

Beyond the Developer, A Framework for Cascading Social Obligations Across Tourism Destination Lifecycles



Faisal Alyousef

Red Sea Global, Kingdom of Saudi Arabia

Public Participation in IA Follow-up for Ongoing Communication and Sound Information

From Assessment to Action | IAIA26



AMAAL

The town of Al

Wajh

The Red Sea
Project

The town of
Umluj

Thuwal Private
Retreat

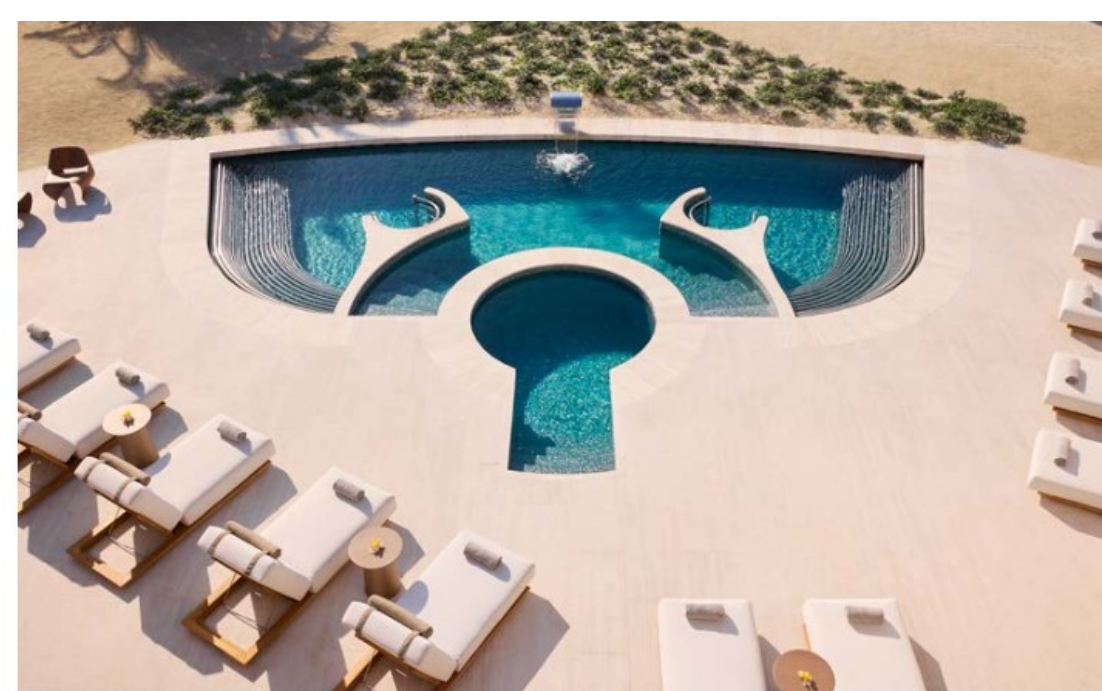
Jeddah

The 2030 Vision & Red Sea Global

Saudi Arabia's Vision 2030 aims to increase the economical, social and cultural diversification of the Kingdom.

Red Sea Global is contributing by developing sustainable tourism destinations along the Red Sea coast. This region has pristine and unique ecosystems, species, and natural resources that are at the core of tourism development.

Red Sea Global has developed a regenerative tourism concept, focused on People and Planet, with net gain in biodiversity conservation benefits at its core, to safeguard the delicate marine ecosystems of the Red Sea and foster sustainable development of local communities.



DESERT ROCK

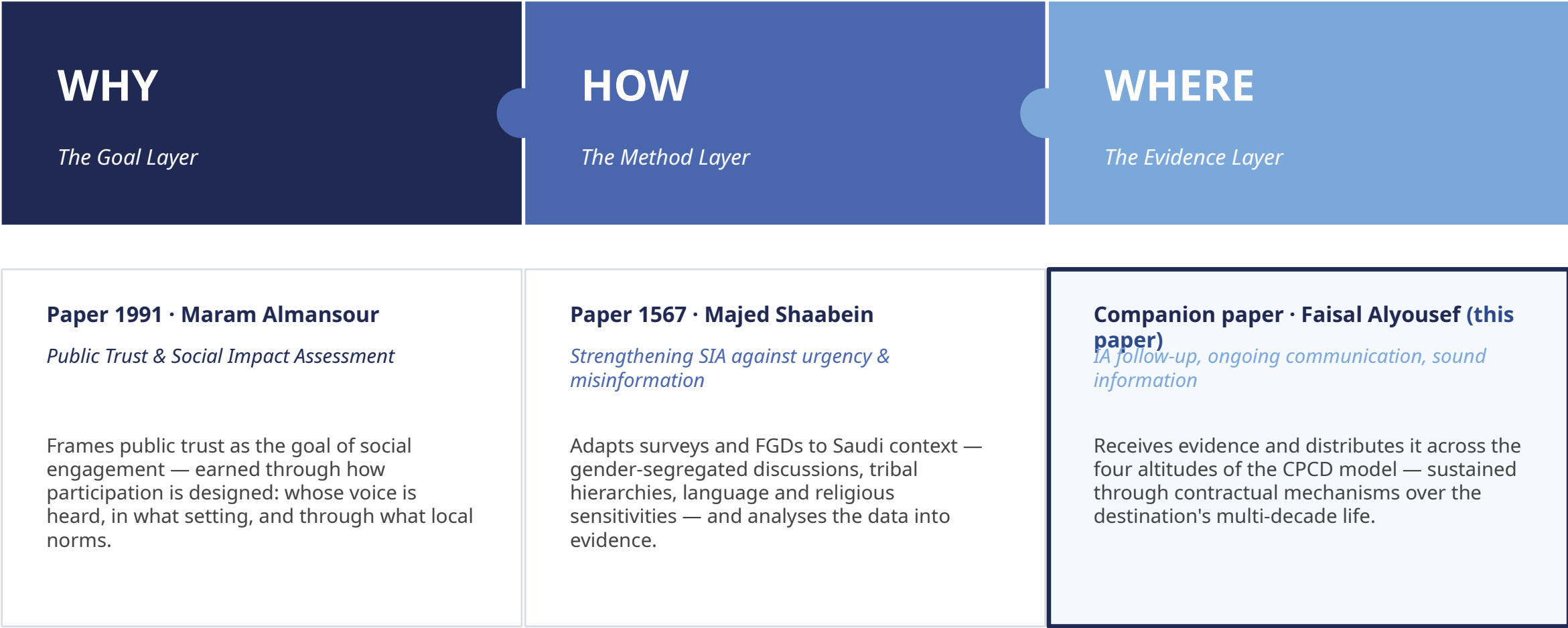






Three Segments of a Comprehensive Approach

This paper is one segment — the Evidence layer — of a wider research agenda where each piece only works when joined with the other two.



What Comes Next? After IA

How do tourism giga-projects sustain community participation obligations beyond developer handover?

✓ **Assessment: decades of investment.**

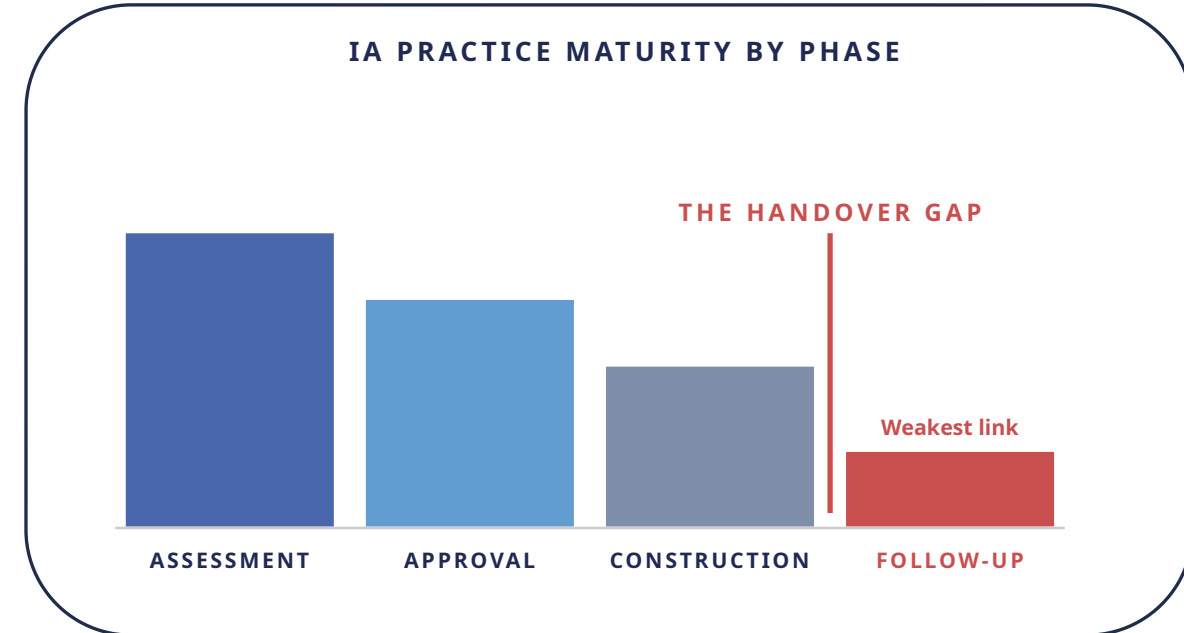
Screening, scoping, baseline, impact characterization — all well matured.

✗ **Follow-up: the weakest link.**

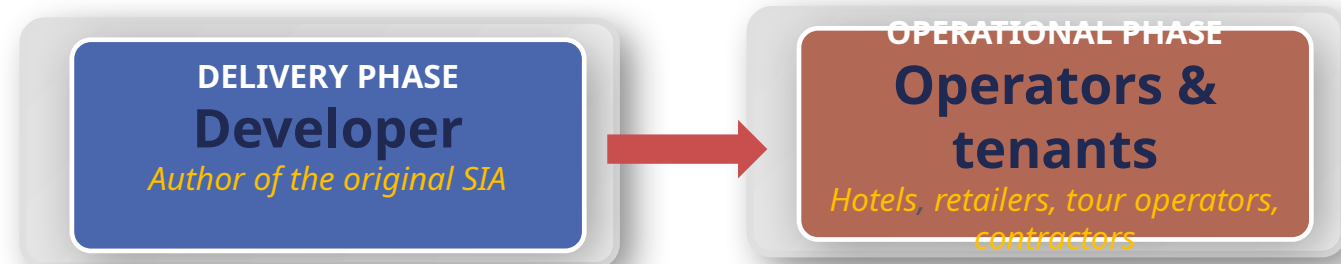
Despite repeated IAIA attention, follow-up remains underdeveloped — especially at construction handover.

→ **The gap is structural — not accidental.**

The developer who wrote the SIA won't be the face of the project in year 15. Hotels, retailers, and contractors will be. None of them bound by the original commitments.



WHO IS AT THE COMMUNITY INTERFACE?



Why Developer-Only Participation Is Insufficient

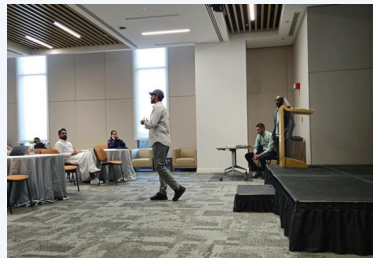
Three downstream communication streams with the various stakeholders all revolving around local community .

Consultants & Contractors

Assessment and Construction-phase interface

Labour influx, worker conduct, traffic, accommodation, procurement signals.

General Social Employer Requirements is the contractual instrument that begins the cascade.



Operators

Operational-phase interface

Long-term trust, day-to-day responsiveness, employment pathways, cultural authenticity in guest experience.

General Sustainability Requirements for Hotel Asset Operators extends commitments into operations.



End Users

Local-inclusion interface

Guests, residents, government & NGOs as local community. Procurement openness, employment access, service quality, social perception.

Retail Tenant Sustainability Requirements extend commitments to tenants.

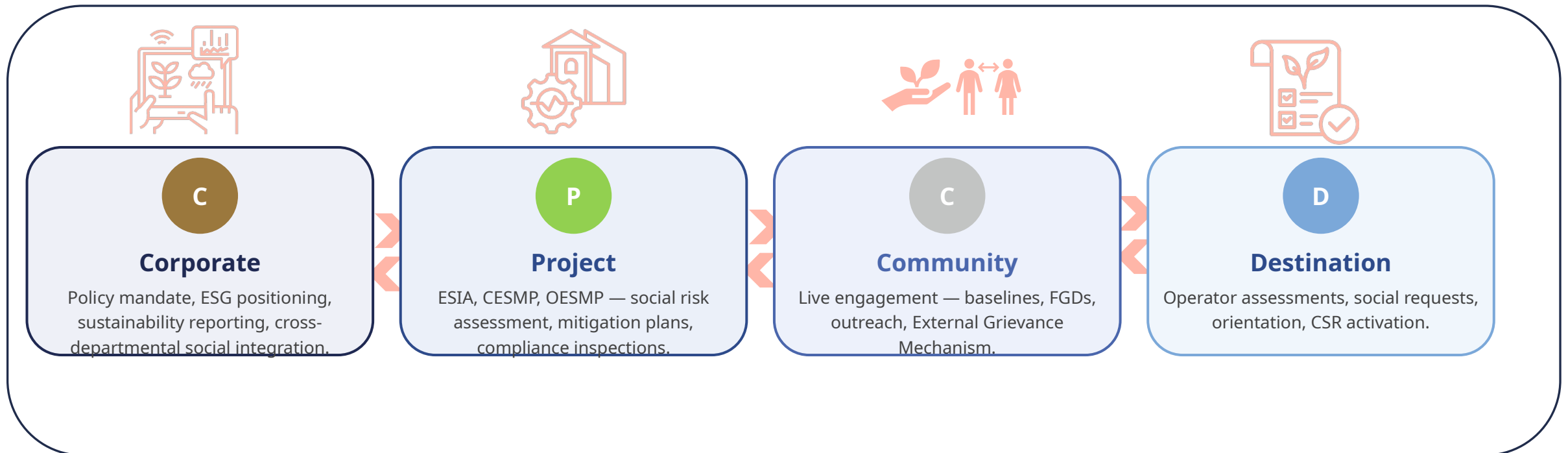


The CPCD Organizing Framework

Four altitudes of social impact management — an organizing framework that captures how RSG's instruments operate together.

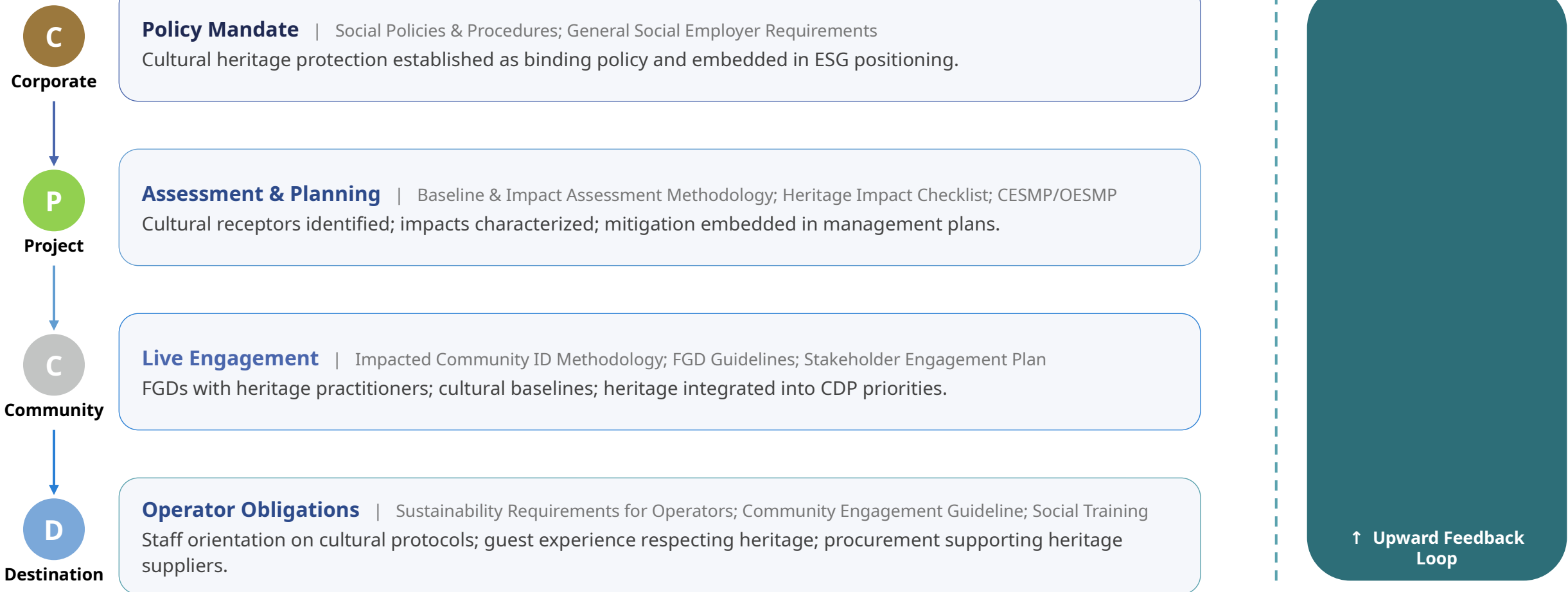
CPCD = Corporate · Project · Community · Destination

4 altitudes of social impact management, each with its own audience, evidence, owners, and outputs. A structured response to the handover problem.



The Vertical Cascade

EXAMPLE Cultural Heritage



A single commitment translated across four altitudes — from policy to operator behaviour.

The Cross-Cutting

Vertical altitudes meet horizontal stakeholder differentiation — Community crosses all levels.



CPCP Framework in Practice

Engaging operators, local authorities, contractors & communities — sharing ESIA, CESMP, OESMP & stakeholder insights



Operator Orientation Session — The Red Sea Destination, 2024



Social Impact Team Briefing — ESIA & CESMP Review, 2024



Hotel Operator On-site Engagement — AMAALA, 2024



Community Consultation Meeting — Local Stakeholders, 2024



Community Partnership Forum — Hospitality Operators, 2024



Field Team — Desert Rock Heritage Site Visit, 2024

What CPCD Does in Practice

It organizes work, clarifies who does what, and ensures obligations survive transitions.

Organizes the work

Each altitude defines its own team, workload, KPIs, and internal alignments.

Example: Corporate altitude shows who owns the policy, which stakeholders to engage, and what reporting is due.

No ambiguity about who is responsible at each level.

Focuses limited time

Tells each stakeholder exactly what to prioritize given their interface and time constraints.

Example: Contractors with limited site presence focus on workforce orientation and heritage avoidance — not full community programmes.

Proportionate to actual social interface.

Survives transitions

Obligations are embedded in procurement, leases, and operating standards — not dependent on individuals.

Example: When operators change or personnel rotate, contractual requirements carry the commitment forward. No single exit collapses the system.

Resilient over destination life.



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QUÉBEC CITY, CANADA

"The cascade does not end at handover. It begins there."

Let's continue the conversation!

Message |



#iaia26

ents in the IAIA26 app.

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Companion paper: Almansour (1991) — Communicating Information to Build Trust

Companion paper: Shaabein (1567) — How FGDs Shape Saudi's Giga-Project CDPs