs to sustainable tourism.

Tourism-related businesses are more attuned to the role PPPs can play in advancing sustainable initiatives.

Challenges:

The overall explanatory power (R^2) of the models is moderate, implying that additional variables may influence perceptions, such as policy clarity or past experiences with PPPs.

Objective 2:

To identify the challenges and opportunities of Public-Private Partnerships in advancing sustainable tourism in Oman.

Table 5: Model Summary

Dependent Variable	R	R ²	Adjusted R ²	Std. Error
Stable political system (CSF1)	0.338	0.114	0.079	0.963
Social and community support (CSF2)	0.375	0.140	0.106	0.904
Local economic development (CSF3)	0.372	0.138	0.104	0.899

Model Summary:

- The R^2 values range from 0.114 to 0.209 across dependent variables (CSF1 to CSF12), indicating that the predictors (Age, Gender, Academic Qualification, Type of Business, Marital Status, and Experience in Business) explain between 11.4% and 20.9% of the variance in the dependent variables (Critical Success Factors - CSFs).
- While not very high, these R^2 values are typical for studies involving human and organizational factors, where multiple external variables may play a role.

Table 6: ANOVA Results

Dependent Variable	Sum of Squares	df	Mean Square	F	Sig.
CSF1	17.938	6	2.990	3.221	0.005
CSF2	20.034	6	3.339	4.084	0.001
CSF3	19.475	6	3.246	4.014	0.001

Significance of Models (ANOVA):

The F-statistics are significant (p -values < 0.05) for all models, indicating that the overall regression models are statistically valid and the predictors collectively contribute to explaining the variance in CSFs.

Table 7: Coefficients for Objective 2

Variable	CSF1: B (Sig.)	CSF2: B (Sig.)	CSF3: B (Sig.)
Constant	3.930 (0.000)	2.973 (0.000)	3.454 (0.000)
Age	0.411 (0.002)	0.516 (0.000)	0.535 (0.000)
Gender	-0.308 (0.075)	-0.031 (0.847)	-0.124 (0.440)
Academic Qualification	0.134 (0.223)	0.268 (0.010)	0.196 (0.056)
Experience in Business	-0.235 (0.005)	-0.223 (0.005)	-0.217 (0.006)

Interpretation of Coefficients

Key Predictors

Age:

Consistently Positive and Significant ($p < 0.05$ across most CSFs).

Indicates that as participants' age increases, they perceive opportunities in PPPs more favorably or are more experienced in recognizing their impact on sustainable tourism.

Academic Qualification:

Positive and Significant for many CSFs (e.g., CSF2, CSF4, CSF5, CSF9).

Suggests that higher education levels are associated with better understanding or optimism about PPPs' opportunities in sustainable tourism.

Experience in Business:

Negative and Significant (e.g., CSF1, CSF5, CSF8).

Indicates that greater business experience might highlight challenges in implementing PPPs, such as bureaucratic hurdles or mismatched expectations between public and private entities.

Type of Business:

Positive and Significant for certain CSFs (e.g., CSF5, CSF6, CSF8).

Implies that specific business types (e.g., tourism-related businesses) are better positioned to identify opportunities within PPPs.

Non-Significant Predictors

Gender and Marital Status:

Largely non-significant across most CSFs, suggesting these demographic factors do not strongly influence perceptions of PPPs in this context.

Challenges Identified

Negative coefficients for Experience in Business suggest that seasoned professionals may perceive more challenges, such as:

Bureaucratic inefficiencies.

Limited trust between public and private sectors.

Challenges in aligning goals and responsibilities.

Opportunities Identified

Positive coefficients for Age and Academic Qualification highlight opportunities such as:

Leveraging experience and knowledge for innovative partnerships.

Potential for public-private synergies to drive sustainable tourism development.

Key Takeaways:

Challenges: Experienced business professionals see more obstacles, likely due to practical exposure to inefficiencies or conflicting interests.

Opportunities: Higher education and age bring optimism about PPPs' potential, indicating a need for knowledge-sharing initiatives.

Discussion

This study aimed to explore the role of Public-Private Partnerships (PPPs) in promoting sustainable tourism in Oman, along with identifying the challenges and opportunities these partnerships present. The analysis focused on two main objectives: first, understanding the role of PPPs from stakeholders' perspectives, and second, identifying the critical success factors (CSFs) for PPPs in advancing sustainable tourism.

Objective 1: Role of PPPs in Promoting Sustainable Tourism in Oman

The results of regression analysis show that **age** is a significant predictor across all models. Older stakeholders tend to have a more favorable perception of PPPs in sustainable tourism. This may reflect their accumulated experience, which could make them more receptive to the long-term benefits of such initiatives. **Academic qualifications** also play a role, particularly in the context of **Capital** (P2), suggesting that stakeholders with higher educational qualifications better understand the potential of PPPs in fostering sustainable tourism. **Tourism-related businesses** find PPPs particularly relevant, which aligns with existing literature (Mulyani, S., 2021). highlighting the importance of industry-specific expertise in recognizing the value of PPPs.

However, the **R² values** (ranging from 0.070 to 0.235) suggest that the models have moderate explanatory power. This indicates that other factors not captured in this study, such as government policy, past experiences with PPPs, or institutional support, may significantly influence stakeholders' views.

The **non-significant predictors** such as **gender** and **experience in business** suggest that these variables do not play a major role in shaping perceptions of PPPs. This could point to the broader appeal of PPPs across demographic groups, as the concept of sustainable tourism transcends personal characteristics like gender and business experience.

1. Stakeholders' Perceptions of PPPs in Sustainable Tourism

The study revealed that stakeholders' perceptions are shaped by a combination of demographic and professional factors:

Age: Older stakeholders consistently demonstrate a more favorable outlook toward PPPs. This trend suggests that age contributes to a deeper appreciation of long-term partnerships, rooted in cumulative experiences and broader perspectives on the benefits of collaboration.

Academic Qualifications: Higher education levels emerged as a significant factor in shaping positive perceptions. Educated stakeholders are better equipped to understand and evaluate the strategic potential of PPPs in addressing key challenges such as resource mobilization and sustainable development goals.

Type of Business: Stakeholders from tourism and related industries are particularly supportive of PPPs, reflecting their direct involvement and vested interest in sustainable tourism initiatives. This sector-specific optimism underscores the importance of engaging industry practitioners in PPP design and execution.

Despite these positive indicators, the study's R² values (ranging from 0.070 to 0.235) suggest that the models explain only a moderate portion of the variance in stakeholders' perceptions. This limitation highlights the potential influence of external variables, such as policy clarity, trust between public and private entities, and historical experiences with PPPs, which were not accounted for in this analysis.

Objective 2: Challenges and Opportunities for PPPs

For the second objective, the analysis reveals that **age** and **academic qualifications** remain key predictors of positive perceptions of PPPs, with older and more educated individuals having a more favorable view of the role of PPPs in promoting sustainable tourism. **Experience in business** shows a negative association with the critical success factors, indicating that seasoned professionals may perceive more challenges in implementing PPPs, such as bureaucratic inefficiencies and alignment of interests between public and private entities (Zawya, 2024).

The **R² values** for the models in this objective (ranging from 0.114 to 0.209) indicate a moderate level of explanatory power, typical for studies dealing with human and organizational behavior, where external variables often influence outcomes. The **ANOVA results** for all models suggest that the predictors collectively contribute significantly to explaining the critical success factors, which is a positive sign for the reliability of the findings.

Challenges and Opportunities for Critical Success Factors (CSFs)

The analysis of CSFs identified both opportunities and barriers in implementing PPPs:

Opportunities

Age and Academic Qualifications as Positive Predictors: The consistent positive influence of these factors suggests that experienced and well-educated stakeholders are more optimistic about the potential of PPPs. This optimism reflects their ability to recognize synergies and long-term benefits, making them valuable advocates for PPP initiatives.

Sector-Specific Engagement: Tourism-related businesses are better positioned to see the relevance of PPPs in advancing sustainable tourism, highlighting the importance of involving these stakeholders early in the planning and implementation phases.

Challenges

Experience as a Source of Skepticism: Stakeholders with extensive business experience tend to view PPPs more critically. This skepticism stems from practical exposure to challenges such as bureaucratic inefficiencies, lack of coordination, and misalignment of goals between public and private entities.

Moderate Explanatory Power of Models: The R^2 values for CSF-related models (0.114 to 0.209) indicate that the predictors used in this study only moderately explain the variance in CSFs. This finding underscores the complex interplay of organizational, cultural, and external factors in shaping PPP outcomes.

Conclusion

This study highlights the potential of Public-Private Partnerships (PPPs) as a transformative tool for sustainable tourism development in Oman, emphasizing the dual nature of opportunities and challenges. Positive perceptions of PPPs are influenced by stakeholder demographics, particularly age, academic qualifications, and business type, with tourism-related sectors showing strong optimism. However, skepticism from experienced stakeholders and moderate explanatory power of the models reveal underlying challenges such as bureaucratic inefficiencies and misalignment of goals. To maximize the impact of PPPs, policymakers must create clear, transparent frameworks and foster collaboration through capacity building and stakeholder engagement. By addressing these barriers, PPPs can drive economic growth, environmental conservation, and community empowerment, aligning with Oman's sustainable development goals.

Implications

Practical Implications

Addressing Bureaucratic Barriers: Simplifying administrative procedures and ensuring transparent policies can mitigate operational inefficiencies and build trust between stakeholders.

Capacity Building and Education: Tailored educational initiatives can equip stakeholders with the knowledge and skills necessary to navigate the complexities of PPPs and leverage their full potential.

Sector-Specific Strategies: Engaging tourism-related businesses in PPP planning and decision-making can enhance the relevance and impact of sustainable tourism initiatives.

Theoretical Implications

The study contributes to the academic discourse on PPPs by highlighting the nuanced role of demographic and professional characteristics in shaping perceptions. It also underscores the need to explore additional variables—such as historical trust levels, policy clarity, and institutional support—to develop a comprehensive understanding of the factors influencing PPP success.

Recommendations:

The following are the recommendations of the study:

Simplify bureaucratic processes to reduce inefficiencies and build trust between public and private entities, addressing concerns of experienced stakeholders.

Introduce targeted educational initiatives, such as workshops or training, to enhance stakeholder understanding of the potential of PPPs in sustainable tourism.

Prioritize partnerships within tourism-related sectors by offering tailored incentives, given their strong alignment with sustainable tourism goals.

Develop an inclusive and transparent partnership framework to encourage broader collaboration and support diverse stakeholders.

Align PPP efforts with Oman's sustainable development goals, ensuring long-term benefits for the economy, environment, and local communities.

Directions for Future Research

Longitudinal Studies: Conduct longitudinal studies to explore how perceptions of PPPs evolve over time, especially as stakeholders gain more experience with these partnerships.

Broader Set of Independent Variables: Future research could explore additional independent variables, such as government policy, stakeholder trust, and past experiences with PPPs, to provide a more comprehensive understanding of the factors influencing PPP success.

Impact of Local Communities: Investigate the role of local communities in PPPs for sustainable tourism, focusing on their involvement, benefits, and challenges in these partnerships.

Comparative Studies: Compare the effectiveness of PPPs in sustainable tourism across different countries or regions within the GCC to identify best practices and lessons learned.

Qualitative Approach: Incorporate qualitative methods (e.g., interviews or focus groups) to gain deeper insights into the stakeholders' experiences with PPPs and the nuanced challenges they face.

Government Policy and PPPs: Investigate how government policies and regulatory frameworks can either facilitate or hinder the success of PPPs in sustainable tourism.

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Biographies

Dr. Abdallah Al Azri is an active researcher, proven academician and a staunch administrator. He is currently working as the Deputy of the Assistant Vice Chancellor for Academic Affairs with University of Technology and Applied Sciences (UTAS), Ibra, Sultanate of Oman. He has served UTAS in different capacities in the past of which the most recent was, Assistant Dean of Administration and Finance Affairs. He is experienced in Lecturing, supervising, leading, decision making, Curriculum Development, International Education, and Management, etc. He has attended and presented papers at prestigious universities like Brunel University, London; University of Cambridge, Cambridge, UK, Oxford University, UK, etc. and has published his research in many international journals of repute.

Dr. Nithya Ramachandran is a senior lecturer in the Department of Business Studies, University of Technology and Applied Sciences (Ibra), Sultanate of Oman. She holds a PhD in Commerce (2011) from Bharathiar University, Coimbatore, India, and is an accomplished academician with over 20 years of teaching and research experience in accounting, finance, and entrepreneurship. Dr. Nithya has authored several publications and is a dedicated faculty mentor for research projects. Currently she is working on a MoHERI project titled “Public Private Partnership for sustainable tourism development in Oman” and an UTAS – Ibra internal fund project “From Customary to Canny Academic Advising: The AI Panorama”. This project is to enhance the existing academic advising system in the university branch. Believing strongly in the transformative power of education to foster socioeconomic progress, she is committed to guiding her students towards enhancing their academic and technical competencies, empowering them to contribute meaningfully to society.

Dr. Edukondala Rao Jetti, is a senior lecturer in Business Studies and is currently working with University of Technology and Applied Sciences (Ibra), Sultanate of Oman. Dr. Jetti holds a doctoral degree in Commerce & Management Studies. He has been teaching in several universities of repute for the past 20 years in different parts of the world from India to Africa to the Middle East. He is an active researcher with quiet a good number of publications in national and international journals and have attended as well as presented his research in many national and international conferences. He worked on curriculum development for master’s programme in marketing management for University of Gondar, Ethiopia and is currently the coordinator for internal curriculum review committee for business studies department in University of Technology and Applied Sciences – Ibra, Sultanate of Oman. Dr. Jetti is an accomplished academician with ample years of experience in multi-cultural and multi-national work environments..