

## **Institutional Arrangements for Tourism in Small Twin-Island States of the Caribbean: The Role of the Internal Core-Periphery Model**

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### **Abstract**

The purpose of this thesis is to explore the interaction between institutional arrangements for tourism and the internal core-periphery relationships that exist between dominant and subordinate islands in small island states. Using the Caribbean twin-island states of Antigua and Barbuda, St. Kitts and Nevis, and Trinidad and Tobago as case studies, the study examines such arrangements within the tourism policy-making process, which may help provide insights into the challenges that exist in formulating and implementing tourism public policy within small, structurally-adjusting developing countries.

Previous research on the institutional arrangements for tourism in small island states has neglected to examine the role that internal core-periphery relationships can have on such arrangements. Consequently, this thesis addresses this lack of acknowledgment of the existing gap between research on institutional arrangements for tourism in small island states and the internal core-periphery model. The principal focus is to describe, account for and analyse the means through which tourism policy is formulated and implemented in small twin-island states. The thesis also seeks to determine if the internal core-periphery relationship is reflected in and influences the co-ordination, planning and policy setting in the tourism sector and to judge the adequacy (or inadequacy) of the institutional arrangements in promoting the efficient and effective management of tourism on both islands. These objectives are based on the premise that the structure, and operational guidelines of tourism institutions affect the development of tourism policy and procedure.

As this is the first study that has utilised comparative case study research on institutional arrangements for tourism in small island states, it contributes to existing tourism policy studies and research on tourism in such states by illustrating that institutional arrangements and the internal core-periphery model need to be integrated in order to obtain a more complete picture of the tourism policy process. In addition, the concept of adopting a core-periphery approach to studying institutional arrangements has provided another way of interpreting existing theories on institutional arrangements for tourism. Both of these processes have attracted little attention in the tourism literature and even less attention has been focused on the links between them.

Results from the qualitative in-depth interviews conducted show that the internal core-periphery relationship is in fact reflected in and has significantly influenced the co-ordination, planning and policy setting environment of tourism in each country under study. The internal core-periphery relationship has set the stage on which institutional structures are designed; organisational roles, responsibilities and authority are assigned; organisations and their actors interact and relate with each other; actors' values and interests are conditioned; distribution of power is determined; conflicts are played out; and how tourism plans and policies are debated, developed and implemented. It has contributed to present-day conflicts and tensions between the key public sector

organisations responsible for tourism policy-making, relating to inter-organisational roles, responsibilities, authority, communication, co-operation and consultation. Respondents' comments confirmed that contemporary inter-organisational frictions are the product of over one hundred years of inter-island conflict. It is clear from this study that recognition of a wider historical context is necessary in order to obtain a fuller understanding of the social, cultural, economic and political complexity of the environment within which institutional arrangements for tourism are designed.