

**An Assessment of ‘Governance’ for Sustainable
Tourism Development: the case of North Cyprus.**

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ABSTRACT

The issue of governance towards sustainability is particularly pertinent and vitally important in sustainable tourism development context. Many of Less Developed Countries (LDCs) have been indicted in practicing unsustainable tourism development leading to inevitably irreversible side effects resulting in social, cultural, and environmental problems. Despite a huge promotion of sustainable tourism development (STD) by influential entities and communities such as European Union and United Nations agencies, LDCs fail to transform or practice STD due to lack of knowledge and commitment towards this concept and as a result - the lack of governance for sustainability.

Sustainability and good governance are the driving forces behind good development. No matter how contested they become, they are still at the heart of institutions that are in charge of economic growth and development via sustainable utilization of the resources. The assumption is that, North Cyprus lacks the favourable and effective environment/governance - political economical, legal, social - if such structure exists at all, to incorporate sustainable principles in its tourism development. This study will be one more attempt to revitalize the concept of development in a sustainable way and at the same time to add one more legitimate caveat to the role of the 'governance' in upholding the value of such paradigm.

The policy implication of the research for decision makers in North Cyprus will be immense. This study argues that sustainability/sustainable development is best viewed as a socially instituted process of adaptive change in which innovation is a necessary element.

Keywords: Sustainability, sustainable development, sustainable tourism development, governance.

ÖZ

Sürdürülebilirliğe yönelik yönetim konusu sürdürülebilir turizm geliştirme bağlamı ile bilhassa ilgilidir ve bu bağlam içinde hayati öneme haizdir. Az Gelişmiş Ülkelerin (LDCs) ekserisi, kaçınılmaz olarak geriye döndürülmesi mümkün olmayan etkilere yol açan, sosyal, kültürel ve çevre sorunları ile sonuçlanan ve sürdürülebilir olmayan bir turizm gelişimini uygulamakla suçlanmıştır. Avrupa Birliği ve Birleşmiş Milletler Ajansları gibi etkili kuruluşların ve birliklerin sürdürülebilir turizm gelişimi (STD) için sağlıkları muazzam teşviklere rağmen Az Gelişmiş Ülkeler bilgi noksanlığından ve bu kavrana yönelik olan mutabakattan dolayı ve bunların bir sonucu olarak sürdürülebilirlik için yönetimi olmamasından dolayı sürdürülebilir turizm gelişimine dönüşüm yapamamış veya bu kavramı uygulayamamıştır.

Sürdürülebilirlik ve iyi yönetim iyi bir gelişmenin arkasındaki itici güçlerdir. Onların ne olacağı ne kadar tartışılırsa tartışılın onlar kaynakların sürdürülebilir bir şekilde kullanılmasıyla sağlanacak olan ekonomik büyüme ve gelişim ile görevli olan kurumların halen gönlünde yatmaktadır. Varsayımına göre Kuzey Kıbrıs politik, ekonomik, yasal ve sosyal bir yapıdan ve uygun ve etken bir çevre yönetiminden yoksundur. Bu yapı hiç değilse mevcut olduğu takdirde sürdürülebilir ilkeleri bu ülkenin kendi turizm gelişimine dahil etmesi mümkün olacaktır. Bu çalışma gelişim kavramını sürdürülebilir bir tarzda yeniden canlandırmak için yapılan bir tane daha girişim ve paradigmanın değerini korumak için yönetimin rolüne karşı bir tane daha yasal ikazı ilave etmek olacaktır.

Kuzey Kıbrıs'taki karar vericiler için arařtırmadan politik sonu ıkarma byk olacaktır. Bu alıřmada srdrlebilirliđin/ srdrlebilir geliřimin, innovasyonun gerekli bir unsur oluřturduđu uyarlanabilir deđiřikliđin toplumsal olarak oluřturulan bir sre olarak en iyi řekilde algılandığı tartıřılmaktadır.

Anahtar Szckler: Srdrlebilirlik, srdrlebilir geliřim, srdrlebilir turizm geliřimi, ynetim.

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LIST OF ABBREVIATIONS

CNPA	: Cairngorms National Park Authority
EEA	: European Environment Agency
EU	: European Union
DPSIR	: Driving Forces, Pressures, State, Impact, Responses
GISD	: Global Institute for Sustainable Development
ICLEI	: International Council for Local Environmental Initiatives
IISD	: International Institute for Sustainable Development
NGO	: Non-Governmental Organization
OECD	: Organization for Economic Cooperation and Development
SD	: Sustainable Development
SDI	: Sustainable Development Indicator
STD	: Sustainable Tourism Development
UNWTO	: World Tourism Organization
UNCSD	: United Nations Commission for Sustainable Development
WCED	: World Commission on Environment and Development

WHAT : World Humanity Action Trust

WTO : World Tourism Organization

WTTC : World Travel & Tourism Council

Chapter 1

INTRODUCTION

The United Nation's Conference on Tourism and International travel in 1963 in Rome declared that tourism could make an important contribution to the economic development of the developed countries (DCs), as tourism can create new jobs as well as the multiplier effect ensuring from this advantage can be considered as factor of growth. And since then many governments in DCs have perceived tourism as an important means to stimulate economic growth (Lanfant, 1995; Tosun, 1998).

In par with DCs, less developed countries (LDCs) followed the suit and by 1970s, most of them had perceived tourism as salvation to their economic ills. In the meantime, literature glutted with empirical studies suggesting direct relationship between tourism development and economic growth in almost every economy in the world (Balaguer et.al., 2002; Ghali, 1976; Lanza et.al., 2003; Kim et al., 2006; Durbarry, 2004 cited in Lee and Chang, 2007). Thus, DCs as well as LDCs have utilized their tourism resources to achieve improvements in balance of payments, to increase the general income level, to create additional employment opportunities, to stimulate economic diversification and to decrease regional imbalances (Theus, 2002). Some countries have even prioritized tourism to the level of national development strategy.

However, this myopic view of the tourism's economic impact generated a flood of literature about the side effects of tourism impact and specifically its negative impact on social and environmental aspects in various communities and destinations (Gunn and Var, 2002; Burns, 2002) especially in developing nations. The detrimental impacts such as increasing land prices and inflation, high leakage of economic benefits, cultural degradation and acculturation, destruction of local flora and fauna, damage to cultural heritage sites, destruction of coral reefs in the Caribbean, pollution through waste and sewage disposal are well documented in the literature (Erize, 1987; Holder, 1988; Wilkinson, 1989; Brierton, 1991; Cater, 1993; Healy, 1994; Place, 1995; Sirakaya, 1997a; Hall & McArthur, 1998 cited in Sasidharan et al. 2002). Evidently, traditional approaches, planning techniques alone, and conventional perspectives can no longer do any good in order to solve existing and emerging problems.

The experience of the past five decades of mass tourism development, especially in the developing countries, have raised many critical issues in relation to the cost and benefits of tourism and who has been really affected positively. In many popular destinations, in terms of the impact on community improvement and poverty reduction; there are still many unanswered questions and no real evidence of uplifting impacts for the majority (Pritchard et al, 2011; Higgins-Desbiolles, 2010; Ayikoru et al, 2009). Therefore, the concept of '*sustainability*' has risen as a metaphor to depict the shortcomings of mass tourism and questions whether the 'business as usual' approach to tourism development is sustainable?

In the meantime, the concept's manifesto popularized through 1987 report -'*our common future*'- created by World Commission on Economic Development (WCED), which is known as 'Brundtland Report'. The report defined 'sustainable development' (SD) as '*development that meets the needs of the present without compromising the ability of future generations to meet their own needs*' (WCED, 1987: 43). And this was a call for *transformation* and a new *ethic*. Gradually the concept has found a common ground with anyone who involved in development that effected economy, environment, society, and tradition. Therefore, it has encouraged discourse among diverse interests. The tourism sector, with its complex system, has taken this concept more seriously as it affects every aspect of the environment. In fact, sustainable tourism has captured a considerable part of the tourism literature and has become a new mode of tourism business (Connel et al, 2009; Tosun, 2001; Tao and Wall, 2009).

However, for a realization, as well as, an operationalization of sustainable tourism mode; policy makers and managers of tourism need to understand and involve in this endeavour both as a 'process' and 'objective'. To achieve this, they need to create a political, social, and economic environment embedded in the context of the destination's formal and informal institutional structures. This is a new institutional behaviour known as *governance*, which is a new approach to and catalyst for sustainable tourism development (STD) (Basselmann, 2008; Yuksel et al, 2005; Ozturk and Eraydin, 2010; Lockwood, 2010; Evans et al, 2006).

The concept delineates certain prerequisites essential for sustainability in terms of methods, systems, indicators, attitudes, mind-set in reference to planning, development, participation, consensus building, environment, conservation and management to name a few. However, the process towards sustainability, at least in the literature, has taken various turns and twists. Thus, this study has built upon *management model* which assimilated the concept of *governance* as its attendant towards STD (Kemp et al, 2005). The model which presented as practical, as well as, adaptive to policy environment, demonstrates that sustainability is not beyond the reach of society. Governance functions as “a framework of social and economic systems and legal and political structures that guides how one gets to act, through what types of interactions (deliberation, negotiation, self-regulation or authoritative choice) and the extent to which actors adhere to collective decisions” that benefit all players of the game (i.e., formal and informal) (Kemp *et al.* 2005:17; Jeffery, 2006:604).

1.1 Research purpose and objectives:

The objective of the research is to tackle the followings:

- ◆ What are the influential factors necessary to achieve the sustainability goals?
- ◆ Why do a sustainable agenda and its implementation demand mechanism of governance to be in place?
- ◆ To what extent the mechanism of governance in the institutions is understood and adhered to?
- ◆ To what extent the sustainability mechanisms are in line and within the five domains of sustainability: environmental qualities, socio-cultural

conditions, technological applications, economic patterns, and democratic public policy.

1.2 Significance of the research

Sustainability and good governance are the driving forces behind community development and environmental protection. No matter how contested they become; they are still at the heart of institutions who are in charge of economic growth and development via utilization of the resources. In this research the emphasis is upon ‘tourism’ sector which is the social and economic backbone. In the meantime, sustainable tourism development (STD) is becoming increasingly a concern for the future welfare of the communities/destinations. The concern has been justified as the pressure on the resources and environment is felt due to ever increasing demand to travel. Therefore, understanding and exploring STD and its instruments is the first step in the right direction and is policy guidelines for the institutions.

1.3 Research Methodology

A qualitative research method has been applied in this research study as the most suitable technique common to this type of study. Qualitative research aims to provide an in-depth understanding of the world as seen through the eyes of the people being studied. It aims not to impose preordained concepts; hypotheses and theory are generated during the course of conducting the research as the meaning emerges from the data. Statistical inference is not the objective, although within government, results are used to inform policy and therefore some form of generalization or transferability is implicit. An interview questionnaire is administered to purposely sampled respondents. Data analysis conducted through open coding process.

1.4 Organization of the study:

The research work spreads into seven chapters. The literature review comprised of – Chapter 2 - covers the crucial points such as the Concept of Sustainability: sustainable development, models, principles, indicators and factors, followed by assessment of Sustainable Tourism Development – Chapter 3 and Chapter 4 - explains the Concept of Governance, Governance towards Sustainability, its key components and the transitional management model that underpins the research. Chapter 5 presents Research Methodology and Data Analysis. Chapter 6 – unfolds Findings, followed by Discussion and Conclusion – Chapter 7.

Chapter 2

LITERATURE REVIEW

The industrial revolution of the end of the 19th century marks a tremendous progress in lives of human kind. That had set a starting point for a progress for a better future with no particular end goal yet principally economical growth in all its understanding – i.e. greater good and services, and conveniences available to humanity.

The Limits to Growth (1972) report, developed by the international association of scientists, business executives, public officials and scholars – Club of Rome – first challenged the notion of growth. The report assessed the growth progress of present and past, and considered the future as an infinite possibility for further growth and improvement within the paradigm that it failed to acknowledge the obvious fact that natural resources are limited. And therefore development that is dependent on natural resources cannot be infinite. *The Limits to Growth* report urged to replace *growth* with *no growth*. While *Limits to Growth* emphasized what should not be done (i.e. growth), it did not define ‘no growth’ state and goals of public policy that go with that.

In 1972, the UN Conference on the Human Environment held in Stockholm marked the first international meeting regarding human activities that are not just putting humans at risk but as well carrying tremendous damage to environment.

The World Conservation Strategy published in 1980 by the International Union for the Conservation of Nature and Natural Resources (IUCN) promoted the idea of environmental protection in the self-interest of the human species. And later, in 1987, *Our Common Future*, also known as the Brundtland Report, published by the UN appointed World Commission on Environment and Development seven years later, provided the answer as “sustainable development”– and thus the concept of sustainable development was born.

International attention on sustainability peaked when the leaders of 179 states have acknowledged the importance of sustainability at the 1992 UN Conference on Environment and Development, in Rio de Janeiro. the largest-ever meeting of world leaders have resulted in establishment of two international agreements, two statements of principles and a major action agenda on worldwide sustainable development.

2.1 The Concept of Sustainability

Over the past couple decades, the concept of sustainability has gained and continues to gain attention on regional, national, local levels, in a wide range of institutions and industries, on study floors of academicians and practitioners, public and private sectors. As Kibert et al. (2011) notes, “several countries have articulated policies based on sustainability, using it as a framework on which to base integrated

strategies covering the environment, the economy and quality of life. For example, the United Kingdom embraces sustainability as part of its national policy as articulated in “Securing the Future – The UK Sustainable Development Strategy.” Similarly the European Union Sustainable Development Strategy describes the EU’s approach to sustainable development and the seven key challenges facing its implementation. A significant number of world leading companies, including Nike, Coca Cola, Dell Computer and Starbucks Coffee are embracing sustainability as a strategy in the form of Corporate Social Responsibility.”

Sustainability is a framework for ecological, economic, and social policies and programs that continues to grow in importance and is finding application in an ever wider range of circumstances. Yet, the most general and widely quoted definition internationally wide is the “Brundtland definition” of the 1987 Report of the World Commission on Environment and Development – that defines sustainability as “... meeting the needs of the present without compromising the ability of future generations to meet their own needs.” Simply put, maintaining a balance by avoiding depletion of natural resources.

The context in which the definition is embedded indicates that ‘need’ include a sound environment, a just society and a healthy economy, thus making economic sustainability, social sustainability and ecologic sustainability vital ‘dimensions’ of sustainability. While economic sustainability is a “way of doing business “that is able to produce goods and services on a continuing basis, maintain manageable levels of government and external debt, and avoid extreme sectoral imbalances which damage

agricultural or industrial production ” (Harris, 2000), ecological/environmental sustainability refers to “system that maintains a stable resource base, a voiding over-exploitation of renewable resource systems or environmental sink functions, and depleting non-renewable resources only to the extent that investment is made in adequate substitutes. This includes maintenance of biodiversity, atmospheric stability, and other ecosystem functions not ordinarily classed as economic resources” (ibid.), and social sustainability is a “system of distributional equity, adequate provision of social services including health and education, gender equity, and political accountability and participation” (ibid.)

“Sustainability focuses clearly include socio-economic as well as biophysical matters and are especially concerned with the interrelations between and interdependency of the two. That means that human as well as ecological effects must be addressed and that these two must be considered as parts of large complex systems. Also, adopting contributions to sustainability as a key objective and test in environmental assessment clearly implies that minimization of negative effects is not enough. Assessment requirements must encourage positive steps – towards greater community and ecological sustainability, towards a future that is more viable, pleasant and secure” (Gibson, 2000: 5).

Sustainability is a term combining today and future. It is a holistic, system-based approach that generates positive economic, social and environmental outcomes today

and into the future. Sources of the nature are to be used and pollution is an inevitable fact. Though, the main focus sustainability concentrate on is consumption of natural resources of the world in most efficient way and produce less pollution and as less destructive and damaging as possible.

Sustainability integrates practices that enable organizations to do well for their stakeholders by doing ‘good’ for society and the natural environment. Companies, organization, governments committed to sustainability believe “it’s both possible and desirable to promote the health and wellbeing of people and the planet while also generating a profit” (Hollender and Orgain 2009:1).

Sustainability primarily depends on utilization of resources in an efficient way. “The Brundtland Commission placed heavy emphasis on technological and economic changes that would achieve major improvements in material and energy efficiencies. This path to sustainability has been the focus of industrial advocacy. Literature and initiatives addressing private sector responsibilities concentrate on doing more with less, including optimizing production through decreasing material and energy inputs and cutting waste outputs through product and process redesign throughout product lifecycles” (Gibson, 2001:18). Those kinds of approaches will not only serve benefits for nature and environment but also serve benefits for the company. “Such improvements would permit continued economic expansion, with associated employment and wealth generation, while reducing demands on resource stocks and pressures on ecosystems” (Gibson, 2000: 18).

As sustainability is an important and beneficial approach for private sector, future plans have been made focusing on sustainability. The permeable nature of sustainability makes it attractive to planners. Because it excludes no one, environment, development, and social interests can all find comfort in its vagueness, yet despite equivocation, the concept maintains just enough coherence to encourage discourse among diverse interests (Hempel, 1999, cited by Hanna, 2005: 2).

Despite the benefits for sustainability for both environment and private sector, there is a misunderstanding about its meaning and function. Some see sustainability as promising something that may ultimately be unattainable: a sense that life will stay the same. This assumption suggests a contradiction within common notions of sustainability. It implies a desire to maintain certain attributes, yet the concept is also a call for change (Hanna, 2005: 3). Some people insist on considering sustainability as changing life styles and not using natural sources and making lives of people uncomfortable. People are to understand meaning of sustainability better in order to benefits from its results.

2.2 Sustainable Development

As a result of diverse perspectives and competing vested interests, today there are over 300 available definitions of sustainable development. Fundamentally, sustainable development addresses three key areas:

- People living today are entitled to justice and equal rights;
- Environmental degeneration must be alleviated or eliminated; and
- Future generations must not be impoverished as a result of current actions (Redclift, 1987).

The Brundtland Commission (WCED, 1987) articulated the following definition on sustainable development:

“Sustainable development is a process of change in which the exploitation of resources, the direction of investments, the orientation of technological development and institutional change are all in harmony and enhance both current and future potential to meet human needs and aspirations.” (WCED, 1987: 43).

In practice sustainable development has proven to be attainable yet challenging task. One reason is the nature of the concept and developing practical working definitions. Sustainability remains an ambiguous term subject to many interpretations, and a consensus on what constitutes an overarching framework has not emerged. Despite the fact that there are general descriptions about the term, it is necessary to have specific identifications for specific organizations/sector/destination. Thus, identifying specific goals and objectives tied to tools and strategies has been problematic. Moreover, relatively little attention has been given to the institutional context in which sustainable development goals would be realized, or the types of economic, social, cultural and political institutions necessary to achieve them (Staley, 2006: 99).

Sustainable development has been described as "the journey towards the elusive goal of 'sustainability'" (Curran, 2004). It is a tool for achieving a long-term goal of balance between resources and growth, while providing for the current and the future. Growth and development are implicit aspects of sustainable development and are recognized as necessities of human society and welfare. However, the effectiveness of both sustainability and sustainable development lies in the ability to balance or limit growth within the capacity of ecology to support it. Concerns such as the limits of finite non-renewable resources, the capacity of the biosphere to absorb the results of human activities and the ability of strained eco-systems to continue to sustain life demand a realistic rationing of both growth and resources. Sustainable development is the instrument to direct this and possibly "the only meaningful cure to the problems that face the world" (Salmon, 2003).

2.3 Sustainable Development Principles

As sustainable development is defined in many various ways as the result of diverse world views and competing vested interests, the principles of sustainable development can be articulated in many various ways depending on the context, on what level sustainable development is being perceived, on the scale and the scope of development.

Over the past several decades, sustainability principles, conditions, management models and guidelines for building a sustainable world have been developed. Some well-used frameworks are shortly reviewed. Common issues run through all these frameworks, for example, a long-term perspective and attention to ecological

carrying capacity. But each framework includes other differing principles reflecting the particular perspectives of their authors.

The Hannover Principles

The primary author of the Hannover Principles is William McDonough who have spelled the principles for 2000 World's Fair. The Hannover Principles is an approach which may meet the needs and aspirations of the present without compromising the ability of the planet to sustain an equally supportive future. As author suggests " the Hannover Principles should be seen as a living document committed to the transformation and growth in the understanding of our interdependence with nature, so that they many adapt as our knowledge of the world evolves" (McDONough, 1992:4). The principles are spelled out in 9 guidelines as followed:

1. *Insist on rights of humanity and nature to co-exist* in a healthy, supportive, diverse and sustainable condition.

2. *Recognize interdependence.* The elements of human design interact with and depend upon the natural world, with broad and diverse implications at every scale. Expand design considerations to recognizing even distant effects.

3. *Respect relationships between spirit and matter.* Consider all aspects of human settlement including community, dwelling, industry and trade in terms of existing and evolving connections between spiritual and material consciousness.

4. *Accept responsibility for the consequences of design* decisions upon human well-being, the viability of natural systems and their right to co-exist.

5. *Create safe objects of long-term value.* Do not burden future generations with requirements for maintenance or vigilant administration of potential danger due to the careless creation of products, processes or standards.

6. *Eliminate the concept of waste.* Evaluate and optimize the full life-cycle of products and processes, to approach the state of natural systems, in which there is no waste.

7. *Rely on natural energy flows.* Human designs should, like the living world, derive their creative forces from perpetual solar income. Incorporate this energy efficiently and safely for responsible use.

8. *Understand the limitations of design.* No human creation lasts forever and design does not solve 11 problems. Those who create and plan should practice humility in the face of nature. Treat nature as a model and mentor, not as an inconvenience to be evaded or controlled.

9. *Seek constant improvement by the sharing of knowledge.* Encourage direct and open communication between colleagues, patrons, manufacturers and users to link long term sustainable considerations with ethical responsibility, and re-establish the

integral relationship between natural processes and human activity (McDonough, 1992:4).

Reliable Prosperity

As Ecotrust, the developer of the framework, describes it as “ the framework that is based upon social, natural, and economic capital and 57 "patterns" (e.g., sustainable forestry) for an ecologically restorative, socially just, and reliably prosperous society. Developed by the non-profit assistance group Ecotrust during ten years of practical conservation work in the coastal temperate rainforests of the Pacific Northwest and based in the belief that a conservation economy inherently serves the self-interest of individuals and communities” (see www.reliableprosperity.net)

Herman Daly's Sustainable Development Principles

An economist, Herman Daly, in his book "Beyond Growth" (1996), defines sustainable development as "development without growth -- without growth in throughput beyond environmental regenerative and absorptive capacity." Two of his three conditions for sustainability focus on rates of resource use.

- Harvest renewable resources only at the speed at which they regenerate.

- Consume or irretrievably dispose of non-renewable resources no faster than the rate at which renewable substitutes are developed and phased into use.

- Limit wastes to the assimilative capacity of local ecosystems.

Holistic Management Model

- Define the "whole" to be managed (a farm, a business, a community), which includes the people (decision-makers), the built environment, the natural resource base (land, wildlife, etc.) and the wealth that can be generated from them.

- Set a holistic goal that includes the quality of life sought by the people in the whole, what they must produce to sustain that quality of life, and a description of the future resource base as it must be far into the future to sustain what is produced.

- Determine what tools, materials, and knowledge are needed to reach the holistic goal.

- Test all potential decisions against the goal, using seven specific testing guidelines.

- Monitor the results of the decision continually.

The Bellagio Principles

The principles were developed at the gathering of international group of measurement practitioners and researchers from various continents at Rockefeller Foundation's Study and Conference Center in Bellagio, Italy. The Bellagio Principles reviews progress of growth, development to date and to synthesize insight from practical ongoing efforts. As a result, ten principles had been formulated that act as a "...guidelines for the practical assessment of progress toward sustainable development. They address the articulation of a sustainable development vision,

clear goals, holistic perspective, scope, effective communication, road participation, ongoing assessment and institutional capacity” (Hardi & Zdan, 1997).

2.4 Sustainable Development Indicators

In a pool of academicians and practitioners’ research, the proposed indicators and factors regarding sustainable development are enormous. Yet, the common ground supports the importance and necessity of developing those indicators. “Indicators quantify change, identify processes and provide a framework for setting targets and monitoring performance” (Crabtree and Bayfield, 1998: 1); “Indicators provide critical information about current trends and conditions and help to track progress toward...goals” (Gahin et al., 2003:662), though sustainable development indicators are directives of sustainable development.

It is important to see the process of activities in terms of sustainable development. For that, indicators must be used. In providing a means for monitoring progress towards sustainability, indicators are also an important communication tool: “Communication is the main function of indicators: they should enable or promote information exchange regarding the issue they address.” (Smeets and Weterings, 1999:5). “There are often complex issues and intricate processes underlying indicator work and whilst it is important to maintain a sufficient level of detail and transparency in the process, so that data can be tracked and decisions justified, there remains a need to achieve a certain level of simplicity in the end result. Indicators must be meaningful and useable by all and not limited to the ‘experts’. Public consultation and stakeholder participation throughout the indicator development process can play a significant role. Some argue that an indicator should measure

what those concerned are interested in and must provide meaningful information, enabling action to be taken” (White, et al. 2006).

Waldron and Williams suggest adopting an integrated approach, for example by combining a domain approach with a causal framework (e.g. DPSIR). The DPSIR framework is an “approach often referred to in the context of SDIs, for example forming the basis for the European Environment Agency (EEA) environmental indicators set. The concept emphasized that the DPSIR framework is cyclical: human activity exerts *Pressures* on the environment resulting in changes in its *State*; such changes will have an *Impact* on human and ecosystem health which in turn may illicit a *Response* for corrective action and changing habits, that consequently *Drives* future activity and new *Pressures* and changes in *State*” (Smeets and Weterings, 1999). Indicators can be developed for each component of DPSIR and, crucially, for the relationships and links between them. Gabrielsen and Bosch (2003: 9) provide useful examples of functional indicators for each stage:

Driving Force indicators describe social, demographic and economic aspects of society which govern consumption and production patterns. Population growth is a primary indicator for this component.

Pressure indicators are concerned with the outcome of human activity and the resultant pressure exerted on natural environments, such as pollutant emissions or development pressures on land. However, it must not be overseen that human will

inevitable be effected from results of changes in the environment. The interaction is multi dimensional.

State indicators are concerned with the quantity and quality of phenomena at any given time and place, for example fish stocks or atmospheric carbon dioxide concentrations.

Impact indicators may be easily confused with state indicators; they are however fundamentally concerned with ‘function’. “In the strict definition impacts are only those parameters that directly reflect changes in environmental use functions by humans” including impacts on human health. (Gabrielsan and Bosch, 2003: 8).

Response indicators describe the actions taken responding to the identified impacts, such as recycling rates.

Driving force – Pressure linkages can be described by ‘eco-efficiency’ indicators, which show how efficient a process is at reducing the resulting pressure; this will often relate to technological progress.

Pressure – State relationships can give an indication of the time delay within a natural system. Such an indicator could provide important information to facilitate predicting future scenarios, potentially pre-empting the problem.

State – Impact indicators could similarly provide important insight into potential consequences in the future, acting as an ‘early warning system’ facilitating preventative action.

Impact – Response indicators can illustrate how society perceives a specific problem as this will tend to govern any response initiated.

Response – Driving Force/ - Pressure/ - State/ - Impact indicators can convey how effective measures taken are at achieving the desired goal. (White, et al. 2006:9).

The reviewed set of sustainable development indicators is presented by Eurostat (2007) that holds on three-storey pyramid structure of the 2005 set. This distinction between the three levels of indicators reflects the structure of the renewed strategy (overall objectives, operational objectives, actions) and also responds to different kinds of user needs.

- Headline (or level-1) indicators are at the top of the pyramid. The objective is to monitor the ‘overall objectives’ of the strategy. They are well-known indicators with a high communication value. They are robust and available for most EU Member States for a period of at least five years.
- The second level of the pyramid consists of indicators related to the operational objectives of the strategy. They are the lead indicators in their respective

subthemes. They are robust and available for most EU Member States for a period of at least three years.

- The third level consists of indicators related to actions outlined in the strategy or to other issues which are useful to analyse progress towards the SDS objectives (Eurostat, 2007: 5).

Any conceptual framework that assist in identifying, planning, monitoring must be flexible and responsive to practical changes.

2.5 Sustainable Development Models

A number of models have been proposed for developing indicators, and illustrating the links between issues, particularly for environmental indicators. The best known of these is the “pressure, state, response” model developed originally by OECD. This is also the basis of the United Nations Commission for Sustainable Development (UNCSD) framework of sustainable development indicators. It has been adapted by the European Environment Agency into the “DPSIR” model – driving forces, pressures, state, impact, responses (EEA 1998: 9).

Application of sustainable development may need money. International investment plays an increasingly important role in many economies. Perhaps more critically, it is an essential component of a sound global strategy for sustainable development. It may be assumed that many organizations are not eager for making arrangements at their systems in terms of sustainable development because of the afraid of costs they

try hard to avoid. However, sustainable development brings benefits for both environmentally and economically. The International Institute for Sustainable Development (IISD) recognizes the close linkages between investment flows and sustainable development. The move from unsustainable practices in agriculture, energy, water use, resource harvesting, industry and other sectors towards more sustainable practices requires investment at national and international levels (Mann et al., 2005: 1).

An important model was submitted by Global Institute for Sustainable Development. The Global Institute for Sustainable Development model is to provide products and services to local communities and stakeholders via Local Development Agencies or Community Development Foundations, in exchange for fees. As a result of such a system, activities of the organizations can be taken in to control in terms of sustainable development. These organizations are effectively community-led mini-banks that fund and coordinate sustainable development initiatives envisaged in the Community Development Plan. Through its networking activities, the Global Institute for Sustainable Development brings together, from local communities, governments, centers of excellence, concerned industries and NGOs, teams of “best practitioners” that are uniquely placed to address the challenges faced by each target community (GISD, 2007: 2). As a result, there will be a broad participation of different group related with sustainable development and that model may be a good combination of different actors of the system.

Sustainable development must not be considered getting rid of pleasures of the world. “These models were developed primarily to help in understanding the interactions between the economy and the environment so they are not entirely appropriate for dealing with sustainable development. For example, in DPSIR models growth in traffic is seen only as a driver of pressures on the environment. But it is people’s desire for access to goods and services, to work, to social and leisure opportunities – which is the underlying driver, not (in most cases, anyway) the desire to travel in itself. So a sustainable development model also needs to capture the increased welfare (or increased human capital) from improved Access” (EEA 1998: 9). As a result of that kind of an approach, no model will be successful.

2.6 EU Perspective on Sustainable Development

The European Union’s commitment to sustainable development at the first Earth Summit in Rio de Janeiro in 1992 resulted in EU-wide sustainable development strategy, which was adopted by the European Council in June 2001 in Gothenburg, and renewed in June 2006. It was an indication of how European Community takes care of sustainable development. The renewed strategy sets out a single, coherent approach to how the EU will more effectively live up to its long-standing commitment to meet the challenges of sustainable development. It reaffirms the overall aim of achieving continuous improvement of the quality of life and well-being on earth for present and future generations, through the creation of sustainable communities able to manage and use resources efficiently and to tap the ecological and social innovation potential of the economy, ensuring prosperity, environmental protection and social cohesion (Eurostat, 2007: 1).

Sustainable development means that the needs of the present generation should be met without compromising the ability of future generations to meet their own needs.

As EU (2006) describes in its sustainability development strategy report:

“...sustainable development is an overarching objective of the European Union set out in the Treaty, governing all the Union’s policies and activities. It is about safeguarding the earth's capacity to support life in all its diversity and is based on the principles of democracy, gender equality, solidarity, the rule of law and respect for fundamental rights, including freedom and equal opportunities for all. It is also about equality of future generations with us. It aims at the continuous improvement of the quality of life and well being on Earth for present and future generations. To that end it promotes a dynamic economy with full employment and a high level of education, health protection, social and territorial cohesion and environmental protection in a peaceful and secure world, respecting cultural diversity.”

European Union proved that sustainable development has impacts and interactions with various branches and must be considered as a whole with areas in effects and interacts.

There was a consensus at European Union about the importance and clarity of objectives of sustainable development. The EU strategy highlights commonly agreed objectives to put Europe on what has been implicitly defined as a sustainable development path. The report of European Union therefore provides a relative assessment of whether Europe is moving in the right direction, and with sufficient haste, given these objectives and targets. The approach is essentially quantitative, focusing the analysis on the EU set of sustainable development indicators, and assessing trends against policy objectives. This monitoring report thus complements the policy analysis provided in the Commission’s progress report on the implementation of the sustainable development strategy (Eurostat, 2007: 1).

As an outcome from the World Summit for Sustainable Development, the governments and stakeholder groups presented their own initiatives and commitments. The European Union has showed particular commitments toward:

- Water for Life initiative: partnerships for meeting the goal on water and sanitation, primarily in Central Asia and Africa;
- US\$700 million Partnership Initiative on energy;
- Nine major electricity companies with the UN signed up to a range of programs to coordinate technical cooperation for sustainable energy projects in developing nations;
- US\$80 million committed to the replenishment of the Global Environment Facility (Ayre & Callway, 2005).

Moreover, the EU has shown to be “more progressive” (Ayre, 2005) regarding financial commitments than United Nations and the United States of America, through outlining a timetabled plan for how member states would aim to reach certain financial targets.

Chapter 3

GOVERNANCE FOR SUSTAINABLE DEVELOPMENT

3.1 Defining the Term

Globalization, democracy and sustainability are three key leading issues in international pool of discussions on a global scale of 21st century. A concept that embraces those issues is ‘governance’. Over the past decade the concept of ‘governance’ has gained a great deal of attention and credit as it widely seen as an important component of international political engagement. ‘Governance’, which had been defined as “the sum of the many ways in which individuals and institutions, public and private, manage their common affairs...through which conflicting or diverse interests may be accommodated and cooperative action...taken” (Commission on Global Governance, 1995), is commonly used to refer to the multitude means in which the world’s government, firms, people and institutions interact, contract and cooperate. This may take the form of both formal arrangements, laws and organizations, or informal agreements, structures and practices (e.g. Rosenau, 1992; Karns et al. 2004).

In 1996, on another World Humanity Action Trust meeting, Sir Austin Bide warned of: “...the cumulative effect of the growing array of threats to world security, global population growth, the international trade in illicit drugs, pollution and climate

change, globalization of markets and increase pressure on resources” (Callway, 2005:3). Those and many other challenges of contemporary economic, social, ecological present are results of the progressive unsustainable development. Despite the global awareness, understanding and moreover established sustainable development principles, policies, the global community still fails to manage development in sustainable way, thus meaning that old formal and informal structures and systems demonstrate some major shortcoming in achieving or accommodating sustainable goals and objectives to “take off”, thus gearing the sustainable development in all spheres of human activity. Thus the pursuit for better governance is a necessity.

And in essence, upon realization of interdependence of economical, social, environmental issues on a global scale, the need for some form of collective management developed in order to avoid conflicts and attain common goals. Governance is therefore a tool to facilitate coordination of the collective activities of individuals in a group (Ivanova, 2005).

The term governance is widely known as a political concept. Governance is the sum of managing activities in fact. ‘Governance’ is the exercise of power or authority – political, economic, administrative or otherwise – to manage a country's resources and affairs (UNDP, 1999). It comprises the mechanisms, processes and institutions, through which citizens and groups articulate their interests, exercise their legal rights, meet their obligations and mediate their differences (Callway, 2005; Kemp et al. 2005; Bosselman, 2008).

The institutions of governance can be said to be based on three domains - state, civil society and the private sector who “must be designed to contribute to peace, social stability and democratic pluralism by establishing the political, legal, economic and social circumstances” (WHAT, 2000). It is clearly reasonable and appropriate to recognize that business organizations, civil society groups and citizens, as well as formal governments have roles to play and are already important actors in sustainable development processes. The citizen involvement and stakeholders’ engagement are important for at least four reasons: it enhances the legitimacy of policy, helps to reduce the risk of conflict, offers an additional source of ideas and information; and through their involvement, people and organizations learn about environmental problems (Kemp et al. 2005).

Nonetheless, “continuing central (and formal) role for government in coordinating and often initiating action, and in legitimizing and entrenching the decisions” is heavily relied on. And despite the shift of the ideological politics, authoritarian decision making processes, and control powers, over the past two decades, towards liberalization “the government/state has remained, and is likely to continue to remain a powerful actor with a major role in discourses on governance for sustainability.” (Kemp et al. 2005).

The state’s functions in establishing good governance are manifold—among them, being the focus of the social contract that defines citizenship, being the authority that is mandated to control and exert force, having responsibility for public services and creating an enabling environment for sustainable human development. The latter

means establishing and maintaining stable, effective and fair legal-regulatory frameworks for public and private activity. It means ensuring stability and equity in the political process marketplace. It means mediating interests and conflict for the public good. And it means providing effective and accountable public services (Ababa, 2004: 2-3).

Besides the domains of the governance institution, there are: economic, political and administrative dimensions of governance. Economic governance defines decision-making processes that govern a country's economic activities and its relationships with other economies. Political governance is the process of decision-making to formulate national policies. Administrative governance comprises the systems of policy implementation. Encompassing all three, good governance defines the processes and structures that guide political and socio-economic relationships (Ababa, 2004: 1). Within the framework of the study, governance is primarily treated as "a mode of social coordination" (Kemp et al., 2005), the detailed examination of those dimensions are not considered. Yet, it is important to mention, that while consider these dimensions of governance, it is much more clear that governance itself is a complex structure and system of social, legal, economical interactions on various levels and basis, is an essential precondition for sustainable development.

Last, but not least, governance, understood as "a mode of social coordination (Kemp et al., 2005), should not be mixed neither with *governing*, which is "an act a purposeful effort to steer, guide, control and manage (sectors or facets of) society" (Kooiman, 1993, cited in Kemp et al. 2005) nor with *government* that is a formal

entity of formal obligations in sphere of legal, financial and political processes (Evans et al., 2006; Ivanova, 2008).

3.2 ‘Good Governance’

Much has been written about the characteristics of good and efficient government, successful private sector and effective civil society organizations, but the characteristics of good governance defined in societal terms remain elusive (Ababa, 2004).

Yet, in a broader sense, ‘good governance’ means competent management of a country’s resources and affairs in a manner that is open, transparent, accountable, equitable and responsive to people’s needs. The United National Development Programme (UNDP) refers to good governance as “not only riding societies of corruption but also giving people the rights, the means, and the capacity to participate in the decisions that affect their lives and to hold their governments accountable for what they do. It means fair and just democratic governance.”

Ausaid (2000) states political principles of good governance on a global level as follows:

- Good governance is based on the establishment of a representative and accountable form of government.
- Good governance requires a strong and pluralistic civil society, where there is freedom of expression and association.

- Good governance requires good institutions – sets of rules governing the actions of individuals and organizations and the negotiation of differences between them.
- Good governance requires the primacy of the rule of law, maintained through an impartial and effective legal system.
- Good governance requires a high degree of transparency and accountability in public and corporate processes. A participatory approach to service delivery is important for public services to be effective. (Ausaid, 2000: 1)

Moreover, during the Johannesburg Plan of Implementation (2002) norms of good governance for sustain development based on “social norms of the rule of law, honesty and accountability” (Bosselmann, 2008), specific references to the value and principles that should underlie the process have been established. Furthermore, the JPOI stated that at the national level good governance is essential and should be based on: sound environmental, social and economic polices; democratic institutions that are responsive to the needs of the people; the rule of law; anti-corruption measures; gender equality; an enabling environment for investment. (JPOI, 2002).

In addition to that, the Organization for Economic and Co-operative Development (OECD) identifies a similar set of fundamental elements for good governance:

- Openness, transparency, and accountability;
- Fairness and equity in dealings with citizens;

- Efficient and effective services;
- Clear and transparent laws and regulations;
- Consistency and coherence in policy formulation;
- Respect for the rule of law; and
- High standards of ethical behavior. (OECD, 1997).

Good governance is more than a legal idea and more than a development strategy. It is conditional for achieving sustainability. Because a major portion of sustainable development is ultimately about radical changes in the systems of production and consumption, governance for sustainability is, by implication, about working through formal and informal institutions to bring about societal change (Bosselmann, 2008).

3.3 Governance for Sustainable Development

Governance for sustainability has its origins in holistic awareness and competence, benign empowerment, social equality and responsible values, visions, and actions. However, there is as yet no defined concept of governance for sustainability (Bossellman, 2008).

However some traits of direct relation between good governance and sustainable development are evident. Various countries that are quite similar in terms of their natural resources and social structure have shown strikingly different performance in improving the welfare of their people. Much of this is attributable to standards of governance. Poor governance stifles and impedes development. In countries where there is corruption, poor control of public funds, lack of accountability, abuses of human rights and excessive military influence, development inevitably suffers

(Ausaid, 2000: 4). Thus, in order to achieve success in sustainable development, there is a need for good governance in place for developing, planning, and management processes of sustainable development policies. 'Good governance' can be defined both as a process of better policy-making and a process by which better policy decisions are implemented.

Moreover, Kemp et al. (2005) put forth four key features and components of governance for sustainable development.

- *Policy integration.* Effective integration for practical decision making centers on acceptance of common overall objectives, coordinated elaboration and selection of policy options, and cooperative implementation designed for reasonable consistency, and where possible, positive feedbacks. It needs to correspond with improved interaction between government and non-government institutions and the creation of a longer-term view in government.
- *Common objectives, criteria, trade-off rules and indicators.* These include:
 - Shared sustainability objectives;
 - Sustainability-based criteria for planning and approval of significant undertakings;
 - Specified rules for making trade-offs and compromises; and
 - Widely accepted indicators of needs for action and progress towards sustainability.
- *Information and incentives for practical implementation.* Appropriate action can be guided by many kinds of policy instruments, such as tax reforms,

procurement laws, liability laws, product labeling, and tenure agreements. There is also a need to make prices more accurate indicators of embodied costs; and

- *Programs for system innovation.* Policymaking frameworks should actively seek to identify, nurture, and coordinate action for more sustainable technological niches accompanied by co-evolving societal processes characterized by continuous changes in formal and informal institutions – ensured by governance initiatives. This also requires a fundamental change in the systems of goods provision by using different resources, knowledge, and practices. (Kemp et al. 2005; Bosselmann, 2008).

“System innovation is inexorably linked with institutional change. It cannot be caused by a single variable or event and requires transitional management with elements of planning. It requires the replacement of old outcome-based planning with reflexive and adaptive planning” (Kemp and Loorbach, 2003 cited in Kemp et al. 2005). The transitional management is presented next.

3.4 Transition management

In complex and dynamic systems of today’s world economy, human-ecological system, social frameworks, the change towards sustainability/sustainable development is a must, thus the process of transformation is required.

A new model towards dealing with complex societal issues has been developed by Rotmans and Kemp for the Dutch government as a transition process for unsustainable functional systems to convert to sustainable. Transition management is

governance-strategy that tried to combine long-term envisioning, multi-actor interaction and short-term actions based on innovation (Bosselmann, 2008). Transition management breaks the old plan-and-implement model, aimed at achieving particular outcomes and transforms into a different, more process-oriented philosophy. And this helps to deal with complexity and uncertainty in a constructive way. Its key features are:

- Development of sustainability visions and setting of transition goals;
- Use of transition agendas;
- Establishment, organization, and development of a transition arena (for innovative actors) besides the normal policy arenas;
- Use of transition experiments and programs for system innovation;
- Monitoring and evaluating the transition process;
- Creating and maintaining public support;
- Portfolio management; and
- Use of learning goals for policy and reliance on circles of learning and adaptation (Kemp et al., 2005).

As Kemp et al. (2005:24) describe “the transition management has short-term goals and long-term goals, with the latter being based on societal goals and visions of sustainability. The short-term goals are informed by the long-term goals and comprise learning goals.” It is a model for transformation, it offers recommendations for sustainable policy derived from transition thinking, and it discusses the uptake of

transition thinking in policy and practice. The conclusion is that transition management helps various actors to be more engaged with long-term change, but that a process of re-institutionalisation is needed to make serious progress (Kemp et al, 2011). Kemp and Loorbach (2003) elaborated their model of transition management (see figure 1) by stating:

‘Transition management is thus *bifocal* and based on a *two-pronged* strategy. It is oriented towards both system improvement (improvement of an existing trajectory) and system innovation (representing a new trajectory of development or transformation). It breaks with the old planning-and-implementation model aimed at achieving particular outcomes and is based on a different, more process-oriented philosophy. This helps to deal with complexity and uncertainty in a constructive way. Transition management is a form of process management against a set of goals chosen by society. Societies’ problem-solving capabilities are mobilized and translated into a transition program, which is legitimized through the political process’ (2003:12).

In another hand, transition management model is a reflexive model which can be elaborated mathematically as:

Transition management = current policies + long-term vision + vertical and horizontal coordination of policies + portfolio-management + process management.

The whole process is to restructure the institutions towards designing the governance for sustainable development. In another terms, to shift from myopic view to bifocal

visioning as a behavioral change towards sustainable development as a process.

Kemp and Loorbach (2003: 25) eloquently stated:

‘Transition management is concerned with the normative orientation of socioeconomic processes and seeks to overcome the conflict between long-term imperatives and short-term concerns. Because of its focus on the evolutionary dynamics of socio-technological innovation processes, transition management pays particular attention to learning, maintaining variety of options (through portfolio management) and institutional change. Transition management is consistent with Voss’s (2002) concept of *evolutionary governance*, which consists of policies and institutional arrangements concerned with the functioning of the variation-selection mechanisms in social systems’.

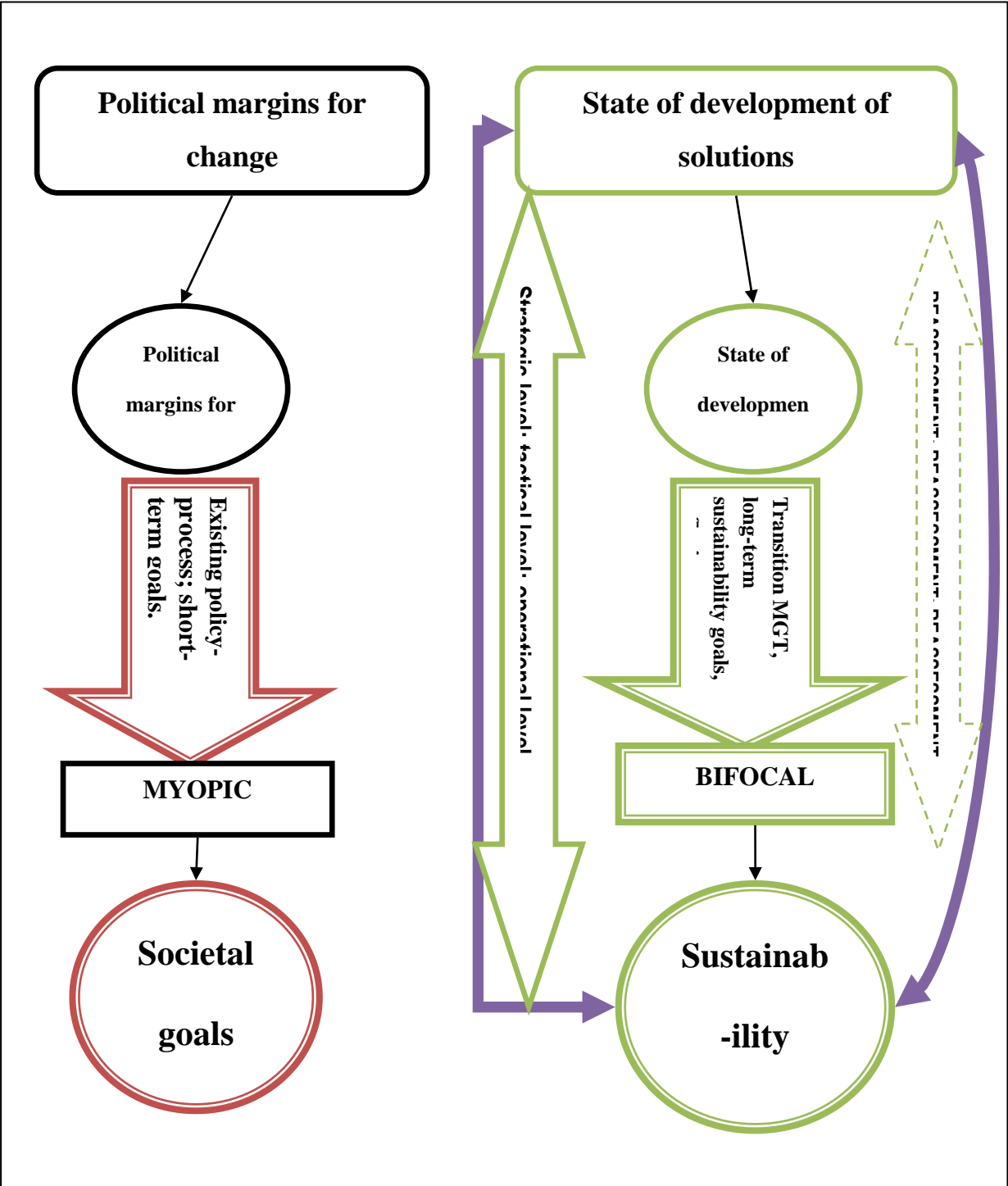


Figure 1. Transition Management Model for Sustainable Development.

Source: Adopted from Kemp and Loorbach (2003)

The transitional approach towards governance for sustainability seems a sensitive start. It allows for ‘learning-by-doing’ and step-by-step advances. By being adaptive and anticipatory, transition management helps to deal with the tension between creative change and conservation, between innovative experiments and maintaining the integrity and stability of functions (Rammel et al., 2004 cited in Kemp et al. 2005). In the model of transition management two scenarios are compared. First, a myopic label that is used for existing policies (i.e., tourism development policies), which is short-term and with no mechanism for feedback. The second scenario is based on reflexivity or bifocal approach characteristics of sustainable and long-term oriented process. Reflexivity refers to circular relationships between cause and effect which there is constant reassessment/feedback that enhances the credibility of the process (i.e., sustainable tourism development). Nonetheless, this is a call to policy makers and institutions. It offers a ‘reflexive accounting’ of the development of sustainable tourism, a pause for reflection which aspires to stimulate debate on the philosophical scope of tourism (who benefits; what is the long-term impact) enquiry and the potential role of tourism planners/policy makers as agents of change (Seal, 1999). This discussion is also highly relevant to our common future known as Brundtland report (WCED, 1987). Kemp et al (2007: 78) stated:

‘Sustainable development is about the redirection of development. It is not about an identifiable end state. Sustainable development is a never-ending process of progressive social change. It involves multiple transitions or system innovations. Each transition is made up of processes of co-evolution involving changes in needs, wants, institutions, culture and practices’.

3.5 Governance for Sustainable Tourism Development

Tourism, as a key form of international migration, and today is one of the fastest growing global economic activities. Considering that tourism is a multifaceted activity that embraces many different economic/social sectors, stakeholders and other interest groups, ‘toward sustainability’ development requires a strong governance system within its complex thematic and regional context. Thus governance in tourism development has gained increased significance in recent years.

Implementing sustainable tourism strategies could be a tense process since it requires complex relations between all stakeholders, including tourism industry (as private sector), visitors, environment and the local community (Kerimoğlu & Çiraci, 2008). Yet increasing tourism sources and services, determining transportation capacities and sustainable advantages, increasing efficiency of local organizations, decreasing disagreements, ensuring security, sharing responsibility in planning, decision making, problem solving, project designation and evaluation processes, providing dialogue with the public, ensuring participation of local community and the visitors into the process, successfully tackling local and social inequalities can only be possible through new partnership that will be formed with a modern conception of governance (Paskaleva, 2003 cited in Kerimoğlu & Çiraci, 2008).

Institutions (both state and non-state) play a central role of regulation and coordination in the tourism system. Such institutions also have fundamental impacts on tourism production process, either as producers themselves, or as sources of pressure, lobbying, or harmonization in the tourism system. As such, institutions both

directly and indirectly determine the parameters within which tourism as an activity takes place, and relatively, influence the developmental consequences of tourism (Cornelissen, 2005). Although not always readily apparent, the institutional context within which tourism production takes place is very important. Institutions to a large degree shape the contours of tourism, and have a significant influence on production and development outcomes.

To date, both actors and structures of regulation have received scant attention in tourism analysis (Pearce, 1995). The role of the state, in particular, has been neglected (Richter, 1989; Clancy, 1999; Hall, 1994b). The state is an important element of tourism governance, both in a national context – through tourism policy making – and at an international level – as a participant in global regulatory regimes. Shaw and Williams (2004) identify several means through which the state is a key agent of regulation. It is a major point of intercession with the global economy which involves creating the framework within which firms operate and engage with others and in which international movement can occur. The state also helps to shape tourism production and consumption, both by providing the legal and policy frame (through consumer and labor legislation) and in shaping the wider environments (through macro-economic policies or political goals) within which tourism activities occur.

On the other hand, from a broader point of view, globalization has had an important effect on the institutional framework of tourism. In the first instance, most

international tourism governance has traditionally taken place through intergovernmental organizations. The state has therefore been one of the prime tourism mediators on an international level. On a national level states also develop several institutional measures for the domestic regulation of tourism. Globalization however has started to reduce states' participation in many of the most important international regulatory institutions. Second, a range of new institutional actors that straddle different policy spheres (i.e. local, national international) is present in tourism planning, policy-making and implementation (Cornelissen, 2005).

Hall (2001) notes that tourism is a highly distinctive 'intermestic' policy issue; it overlaps various tiers of governance, and importantly, requires coordination and formulation at all of these levels. Besides, Bramwell & Sharman (1999) demonstrate a very large perspective on collaboration, indicating many potential benefits when stakeholders in a destination collaborate together and attempt to build a consensus about tourism policies. First such collaboration potentially avoids the cost of resolving adversarial conflicts among stakeholders in the long term (Healey, 1998). Second, collaborative relations may be more politically legitimate if they give stakeholders a great influence in the decision-making which affects their lives. Third, this collaboration improves the coordination of policies and related actions, and promotes consideration of the economic environmental, and social impacts of tourism. The resulting outcomes are potentially more efficient and sustainable (Kerimoğlu & Çiraci, 2008). Furthermore, collaboration adds value by building on the store of knowledge, insights that results in a "richer understanding of issues and leads to more innovative policies" (Roberts & Bradley, 1991).

Chapter 4

SUSTAINABLE TOURISM DEVELOPMENT

This study will be one more attempt to revitalize the concept of development in a sustainable way and at the same time to add one more legitimate caveat to the role of the ‘governance’ in upholding the value of such paradigm. The policy implication of the research for decision makers in North Cyprus will be immense. As Kemp *et al.* (2005: 12) noted: “*Governance and sustainable development are children of similar history and parentage. They emerged in the late 1980s, with shared characteristics and overlapping potential. By the mid-1990s they were common terms in popular and professional discourse, along with renewed interest in the role of institutions in societal change*”. Just as Kemp *et al.* aimed, this study will argue that sustainability is best viewed as a socially instituted process of adaptive change in which innovation is a necessary element.

A number of countries around the world consider tourism to be an important vehicle for economic and social development. The tourism industry has “the potential to generate foreign exchange earnings, create employment, promote development in various parts of the country, reduce income and employment disparities among regions, strengthen linkages among many sectors of the national economy and help to alleviate poverty” (ESCAP, 2001).

It is important to recognize that tourism industry has a strong and unique dependency on quality environments, cultural distinctiveness and social interaction, security and wellbeing. Therefore if poorly planned or developed to excess, tourism can be a destroyer of these special qualities which are so central to sustainable development. On the other hand, tourism can be a driving force for their conservation and promotion – directly through raising awareness and income to support them, and indirectly by providing an economic justification for the provision of such support by others (Tourism Sustainability Group, 2007: 2).

In order to rip and enjoy all the benefits and positive contributions of tourism industry, sustainability is the way as it can “help policy-makers to develop more effective policies and plans designed to realize the full social and economic potential of the tourism industry” (ibid.).

To ensure sustainable development becomes a reality rather than just rhetoric, it is necessary to consider the world’s major industries within this context, tourism industry in particular. When considering the tourism industry, the need to adopt a ‘sustainable’ approach is exacerbated by its fragility and sensitivity to change, its multi-sectoral nature and its marked dependence on the quality of the host environment and communities; “tourism which degrades any elements of host communities and nations threatens its own future” (Manning, 1999). Sustainable development is especially important for host communities because of the fact that they are directly affected with the results of tourism in their own region.

The main problem was seen after rapid dominance of mass tourism. Sustainable tourism emerged not only as a reaction to mass tourism, but also at a time where critical theory emerged to critique dominant development paradigms. Sustainable tourism development is grounded on “the responsibility of governments and all stakeholders in the tourism sector to ensure that long-term prosperity and the quality of life of future generations is not placed at risk” (ibid.).

4.1 Historical Evaluation of the Concept of STD

Comprehensive reviews of the historical development of sustainable tourism development have been described by various tourism researches, such as Bramwell and Lane (1993), Owen et al. (1993), Murphy (1994), Harris and Leiper (1995), Hunter (1997) and many more. Yet, general wise, when considering tourism industry as an economic activity having a direct relationship with ecological systems, one can assume that the evolution of sustainable tourism development can be rooted back to Stockholm Conference on Humans and the Environment of 1972, the first of series of major UN conferences on global issues related to the environment, where convergence of economic development and environmentalism was officially illustrated.

However, it could be argued that the evolution of the concept of 'sustainable tourism' was evident in the literature before the term sustainable development was officially used. An example of this is Rosenow and Pulsipher (1979, cited in Hardy et al. 2002), who called for 'new tourism' which could preserve towns, not exceed carrying capacities, enhance environmental and heritage values and educate tourists. Other examples include Butler's Destination Life Cycle Model, which has been

argued as reflecting the concept of sustainable development indirectly (Hunter, 1995) and the concept of carrying capacity (Stankey, 1973; Tivy, 1973 cited in Hardy et al., 2002). On a formal level, Our Common Future (WCED, 1987) proposed six common challenges and recommendations including “conservation outside protected areas, wildlife-based tourism, the role of small scale, culturally and environmentally sensitive tourism.”

At the Earth Summit in Rio, tourism received very little attention in its role for sustainable development. Chapter 11 of Agenda 21 recommended that governments promote ecotourism as a method to enhance sustainable forest management and planning (United Nations Conference on Environment and Development, 1992). In response, came out an overview of Sustainable Tourism by World Tourism Organization (WTO) for the Travel and Tourism Industry, developed by World Travel and Tourism Council (Earth Council, 1995). This paper outlined priority areas for action and objectives for stirring the tourism industry closer towards attain sustainable development, in line with the principles set out in Agenda 21. “Most recently on an international scale, in 1997 the Asia–Pacific Ministers Conference on Tourism and the Environment, organized by the WTO, issued the Malé Declaration on Sustainable Tourism. This Declaration pledged support for the goals of a sustainable future, as articulated in Our Common Future and Agenda 21” (Gee & Fayos-Sola, 1997).

Despite the present international recognition of tourism industry to be managed and operated in sustainable manner and overall understanding of the issues, and moreover action plans such as ESCAP's Plan of Action for Sustainable Tourism Development (PASTA) in 1999, Agenda for Sustainable and Competitive European Tourism (Brussels, 2007) and many others, the sustainable tourism development, from this point onward will remain as 'adaptive paradigm' that will always require to be revised, redefined, re-conceptualized, re-evaluated on each and every single level, scope and magnitude.

4.2 Various Definition of STD

As the concept of sustainability and sustainable development are drowned in plethoric number of definitions, the same with sustainable tourism development. WTO (1996), for example, mainly focusing on combination of today and tomorrow defines sustainable tourism as:

“Development that meets the needs of the present tourists and host regions while protecting and enhancing the opportunity for the future. It is envisaged as leading to management of all resources in such a way that economic, social and aesthetic needs can be fulfilled, while maintaining cultural integrity essential ecological processes, biological diversity and life support systems”.

Whilst WTO articulates a broad definition, it argues that it is a site specific or destination-specific concept and therefore should be defined on a case-by-case basis (Manning, 1999).

English Tourism Council (2002) expresses the importance of turning negative effects of tourism into positive effects with good governance.

“Sustainable tourism is about managing tourism’s impacts on the environment, communities, and the future economy to make sure that the effects are positive rather than negative for the benefit of future generations. It is a management approach that is relevant to all types of tourism, regardless of whether it takes place in cities, towns, countryside or the coast.”

Another very broad definition that emphasizes the needs of the tourism industry and sustainable use of its resources defines sustainable tourism as “tourism which is economically viable but does not destroy the resources on which the future of tourism will depend, notably the physical environment and the social fabric of the host community” (Swarbrooke 1999:13 cited in Saarinen, 2006).

Many other definition being proposed and articulated in literature are all superficially covering sustainable tourism development, its main dimensions involved and its concerns showing the dependency and close interrelation. Eber (1992:2) provides a useful synopsis on sustainable tourism development:

“if tourism is to be truly beneficial to all concerned . . . and sustainable in the long-term, it must be ensured that resources are not over-consumed, that natural and human environments are protected, that tourism is integrated with other activities, that it provides real benefits to the local communities . . . that local people are involved and included in tourism planning and implementation, and that cultures and people are respected.”

In addition, Butler's (1993) attempt to "unify the concept of sustainable tourism development with its parental terms ('development in an indefinite time without compromising the ability of future generations to satisfy their own needs and desires') (Tosun, 2001:291), yet to clearly distinguish sustainable tourism development from sustainable tourism delivers the following:

"...sustainable development in the context of tourism could be taken as: tourism which is developed and maintained in an area (community, environment) in such a manner and at such a scale that it remains viable over an indefinite period and does not degrade or alter the environment (human and physical) in which it exists to such a degree that it prohibits the successful development and well-being of other activities and processes. That is not the same as sustainable tourism, which may be thought of as tourism which is in a form which can maintain its viability in an area for an indefinite period of time."

Taking into consideration a huge pool of definitions and conceptual arguments regarding the concept, in order to elucidate the concept on general principles, next the principles of sustainable tourism development are examined.

4.3 Principles, Issues and Indicators of STD

4.3.1 Sustainable Tourism Development Principles

During the period of more than a decade, since the 1992 Rio Conference, planners and academics in many nations and specific destinations have been working to develop principles, indicators suitable for their management needs. As a result of

conceptual research, Tosun (2001) summarized the sustainable tourism development principles in a following way:

- Sustainable tourism development should contribute to the satisfaction of basic and felt needs of those hitherto excluded in local tourist destinations. In order to achieve that aim, it is important to make some innovations and developments.
- Sustainable tourism development should reduce inequality and absolute poverty in local tourist destinations. Poverty is one of the most important reasons of unsuccessful sustainable tourism development activities because of lacks.
- Sustainable tourism development should contribute to the emergence of necessary conditions in tourist destinations which will lead local people to gain self-esteem and to feel free from the evils of want, ignorance and squalor (Goulet, 1971; Thirlwall, 1989 cited in Tosun 2001). That is to say, sustainable tourism development should help host communities be free or emancipated from alienating material conditions of life and from social servitude to nature, ignorance, other people, misery, institution, and dogmatic beliefs (Todaro, 1994 cited in Tosun, 2001). It is important to mention that main successors and main beneficiaries of sustainable tourism development activities are host communities.

- Sustainable tourism development should accelerate not only national economic growth, but also regional and local economic growth. This growth must be shared fairly across the social spectrum. So, each person in the society will feel responsibility for sustainable tourism development and environment.
- Sustainable tourism development should achieve the above objectives or principles in an indefinite period of time without compromising the ability of future generations to meet their own need.

4.3.2 Issues and Indicators of STD

Due to peculiar characteristics of nature and characteristics of tourism industry (seasonality, etc) it is essentially important to identify an ongoing change, measure risks and problems, and act accordingly in tourism development and management. Thus indicators as a measurement tool can support better decisions and actions. “Indicators are an early warning system for destination managers of potential risks and signal for possible action. They serve as a key tool, providing specific measures of change in factors most important to the sustainability of tourism” (WTO, 2004).

WTO (2004) developed indicators of sustainable development for tourism destination, which are presented in Table 1. Proposed indicators are based on 50 common issues in tourism development, covering a range of social, economic, environmental and management issues related to sustainability of tourism. Yet WTO

suggests that developers, planners and managers are not to prescribe all indicators to analyze the tourism destination objects.

Table 1 Indicators of Sustainable Development for Tourism Destinations

Sustainability issues and Indicators in Tourism:	
1. Wellbeing of Host Community	<ul style="list-style-type: none"> - Local Satisfaction with tourism (attitudes, dissatisfaction, community reaction) - Effects of Tourism on communities (Community attitudes, social benefits, changes in lifestyles, housing demographics) - Access by local residents to key assets (access to important sites, economic barriers, satisfaction with access levels) - Gender equity (Family wellbeing, equal opportunities in employment, traditional gender roles, access to land and credit) - Sex tourism (child sex tourism, education, prevention strategies, control strategies)
2. Sustaining Cultural Assets	<ul style="list-style-type: none"> - Conserving built heritage (cultural sites, monuments, damage, maintenance, designation, preservation)
3. Community Participation in Tourism	<ul style="list-style-type: none"> - Community Involvement and Awareness (information, empowerment, participation, community action)
4. Tourist Satisfaction	<ul style="list-style-type: none"> - Sustaining tourist satisfaction (expectations, complaints, problems, perceptions)
5. Health and Safety	<ul style="list-style-type: none"> - Health (public health, community health, food safety, worker health and safety) - Coping with epidemics and international transmission of disease (facilitation, contingency planning, impacts on tourism) - Tourist security (risk, safety, civil strife, terrorism, natural disasters, Impacts, management response, contingency planning, facilitation) - Local public safety (crime, risk, harassment, public security, tourist anxiety)
6. Capturing Economic Benefits from Tourism	<ul style="list-style-type: none"> - <i>Tourism seasonality</i> (occupancy, peak seasons, shoulder season, infrastructure, product diversity, employment) - Leakages (imported goods, foreign exchange, internal leakage, external leakage, invisible leakage)

- employment (training, quality, skills, turnover, seasonality, pay levels)
- *Tourism as a contributor to nature conservation* (financing for conservation, local economic alternatives, constituency building, tourist participation in conservation)
- Community and destination economic benefits (capturing benefits, tourism revenues, tourism contribution to the local economy, business investment, community investment, taxes)
- *Tourism and Poverty alleviation* (equity, micro enterprises, employment and income opportunities, SMEs)
- *Competitiveness of Tourism Businesses* (price and value, quality, differentiation, specialization, vitality, business cooperation, long-term profitability)

7. Protection of valuable Natural Assets

- Protecting critical ecosystems (fragile sites, endangered species)
- Sea water quality (contamination, perception of water quality)

8. Managing Scarce Natural Resources

- Energy management (energy saving, efficiency, renewable)
- Climate change and Tourism (mitigation, adaptation, extreme climatic events, risks, impacts on destinations, greenhouse gas emissions, transport, energy use)
- Water availability and conservation (water supply, water pricing, recycling, shortages)
- Drinking and water quality (purity of supply, contamination impact on tourist health and destination image)

9. Limiting Impacts of Tourist Activity

- Sewage treatment (Wastewater management, extern of system, effectiveness reducing contamination)
- Solid waste management (garage, reduction reuse, recycling, deposit, collection, hazardous substances)
- Air pollution (air quality, health, pollution from tourism, perception by tourists)
- Controlling noise levels (measuring noise levels, perception of noise)
- Managing visual impacts of tourism facilities and infrastructure (siting, construction, design, landscaping)

10. Controlling Tourist Activities and Levels

- Controlling use intensity (stress on sites and systems, tourist numbers, crowding)
- Managing events (sport events, fairs, festivities, crowd control)

11. Destination Planning Control

- Integrating tourism into local/regional planning (information for planners, plan evaluation, results of plan implementation)
- **Development control** (control procedures, land use, property management, enforcement)
- **Tourism-related transport** (mobility patterns, safety, transport systems, efficiency, in-destination transport, transport to-from destination)

- Air transport – responding to changes in patterns and access (environmental impacts, planning and security)

12. Designing Products and Services

- Creating trip circuits and routes (corridors, links, co-operation)
- Providing variety of experiences (product diversification, range of services)
- Marketing for sustainable tourism (“green” marketing, products and experiences emphasizing sustainability, market penetration, tourist response, marketing effectiveness)
- Protection of the image of a destination (branding, vision, strategic marketing)

13. Sustainability of Tourism Operations and Services

- Sustainability and environmental management policies and practices at tourism businesses (environmental management, systems, social responsibility)

Source: World Tourism Organization (2004)

4.4 Dimensions of Sustainable Tourism Development

Bearing in mind the magnitude of definition of sustainable tourism development, its principles, issues and indicators, it is clear that sustainable tourism development encompasses/stands on three main pillars: economic, social-cultural, ecological/environmental. All three dimensions are important and considerably interrelated with each other.

As tourism industry is widely recognized for its economical values (), first the economic dimension of sustainable tourism development will be assessed.

4.4.1 Economic Dimension

According to the United Nations World Tourism Organization (UNWTO), over the past six decades, tourism has experienced continued growth and diversification to become one of the largest and fastest growing economic sectors in the world. The

World Travel and Tourism Council (WTTC) estimate that tourism contributed 9.2 per cent of global GDP and forecasts that this will continue to grow to grow at over 4 per cent per annum during the next ten years to account for some 9.4 per cent of GDP (WTTC, 2010). That clearly illustrates that tourism industry is a

Employees are an important factor for tourism. The growing tourism industry has several issues regarding the hiring, training and retention of qualified employees. Many tourism sector employees are temporary workers and they may be from even other countries; issues relate to working conditions, visa requirements, training and service quality. This is related as well to visitor perception of quality of service, and to integration of visiting workers. Tourism development plans include that topic. For example, The Jeddah Tourism Development Plan, established in 1995, provides the following detail on human resources: “The tourism sector employs around 55,000 people, including the restaurant and fast food sector, although these additionally serve the resident community. Few Saudis and few women work in the sector, and there is no tourism related training in the area. There needs to be a major initiative to establish hotel and tourism courses within existing colleges and universities, for new recruits and to provide courses for existing staff” (UNWTO, 2006b: 61). In fact, that situation is same for many countries. That is especially seen at developing and underdeveloped countries as a serious problem to cope with for authorities.

Tourism is the subject of various unites. Tourism is a horizontal subject that finds space in politics and programs ranging from structural funds right through to education and training, the environment, transport and research. They are activities

and loans that have had very important effects on tourism related activities (Ianniello: 1). Credits directly affects qualification of services and employees. In order to make some activities in terms of sustainable development, money factor must be taken into consideration. Despite the fact that sustainable tourism development provides great profits for companies, they must need investment as well.

There must be a relation with sustainable tourism development and budget. “Obviously, a thorough financial audit is needed to calculate required and potential limits. It needs to be emphasized that such audits need to consider the financial requirements of attaining necessary limits for other areas, not just current operating costs. Indeed, the manner in which the budget is balanced is subject to the restrictions imposed by the sustainable parameters, as there are trade-offs implicit at the integrated sustainable level. For example, staff numbers need to be cut from services that are either unprofitable or inefficient, but cutting too many ranger staff will threaten environmental management. Again, the interdependency among different yield areas is apparent” (Northcode and Macbeth, 2005: 209).

4.4.2 Social Dimensions of Sustainable Tourism Development

Tourists become an element of the region they visit. They regularly have many interactions with places they go. Tourists affect socio cultural life of the countries they visit (Kariel P. and Kariel H., 1982: 1). At a seminar of UNWTO held 2006, it has been started, however, that sustainable tourism is not just about conservation of the physical environment. There are many other dimensions of sustainable tourism

development. “Many of the issues detailed during the Seminar concerned social and cultural impacts. There is an international tendency to focus increasingly on the socio-economic and cultural dimensions of development, balancing them with environmental factors, and this is very valid for the tourism sector as well. In Hungary, for example, in the framework of the new National Tourism Strategy, tourism is considered not just as a key driver of the national economy, but also as an integral part of the quality of life of the population” (WTO, 2006). Social and economic dimensions of sustainable development has common interests also.

Participation of people in sustainable development activities is a key point for the success. As tourism spreads, there is increasing need for good information at the level of the business and individuals who are involved in and/or affected by tourism. Because of the fact that people are affected from tourism, they must be a part of sustainable tourism development and that situation makes sustainable tourism development a social aspect. This can lead to greater participation and ability to mobilize all parts of the community (government, business, and institutions) to achieve common goals. It can also better prepare the community and officials to deal with tourists who may behave in ways which are different from local norms. For some, this may involve capacity building and training to participate more fully in the tourism industry, to understand the concerns of tourists, and to help manage the tourist experience. There are now many small entrepreneurs, larger businesses and organizations involved in tourism in and there is an opportunity for greater

involvement in tourist services, tours, experiences (UNWTO, 2006b: 54-55). All those are related with social aspects of sustainable tourism development.

Tourism has direct relationship with the local community. “Tourism must consider its effects on cultural heritage and traditional elements, activities and dynamics of each local community, Recognition of traditional elements and activities of each local community and support for its identity, culture and interests must at all times play a central role in the formulation of tourism strategies” (Sustainable Tourism World Conference, 1995: 2). Negative effects of tourism in social life of local community must be minimized. In order to minimize negative effects, it must be underlined that tourism must not damage future and environment of the region. Sustainable tourism development mainly aims that. Tosun (1999) expresses that: “It was found that there are operational, structural and cultural limits to community participation in the Tourism Development Programs in many developing countries although they do not equally exist in every tourist destination. Moreover, while these limits tend to exhibit higher intensity and greater persistence in the developing world than in the developed world, they appear to be a reflection of prevailing socio-political, economic and cultural structure in many developing countries” (Tosun 1999: 614).

4.4.3 Environmental Dimensions of Sustainable Tourism Development

Environmental dimensions of sustainable tourism development can be summarized with two sub-titles. One of the natural ecosystem and the other subtitle is the physical plant. “Natural ecosystems are complex adaptive systems, about which, as the result of many decades of research by ecosystem ecologists, more is known than appears to be the case with the social sciences” (Farrel 2005:115). At that point, it must be stated that there must be a correlation between ecologists and tourism planners. Ecosystems have been found to be driven, not by regular and expectable climatic

controlled, vegetational succession, but by local variables. This, together with research in other areas, has served to show that ecosystems are largely governed by the non-linear forces of characteristic uncertainty (Farrel 2005: 115). Because of the fact that tourism directly effects natural ecosystem, sustainable tourism development is to study on aspects of ecosystem.

As natural ecosystems and tourism has direct relationships, natural ecosystems develop their own changing character as complex systems and have enough in common with tourism systems to warrant close study. However, for the most part sustainable tourism researchers appear to operate from a quite inadequate resource base, knowing much about the basic aspects of tourism, yet very little about tourism as a system or about the encompassing ecosystems both natural and human. (Farrel, 2005: 115). Up to now, many researches considered tourism and ecosystem as separate subjects. However, they are closely related to each other.

Another important property of tourism is physical plant. The core of any tourism product is the physical plant: a site, natural resource, or facility such as a waterfall, wildlife, or resort. All aspects of nature can be used as a tourism plant. It may be either fixed property such as a hotel, or mobile equipment such as a cruise ship. The physical plant also refers to “conditions of the physical environment such as weather, water quality, crowding, and the condition of the tourism infrastructure. Land, water, buildings, equipment, and infrastructure provide the natural and cultural resources on which any form of tourism is based. Their physical design has a major impact on the consumer's experience.” (Smith, 1994: 588).

The most widely known element of physical plant is hotel. Hotels are to be sensitive to environment and ecological system. For that reason, many certification systems are established for hotel in order to provide principles of sustainable tourism development for hotels. It will be important to be able to show progress in the management of the ecological footprint of hotels and resorts as well as any other major components of the tourism sector. This means attention to policies and environmental programs - Environmental Management Systems, certifications and monitoring programs – both at the destination and enterprise levels. In many destinations worldwide, hotels and resorts are being encouraged to seek and maintain environmental certifications. There is emerging evidence that there are some benefits to those establishments who have environmental management systems in place in cost reductions, in image (many tourists tend to equate sound environmental management with cleanliness and quality) and in overall occupancy (UNWTO, 2006b: 76-77).

4.5 Sustainable Tourism Planning and Drawbacks

There is a continuous change at tourism industry. Over the past 4 decades the tourism industry has shown a tremendous change, innovation and development. More efficient transportation and technological advancements, coupled with growing affluence, have increased the desire for travel abroad. Over these years, the prospects of increased foreign revenue and higher levels of income and employment, as well as greater public sector venues, have been attractive forces catalyzing governments to develop new destinations (Archer, 1996; cited by Fennel and Ebert, 2004: 461). Unfortunately, such unprecedented growth has often been conceived as short-term

financial gain, without due regard for long-term environmental or socio-cultural implications. In recognizing these problems, there has been a sustained call for better planning and management within the tourism industry, at all levels (Fennel and Ebert, 2004: 461).

Moreover, despite the chances of possible long-term ecological degradation, tourism is an important means of regional development. For a balanced development, tourism has to be adequately planned, taking into account the existing resources. Planning process must be seriously applied in order not to have serious problems at practice. “Some countries already plan for sustainable tourism, while others, as a result of former political regimes or lack of resources, are now trying to redirect their efforts towards more environmentally conscious projects. In fact, the capacity of a particular place or resort may be, above all, a management concept and not an absolute limit. In this case, rejuvenation may be a planning initiative” (Costa and Ferrone, 1995: 33). If not well established and well organized planning processes have not been prepared yet, they must be immediately prepared.

Tourism destinations are a subject for a thorough planning. Perhaps, planning process must be started from destinations. As UNWTO (2006b) notes, “the sustainable development of tourism destinations requires a sound planning process, as well as continuous management of the key elements that support tourism and its destinations. (e.g., maintenance of assets, involvement of the community, involvement of tourism in the planning process for the destination) Indicators are an intrinsic component of the planning process.” Furthermore, UNWTO explains that

“where no plan exists that includes tourism, the procedure by which indicators are developed is analogous to the first step in plan development. Both involve the identification of the key assets and key values associated with the destination. Both normally involve the assessment of the actual problems, current or potential impacts or risks associated with development, as well as documentation of the major current or expected trends or events which may affect these. An indicators study can be the catalyst for development of a formal plan or planning process, beginning with identification of potential issues (pollution, loss of access, impacts of development in other sectors). Response will likely require some form of plan or management procedure” (UNWTO, 2006b, 27).

Of course, such perspectives are idealistic. In everyday life, power flows from institutional authority, and planners are rooted in these structures. There must be a direct correlation between planners and ones implementing those plans. Practice is confined by the limits of legislation, budgets, community resources, attributes of location, and community political and social dynamics... A central challenge for planners is to ensure that while the process of decision making is open and inclusive and the community's power to decide is wide-ranging, the decisions are ultimately pragmatic and attainable (Hanna, 2005: 3). Planners must also consider the reaction of community. As purveyors of knowledge, planners have the greatest potential to act as advocates for open and inclusive community processes-a role that takes on particular importance when planning becomes the setting within which a community develops a discourse about responding to change. (Hanna, 2005: 3).

Success of plans needs support of community as well as organizations and companies. While the growing support for community-based approaches to tourism planning is well heeded, there remains the need to consider how these techniques might be developed. Moreover, the results of their implementation need to be shared with other researchers and planners research into the impacts of the lack of involvement in planning suggests that missing this step often leads to the build-up of tension as developing the tourism product becomes dominant and avenues for resistance are narrowed (Reid, Taylor and Mair 2000 cited by Reid et al., 2004: 626). Therefore, it is quite conceivable that the original 13-item instrument produced here is not workable in all planning situations, and that the method for examining the underlying dynamics produced by the factor analysis should be structured differently to meet the particularities of each situation.

The UN Commission on Sustainable Development has repeatedly recognized Local Agenda 21 planning as an effective partnership mechanism for implementing Agenda 21 in cities and local communities. Experience with Local Agenda 21 activities in hundreds of communities since 1990 has highlighted a number of principles for effective sustainable development planning. These principles can also provide the basis for effective partnerships for sustainable tourism planning and development in local tourist destinations. These partnerships can be established either within or independent from existing Local Agenda 21 activities (ICLEI 1999:10).

4.6 STD in Small Island States

WTO (1995) notes that tourism serves as a vital element in trade within local and regional economies, notably for small population centers and Small Island Nations.

Small Islands suffer from limited resources, economic and social activities tend to be concentrated on the coastal zone, and the interconnectivity between economic, environmental, social, cultural and political spheres is strong and pervasive.

Moreover, Ward (1998) notes the main constraints common to Small Islands States are air access, limited domestic market, weak institutional organization and lack of resources. And in addition, Kerr (2005) defines the limitations of Small Island States as: *issues of scale*, which includes very limited natural and human resources, diseconomies of scale in infrastructure development, service provision and administration and the monopolistic nature of island economies; and *issues of isolation* which include the cost of transport, making manufacturing expensive, the unreliability and irregularity of transport, and the vulnerability to the impacts of natural disasters.

In addition to that, the rapid unplanned growth of tourism expansion resulted in deforestation and erosion as well as beach loss, lagoon pollution and reef damage from sand mining in the Caribbean Islands, in the Mediterranean, the results of unplanned growth particularly in Malta and Balearic Islands were the disfigurement of the shoreline, pollution of near shore waters with decline of traditional pursuits

and renewable resources uses, the rise of reality inflation, summer crowding and other social institution that threaten lifestyles and identity (McElroy, 2003).

These and many other examples in literature, bring to the conclusion that comprehensive policies, planning, management strategies should be put in line with sustainable development principles prior to overwhelmed use and mismanagement of resources, in another words before irreversible limited natural resources are depleted to a great extent, as a result of unsustainable tourism practices.

In fact, different destinations around the world have demonstrated that a planned approach assists in reducing the possibility of negative outcomes, at the same time helping to maintain a more satisfied tourist market (Altinay & Bowen, 2006). Small Island States like Sri Lanka, Maldives Islands, Caribbean Islands and the Lakshadweep Islands are the examples of Small Island States that have successful overcome the limitations peculiar to any Small Island State and negative impacts of tourism through adapting sustainability principles in tourism planning context (WTO, 1995; Kokkranikal et al., 2003).

Consequently, sustainable tourism planning, policies, strong governance structures are especially important for the Small Island States that are highly dependent on tourism activities, which in their turn majorly depend on environmental, cultural/social capitals. Thus, the sustainable development of tourism in Small Island States, especially, is more “a practical necessity than an optional extra” (Twining-Ward, 2002:363).

4.7 Conceptual model: a synthesis

In respect of the main features and characteristics of governance that include policy integration, shared sustainable objectives, sustainability-based criteria for planning and approval of significant undertakings, specific rules for making trade-off and compromises and widely accepted indicators of needs for action and progress towards sustainability. In addition, information and incentives for practical

implementation and programs for system innovations can be furnished in advance. Yet 'governance for sustainability' is not an artificial element to be injected into the system, rather it requires a transition that unsustainable systems have to undergo (Kemp et al. 2005:23). "The notion of *governance* fits in with complex systems approach to understanding the workings of the political economy through the inter-relationships among identifiable parts (e.g., social, economic and ecological), rather than just the parts themselves. A complex systems approach to governance also implies explicit appreciation of complexity and uncertainty, likelihood of surprise and need for flexibility and adaptive capacity" (ibid. p.23). The model of *transition management* developed by Rotmans and Kemp for the Dutch government will underpin the empirical assessment of the subject.

The issue of governance towards sustainability is particularly pertinent and vitally important in sustainable tourism development context. Tourism, in its nature, "is not a discipline or industry, rather a multidisciplinary field made up of a great many entities as well as business and moreover includes many geographic, economic, environmental, social and political dimensions" (Gunn et al.2002:9), thus the

planning, management and development of tourism in sustainable manner requires nothing but holistic and consensual decisions and actions as a result of cooperation of multi-stakeholders within intricate and complex structures. Yet that to happen good effective governance that acts/functions as a backbone of the system to run smooth and effective, necessitates to be established.

Alas, many of LDCs have been indicted in practicing unsustainable tourism development leading to inevitably irreversible side effects resulting in social, cultural, and environmental problems. The particular emphasis, however, lays on tourism development planning approaches undertaken by LDCs that fail to manage tourism in a way that would bring actual benefits and eliminate or overcome negative impacts of tourism. Despite a huge promotion of STD by influential entities and communities such as European Union and United Nations agencies, LDCs fail to transform or practice STD due to lack of knowledge and commitment towards this concept and as a result the lack of governance for sustainability (Inskeep, 1992; Hall, 2005). The assumption is that Turkish Republic of North Cyprus (TRNC) lacks the favourable and effective environment/governance- political economical, legal, social - if such structure exists at all - to incorporate sustainable principles in its tourism development.

The proposed hypothetical model designed to demonstrate the stages and processes that are possibly essential to pave the way for implementation of sustainable tourism development (STD) in the context of a governance structure in the case of North Cyprus (see also figure 2).

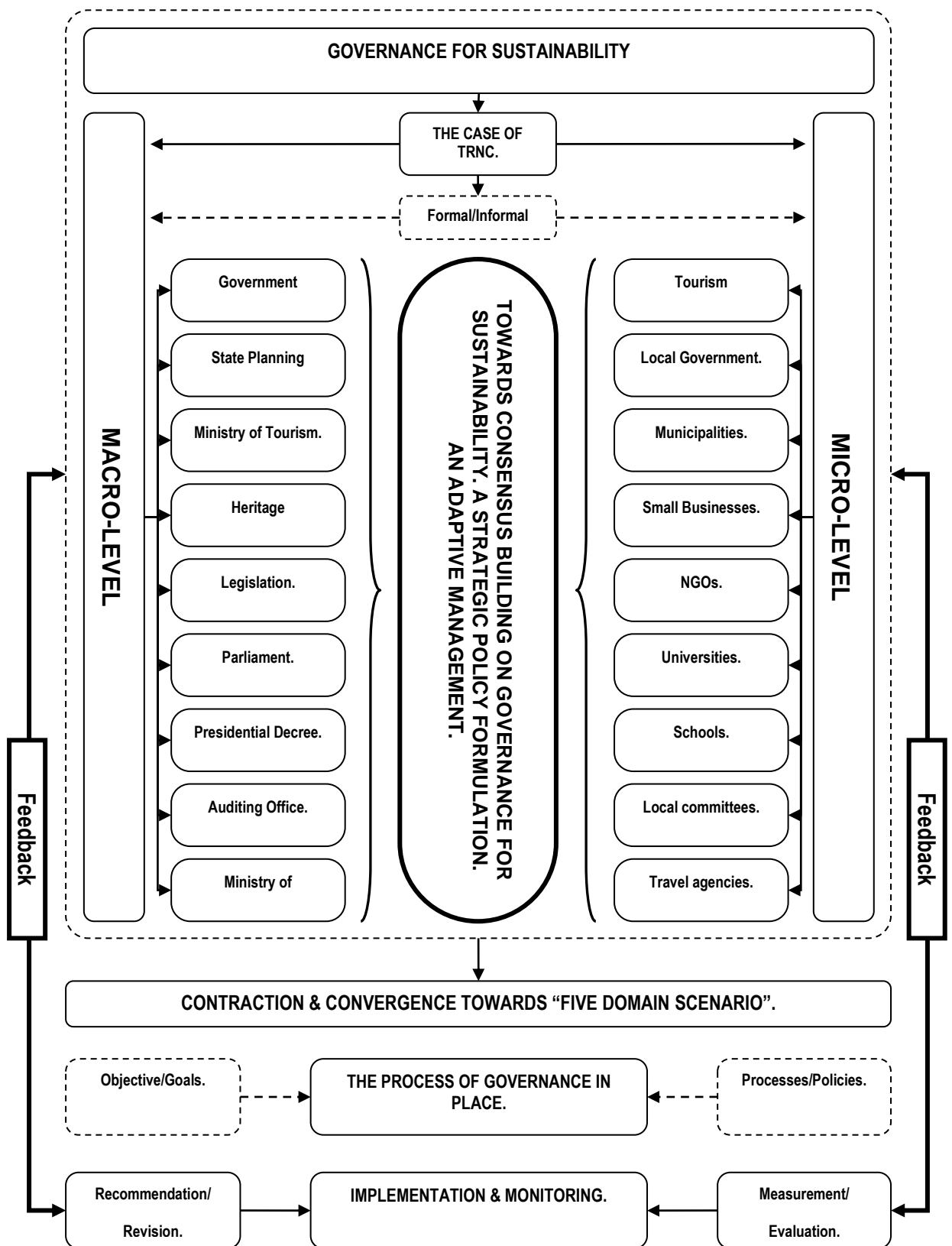


Figure 2. Governance for Sustainability Model.

This study assumes that two dimensions of the political economy of North Cyprus can be empirically tested to establish that institutions have remained archaic and that the *governance* process has never been given an opportunity to take hold. First, this study (re)evaluates perceptions of institutions regarding planning and development; these perceptions have remained static for the last three and a half decades. Therefore, the sustainable tourism development initiative, in the case of North Cyprus, is fundamentally an institutional issue.

This issue manifests through governance dimensions in terms of the state's ability to implement sound policies (i.e., sustainable measures through a regulatory burden) and solicit the involvement of citizens and NGOs to spearhead the goals of sustainability (World Bank, 1997; Acemoglu et al., 2001; Acemoglu and Johnson, 2003; Aron, 2000). Second, the processes of tourism development and urbanization, environmental quality through conservation, the efficacy of laws/regulations, and the shift towards green technologies (in this case, the issue of energy sources) are also explored. The conceptual model (see Figure 1) has been instrumental in shaping the study's conceptual framework towards sustainability through governance in the context of a *transition management model* (Kemp et al., 2005), which presented a practical as well as an adaptive policy model that will lead to sustainability within the reach of society.

The conceptual model that follows is not a prescription; rather, it is a scheme that illustrates the absence of governance towards sustainability in the context of the tourism sector. In the meantime, it calls for a new institutional approach to uphold

ecological restoration through adaptive management. The adaptive management cycle can test and measure the processes and stages of governance for sustainability through ecological restoration. However, this cannot be achieved unless the cycle of actions offered by adaptive management is in place and pursued. As illustrated in the model, governance for sustainability becomes a catalyst for commencing a rigorous process of environmental management (Murray and Marmorek, 2004). First, this type of management refocuses on approaches and behaviors for which the long-term health of the ecosystem and society is the goal. This will not be an easy enterprise (metaphorically speaking, ‘no pain, and no gain’). On the other hand, the choices are limited, and sacrifices must be made. As Gibson stated:

“Sustainability calls for prudence and adaptability, preferring safe-fail over fail-safe technologies, seeking broadly comprehensible options rather than those that are dependent on specialized expertise, ensuring the availability and practicality of backup alternatives, and establishing mechanisms for effective monitoring and response” (as cited in Kemp et al., 2005:16).

The model is also developed based on the authors’ decade and a half of experience and observation with the conduct of institutions and the behaviors of influential policy makers in the system. There is a belief that the time has arrived for change towards practical processes rather than simply an ongoing theorization of the concept of sustainability.

The model is feasible and practical because all the elements are in place, to some extent; this is a realistic approach to the particular environment of North Cyprus. The main challenge is how to initiate a chain reaction in the institutions’ behaviors to

jump-start a shift towards sustainability. Putting the concept of governance for sustainability in the context of the tourism industry has not occurred by chance. The tourism industry is characterized as a multidimensional and non-linear sector (Gunn with Var, 2002; Hall, 2008) that warrants a flexible management approach to integrate and evaluate five domains of sustainability (social/cultural, environmental, economic, public policy, and technological) within the framework of trust building, institutional linkages, and bridging organizations (Folke et al., 2005; Duxbury & Dickinson, 2007).

The role of the five domains of sustainability in guiding the study's conceptual framework will be discussed in the research methodology section as research tools or analytical frameworks. Finally, the tourism sector remains a major force with a long-term impact on the environment and society. The model factors in two levels of micro- and macro-environmental elements that are expected to reach a consensus for governance towards sustainability. In this regard, Dinica (2009: 591) described "the vertical and horizontal coordination of actors, which can be realized by means of formal or informal institutional structures/committees, or specific policy instruments (guidelines or monitoring systems targeted at public authorities)." The model is also a collaborative process. This collaborative action between the macro/formal and micro/informal levels generates networking processes, which result in changing institutional behaviors from a rigid pattern (for example, the case of North Cyprus) to an adaptable pattern.

As the model demonstrates, this process also legitimizes both contraction and convergence (e.g., greening economic development/green new deal) (<http://policy.greenparty.org.uk/rops/ropsec.pdf#2>) towards sustainability's five main domains (economics, technological, public policy, environmental, and socio-cultural). If this is the process, then the purpose of the model is to promote human systems in balance with the natural environment (Steward and Kuska, 2010). It is also possible to measure the degree of achievement for each sustainability domain. Furthermore, the conceptual approach of the study is framed by 'governance for sustainability' in the context of tourism industry behavior. 'Governance for sustainability' includes a holistic awareness and responsible values that move away from short-term gains (which are associated with mass tourism) and focus on imaginative, proactive design and redesign approaches to ecological wellbeing and the sustainable management of natural resources (Bosselmann, 2008; Edgell et al., 2007).

Chapter 5

THE CASE OF NORTH CYPRUS

5.1 Country study:

Cyprus is the third largest island in the Mediterranean Sea. It occupies an area of 9851km (3572 square miles). It lies 60 km south of the coast of Turkey, 96 km West of the coast of Syria, and 322 km distant from Greece (Rustem, 1987, cited in Alipour & Kilic, 2005). (See also figure 3).

For its beneficial location – crossroad of East and West the island has been invade by Arabs, Phoenicians, Achaeans, Assyrians, Egyptians, and Persians. However from 1571 the Ottoman’s invasion, which lasted for three hundred years, left a significant mark. During the Ottoman period, the population of Cyprus originally gained additional Cypriot identity – Turkish Cypriot, thus bringing to existence two communities in Cyprus – Turkish Cypriot and Greek Cypriot.

In 1878, under Cyprus Convention the Ottoman Empire let Britain assume the administration of Cyprus, which resulted in Cyprus getting under the British wing. After gaining independence from the United Kingdom in 1960, the Republic of Cyprus was set up as a constitutional democracy by Greece, Turkey and the United Kingdom. These countries granted the Greek and Turkish communities political

equality and the right to share power and administer the island in partnership (Kyriacou, 2000; Muftuler-Bac, 1999, Richmond, 1999). In the 1960s conflicts broke out between the two communities over issues of power sharing and administration. However the main problem was that the Greek Cypriots aimed for unification with Greece, while the Turkish Cypriots preferred to remain under Britain rule or revert to becoming part of Turkey (Richmond, 1999), which erupted into a civil war, resulting in an intervention by the Turkish Army and the *de facto* partition of the island (Bahcheli, 2000). As a result, about 37 per cent of the territory in the North came under the jurisdiction of the Cyprus Turkish Administration. Consequently, since 1974 the two geographical entities have evolved separately. Whilst the South has shed the handicaps inherited from the war and developed into a flourishing and affluent society, the North has struggled to achieve economic growth and economic dependence of Turkey (Alipour & Kilic, 2003).

North Cyprus, officially Turkish Republic of North Cyprus (TRNC), is an independent secular republic based on the principles of social justice and the rule of law secured in Constitution of 1985. The political structure is shaped in a framework of a semi-presidential representative democratic form, where the president is a head of the state and the prime minister is the head of government, and of a multi-party system. The political structure is comprised of independent executive (a council of ministers composed of prime minister and 10 ministers), legislative (Legislative Assembly, composed of 50 deputies) and judicial (independent courts) bodies elected or appointed (URL 1, URL 2).

Cyprus Map

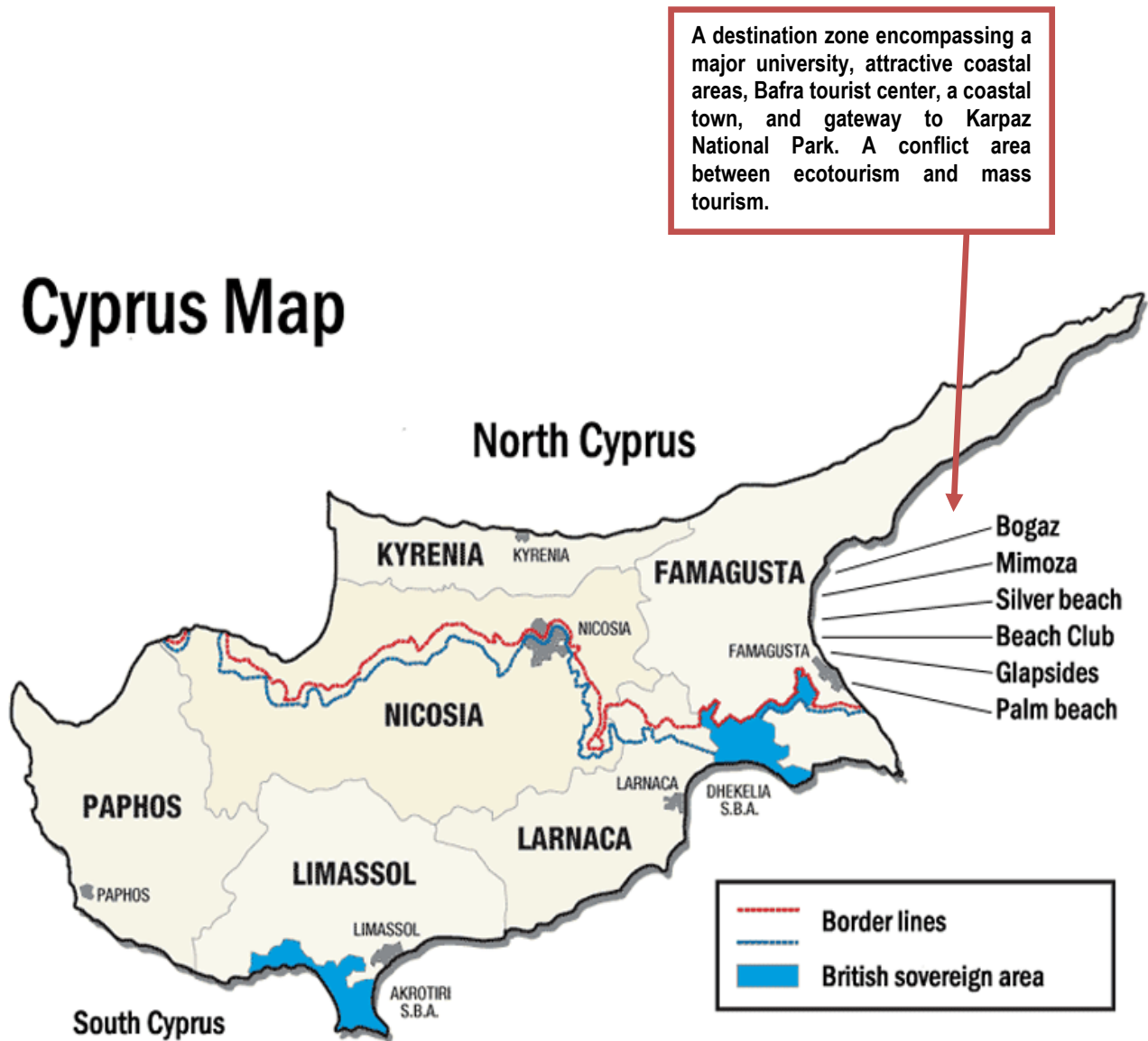


Figure 3. The map of Cyprus with the line of demarcation.

The economy of the Turkish Republic of Northern Cyprus is dominated by the services sector including the public sector, trade, construction, tourism and education, with smaller agriculture and light manufacturing sectors. The economy operates on a free-market basis. Due to international status and the embargo on its ports, the TRNC is heavily dependent on Turkish military and economic support. Anecdotal evidence suggests that economic links between the north and Turkey are also deepening. These links include sizable financial flows, technical assistance in approximating to the *acquis communautaire*, and help in designing and implementing public finance reforms. (Watson, 2006:18).

Yet, while Turkey is a major monetary funder, European Union as well aids North Cyprus. The Council adopted a regulation establishing an instrument of financial support for encouraging the economic development of the Turkish Cypriot community in the Northern part of Cyprus. A total of 139 million Euros were made available to the Turkish Cypriot community in 2006, with a view to promoting the economic integration of the island and improving contact between the two communities and with the EU (EU Council, 2006).

Despite the constraints imposed by the lack of international recognition, the TRNC economy turned in an impressive performance. The nominal GDP growth rates of the TRNC economy in 2001-2005 were 5.4%, 6.9%, 11.4%, 15.4% and 10.6%, respectively. The real GDP growth rate in 2007 is estimated at 2%. This growth has been buoyed by the relative stability of the Turkish Lira and a boom in the education

and construction sectors. Between 2002 and 2007, GNP per capita more than tripled, from 4,409 USD to 14,047 USD (URL 3).

Trade restrictions as a result of the political situation still foster a somewhat distorted pattern of development, while unresolved property rights hamper sustainable foreign investment and financial sector expansion. Reforms in public accounting are underway. Urgent priorities are to cut the fiscal deficit; reform social security; and switch resources towards investment expenditure – thus relieving bottlenecks on growth (Watson, 2006:18).

5.2 Tourism Development in North Cyprus

In general terms, TRNC practices a top-to-bottom development administrative system. The Prime Minister and the Council of Ministers are responsible for the preparation and implementation of National Development Plans, including tourism policies. And moreover these two entities hold the main power in tourism policy making process at all stages (formulation, planning, implementation). Before 1993, the tourism sector was merely considered on a legitimate structures as it was registered under the ‘undersecretaries’ terms. But with recognition of the significance of the tourism industry to the TRNC economy and the impact of tourism on the wealth of Turkish Cypriots, the Ministry of Tourism had been created under the wing of the State Ministry and Deputy Prime Ministry.

Development, particularly in tourism, has taken a different direction in the Northern part of the island since division after the Turkish intervention of 1974 (WTO, 1994; Godfrey 1996). Despite the *de facto* state the North Cyprus is found in, the tourism

industry is one of the main sectors of economy. The overall picture of tourism industry based on key statistics is presented next.

As for 2010, North Cyprus offered 16, 947 bed capacity (13 – 5star hotels, 6 – 4 star hotels, 15 – 3 star hotels, 20 – 2 star hotels, 19 – 1 star hotels, 54 – special class hotels, bungalows, II class holiday villages, traditional houses and etc), while hosting 1,119,240 tourists in total. Tourists from Turkey account for the majority - 741,925, making 66,3% of total tourist number, followed by tourists from England, Germany, Italy and others - 160, 465 (5,1%). The contributed of tourism industry to the GDP of North Cyprus in 2009 (data is not calculated for 2010 yet) summed as 450 million US dollars, reaching 43,1 % of net tourism income to the trade balance ratio. Moreover, the tourism industry created 8208 jobs in 2007 which is about 7% in the total employment.

The effects of political and economic semi-isolation coupled with problems such as a lack of marketing in the past, shortage of qualified staff, erratic patterns of tourist arrivals, indirect flights (Altinay et al., 2002), high dependency on Turkish tourists, resulting in short average length of stay and a reduced flow of foreign currency (as majority come for sole purpose of gambling), have greatly limited the development of tourism.

Though it's said that in contrary to South Cyprus, North Cyprus does not suffer from the same level of negative impacts resulting from mass tourism (Altinay, 2000) and that the natural environment remained, for the most part, undisturbed (Altinay et al., 2002), yet, at the present moment North Cyprus is following the same footprints of destructive tourism development as a result of unplanned and unsustainable development as South Cyprus faced since 1974. The evidence is damage and endangerment of indigenous flora and fauna, architectural (visual) pollution and an insufficient water resource, electricity power limitations.

The fact, that no particular Physical plan and Master plan for the whole country exist, nor the tourism policy, coupled with continuing increase of bed capacity, aggravates the development tourism industry deviating it away from sustainability principles, as it carries no sustainable goal and objective, has no guidelines, planning, etc.

Table 2: Tourism Share in North Cyprus's Economy (1998-2010).

YEARS	NUMBER OF ARRIVALS	NET TOURISM INCOME (MILLION USD)	THE RATIO OF NET TOURISM INCOME TO THE TRADE BALANCE (%)	OCCUPANCY RATE (%)	NUMBER OF TOURIST ACCOMMODATIONS (NUMBER OF BEDS)
1998	423,027	186.0	55.2	36.6	8,972
1999	445,015	192.8	53.5	36.7	9,557
2000	464,953	198.3	53.0	37.2	10,213
2001	492,843	93.7	39.5	30.9	10,507
2002	563,375	114.1	43.2	37.8	10,611
2003	589,549	178.8	41.9	37.0	11,550
2004	733,898	288.3	36.4	40.7	11,926
2005	805,583	328.8	28.0	40.2	12,839
2006	896,984	303.2	23.2	33.2	13,453
2007	987,753	381,0	26,2	32.2	15,832
2008	1,008,756	383,7	27,2	33,0	15,440
2009	1,005,595	450,0	43,1	34,4	15,705
2010	1,119,240	*	*	36,4	16,947

(* - not calculated yet by State Planning Department)Source: State Planning Department, Ministry of Tourism, Environment and Culture (MTEC) (2010).

Chapter 6

METHODOLOGY AND DATA ANALYSIS

6.1 Study method:

Research methods can be divided into two equally important contrasting schools of thought with regard to the theory and knowledge building which are qualitative (inductive) and quantitative (deductive) research methods (Lancaster, 2005).

Quantitative research methods were originally developed in the natural sciences. Examples of quantitative methods now well accepted in the social sciences and media studies particularly survey methods and trend analyses. Qualitative research methods were developed in the social sciences to enable researchers to study social and cultural phenomena. Examples include action research, case study research, textual analyses and ethnography. Qualitative data sources include observation and participant observation (fieldwork), interviews and open-ended questionnaires, and documents and texts (Skinner, 2009).

According to Hyde (2000:83) “inductive reasoning is a theory building process, starting with observation of specific instance, and seeking to establish generalizations about the phenomenon under investigation”. In addition he defines deductive research as “method of theory testing process with concerns with an established theory or generalization, and seek to see if the theory applies to specific instance.

However, inductive approach is more flexible than deductive approach mainly because inductive approach does not require development of a priory theories and hypothesis. Furthermore, flexibility of inductive approach is in the fact that theories can be developed based on observations providing opportunities for issues and problems to be studied from different ways (Lancaster 2005). Using an inductive approach, the research strategy for this thesis has the characteristics of an exploratory study. With an exploratory strategy approach the researcher seeks new in-sights of a phenomenon, finding out “what is happening” and seeks new insights into the area. In addition this approach is more flexible and appropriate when it comes to the point of research design and respect of sample size, and type of data to be collected in the field (Pilgrim, 2011).

Qualitative method is chosen as a research strategy in this study which usually emphasizes words rather than quantification in the collection and analysis of data and that predominantly emphasizes an inductive approach to the relationship between theory and research, in which the emphasis is placed on the generation of theories. It

prefers to emphasize on the ways in which individuals interpret their social worlds. “This method embodies view of social reality as a constantly shifting emergent property of individual’s creation. At best, it achieves generation of theory and it is highly based on interpretivism and constructionism (i.e., asserts that social phenomena and their meanings are continually being accomplished by social actors) in contrast to quantitative method” (Bryman, 2004:19-20).

This study uses inductive approach in order to explore the concept of sustainable tourism development within a hypothetically revised institutional framework known as ‘governance’ in the specific case of North Cyprus. For this purpose, an adaptive/transitional/reflexive planning process has been intended to guide the conceptual analysis throughout this study. When the aim and objectives of the study is taken into account, inductive approach opens the path to various scholarships including: the scholarship of discovery; the scholarship of integration (synthesis); the scholarship of practice (application) (Ghoshal, 2005).

In order to fulfil the objectives of the research, focused (semi-structured) interviews were conducted with 15 respondents. Respondents are coming from multiple backgrounds with first-hand experience in decision making process in the respective institutions as parliamentarians, civil servants, planners, managers and academicians, member of NGOs, and ecotourism operators. They were interviewed by

administering 35 open ended interview questions. All the responses and discussions were recorded which is highly essential during the data analysis.

The following principles were adhered to in order to uphold the strength of the process: positive rapport established between respondents and interviewer; high validity established through lack of giving direction, instead allowing interviewee to reveal and speak for themselves; complex questions and issues were clarified; and avoiding pre-judgment, meaning interviewer did not reveal what is important or unimportant information via pre-set questions. Purposive sampling method applied which is within the domain of non-probability sampling. This is also supplemented by snowball/chain-referral sampling. This method is highly utilized in this type of research where the study's purpose and the researcher's knowledge of the population guide the process. If the study entails interviewing a pre-defined and visible set of actors, the researcher may be in a position to identify the particular respondents of interest and sample those deemed most appropriate (Tansey, 2007).

This type of sampling method is also known as convenience or accidental sampling. This is in line with similar case studies where the sample size is not an important issue due to the nature of the research and the investigation. The design of the interview questionnaire attributed by sustainable development procedures recommended by European Union publications (Smeral, 1998; Leidner, 2004). World Tourism Organizations guideline regarding sustainable tourism development

(STD) (WTO, 2004), 2005 environmental sustainability index (EIS), and numerous case studies that focused on sustainable tourism development and environmental quality issues. The research method has been also guided by sustainable development model known as '*triple-bottom line*' model (Dahl, 2005; Northcote and Macbeth, 2006; Burstörn and Korhonen, 2001) which sets three parameters/dimensions for any sustainable planning analysis (environment, economic and social). The model has been recently expanded to five dimensions/domains (Steward and Kuska, 2010) and recommended to planners, designers, environmentalists, and administrators to guide investigation of sustainable development (SD). This research has adopted/ applied the latter enhanced model as a baseline for both investigation and data analysis which two more domains have been added to the sustainable planning process (environment, economic, social/cultural, technological, and public policy/governance) (see also figure 4).

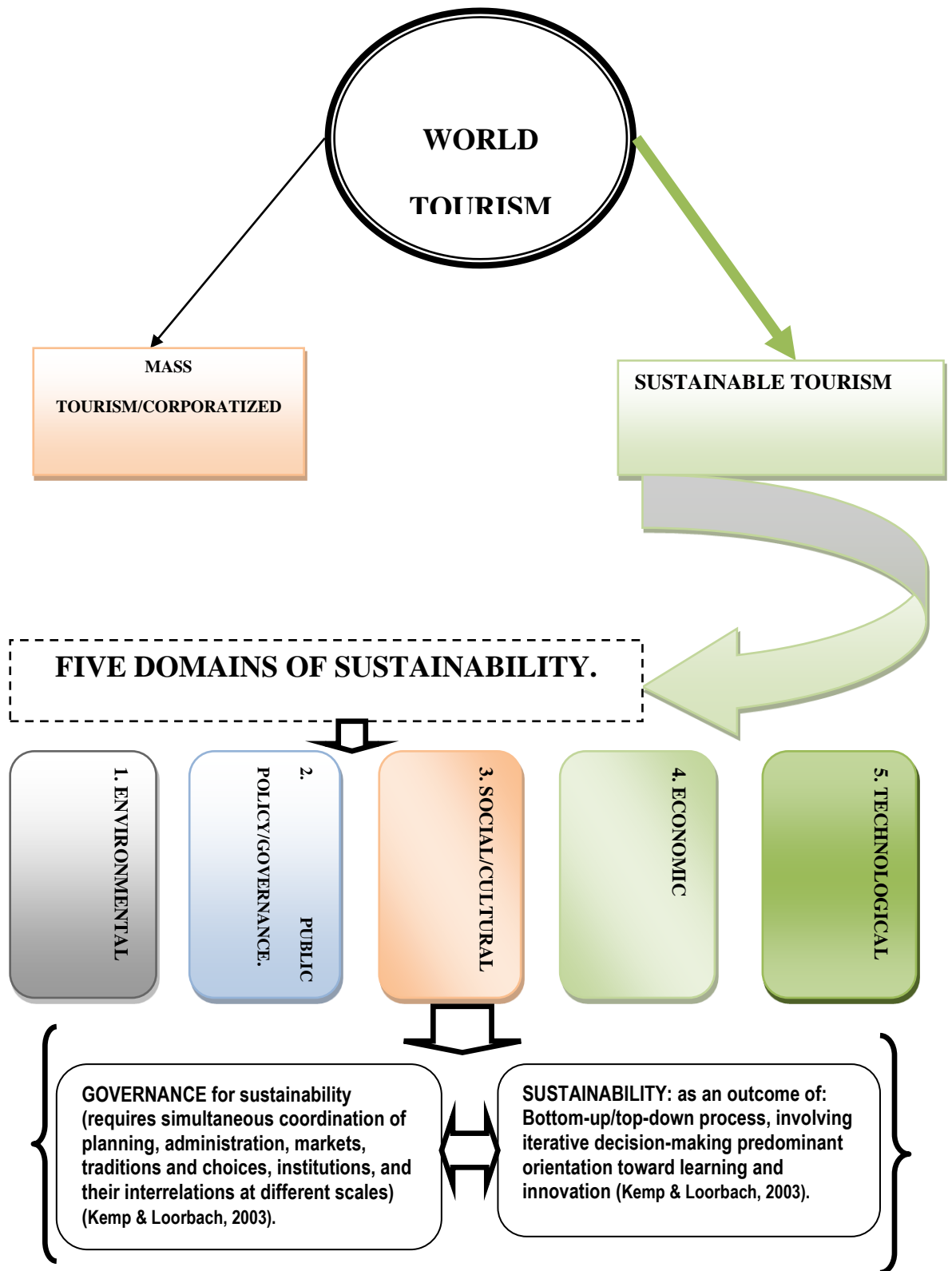


Figure4. Sustainable tourism planning paradigm.

Source: Adopted from Steward and Kuska (2010); Kemp and Parto (2005).

6.1.1 Data analysis

Qualitative data analysis is not necessarily as straightforward as quantitative data analysis, because locating the subjects to be studied and data to be compiled is spatially spread. However, to delve into subjects' minds and explore the realities of institutional behaviors within a vast space of human activity is also exciting, as well as, tiring. Nevertheless, data analysis in this particular 'case study' could not avoid not involving varieties of the approaches associated with qualitative data gathering and analysis. It is plausible to say that analytical process in qualitative data analysis begins from the moment researcher initiates the process which starts with contemplating locating the subjects which can involve phenomenology, field research, grounded theory, and ethnography. Data collection is spatially spread and this makes the job of researcher rather difficult. However, certain principles must be in place to achieve a valuable insight into the case in question. In this study the utmost effort has been rendered to follow the main techniques that routinely used in similar situations.

Nevertheless, data analysis has been conducted through an iterative process, which means a repetitive interplay between the collection and analysis of data (characteristic of qualitative data analysis). As Bryman (2004: 399) noted: "this means analysis starts after some of the data have been collected and the implications of that analysis then shape the next steps in the data collection process. Consequently, while grounded theory and analytic induction are described as strategies of analysis, they can also be viewed as strategies for the collection of data as well". The use of qualitative methods was appropriate, because of the nature of

this research, which the aim was to explore what is ‘going on’ in a situation regarding the concept of ‘sustainability’ in tourism and the ‘planning’ processes to achieve it. This is also conducive to research topics dealing with people, organizations and groups. Since the interview techniques have been used including comments and ideas on the concept of the sustainability and planning and other related issues, therefore, a greater interest in the interviewee’s view was at stake. To achieve the researcher’s concern, a semi-structured interview was conducted which allowed an insight into what an interviewee sees as relevant and important.

Data analysis had been furnished through recorded interviews, open coding/ recoding of the interview transcripts, and tabulation of the results. This is known as an inductive reasoning where the research process will produce a theory (Feeney and Heit, 2007; Bryman, 2004) to reinforce the validity of ‘governance’ assumption towards the main aim of the research. As Heit (2007: 1) noted: ‘induction is related to, and it could be argued is central to, a number of other cognitive activities, including categorization, similarity judgment, probability judgment, and decision making’. In the meantime, as Heit emphasized, ‘because there is such a rich data set associated with induction...it is possible to find out a lot about not only reasoning but cognition more generally by studying induction’(2007:2).

The *coding process* applied to data analysis, which is almost simultaneous with the data gathering; therefore, some core concepts were identified. The coding process encompasses several stages for the purpose of refinement of high volumes of data

towards producing ‘themes’. These stages include categorizing the data and describing the implications and details of the categories, followed by the process of breaking down, examining, comparing, conceptualizing and categorizing which are parts/bits of the coding process (Strauss & Corbin, 1990). However, this process eventually filtered down to selective coding where one systematically codes with respect to a core concept. Second step in this process is memoing, which is a process for recording the thoughts and ideas the researcher achieves throughout the study. Third, the integration, which allows for pulling all the detail together to establish an understandable and explainable theory in relation to the data collected and compiled. These findings gradually focus on the core concepts or themes (i.e., sustainability, governance, environment, energy, ecotourism...etc). (See table 2).

Based on the themes which are extracted from the questionnaire through categorization/coding, data can be interpreted/analyzed. This process is demonstrated in figure 5 where the final finding of analysis is labeled (interpretations). Nevertheless, the process of analysis started with fluid process of narrative data analysis and understanding the data which means an iterative listening to the recorded materials and (re)reading the notes. From this practice researcher can elaborate on impressions from the data. It is possible to discard some of the data as they may not add any meaning or value to the process; they can even be biased. In the next step, the focus is narrowed down to issues, for example, governance, institutional behavior, energy...etc. here the focus is on each respondents ‘ answer to a particular issue and differences as well as consistencies are identified. All the data

from each question are put together (see table 2). In this process I explored the connectivity and relationship between questions pertaining the topic or theme. In the next step the data is categorized/coded/indexed and finally the main themes in the context of the research assumptions (domains) is formulated into ideas, concepts incidents, or terminologies for the purpose of summarized meanings. (See figure 5).

Table 3. Coding process and categorization matrix.

DENTS	RESPON	Theme 1	Theme 2	Theme 3	Theme 4	Theme 5	Theme 6	Theme 7	Theme 8	Theme 10	Theme 11	Theme 12	Theme 13	Theme 14	Theme 15	Theme 16	Theme 17	Theme 18	Theme 19	TOTAL
1		✓	✓		✓		✓													4
2				✓	✓	✓														3
3		✓		✓			✓													3
4			✓			✓	✓													3
5		✓			✓	✓	✓													4
6			✓	✓	✓		✓													4
7		✓				✓														2
8		✓		✓	✓		✓													4
9			✓		✓	✓														3
10		✓		✓	✓		✓													4
11				✓	✓	✓	✓													4
12					✓	✓	✓													3
13		✓			✓		✓													3
14		✓	✓		✓		✓													4
15			✓	✓		✓														3
TOTAL		8	6	7	9	8	11													

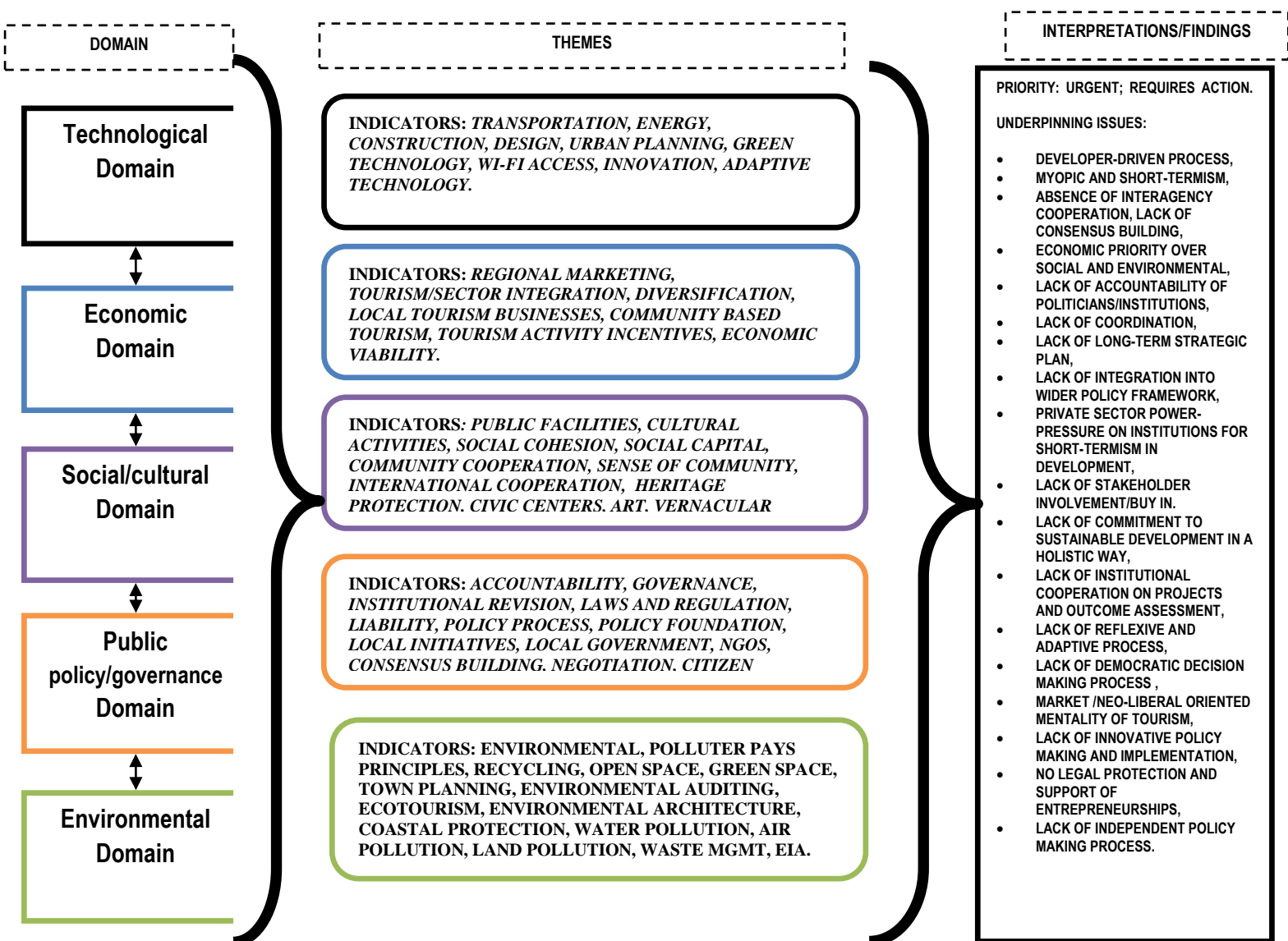


Figure 5. Data analysis matrix.

6.1.2 Pilot Study

A pilot study was applied and intention has been to measure the level of understanding of the topic to be discussed. Piloting is desirable as it is helping the researcher to ensure the instruments are operating properly and for what they are intended for. Overall, the functions of instruments are at stake. This is also useful to identify questions that might make the respondents to feel uncomfortable. The clarity of the questions are also important in generating the flow of answers by the respondents.

From the result of the pilot study there was no need to change or exclude any issue of the discussion. However, the main aim of the pilot study was to ensure that issues of discussion are well known topics to the different layers of the industry/government where the interview is going to be conducted. Pilot study was also helpful to the researcher to measure the time needed for conducting interview with each respondent. Using this method the researcher was able to inform selected interviewees of the needed time-limit to complete the interview.

6.2 Findings

The issues regarding technological, economic, social/cultural, public policy/governance, environmental domains within the context of governance for sustainable tourism development, had been the primary issues discussed with the participants of the research. The obtained primary data pertaining to these focal points had been treated upon subjectivity when interpreting the respondents' perceptions and opinions. The research has revealed the following.

The respondents comprehend the concept of sustainability/sustainable development on a general basis. Yet none of the respondents has shown a well-versed knowledge in in-depth technical understanding of the concept. Clearly, a superficial understanding of the concept concludes on a fact that sustainable development is to be thought of as “an issue”, some sort of a passing fashionable catchphrase.

Yet majority of respondents recognize the importance and significance of the concept for North Cyprus, especially, as it is a developing island state with fragile environmental, economical, social capitals. However, incorporation of sustainable principles into the projects of any kind, policies, and the whole development processes is practically absent. As sustainability is not a ‘legitimized issue’ , as one of the respondents notes, within the jurisdiction on national, local levels, therefore decision-makers, national and local governments, private sector figures, state departments are thought to be not legally obliged to adhere to sustainable principles, nor are initiatives being proposed. That is primarily the result of lack or even absence of ‘commitment’ toward sustainable goals on national or local levels of government, among public and private stakeholders is one fundamental flaw in the whole system of the country.

Majority of respondents claim that current tourism development is unsustainable. The development carries unplanned, chaotic, environmentally destructive, economically short-sighted characteristics. The failure to practice sustainable tourism

development is a result of various shortcomings in legal and social systems and political structures of TRNC.

One of the other major fundamental flaws is the absence of Tourism Master Plan along with absence of overall Master Plan, Physical Plan or any Economic and Social Development Plans. That means that tourism industry has no particular backbone or guidelines (goal, objectives, principles, action plan) for development. However, between 1993 and 2001, three ministers variously supported and attempted to implement the preparation of a Tourism Master Plan. The ruling coalition at that time began the processes of drafting the plan, and finally concluded by next ruling party in power. Yet it never led to formulation of distinct tourism policies that would guide and support the tourism development.

Another drawback in governance structures that does not allow sustainable tourism development to take place is a clash between political interests and rational consistency in policies. As a result of the demands of the foreign investors/developers there is a great pressure on the decision-making authority, who in their turn put the pressure on state institutions to grant the permissions/licenses. As one the respondents state: “even if we don’t find the X project to be compatible with our environmental laws and regulations we are forced by high levels to pass/approve otherwise we are threatened with our seat. Or in any case, if one opposes, he/she gets replaced by someone from the ruling party who acts in favor of interest groups and investors.” Also must be noted is that, most of the key figures at the decision-making levels, like state minister and deputy prime ministers, have no or

limited technical knowledge, experience and understanding of tourism development and sustainability. Moreover, bureaucrats and undersecretaries are also not better off with their credentials, who are appointed based on relative links or friendship bonds with the ruling party.

In addition, politicians can easily change and even eliminate some of the laws and regulations of environmental protection in order to favor the demands of developers/investors. As some respondents state “short-term political advantage are far in front of long-term management objectives and overall community well being.” Political figures of parties in power support and press on the projects and investments without an efficient and fair evaluation of the economic, environmental and social/cultural benefits to the local community. Within that kind of highly pressurized political structure, it is clear that the tourism sector in its early development stages is routed away from sustainable development policies as the environmental and physical plans, policies and regulations are liable to change the course, with the change in political powers. In short, the development is based on short-term economical benefits for certain interest groups, moreover it’s a developer – driven process that excludes the whole community interests, while putting environmental and social/cultural capitals at stake.

Within the state institutional structures, like state planning department, municipalities and others, there is a palpable and visible lack of coordination, cooperation, or proper communication in any kind of activities of a long-term sustainable objectives. . As one of the head of municipalities states: “our municipality team contains of

professionals, thus work that we do is efficient and effective, whereas the “kaymakamlik” or other state departments’ work productivity is comparatively less productive and efficient than ours, besides our objectives and work ethics differ and not congruent with any of sustainable development objectives. We do not participate in their decision-making processes or activities, they do not take part in ours, so yes, we do not have cooperation, and we do not have one common development goals and objectives.” First of all, the absence of development plans both on national and local levels, not even taking into consideration an action plans of long-term sustainable objectives, the overall guidelines is absent – whether it’s a physical plan of the area, or economic/social development plan, and tourism plan in particular. The same head of the municipality also mentioned: “participation of various stakeholders in decision process, including other state departments or public is very time-consuming and problematic, which is due to lack of knowledge on one hand, and no certain guidelines, objectives of plans that one would abide to and make decisions accordingly.”

With such a picture: myopic and short-termism vision, lack of accountability of politicians institutions, developer-driven development, lack of technical knowledge and expertise, lack of cooperation, communication and coordination between state stakeholders, , absent of National Development Plans (including social and economic development plan, physical plan, etc), - it can be difficult for tourism plans, policies and their implementation to benefit and achieve any sustainable outcomes.

Another stakeholder in tourism development process - NGOs complain that they are limited in their participation in the decision-making and implementation process. Moreover they suffer with limitations in technical and financial resources. Because most of the time the interests of NGO's – protection of environment or sustainable development, and interests of politicians are polarized, NGO's as one powerful educational resource, is being viewed as a “obstacle” for decision making authorities in realizing their own plans and reaping benefits. NGO's remain powerfulness in decision making process in TRNC.

Though NGO's carry a powerful tool – knowledge and expertise in their own field, NGOs lack in united congruency in between themselves that would allow them to build a stronger influence. And that is applied to the citizens, academicians, various tourism associations and etc. As one NGO leader shares: “... the eco-tourism events help to promote rural sustainable tourism, yet only 3 out of 20 small-scale rural establishments are present here” or another respondent contributes: “one screams from one corner, the other one screams from another corner. Instead of uniting in order to fight for one main goal, everyone prefers to “shout out” from their own corner with no significant results.” That leads to idea that perhaps there is no strong leadership within the public stakeholders that would allow the integrated common objectives to be achieved, or one does not believe in his power to realize certain project as it get an eye-brow greeting from authorities.” Perhaps it's the peculiarity of social culture.

The consentience and commitment of the work ethics is very weak among the authorities in North Cyprus. With every single election citizens hope for some positive changes, yet every single time they get disappointed and thus lose trust in power figures. One of the respondents shed a real example “the head of the municipality in his first years in power tried to implement some promises he gave during the election campaign, to make first good impression, so to say. Then later on in his years of power, everything remains the same, no economic, no social no any kind of development takes place. Sometime close to the next elections, he starts actively conduct some social projects to grab the positive attention from the voters.”

Government officials claim no sufficient financial fund is available to achieve sustainability goals. Meanwhile, NGOs argue that government makes poor economical decisions, thus failing in utilizing monetary funds in its best economically beneficial way. The lack of theoretical and practical knowledge on how to attain sustainability, incorporate it into the planning, implementation, and management is obvious. This strongly suggests that technical assistance and outside involvement is essential.

Chapter 7

DISCUSSION AND CONCLUSION

7.1 Discussion

Social structures, networks, interactions and the way the government and political structure is institutionalized in TRNC have some bearing on the tourism development and implementation (Alipour & Kilic, 2005; Burns, 2004; Hall, 1994; Okumus & Karamustafa, 2005). The complex structure of society with its competing actor totalities (Giddens, 1984 as cited in Yasarata et al. 2009), short-sighted political conflicts, frequent changes of governments all lead towards changes of plans and implementation barriers being thrown up (Hall & Jenkins, 1995). That is the case of North Cyprus.

“The UNEP-WTO report argues that governments must play a role in sustainable tourism development because they are responsible for spatial planning legislation and infrastructure supply, on which commercial actors have no influence. Governments are also responsible for an adequate environmental, nature, labor and social welfare policy. Sustainability governance along the lines of UNEP-WTO principles is coordination, planning, and joint vision development” (Bressers & Dinicia, 2008:5). That is clearly absent in North Cyprus governance.

“Policy and planning in practice is the product of political influence” (Yasarata et al. 2009). In case of North Cyprus, the politicians acts upon a management structure/systems based on their own values and on a policy that makes it possible for their party to survive or to stay in power. As soon as new government comes to power, it tends to change and replace the existing policies, giving the priority to its own views. In case of North Cyprus, the personal interests of politicians and private investors dictate the tourism development.

Another major impediment of move towards sustainability is the absence of a strong coordination and rapport mechanisms between local and national government, among authorities and institutions on local level, between stakeholders. Caalders (2002) adds: “A political and administrative preference for theme-regulation, rather than sector-regulation is in fact another impeding factor. ‘Sector policy’ is not used by policy workers and politicians anymore, being viewed as outdated. This excludes the adoption of an integrated tourism policy at all, be it sustainable or not, especially since coordination between policy domains is lacking” (Caalders 2002).

There is no structured system for tourism sector in North Cyprus. For any failures of tourism activities on every level all responsible figures of the tourism development process, including ministries, state city planning, state environmental department and many other state institutions, tend to point at each other. Due to very narrow policy domain perceptions, there is no ‘legitimate actor’ that views itself as a sentinel for sustainable tourism development. “Most relevant public actors do not even view themselves as stakeholders in the development of tourism, or its sustainability and

point to commercial actors Most commercial tourism actors are not interested in sustainability beyond the economic dimension of tourism activity” (Stoep and Brand 2006).

And finally the scapegoat for all shortcomings in development is the *de facto* state of North Cyprus. International un-recognition does actually set major barriers to economical development due to trade embargos and etc. In fact, it throws North Cyprus tourism sector into ‘cul-de-sac’, due to massive anti-propaganda activities initiated by South Cyprus, and other major drawback associated with de-facto factor such as accessibility and etc. Yet it does not tie hands or bans the development (i.e. economical, social) to take place. The availability of constitution and judiciary system in North Cyprus allows social interactions, economical and social activities to take place, which is an evidence of a ‘State’. And with that said, despite the de-facto state, North Cyprus has a platform (e.g. formed legislative, judiciary systems) to commence and guide development in sustainable manner.

7.2 Conclusion

Today governance in TRNC faces many challenges: key decision makers fail to recognize the existing and potential negative impacts of the rapid changes in TRNC due to lack of knowledge, commitment and expertise in tourism industry in particular; interest conflict between stakeholders; polarized and inefficient national and municipal politics that lacks accountability; poor public participation; autonomous existence of states institutions *per se* leads to no cooperation, perplexity over governance relationships, roles and responsibilities as well as a lack of administrative skills, knowledge and leadership.

Sustainability and good governance are the driving forces behind good development. No matter how contested they become; they are still at the heart of institutions who are in charge of economic growth and development via utilization of the resources. In this research the emphasis is upon 'tourism' sector indeed.

While recognizing the multifaceted complex structure of tourism industry (on global, regional, national, local levels; on planning, implementation, management stages, complex multi-stakeholder interaction) especially in case of North Cyprus , considering its fragile state of environmental, social/cultural, economical, political capitals, where tourism is a major economical activity, tourism development should be developed only in sustainable manner, and "can only be possible through new partnership that will be formed with a modern conception of governance" (Paskaleva, 2003).

This study attempted to revitalize the concept of development in a sustainable way and at the same time to added one more legitimate caveat to the role of the 'governance' in upholding the value of such paradigm. This study argues that sustainability is best viewed as a socially instituted process of adaptive change in which innovation is a necessary element.

The objective of the research were comprehend the influential factors necessary to achieve the suitability goals, recognize the demand of governance to be in place for sustainable agenda and its implementation, investigate and explore to what extent

above-mentioned *governance* to achieve the goals of sustainable tourism development exist in North Cyprus.

7.3 Policy Implications

The outcomes of this research are another attempt to raise an importance of sustainability in development process, tourism in particular, in case of North Cyprus. And moreover the issues of good governance and sustainability, especially in tourism industry, are argued to be essential in fostering and achieving sustainable development. This study is a reflection upon the structures and systems of governance and what can be done to salvage the process to bring in line and, furthermore, towards the principles of sustainability.

Legitimate political responses to the clear challenges caused by unsustainable growth, is urgent. Political and community leadership must come together to incorporate the concept of governance into systematic management of the island. Good governance is needed to identify and prioritize community values and combine them with the technical answers that are most appropriate. Perhaps the process can be very time consuming and problematic, however outcomes guarantee to be rewarding as it results in integrated sustainable manner. Strong visionary leadership is imperative to coordinate the wide range of diverging concerns, address distorted balances of power and implement future oriented strategies that are based on a long-term, bifocal goals and objectives.

Political and community leadership will have to overcome many challenges in order to build consensus out of conflict, establish local commitment to development strategies and construct durable partnerships. Leadership first must acknowledge the urgent need to manage these changes and marshal the information resource required in making wise choices.

As most of the governance problems are identified, the following is required to be worked on: first and the most, the Strategic Sustainable Development Plans, including Master Plan, Physical Plan, Social and Economical Development Plans, should be developed. In that process the stakeholders on different levels, including national, local governments, community, NGOs, private sector figures, Associations of various fields and etc should be employed. Moreover, independent technical and practical experts not just from Turkey but from EU community and others should be involved. Once the first step is done, the goals and objectives, directions, guidelines are set in place, the action plans, also with cooperation of outside experts, should be developed.

In the development context, the followings are should be an emphasis: include the local community more directly in the decision making process; provide an opportunity for more critical, transparent and accountable governance; provide an opportunity for local officials to express political will; provide a broader decision context; promote more informed dialogue and provide a safe avenue for political expression.

Good and better governance is the key to address various failure and challenges in tourism development. Yet its not an easy task to accomplish. And to transform from traditional unsustainable, short-sighted, myopic paradigm of development into sustainable, bifocal, long-term based, community based paradigm is not an overnight miracle. It requires a great deal of commitment and time. Thus actions must be taken NOW.

7.4 Limitation of the Study

As any other research of that scale and scope, this particular research faced some limitations. Due to the accessibility issue and availability of “right people” were limited and language barrier, this study faced some restrictions in a fieldwork area. First of all, the primary data in a form of survey regarding governance system, values, regulations, key features could have been employed as well. Broader pool or respondents to capture a wider range of stakeholders of tourism development process could have been attracted. This could have been an additional tool that would facilitate a better understand of the current state of governance in North Cyprus.

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