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The Role of Government and Local Actors in the Tourism Industry Development in Iran: An Unsuccessful Intervention Model

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Abstract: *This study designed to give us a better understanding of the experiences and mechanism of the Government intervention in tourism industry development in Iran. This study is mainly focused on the government relations With local community According to their acceptance or disagreement with tourism development project in their region. Having used Phenomenology Strategy in order to understand the existing experiences of the local people from ethno-development point of view, as well as the factors contributing to a successful intervention, a series of semi-structured interviews ,and focus groups discussions conducted with managers and local communities, as local actors, involved in the development plan. After that, a number of categorized themes were extracted From the data analysis. The research findings reveal that state- managed interventional development not only was not approved and supported by local community but also it was bitterly opposed and caused some tension among the dwellers as state intervention set up and its top- down manner dose not account for the local dwellers real needs and wishes. This issue provoked a conflict between the government's benefits on the one hand and local community on the other hand. Hence ideal intervention for local community asks for collaboration and responsible measures on behalf of all stakeholders including government, local community members, and tourists. This process as well realizes the local actor's key role in supervision, cooperation and management through local councils and association, as well as interface organization. As any attempt on the state side can come to a total failure and will leave counter effective results. It also can be costly for economy in case it is not Supposed by the local community.*

Keywords: *Community Development, Developmental Intervention, tourism industry development, Government intervention, Iran.*

Introduction

Strategy applied in tourism development can be of concern developing local communities (Banerjee, et al, 2016, 2015, Urry 1992, Coshall 2005, 2003, Duim & Caalders 2002, Weawer 1999, Collins 1998, Ross & wall 1999). States consider tourism development as an important mean realizing the goals have set for the millennium and developing poor communities with low income (UN 2001; UNWTO & SNV 2010; Zhao & Ritchie 2007; Ndivo & Cantoni 2016). This study reveals that local actors have a dual impression of tourism industry development impacts (both positive and negative ones) (Nawijn & Mitas 2012; Nunkoo & Ramkissoon 2012; Nunkoo & SO 2015; Zuo & et al 2017). On the one hand, tourism can provide for making job opportunities for low income and vulnerable groups like women and the youth, (Ndivo & Cantoni 2016; Nunkoo & So 2015; Ashley & et al, 2000; Blake & et al, 2008), Cultural exchange and improvement of infrastructure, Local art and culture revitalization, increasing awareness among local community members and conservation of the environment (Hao & et al, 2011; Yu & et al, 2011). Tourism sometimes is called "Clean Industry"(Bundesamt fu¨r Naturschutz 1997, Van Duim & Caalders 2002). On the other hand it also have some negative impact. It pushes the local economy and culture to a Marginalize, cause inflation that impose socio-economic pressure on local community by itself, make environmental pollution and make traffic, disturbance and destruction for local community (Gursoy et al. 2010; Nunkoo and Smith 2013; Yousefvand 2017; Nunkoo and Ramkissoon 2012; Stronza & Gordillo 2008).

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The study results also delineates that, local actors understanding and interpretation of tourism industry projects' negative and positive influences are of significant and deep effect on acceptance or refusal of the intervention (e.g. Nunkoo & Ramkissoon, 2012; Ward & Berno, 2011; Gursoy & Rutherford 2004; Gursoy & et al. 2010; Nunkoo & Gursoy 2012; Nunkoo & Smith 2013). Also it has been shown that the manner of intervention and mutual trust between government and local community is also of concern in accepting or refusing of tourism development intervention by local community (Nunkoo & Ramkissoon 2012; Nunkoo & Gursoy 2012; Nunkoo & et al 2013; Nunkoo, 2015; Yousefvand 2017; Zuo & et al, 2017). Kahman Tourism Development Project in that Government has play the role of "law maker and organizer" (Mason 2003) is planned to have direct intervention in local community Although this intervention is accompanied with improving situation and development of local community initially in 1990s but didn't have the intended influences on local community (Yousefvand 2017; Hasanvand 2013). In Local dwellers viewpoint this intervention has not been successful. And to hinder its continuation the held demonstration to show their objection to government and the Tourism Development Project senior managers. This objection has been continued so far and opposing the project has been considered the most important issue in local people viewpoint.

A study on interventional set up of this project has provided the policy makers and executive managers of that with valuable experiences on its particular influence framework on local dwellers lives.so as local actors not only did not support it but also oppose with state managers openly in an attempt to stop the project. Adopting phenomenological approach as well as using discourse analysis the researchers attempt to deal with tourism development and government intervention mechanism. Toward this end, analyzing and reviewing the local actors' real experience of the Kahman Tourism Development Project, the researchers have made an effort to identify an ideal form of an intervention pattern that can meet the needs of local actors and make them feel satisfied with its interventional impacts. Doing so, the real reasons of the local people disagreement and opposition will be realized fully.

Review of literature

Government Intervention in Kahman Tourism Industry Development (KTID)

Intervention concept has been received a lot of attention in contemporary literature of the field. development (Long 2003, 2001, Kontinen 2004, Koponan 2004, Rothman, 2001, Dewi & et al 2016, Mcleroy et al, 2003, Rosato 2014). In this regard Koponan believes that intervention concept in development discourse has been interpreted in a wrong manner and has downgraded that to some unapproved measures like fight, sovereignty and war. While interpreting intervention as an analytical concept is a necessity to have a good understanding of development. To some extent, it is possible to have development in real sense, without intervention. Intervention is included within the development, in other words development is a quite interventional measure not to forget that practical development is interventional completely. (Koponan 2004: 5) As intervention is the most significant intersection between theoretical and practical basis of development and can result in development shareholders confrontation. According to Long (2003) and Kontinen (2004:27) intervention stands for mutual confrontation or penetration life experiences against various social and political ones.

Three key players of tourism planning and development are: governments, tourists and local communities. The power distribution among them is asymmetrical. Government play key role in political processes of tourism development (Bramwell, 2011; Nunkoo & et al 2012; Zuo & et al, 2017). The studies reveal that the level of local actors' confidence to governments (Nunkoo & Ramkissoon 2012; Nunkoo & Gursoy 2012; Nunkoo & et al 2013; Nunkoo 2015; Yousefvand 2017; Zuo & et al 2017), as well as ratio pf government power to local communities (Moscardo 2011; Saufi & et al 2014; Nunkoo & So 2015) is considered a key factor in acceptance or opposition to tourism development project intervention. Other studies emphasizes on the local community key role in tourism planning process and considers power and influence of local actors as the most important element of strategic sustainable tourism (Waligo et al 2015; Lemay et al 2015; Gossling et al 2009; coper et al 2009; d'Angella & Go 2009; Bramwell 2006; Campbell 1999).

In the meantime some researchers indicate that some experiences of sustainable tourism experiences that has been defined in terms of local community pivotal roles are not so successful. The reason for this failure according to these researchers is that there is no uniform society in real sense and therefore getting to consensus on tourism development is unlikely (Hamilton & Alexander 2013; Dodds & Butler 2010; Getz & Timur 2005; Ryan 2002; Mowforth & Munt 1998; Holden 2000). Mowforth & Munt (1998) claimed that criticizing local community member and accusing them of indecisiveness about their community future roots in some state manager worries about their personal benefits. Recent studies showed that intervening in local community to be democratic asks for their active participation and collaboration in planning and decision making process, doing so will automatically make the way for making the best use of their knowledge and is a necessity in making informed and accurate decisions as well as cutting down on potential contradiction between intervention managers and tourists on the one hand and local community members on the other (Funder and et al 2017; Mason 2003; Swarbrooke 1999; Middleton & Hawkins 1998; Murphy 1985).

Some other researchers (Van der Duim & Caalders 2002) could prove that general acceptance of an intervention to a great extent is relevant to fair distribution of economic benefits. Lewis (2016) has also put great emphasis on necessity of the state-run organizations close cooperation with local governors as well as positive impacts of decentralization. Heather Zeppel (1998: 73) points out that "Local Sustainable Tourism" indicatives are spatial limitation, activity limitation, temporal limitation and cultural limitation. He argues that just interventional tourism that is based on local requirements could be sustainable. De kadt (1988) also based on a successful experience in Senegal believe that the key to success in tourism industry development intervention is making use of local knowledge and workforce. Patison (2008) believe that ethical concerns and moral standards are of priority to have efficient and humanitarian intervention. Fennell (1999) also assumes that taking different sort of ideals and ideas into consideration can make a success out of a developmental intervention and give it more chance of being approved, support and general acceptance of local community members.

In the same direction, Steven Haghen (1986) has emphasized on Ethno development concept. Willis (2011) worked on Grass root Development to describe development pattern that is capable of meeting different ethnic groups' needs and wishes. Bjorn Hettne (1995, 1996) also elaborated on Ethno development and criticized developmental intervention style that have not taken cultural and ethnic consideration into account and offer a definition of accurate and proper developmental intervention in terms of some principles as follows: territorialism, internal self-determination, cultural pluralism and ecological sustainability. Finally Mason (2003) believe that real intervention of local community in planning and management process of tourism will be dependent on different elements such as political system at local and national level, political awareness of local community, special nature of tourism concepts, public awareness of tourism related topics as well as different people interpretation of tourism. Hence the manner of confrontation of key players in tourism development intervention (governments, tourists and local community) will be of great influence on making a success or ending in a total failure. In this research, theoretical approaches are nor concerned as the main topic for research, is to find and figure out the developmental intervention patterns in different local communities with different ethnicity.

As we do suppose that the main reason of difference in theoretical and experimental analysis regarding development of local communities lies in this fact that ignorance of cultural sensitivity of ethnic groups in acceptance and welcome of development and inaccurate understanding of intervention know-how in local communities. Ethnic based development approach (Hagen 1986, Hettne 1995, 1996), grassroot development (Willis 2011) and local sustainable tourism (Zeppel 1998) are developmental approaches of potential to be used in analyzing nomadic and tribal communities and groups. Iranian society that includes different ethnic groups (more than 8 tribes) and different tastes in this regard requires this approach for tribal development. Collected evidences reveal that up-down interventional approach have not taken ethnic and cultural considerations into account yet and used the same patterns for all different tribes and ethnic groups therefore it has caused dissatisfaction and disagreement on local community side.

Kahman Tourism Development Industry has been considered as an unsuccessful interventional project that was not welcomed by local community members. It also caused some tensions and hostilities among tourism development stakeholders of the community. Therefore, in this research to have a real understanding of the knowhow of Kahman interventional project answering the following questions are necessary:

Research Questions

- What is the Local actors experience from Kahman Tourism Industry Development Plan?
- How does the local actors interpret Kahman Tourism Industry Development Plan?
- Based on the obtained experience from Kahman Tourism Industry Development Plan what are the tourism intervention project pattern that can meet the local actors' needs?

Research Method

The qualitative research has been applied here in Kahman Tourism Industry Development Plan (KTIDP).As Creswell (2007: 73-74) defines it, case study research is a qualitative approach in which the researcher explores a bounded system (a case) or a multiple bounded system (cases) over time, through detailed, in-depth data collection involving multiple sources of information, and reports a case description and case-based themes. In the single instrumental case, the researcher focuses on one issue, and then selects one bounded case to illustrate that. This research has been conducted in order to provide the researchers with a deep understanding of interventional means of local development in Kahman tourism region. Doing this research, qualitative phenomenological approach has been applied. Using this approach live experiences of local actors will be examined to be able to figure out the most appropriate interventional development model.

Data collection is done through semi-structured (both one-by-one and group) interviews, participant observations as well as informal individual and group discussions. Other methods include the study of development plan documentation as well as audiovisual materials (videotapes) from interactive platform sessions between development plan managers and community representatives. This technique of data collection through videotapes is not new. Creswell (2007:129) argues that in recent years new forms of data have emerged, including "observing through examining videotapes." In this research further than living experiences of researchers, local actors who were suffered from intervention have been interviewed. Doing so and in order to have purposeful theoretical sampling and also snowball sampling it has been attempted to interview informed people. This research lasted two years and during this period researchers have stayed continuously on the site in Selseleh City and in local community of Kahman. They interviewed more than 50 interviewees in person and arranged for 7 group discussions. Due to the fact that the author is a member of local community and quite familiar to customs and conventions, local language and culture of people, he has been cautious enough collecting the data.[1]

To analyze the obtained data, their coding has been conducted step by step at the end of each stage to decrease conceptualizing error rate. After initial coding the interview texts were sent to the interviewees for final endorsement and their additional comments have been considered in final version.

Table (1): Characteristics of participants in group discussions

Participants	Number of participants	Gender	Time (hours)	Number of sessions
Farmers	Session 1: 7 and Session 2: 9	Male/female	2	2
Gardeners	6-8	Male	Session 1: 1 and Session 2: 2	2
Housewives	6	Female	1.5	1

1. Data gathered in research was initially in Lak-local community language- and later it has been translated into Farsi and will be transferred into English too.

Educated People	Session 1: 8 and Session 2: 9	Male	Session 1: 1.5 and Session 2: 2	2
Female households	5	Female	1.45	1
Ranchers	6	Male	1.5	1
Elites (elders and informants)	6	Male	1.5	1
Social political activists of the town	5	Male/female	2	1

Findings

Interventional mechanisms of Kahman tourism industry development plan (KTIDP) as an unsuccessful model.

Table (2) indicates the shared experiments of local actors who had experience with interventional pattern of KTIDP. The present study explains the reasons for the failure of this intervention model from the local people's perception.

Table (2): Codes and themes extracted from the field studies [1]

Theme	Codes extracted from interviews
Lack of interface institutions between government and local people	- Managers pessimistic viewpoint to local actors - Deficiency in education and training of local people - No room for companionate and sympathetic partnership with local people - Weak connecting loop between managers and local people - Not to let the local associations and institutions to work - Exclusion of local workforce and making use of non-native ones
No need for managers to accept local community legitimacy	- Not to consult with informed people and local elderlies - Not to consider all opinions to prioritize needs - Not to make use of local skills and knowledge - Needless to local people support - Arrogance of managers - Intervention not approves and supported by local community members
Careless to cultural aspects of intervention	- Making fun of and looking down on socio-cultural values of local people - promoting immorality and disgracing of cultural norms - Humiliating and reproaching of local community members by manages and tourists - Managers and Tourists Carelessness to local community members customs and conventions - Not to consider moral standards in intervention - Not to redress to the losers in local community - Dishonesty and lack of pragmatic approach among mangers
Discrimination and injustice in intervention	- No balancing and adjustment in power relations in management of local community - Terrifying local community members from making relations to agent and owners - Undermining self confidence in local community members - ignorance of rejected and marginal groups in local community - Not to respect rules and regulations by managers and authorities - Injustice in making use of local people as workforce - imbalanced distribution of wealth and resources - Unequal and uneasy access to facilities and services for local - Community members

[1] Themes were extracted from the interview with locals and plan managers.

	- Preferring tourists to local people - not to recognize the ownership right of local community members
Making ethnic and tribal hostility and dispute	- Dispute among Managers and tourists with local community members - Conflict of interest among different groups - A gap between managers measures and values - State institutions and organizations inefficiency and failure - Not to meet the local community needs - Return to ethnic and tribal network as a center to provide the support and meet the needs - Different tribes confrontation
Appreciating local community disagreement and resistance(local associations in Kahman)	- Objection to state managers - Feeling of deprivation and lack of influence in local community members - Opposing others as a mean to defend values, identity and privacy - Worry and fear about the future - No common goal for local people and managers - Forming a pressure group in local association of Kahman - Unity and correlation of local community in order to confront with high handed intervention - Adhering and belonging to local identity
Forced admission approach to intervention through direct pressure	- Intervention in security matters - no real consult and negotiation to local community - Not to let the local people to participate in decision making, implementation and preservation - Using leverage by authorities to force the matters - Violent confrontation to local community members - Making horror among local people - Considering opposing the government as a criminal act
Enforced to dissent to factitious agreement through indirect pressure	- Distressing local community due to their disagreement with intervention - Complicity of state manager to put pressure on local community member - Unreal collaboration and participation - Censorship and making local community to keep silence - Decreasing local people bargaining power - Concentrating power in hands of strange group out of the local community - not to respect and consider vulnerable people rights - Lack of awareness and knowledge about advantages, disadvantages and perspective of the project
Getting away from responsibility and blaming the local community	- blaming the local community - Getting away from responsibility by managers and tourists - Not to accept the intervention by local community - Disgracing local community beliefs and culture by managers and tourists - Hostility and tension among local people on the one hand and tourists and managers on the other
Responsible tourists and government	- Recognizing local associations as an interface organization - Welcoming collaboration, monitoring and management of local community - Recognizing local people ownership - Practical belief in environmental sustainability - Respecting local community beliefs and cultural values - Flourishing local economy - Non-compulsory and non-detective intervention

Now the most salient points and concepts have been extracted from the interview have been explained in the following:

Lack of "interface institutions" between government and local people

Kahman Tourism Development Project is considered a government intervention. Non-native intervention team has not used local people service and potential. Local community members consider themselves as the sacrifice of tourism development intervention. As local economy (that is based on farming, husbandry, handicrafts and so on) has been marginalized and they haven't been trained to have new skills for making money. In the meantime some non-native people were replaced them. Interviewees acknowledged that the managers were not willing to have "real interaction" with local community representatives in a way that the people disagreement to the plan was considered a criminal act. Such a high-handed manner did not make the way for forming interface organizations. As interviewees indicated, there was no will to form local organization and foundation. Since not only there was a humiliating look on villagers but also the managers did not welcome any criticism. This problem instead of building mutual confidence before the plan implementation, cause the local community dissatisfaction and pessimism. Doing so the local people not only do not try to accept the intervention but also do their best to oppose, Reject and control it. As the missing link of local community dissent with intervention has been defined as "interface organizations". These organizations is to redress the balance between poo and weak people and managers and are in charge of reclaiming their demands.

Therefore it can be argued that one of the key factors of influence in failure of Kahman Tourism development project is "lack of interface organization" to mediate between local people and managers as there is no connection between them to play the role of interface and exchange of information and used to self-govern their own territory.

No need for managers to accept local community legitimacy

The findings reveal that state managers consider themselves as needless to receive suggestions and support of local community members. Not to consider the host community has been witnessed in treatment of development managers. Some evidences of this ignorance are: not to consult with local informed and elderly people of local community on prioritizing the need, not to make use of local community members' skills and knowledge, not to pay attention and care for people sense of collaboration and sympathy for the civil measures and finally there is no sense of need for people support and acceptance among managers. Considering all these issues have been made Kahman problem worse, to the extent that local actors consider themselves as people in poor socio-political status with powerless. Local people main complaint was not to be informed of the decisions that have been made for their region. These decisions have been apparently made to improve people life conditions at least in authorities' viewpoint. But the people real sense of the project was impoverishment of local community. In an opinion poll from local community members on state managers characteristics they pointed out some features of them such as high-handed, unwilling to foster the way for local community members participation and collaboration in decision– making, implementation and preserving the resources, distrustful to local people, arrogant, dishonesty and so on.

Careless to cultural aspects of intervention

According to local actors, Kahman Tourism Industry Development Project as an intervention did not take socio- cultural features of local community into consideration. So as state mangers just prioritize technical expertise and ignore local knowledge and experience. These managers not only have not encouraged the local community to share their skills and expertise in implementation of the intervention, but also have a sort of humiliating look on local community members potential (even not to support local products and handicrafts) interviewees pointed out that:

"The project managers and tourists are not familiar with local people lifestyle. They have a high opinion of themselves"

Local people interpret Kahman Tourism Industry Development Project as an intervention as a mean to marginalize cultural and social aspects of local community.

This intervention model has considered the least respect for cultural diversity, and monotony is their work style dominant principle. In local people point of view this approach will promote disgracing local culture and immorality.

Discrimination and injustice in intervention

Reviewing the local people stories show that in Kahman Tourism Industry Development Project all stakeholders were not treated fairly and the same. The managers consider rules and regulations as unimportant and decorative things, but for deprived and poor people it was obligatory and mandatory. Interviewees believe that the project interventional measures not only has not changed the power relations from high-handed to empathetic, but also has strengthen hierarchy based on wealth and power. It has not also provided all stakeholders with equal social opportunities and this has deepened the gap between poor and rich people in the area. This intervention has caused the poor to get disappointed and consider themselves as losers and on the opposite a great success and achievement for wealthy people. According to great majority of local people favoritism is the main cause of injustice and discrimination and believe that:

"The intervention project helped privileged people to a great extent but unfortunately we have no support and money and we will remain desperate and poor ever after".

This was common belief among local community members that "*the poor are always oppressed and their rights are violated"*. There was a sort of dissatisfaction in their saying and there was pessimism in their look to state managers as they think these managers have deprived them of their rights.

Based on our gained experiences the plan interventional aspects have deepened the gap between the poor and the rich in this community. Unjust and unfair intervention in the region, discrimination in making use of workforce in implementation of the project, unfair distribution of the plan profits and advantages among different social groups were all evident to local actors. In this regard all interviewees in their group discussions as well as individual interviews expressed their viewpoint as follows:

"the intervention benefits are for tourists and project managers and the local community members are the losers. Investors and tourists are in government center of attention and ignore the poor people".

The obtained information show that tourism development plan intervention cause "homelessness of nomads" as the government put a lot of pressure on them to change their location and banned their cattle's grazing. This also has intensified the local people dissatisfaction too. This impose situation has made the local community to be marginalized and not to be able to run a normal daily life. As a local actor described the situation.

Making ethnic and tribal hostility and dispute

Resuming tension and quarrel between local community members on the one hand and tourists and state managers on the other occurs frequently in the region. A great number of stakeholders disapprove of tribal prejudice and fights and believe that it is rooted in government interference in form of tourism development plan. They think as this development plan has not taken local community cultural concerns into consideration and did not prioritize them consequently a sort of confliction of interests among different stakeholders has occurred and it has made the local people dissatisfied with government and also s caused some disturbance and tension between government and local people. Local actors' common experience show that Kahman Tourism Development Plan mangers and decision makers are not knowledgeable and capable enough to handle intervention and deal with crisis. Not only they couldn't meet the needs and their measures did not contribute to local people satisfaction but also it has made some troubles, dissatisfaction and conflict. Although the main goal of managers has been to give a hand to local people but in practice and they have made a lot of practice in speech and practice they could not realize any of those goals and keep their promises. In this condition when there is discrepancy between the sayings and actions. Local actors believe that when there is discrepancy between intervention managers' measures and claims this can lead to tension, fight and disintegration.

Interviewees think that returning of sense of identity and tribalism occurred mainly because of structural inefficiency and failure of state organizations in doing their responsibilities. Therefor the local people resort to tribal network and relations to receive their expected support. Although they deny the mentality of tribalism and tribal prejudices, but in practice they have no other choice to meet their requirements through this tribal network. Doing so, interventional measures supported by economy of power and highest rate of expenses could not achieve a lot particularly in terms of legitimacy. This has been resulted in dissatisfaction, hopelessness, and pessimism toward current managerial systems in charge of local

community. As a consequence, outbreak of a number of conflicts at different social interaction level (among individuals, neighborhood and organization) can be quite prevalent.

Appreciating local community disagreement and resistance

Local actors believe that resistance and disagreement of the Kahman Tourism Industry Development Plan intervention can stand for the local people objection to the government. As the local community members were considered themselves as powerless, marginalized and deprived. Local actors think that this can be a reaction to resist and openly oppose unfair intervention and defend their values, identity and privacy. In the local actors' view point worry about the future changes, losing local ownership and control and lack of common goal between local people and managers are the main reasons of the unity and integration among local community members. Toward making unity among themselves, local community members formed "Kahmani Local Community". The main plan of that was to fight exploiting of local community and opposition to state-oriented tourism development. Doing so the community play the role of a pressure group of the Tourism Concern. The community include local educated people, teachers, retired civil servants, farmers, elderly and informed people, bankrupted people that are originally from Kahman. They held a number of meetings and expressed their opposition to implementation of Kahman Tourism Industry Development Plan through formal correspondence, negotiation, mass protest, conflict sometimes with beating and battering. This local community express that its opposition and resistance to high-handed intervention of tourism development plan stands for their commitment, devotion and sense of belonging of its members to their home land. All local actors experiences show that two interventional approaches have been used by state managers are the followings:

Forced admission approach to intervention through direct pressure

Empowerment, violent encounters, making horror and anxiety among local people are the most important means of managers to control local community. The local actors' experiences show that the local people who resisted the implementation of the interventional development plan are concerned as criminals and they will be prosecuted and threatened by police. So that some local people were even prisoned due to their opposition and resistance to development plan and probable clash with managers. After all these problems the public belief is that *"state managers will resort to any means to realize their goals*". Local actors' approach is high-handed. So as Kahman Tourism Industry Development Plan managers use security force and the police to make the way for the plan implementation. In this intervention process there was no publicizing and awareness increasing among local people and they have not been consulted with before decision making and plan implementation. Lack of information about the project advantages and disadvantages are the most common object and emphasis of local community members. The local dwellers also emphasized that plan managers should respect ownership rights of local community and particularly deprived people. In their opinion this intervention manner is considered offensive to the people private life.

Enforced to dissent to factitious agreement through indirect pressure

Facing with strong opposition to direct intervention, the plan managers adopt a different approach. Putting pressure on local people, distressing them for their resistance to intervention, as well as forming cultural hegemony against them aims to have control over local community and redirect their mentality. This is also considered as a dissuasive approach the same as making use of security and police control. Closely worked together, state organizations are planned to put a lot of pressure on people. Making big changes in people life they didn't even consult with them to consider their priorities in these changes. In their approach the local people were not allowed to take part in decision making and planning in reality, in case there is any motto on local people participation it is not real and is interpreted as "*manipulative participation*". As the real power is in hand of the group out of local community. Local people considered this style of intervention as compulsion of an apparent agreement. Local community members consider this a high hand manner of dictating the beliefs and plans to be implemented in local areas and villages. If the local people were asked to share their opinions and priorities, they were not taken into consideration in practice and was quite controlled and in silence. On the other hand due to the historical tyranny and dictatorship in the region, local community has lost its bargaining power through

the time and do not assume any pivotal role for itself in decision making and any position in hierarchy of the power. Doing so the state managers imposed their power on local community and in field studies a great number of interviewees emphasized on the state managers' complicity. some examples of these are in the following:

"The police inspect our shops from time to time with no special reason, they even sealed some of our shops with no reasonable excuse. They do not like us to live a comfortable life as we resisted implementation Kahman Tourism Development Plan. They are our enemies. They don't let us live at peace.[1] *"They have stopped natural gas piping project implementation in this region*[2] *".*

Getting away from responsibility and blaming the local community

Given reports and collected data delineate that there is a strong tendency among state mangers to blaming the local community accuse them of being responsible for underdevelopment of the region due to the fact that they did not support and accept the intervention. On the contrary local actors suppose that inefficient approach as the main cause of aggravating poverty among local community members. They believe that Kahman Tourism Development Plan not only has not paved the way for empowerment of local community as the plan target group and vulnerable people, but also it has lowered the income rate and purchasing power of local community. It also make the way for authorities and wealthy people to have more income-nonmembers of the local community with no sense of belonging to that-. In the local actors' viewpoint, state managers and tourists insult to cultural beliefs of the community and not to respect ownership right of the local people roots in the fact that managers and tourists are not familiar with their responsibilities toward local community. They point out that giving fake data and delivering an unreal picture of the facts not only do not convince the local community to welcome the intervention but also has made a lot of tension and hostility among managers and tourists on the one hand with local community members on the other .

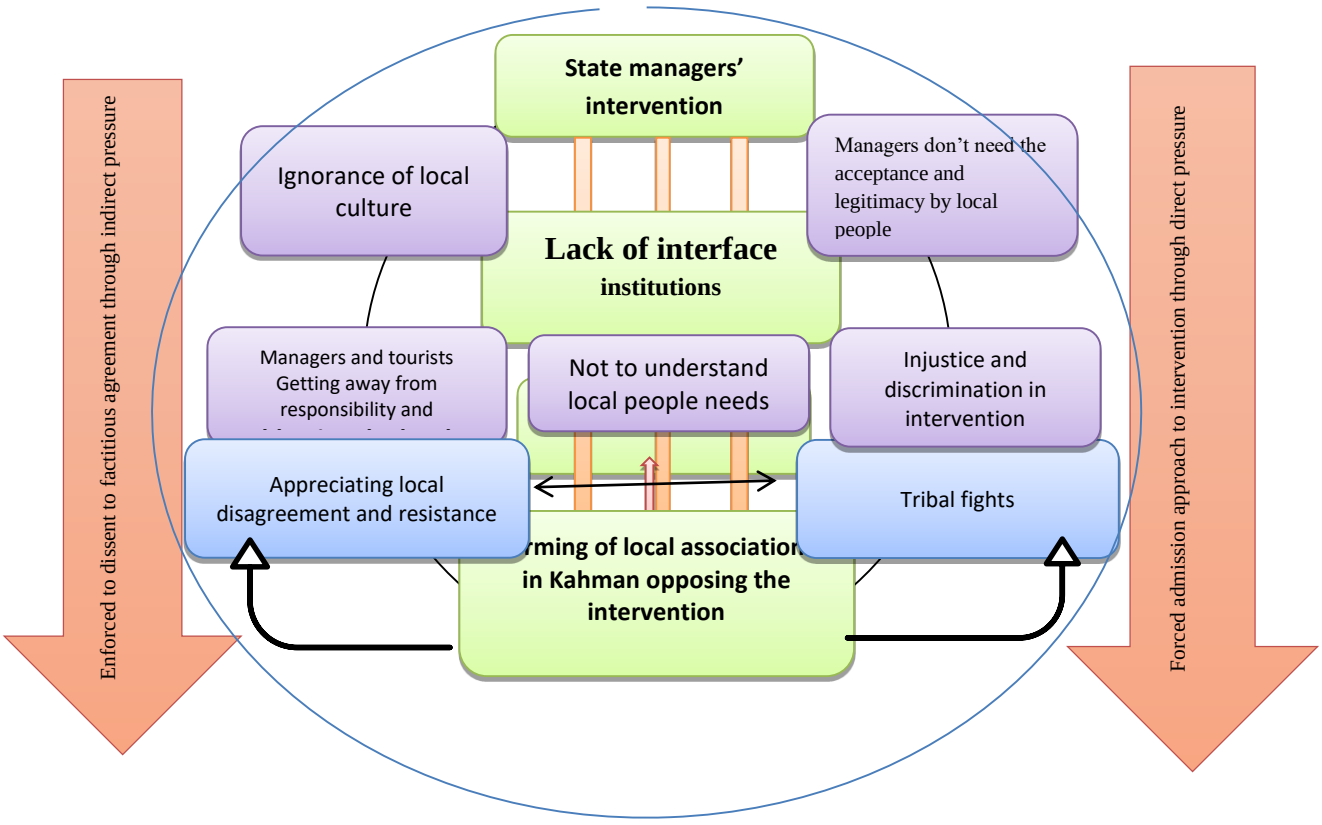

Figure (1): Kahman Tourism Industry Development Plan Pattern

[1] Interview abd group discussion with shop keepers of Kahman

[2] The raised problem in interview and group discussions with villagers

Responsible tourists and government

As it was mentioned before, state managers and tourists' evading the responsibility is the main complaint of local actors. They assume responsible government and tourists is the prerequisite for the community-based tourism development intervention to be welcomed and supported by the local community. Local community members believe that state managers and tourist are obliged to feel responsible to local community rights and accept "*Kahmani local association*" as the "*interface organization*" between people and managers. Governors and authorities must accept and respect local community members to monitor, cooperate and manger the plan. Furthermore they should respect local culture and values, believe in sustainable environment in practice, respect local people ownership right, have interaction with local people in a humble manner and do their best to flourish the economy of the region. The main theme of discussions and interviews focus on the gap between the values and the actions of the state managers. Hence local actors assume this gap as the main parameter responsible for their underdevelopment of their community. Local actors believe that the main concerns of the managers do not go with their performance and this has made some tension and dissatisfaction among local people. Local community also put emphasis on the features of responsible tourists and state mangers and expressed their expectations from managers and government in general including: government is required to consult with local people, the interventional measures should meet the needs of all people not just a particular group, interventional measures should not be high-handed and through police force, impartiality and not prejudiced and tribal conducts in distribution of benefits, prioritizing problem solving and helping vulnerable and poor people, increasing bargaining power of local community members and encourage local actors to make use of local knowledge and experience. Finally local community members consider collective and responsible action of the government, tourists and local community can make the way for tourism development. Any sort of one-way effort of the government not only will not be supported by the government but also will leave reverse and negative results and will be costly for power economy.

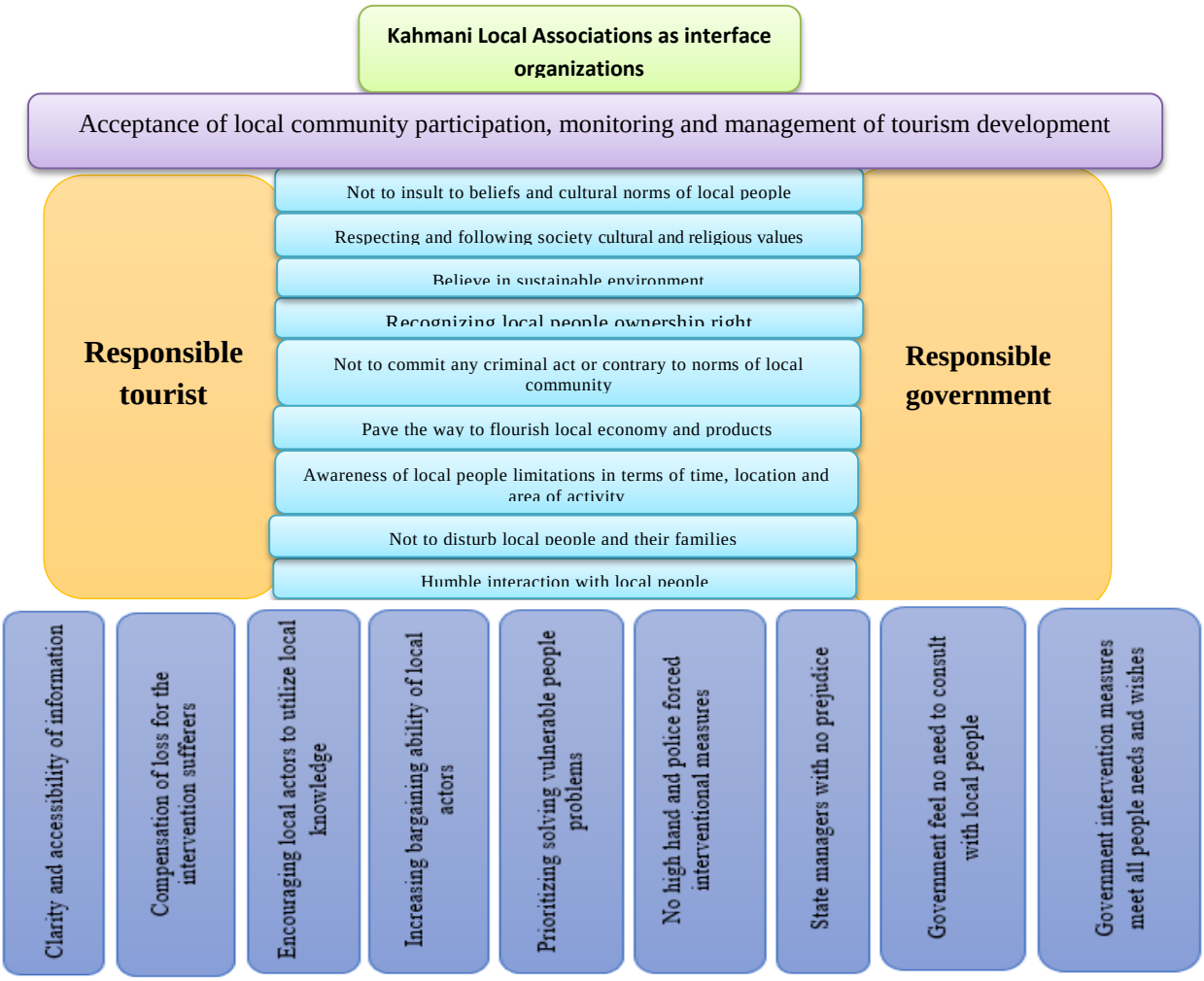

Figure (2): Optimum interventional pattern of local actors

Discussion and conclusion

The main theme of this research was focused on Local people experiences about interventional measures in Kahman Tourism Development Plan. Kahman Local community members' experiences show that tourism development plan in the area was not considered a successful intervention pattern in tourism development of local communities. This particular plan not only was not supported and welcomed by local community but also has caused some tension and disagreement of local people to state managers. This tension among local community members and state managers and tourists has been intensified through the time, based on Doxy Annoyance Index (1975).

Tourist are often concerned as the main problem (Mason 2003). Meanwhile the current study delineates that local community members awareness of the government know-how of intervention in local communities has been an efficient in making problems in tourism. As high-hand intervention-top down hierarchy, not to recognize and respect local people ownership right, no feel to gain local community acceptance, approval and legitimacy, not to recognize local associations as interface organizations between government and local community, ignorance of cultural aspects of intervention, evading real responsibilities, rebuking of local people, unjust behavior to them as well as unfair distribution of development benefits cause agony and hostility in local community members toward state intervention . It can also make imbalance in power equation between local community and government. This matter also has caused distrust of local community members to state managers and in its own term it has intensified tension and disagreement so as the unity and integration of local community members has been increase considerably (Moscardo 2011; saufi &et al 2014; nunkoo & so 2015). Toward making unity the local people in Kahman have formed an association to be able to resist and stop the development plan implementation and defend their identity, honor and dignity. As yousefvand (2017) have emphasized on the local people honor and dignity as important parameters of concern to them.

Local actors' experiences mainly show the costs and consequences of these interventions such as unsustainability in environment, marginalizing local culture and economy, social exclusion of local community members and nomads from the society daily life, interference in in social relations of local actors that all caused dissatisfaction and annoyance of the local people toward tourism industry development in the area. The other researches also have found the same results for the similar themes)Gursoy et al. 2010; Nunkoo and Ramkissoon 2012; Nunkoo and Smith 2013; Yousefvand 2017; Stronza & Gordillo 2008). This study results reveal that Kahman Tourism Development Plan have not considered tribal features, (Hagen 1986; Hettne 1995, 1996) community based development (Willis 2011) and development as a new identity in its configuration. As it follows high-hand and hard security conditions intervention pattern to force to accept a fixed intervention model and instead of reconciliation with local oppositions consider them as criminals. Although local community active participation, monitoring and supervision has been known as the most important strategic parameters of sustainable tourism (Waligo et al 2015; Lemay et al 2015; Gossling et al 2009; coper et al 2009; d'Angella & Go 2009; Bramwell 2006; Campbell 1999), But in this government-based intervention, local people were marginalized and the organization in charge of intervention did not realize the necessity to consult with and gain legitimacy and acceptance from local community and this parameter by itself has played a crucial role in failure of this intervention pattern.

As previous researchers have been realized the role of interaction with local community, collaboration and peaceful relation of all development stakeholders together (Funder & et al 2017; Lewis 2016; Narayan and et al 2000; Fox 1995) ،encouragement of local people to share their knowledge and expertise (De kadt 1988) respecting wide range of different ideas (Fennell 1999) and observing moral standards (pattison 2008) have all been emphasized to make the intervention successful. In Kahman Tourism Development plan Interventions these parameters were not considered as they should and does not meet the required standards stated in "Sustainable Local Tourism Theory" (Zeppel 1998) and couldn't pave the way for empowerment and self-sufficiency of local community through tourism development strategy. Based on obtained experiences, successful development intervention has some

features to be successful: organization responsible for Intervention (government) is required to make the way for participation, monitoring and management potential of local community in form of interface organizations, to consider local community needs and priorities, to increase the local people bargaining ability, to eradicate of discrimination, to promote justice, to make equal opportunities for the community members, to clarify the information, to provide for easy access to information, to change unjust power relations, to respect local people beliefs and values, to encourage people to make use of local knowledge, observing moral standards, not to consider a separate positions for managers, to have sympathy for all, to prefer encouragement to punishment and horror to make success of intervention, to recognize interface organizations between people and government, to do its best to empower the local community and make it self-sufficient, to recognize local people ownership rights, pave the way for the people to get engaged in decision making implementation and preservation and above all to emphasize on development based on the community potential and responsible for preservation of poor people rights. In local people point of view this sort of intervention is concerned as ideal intervention pattern (bottom up pattern). In this condition intervention will be supported and welcomed by the people and can be of great effect with the least possible prices. It must be indicated that the know-how of intervention can be of crucial role in agreement or disagreement, failure or success of an intervention in its general concept, as development without intervention is impossible.

Therefore based on this research reasoning, development is a kind of intervention and intervention is a kind of facing, reciprocal penetration of life experiences of different socio-political groups. Therefore teach group of stakeholders' measures and attitudes can be of effect on acceptance and approval or resistance and opposition to any kind of development. Finally it can be concluded that collective and responsible action of government, tourists and local community are the most important factors of effect on tourism development. Any sort of one-way measures of governments not only would not receive local community support but also would have reverse outcomes and power of economy would have to suffer the highest cost.

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