Sustainable tourism development and a governance model for Frig Valley

Ebru KERİMOĞLU, Hale ÇIRACI
Istanbul Technical University Faculty of Architecture, Istanbul, TURKEY

Abstract
Tourism is known as a stable growth sector. If the revenues are distributed to the relevant stakeholders including the community justly and the efforts on tourism are based on a sustainable future target, this growth can be translated to development. With regard to tourism strategies, urban areas should be evaluated together with their rural areas, natural, historical and archaeological sites as well as their neighbouring cities. This means more relations between different levels of administrative structures, local governments as well as more stakeholders to take part in a proposed sustainable tourism governance strategy. In this study, detailed dynamics and interactions of different actors in tourism are analyzed in order to find out the appropriate governance model in sustainable tourism development by investigating Frig Valley, which lies in the borders of Kütahya, Afyon, Eskişehir provinces in Turkey and having a great tourism potential, as a case study. Questionnaires are prepared for the actors that have legal responsibility in terms of tourism development and the ones are assumed to be closely related with tourism development in the area to understand their planning and collaboration abilities, awareness, expectations and suggestions. This is expected to bring about the importance of urban networks and institutional partnerships in sustainable tourism development and to introduce a framework by proposing a governance model includes all stakeholders in all administrative levels and to expose the responsibilities and relations of all the actors.

Keywords: Governance, stakeholders, sustainable tourism development, Frig Valley

1. Introduction
Tourism is a socio-cultural and economic event with broad economic, social, cultural and environmental consequences. Tourism should be accepted not only as an economic activity that creates positive economic impulses and expand rapidly but also as an activity that can harm artificial and natural environment and create social and cultural problems (Stabler & Goodall, 1997; Green & Hunter, 1992; Coccossis & Nijkamp, 1995).

Tourism policy can be defined as 'a set of regulations, rules, guidelines, directives, and development objectives and strategies' (Goeldner, Ritchie & McIntosh 2000:445). Tourism policy provides a framework to guide tourism development actions and it is a strategic declaration of intent within which tourism is expected to develop (Jenkins, 2000). Thus, within a sustainable

tourism perspective, the tourism development framework or rules, regulations, guidelines and strategies of tourism policy are concerned with the principles of sustainability. The concept of sustainable tourism is broad and refers to tourism that is long-termed, integrated, participatory, and environmentally, socially, culturally and economically compatible. From a sustainable tourism point of view Goeldner et al. (2000) identify the main goal of a tourism policy as providing high-quality visitor experiences that can maximize the benefits to destination stakeholders without compromising environmental, social, and cultural integrity of destination. Therefore, it could be argued that achieving this goal would depend on the extent to which tourism destinations manage to integrate these major perspectives and diverse stakeholders (Timur & Getz, 2002).

With regard to tourism strategies cities should be evaluated within rural areas, natural, historical and archeological sites and neighboring cities; that is they should be evaluated within an urban system, as well as they are regarded on their own characteristics. Such an approach will provide tourists belonging to different age and income groups or interests with the opportunity of combined and alternative tours and develop the tourism economy within a thematic and regional context (Çıracı, Kerimoğlu & Göçer, 2004). This means more relations between different levels of administrative structures, local governments as well as more stakeholders to take part in a proposed sustainable tourism governance strategy within regional networks (Çıracı, Turgut & Kerimoğlu, 2008). Implementing sustainable tourism strategies could be a tense process since it requires complex relations between tourism industry, visitors, environment and the local community (Stabler & Goodall, 1997; Bramwell & Lane, 1993; Craik 1995; Faulkner & Tideswell, 1997). 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 partnerships that will be formed with a modern conception of governance (Paskaleva, 2003).

Depending on local conditions various institutions are responsible with urban development and this makes it harder to determine a single administrative structure. In a modern governance structure many various actors that are responsible with development of various functions should be included in the urban governance. As development of tourism is an integral part of urban development disagreements in urban planning and political hardships immediately find their reflection in tourism development in urban areas (Page, 1995). Governments in many countries endorse the use of partnership arrangements in planning for tourism development. By encouraging regular, face-to-face meetings among various participants, partnerships have the potential to promote discussion, negotiation, and the building of mutually acceptable proposals about how tourism should develop (Hall, 2000; Healey, 1997).

The purpose of this study is to develop a governance model for sustainable tourism development through determining network behaviors of cities for planning of tourism in order to provide regional development and

collaboration of stakeholders. It will allow the importance of urban networks and institutional partnerships, in sustainable tourism development to be realized. In the context of this study Frig Valley, which is located at the intersection point of Eskişehir, Afyonkarahisar and Kütahya provinces, is determined as a case study. We investigate basic responsibilities of stakeholders within new mechanisms of collaboration and participation to the decision making and planning processes. Sustainable tourism development and current theoretical approaches for governance and stakeholder theory are summarized, roles to be played by actors in the area are put forward, their problems, opinions and suggestions are discussed and governance model in this end is proposed.

2. Sustainable tourism development

Developing a tourism planning framework that can handle the complex problem domain is necessary in order to make tourism sustainable (Kernel, 2005). Sustainable tourism development should aim to improve the residents' quality of life by optimizing local economic benefits, by protecting the natural and built environment and provide a high quality experience for visitors (Bramwell & Lane, 1993; Hall & Lew, 1998; McIntyre, 1993; Stabler, 1997; UNCED, 1992), and provide a long-term economic linkage between destination communities and industries. It should also minimize the negative effects of tourism on the natural environment, and improve the socio-cultural well-being of the destination communities (Fennell, 1999; Herremans & Welsh, 1999).

Much of the literature on sustainable tourism has focused on the traditional dimensions (e.g., economic, social, cultural and ecological dimensions) of tourism. Moreover, two additional dimensions, political and technological, were discussed in HwanSuk & Sirakaya's work (HwanSuk & Sirakaya, 2006). According to Pearce (1993), Hall (1994), and McIntosh, Goeldner & Ritchie (1995), sustainable development is a political concept, and therefore achieving the goals of sustainable tourism depends heavily on the society's political system and power distribution. For example, despite the fact that one goal of sustainable tourism is improved quality of life for local residents in both developed and developing countries, governments control tourism development (HwanSuk & Sirakaya, 2006:1276).

Although most of the political issues that arise in the course of achieving sustainable tourism are associated with residents' rights, others include an absence of stakeholder collaboration or community participation, a lack of community leadership, poor regulations, the role of NGOs, and the displacement of resident and external control over the development process by private or foreign investors (HwanSuk & Sirakaya, 2006:1276). As pointed out by Becker, Jahn and Stiess (1999), the main objective in the political context of sustainability is to renegotiate the goals of future sustainable tourism and to establish a system of governance that is able to implement policies moving toward sustainability at all levels.

HwanSuk & Sirakaya's study summarizes guidelines that clarify the goals of sustainable tourism and its indicators were proposed by Liverman et.al. (1988), Inskeep (1991), Kuik and Verbruggen (1991), Jamieson (1998), Hart (1998), Bossell (1999), Ross and Wall (1999), Jamal and Getz (1999), Global Reporting Initiative (2000), Sirakaya et al. (2001), United Nations (2001), Veleva and Ellenbecker (2001), and Miller (2001). These guidelines are; sustainable tourism strategies must entail ways and means to create

adequate policies and proper decision-making processes at all levels of government; sustainable tourism policies should provide workable definitions, principles, implementation strategies, action plans and a monitoring system of sustainable development for community tourism development with consideration of the entire spectrum of economic, social, cultural, natural, technological and political environments; the context of sustainable tourism is a highly political one involving many stakeholders. Thus, political support in the form of legally binding commitments at the national and regional level is a critical element in obtaining information, funding, education and expertise (HwanSuk & Sirakaya: 1278).

Managing the complex development process calls for integrated tourism planning, perceived as ' an interactive or collaborative approach, which requires participation and interaction between the various levels of an organization or unit of governance and between the responsible organization and the stakeholders in the planning process to realize horizontal and vertical partnerships within the planning process' (Hall, 1999:277).

3. Stakeholders and governance
Developing sustainable tourism always presents a process that is unique for the area, due to the multiple stakeholders and interests involved. In a unique process, there is no standard procedure to structure the problem solving. Hence, the process has to go through two phases, which can be described as the 'target setting'— what do we want—and the 'planning'—how do we get it (Kernel, 2005:152). Designing collaboration involves the same steps: the co-ordination of policies—agreement on objectives and goals—followed by administrative co-ordination, and the forming of tools to implement the goals (Hall, 1999).

Decision-making and development processes require multi-stakeholder involvement at all levels of planning and policy-making, bringing together governments, NGOs, residents, industry and professionals in a partnership that determines the amount and kind of tourism that a community wants (HwanSuk & Sirakaya, 2006:1281). A planning process that involves a broad range of stakeholders may well be more time consuming, but the results of the process have a far greater likelihood of being implemented, as the stakeholders have a greater degree of ownership of the plan and process (Hall, 1999).

Much of the analysis focuses on tourism planning (Sheehan & Ritchie, 2005; Jamal & Getz 1995; Araujo & Bramwell 1999; Reed 1997; Sautter & Leisen 1999). Jamal and Getz provide six key conditions for facilitating planning collaboration. These conditions include stakeholders believing they are interdependent; they will benefit from collaboration; decisions will be implemented; the key groups (identified as being government, tourism associations, resident organizations, social agencies, and special interest groups) are involved; the convener is legitimate with expertise, resources and authority; and the process is effective for collaboration (Jamal & Getz, 1995).

Bramwell and Sharman's study presents a very large perspective on collaboration, indicates many potential benefits when stakeholders in a destination collaborate together and attempt to build a consensus about tourism policies (Bramwell & Sharman, 1999). 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 greater influence in the decision-making which affects their lives (Benveniste, 1989). 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 (Lane, 1994). Further, collaboration adds value by building on the store of knowledge, insights, and capabilities of stakeholders in the destination (Bramwell & Broom, 1989). For example, Roberts and Bradley (1991) suggest that the sharing of ideas among stakeholders results in a richer understanding of issues and leads to more innovative policies.

From a managerial perspective, the stakeholder theory posits that the various groups can and should have a direct influence on managerial decision-making (Jones 1995). Additionally, followers of the stakeholder theory must remove themselves from the more traditional conceptualizations of the tourism system. Traditionally, various tourism entities were classified according to their functions. Thus, tour operators, tour wholesalers, and destination marketers were classified as intermediaries that bridge the gap between the destination and the tourist market. Within the theory's framework, these functions are consistent with the roles of the stakeholder, and each role is crucial to the performance of the entire tourism system. Accordingly, each entity is classified first as a player whose stake or interest is defined by the role they play within the system. In any case, their interests cannot be summarily restricted to consideration of a single variable. Indeed, researchers in the stakeholder theory emphasize the diversity of bases upon which they exert their influence (e.g., economic, political, formal voting power); and such researchers stress that no single source or level of stakes prioritizes the interests of these different groups. In addition, the fact mentioned earlier that a single person or entity may function in several different roles further complicates the situation. Still, all identified stakeholders must be integrated into the management process before the theory can be effectively applied (Sautter & Leisen, 1999:316,317).

Wheeler finds that local government tourism marketers in the United Kingdom perceive their primary stakeholder groups to be: the city council itself, the city council department chiefs and councilors, their customers (hosts and guests), and professional bodies. Thus, these are the groups or individuals that the marketer feels most accountable to. Secondary stakeholders include central government, national tourist boards, local businesses, and the environment (Wheeler, 1993). This typology provides a very useful distinction, both for managers and researchers. However, it does not offer specific guidance in identifying important (or key) stakeholders beyond those that have formal or contractual relationships with the governance. To identify these and distinguish them from others requires a more sophisticated analytical framework (Sheehan & Ritchie, 2005:718).

The one of the objectives of this study is make a contribution to fill this gap and introduce a framework by proposing a governance model includes all stakeholders in all administrative levels and to expose the responsibilities and relations of all the actors.

4. Area of Frig Valley

Since Frig Valley (Figure1) is located in an area that lies between Afyonkarahisar, Kütahya and Eskişehir provinces there occur a need to conduct joint projects by three provinces that promote the area and accordingly projects involving different institutions from mentioned three provinces are conducted with the coordination of Ministry of Culture and Tourism. Within the theoretical framework that is summarized above Frig Valley area with its multi-actor structure constitutes a very good example for this study which advocates implementation of participatory sustainable tourism plans in order to provide long term sustainable tourism development for the local public and the tourism sector.

The area is comprised of 3 provinces, Afyonkarahisar, Eskisehir, Kutahya; Ihsaniye, Iscehisar, Bayat, Han and Seyitgazi districts, Kırka and Ayazini towns and 19 villages (Figure 1).


Figure 1: Area of Frig Valley

Frig Valley was the home of Frig Kingdom between 12th -7th centuries BC it contains numerous historical cities and archeological heritage together with cultural and natural resources as well. The area is rich with historical heritage; vestiges of Frig, Roman and Byzantine civilizations can be found in the valley. The valley was used as a residence during Roman and Byzantium times. Manmade rock carved caves, chapels and churches added to them during Byzantine time, subterranean cities, rock tombs, archaic cities and natural landscape are among the elements that can be found in the area. These features provide an important potential for nature and culture tourism for the area. The area is situated on İzmir-Ankara, Ankara-Antalya, İstanbul-Antalya and Bursa-Antalya main axes. Yet not all

of these axes have highway or divided roads that can provide fast and safe transportation. There are also near 20 geothermal fountains in the area. According to the Tourism Action Plan prepared by the Ministry of Culture and Tourism in 2007 the area is defined as 'Frig Culture and Thermal Tourism Development Zone' and it is stipulated to be developed as an open air museum and to be put forward as a culture and thermal tourism area in the international plane (Figure 2).

It is targeted that thermal cities and qualified cure and treatment centers will be developed within the frame of health and thermal tourism. The area is one of the prioritized areas within the scope of the "Thermal Tourism Cities Project" which is initiated in order to develop thermal tourism in Turkey thanks to its potential of thermal tourism that can be integrated with other tourism types and create a tourism center (Ministry of Culture and Tourism, 2007), however its share of tourism until now is only miniscule (Table 1). The area is also indicated as Frig Valley Planning Zone in the Master Plans of the related provinces. Currently 'Frig Valley Culture and Tourism Zone Project' is in effect with participation of various institutions of the mentioned three provinces and under the coordination of the Ministry of Culture and Tourism.
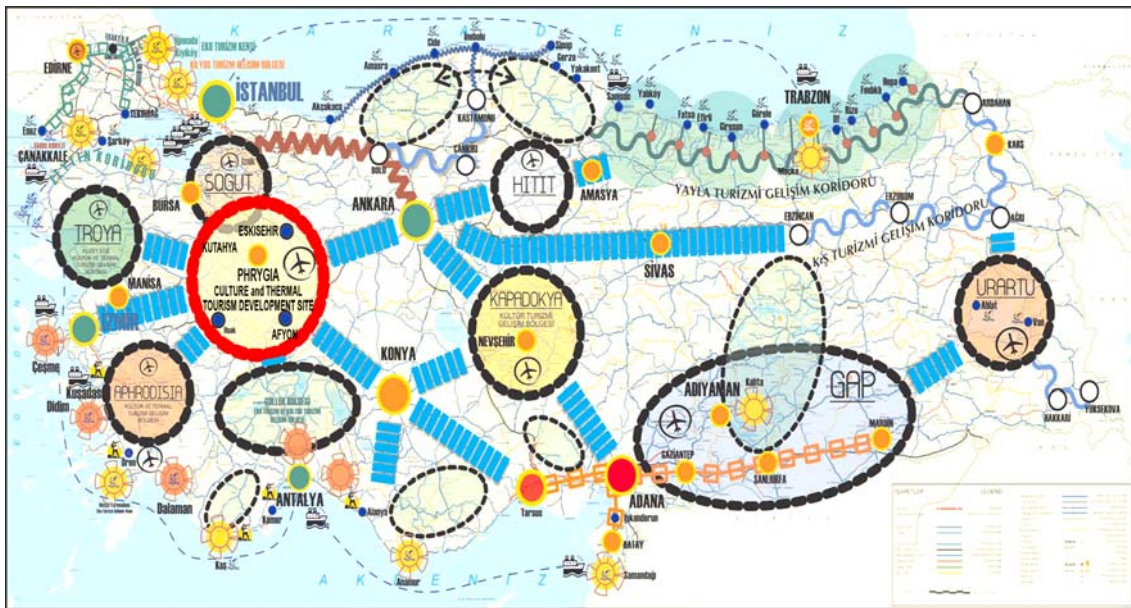
Figure 2: Tourism Action Plan prepared by the Ministry of Culture and Tourism

When we look at socio economic development levels of these provinces (SPO, 1996, 2003), Afyonkarahisar decreased from rank 41 in 1996 to 42 in 2003; Eskişşehir hold its position in the 6th rank and Kutahya decreased 7 ranks from 31st in 1996 to 38 in 2003. Eskisehir is in the 2nd level developed provinces; whereas Afyonkarahisar and Kütahya are in the 3rd level developed provinces group (SPO, 2003).

When we examine districts in the area according to their socio-economic development levels (SPO, 2004), Iscehisar is ranked 381 among 872 provinces in Turkey and 8th among 18 districts of Afyonkarahisar; Bayat is

ranked 568 among 872 provinces in Turkey and 13 among 18 provinces of Afyonkarahisar; Seyitgazi is ranked 402 in Turkey and 8 in Eskisehir out of 13 districts of this province; Han district of Eskişehir is ranked 619 in Turkey and 13 in Eskişehir. İscehisar and Seyitgazi are among 3rd level developed districts while Bayat, Ihsaniye and Han are 4th level developed districts. In socio-economic terms province and districts subject to study are not developed above the Turkey average. When we look at overnight stay figures it is apparent that these urban areas are not developed in terms of tourism and their share in the Turkish tourism is very small (Ministry of Culture and Tourism, 2007) (Table 1).

Table 1: *Overnights and length of stay by province, 2006*

Province	overnights								
	Domestic	Share within Turkey%	Average stay	International	Share within Turkey %	Average stay	Total	Share within Turkey %	Average stay
Afyonkarahisar	254,768	1.2	1.8	1093	0	1.9	255861	0.3	1.8
Eskisehir	157,235	0.7	1.5	10,251	0.02	2.8	167486	0.2	1.6
Kutahya	52,745	0.2	1.4	4017	0	1.7	56762	0.08	1.4
Turkey	21,502,638		1.86	46,640,460		3.92	68,143,098		2.90

4.1. Methodology

Within the scope of this study, a technical excursion to the area is organized in order to gather information about current efforts of tourism development and related institutions are interviewed. These contacted institutions are informed about the scope of the study in order to create a common ground for the study and to secure their help during the area study phase. Institutions that have legal responsibility in terms of tourism development and the ones that are assumed to be closely related with tourism development in the area who will also be affected from tourism developments are determined and questionnaires are prepared for these institutions. These questionnaires are prepared in three groups; central government, local government and non governmental organizations (NGOs). These groups are also segregated within themselves. Questionnaires for central government: Governorships, Government of the Districts, Village Headman, Special Provincial Administrations, Provincial Tourism Directorates and Provincial Museum Directorates. For Local government: Metropolitan municipalities and municipalities of districts. For NGOs: Chamber of Urban Planners, Chamber of Architects, and Chambers of Commerce and Industry. Survey questions consist of titles like planning and awareness, participation and collaboration, investment and financing, expectations and suggestions. Questionnaires are distributed via mail, email or fax in request of the institutions and collected back via same means (Table 2). As it is summarized in Table 2 reply rate of questionnaires are low for Governments of Districts and Municipalities of Districts. Village Headman's filing out the surveys is only 10%.

Table 2: *Distribution of questionnaires by stakeholders*

Government				NGO's			
Central Government	**Total**	**Reply**	**%**	**NGO**	**Total**	**Reply**	**%**
Governerships	3	3	100	Chambers of Commerce and Industry	4	3	75
Special Provincial Administrations	3	3	100	**NGO/specialist**			
Provincial Tourism Directorates	3	3	100				
Provincial Museum Directorates	3	2	66				
Government of Districts	5	2	40				
Village Headman	19	2	10	Chamber of Urban Planners	4	3	75
Local Government							
Metropolitan Municipality	3	3	100	Chamber of Architects	3	1	33
Municipalities of Districts	7	3	43				

4.1.1. Research questions

In this study stakeholders' awareness of current planning projects in the area, their studies on the development of the area and their institutional potential to contribute to the development of the area are investigated under the survey topic of *planning and awareness;* participation level and participation methods of institutions to current studies, information exchange with other institutions about projects handled by each institutions and their methods investigated under the survey topic of *participation and collaboration;* which investments should be done, different types of investments and financial resources needed for investments under the survey topic of *investment and financing;* potentials of the area, problems occurred during tourism development activities, proposals and expectations about planning, collaboration, coordination, financing and institutionalization are investigated under the survey topic of *expectations and suggestions.*

4.2. Results

Results are grouped according to above mentioned survey topics.

4.2.1. Planning and awareness

There are three different planning studies prepared for the area; 1/ 100.000 scale Master Plans (prepared separately for Afyonkarahisar, Eskişehir and Kütahya provinces), 2023 Tourism Action Plan (prepared by the Ministry of Culture and Tourism) and Frig Valley Culture Road Project (prepared by joint efforts of governorships of three provinces under the coordination of the Ministry of Culture and Tourism). None of the Governorships in the area is included in the preparation process for Tourism Action Plan of the Ministry. Governorships, on the other hand, think that 1/ 100.000 scale Master Plans are insufficient. There are problems with both Master planning processes and implementation process. Kütahya, Afyonkarahisar and Eskişehir Urban Development Plans, Implementation Plans and Conservation Plans are marred with problems both at the provincial and district levels. Actual mapping problems, outdated implementation plans, lack of conservation plans that does not take into account strategic decisions and processes aiming to solve actual planning problems appear as other major issues. Excluding related municipalities from upper scale planning processes leads to separation of master plans and plans prepared by municipalities. This leads to divergence of planning processes at two different levels and creates

problems since two different levels are disconnected from each other. On the other hand most of the mentioned municipalities lack their own planning departments, technical staff, especially planners and lack the institutional capacity and this renders local administrations useless and obsolete in managing the dynamics of the area.

Table 3: Indicated potentials and limitations of the area

Groups interviewed	potentials	limitations
Governorships	Alternative tourism area (cultural+thermal)	High costs, financial shortcomings, unplanned area
Special Provincial Administrations	Natural and thermal tourism resources, undiscovered region	Largeness of the area, financial shortcomings and poverty, lack of marketing and advertising, insensibility of the authorities in the area, lack of sustainable policies
Provincial Tourism Directorate	Cultural heritage, cultural+thermal tourism resources, undiscovered region, variety in flora+fauna	High costs, poverty of the local community
Provincial Museum Directorate	Cultural heritage, thermal tourism resources	Lack of conservation studies, existence of residential areas and military zones
Metropolitan Municipality	Cultural heritage, tourism, commerce	Lack of collaboration and authority
Municipalities of the Districts	Similar characteristics to Cappadocia, cultural heritage, natural resources	
Chambers of Urban Planners/Architects Chambers of Commerce and Industry	Cultural heritage, natural tourism resources	Lack of coordination between the provinces and collaboration of the actors in the area, financial shortcomings, lack of tourism infrastructure, destruction of cultural resources, lack of transportation and infrastructure, existence of too many actors in the area that takes place among the borders of three provinces, largeness of the area

Nearly all groups interviewed in the area show high awareness about the potential and importance of the area and problems with the development process (Table 3). All three governorships in the area are aware of the potential and importance of the area of Frig Valley and define their provinces as "sub area with strategic importance." According to the stakeholders in the area, Frig Valley has the potential to become an alternative tourism (culture and health), commerce and services area. Natural resources are considered as an important potential whereas the fact that the area is not discovered yet as a tourist destination is evaluated as an important potential by Special Provincial Administrations and Provincial Tourism Directorates.

In order to support the planning process and to precipitate the preparation of inventory about the area Afyonkarahisar and Eskişehir Governorships initiated archeological evaluation, digging and infrastructure studies within their borders in cooperation with the Ministry of Culture and Tourism. Basic differences of views between Governorships and Governments of the

Districts are that, although Governments of Districts have no institutional studies about the area, they stipulate bringing the dynamic private sector to the area, using public-private sector partnership schemas when needed, they point to the need for promoting the area in an organized fashion and render a regulatory role for state in the area development.

4.2.2. Participation and collaboration

During the planning studies related units are tried to be integrated in the process but continuous participation and their transfer in to implementation could not be ensured due to scale and processes of the studies. In another level Master Plans prepared by Governorships included limited participation of local actors but coordination of three Governorships are not provided. Governments of Districts are not included into any processes, although they have information about planning processes and potentials of the area. Governments of Districts stress that institutional bureaucracy is like a barrier to participate the process. Special Provincial Administrations took active role in the preparation of the Master Plan. In the planning process Provincial Tourism Directorates are asked about their opinions and participated in the planning process through various methods. It has been argued that proclamation of the area as a conservation site and global decisions proposed at the Master Plan level are insufficient for the needs of the area.

In terms of participation especially Eskişehir and Afyonkarahisar governorships adopted a participatory principle that can integrate all stakeholders in the area and ensure multi stakeholder participation (Table 4); however it is seen that they could not provide this multi actor participated process in the planning phase.

All three governorships argue that collaboration is required however they fail to have initial studies on the application methods of this cooperation or systemic approaches about it. Governorship of Eskişehir envisages committees that include different institutions whereas Afyonkarahisar stipulates coordination through developing joint projects. Kütahya on the other hand, by only holding meetings, reduces coordination and participation to a solely informatory process.

In the planning process views of Chambers of Architects, Chambers of Urban Planners and Chambers of Commerce and Industry are not taken into account. NGOs require participation of all stakeholders into the process and point to an important shortcoming of the process. It is indicated that creating a platform that includes all stakeholders and providing continuity of this platform is a sine qua non for the process. Chambers of Urban Planners define confusion of authority between administrative borders and levels in the planning and management processes as an important legal threshold. Chambers of Commerce and Industry which require that all private and public institutions should work together in the process point to incomplete inventory, insufficient archeological digging and lack of promotion for the area as major problems.

Table 4: *Stakeholders should take part in the process*

Stakeholders should take part in the process	Groups interviewed							
	Governorship (3)*	Special Provincial Administration (3)	Provincial Tourism Directorate (3)	Provincial Museum Directorate (2)	Government of the District (2)	Metropolitan Municipality (3)	Municipalities of Districts (3)	NGOs (4)
Ministry	2	2	3	2	2	3		4
Governorship	2	3	3	2	2	1	1	4
Local government	3	3	3	2	2	2	3	4
NGOs	1	3	3	2	2	1	1	4
University	2	3	3	2	2	3	1	4
Private sector		3	2	2	2	2	1	4
Local community	1	3	3	2	2	1	1	4

( ) number of questionnaires

Governorship of Eskişehir accepts the fact that although there are problems with coordination among stakeholders there are no legal limitations hampering coordination efforts. As all officials unanimously accept that the area has a huge potential, the fact that most of its potential is still awaiting to see the sunlight is uttered as a major problem. Also lack of attention to the process from related directorates is mentioned as an important threat. This structure precludes joint decision making processes. Another institution which thinks that the Ministry failed to provide sufficient coordination and participation in the upper scale planning processes are Metropolitan municipalities. All Metropolitan municipalities concur that universities should play an important role in the process and they criticize Governorships of failing to adopt joint behavior principle. Metropolitan municipalities defend that there are no legal thresholds precluding implementation of the process and providing coordination and participation. They argue in favor of clear definition of implementation processes and encouragement of new enterprises in the area. Village Headsmen are aware of the potentials of the area as well. Rural Services Provincial Directorates provided information flow in this area. Yet, there are no relations with the Ministry and governorships due to lack of projects related with local resources, resource distribution and promotion. Avoiding usage of local values in promotional activities, which are already less than should be, about the area is among the cited major problems along with lack of transportation and harming the environment.

4.2.3. Investment and financing

All contacted institutions point financial shortcomings as a common problematic area. Yet, none of the stakeholders proposed models for new formations. European Union funds are, though partially, seen as the only solution to financial problems. According to the views of stakeholders that should have a voice in the sustainable tourism planning in the area, financial resources for the projects in the area should be met by private sector, public and NGO funds. Public financing proposals mainly focus on the Ministry of Culture and Tourism, Special Provincial Administrations, local government and university resources. Together with these EU funds, foreign credits, assistance funds from foreign institutions and tourism incentives and credits are also stressed as financing options (Table 5).

4.2.4. Expectations and suggestions
Eskisehir Special Provincial Administration has proposals about new financing models. According to this, there will be a company established in order to oversee the area administration. According to the Special administration coordination could be provided by this company. According to Village Headmen lowest administrative levels should be integrated in to the process and healthy and long term decision processed should be constructed through coordination.

Table 5: Expected investments from public and private bodies

Groups interviewed	Expected investments from Private sector/industry	Expected investments from Public
Governorships	Accommodation, scheduled tours of agencies, Cafe-food and beverage facilities	Restoration, Master plan, Projects Transportation, Archeological digs
Special Provincial Administrations	Accommodation, scheduled tours of agencies ,Promotion and marketing	Physiotherapy and Rehabilitation center, Conservation studies, Promotion and marketing, Infrastructure
Provincial Tourism Directorate	Accommodation, scheduled tours of agencies, Recreational areas, Tourist guide services	Master plan, Transportation, Archeological digs, Creation of a database and inventory, Promotion and marketing, Infrastructure
Provincial Museum Directorate	Accommodation, scheduled tours of agencies ,Thermal tourism investments	Transportation, Archeological digs, Restoration, Conservation studies
Government of the District		
Village Headman	Thermal tourism investments, Recreational areas	Promotion and marketing, Conservation studies
Metropolitan Municipality	Accommodation, scheduled tours of agencies	Restoration, Conservation studies, Promotion and marketing, Transportation, Archeological digs
Municipalities of the Districts	Thermal tourism investments, Recreational areas	Accommodation, Transportation, Promotion and marketing
Chambers of Urban Planners/Architects		
Chambers of Commerce and Industry	Scheduled tours of agencies, Promotion and marketing Accommodation, Commerce and entertainment centers, Thermal tourism investments, Airway transportation, Tourist guide services	Museum infrastructure, Transportation, Personnel/staff, Promotion and marketing, Archeological digs, Infrastructure

All contacted institutions agree that the Ministry should take the coordinator role. According to interviews universities, NGOs, professional chambers, private sector and local public, as well as the central and local administrations are expected to take part actively in the process. Insufficient inventory of the area, lack of promotional activities and financial problems are among the weakest parts mentioned by the officials and are expected to be considered effectively.

4.3. Discussion of the results
First and foremost, the area should be taken as a whole both in terms of geographical location and cultural and natural resources and it should be accordingly planned and administered as a sub area.
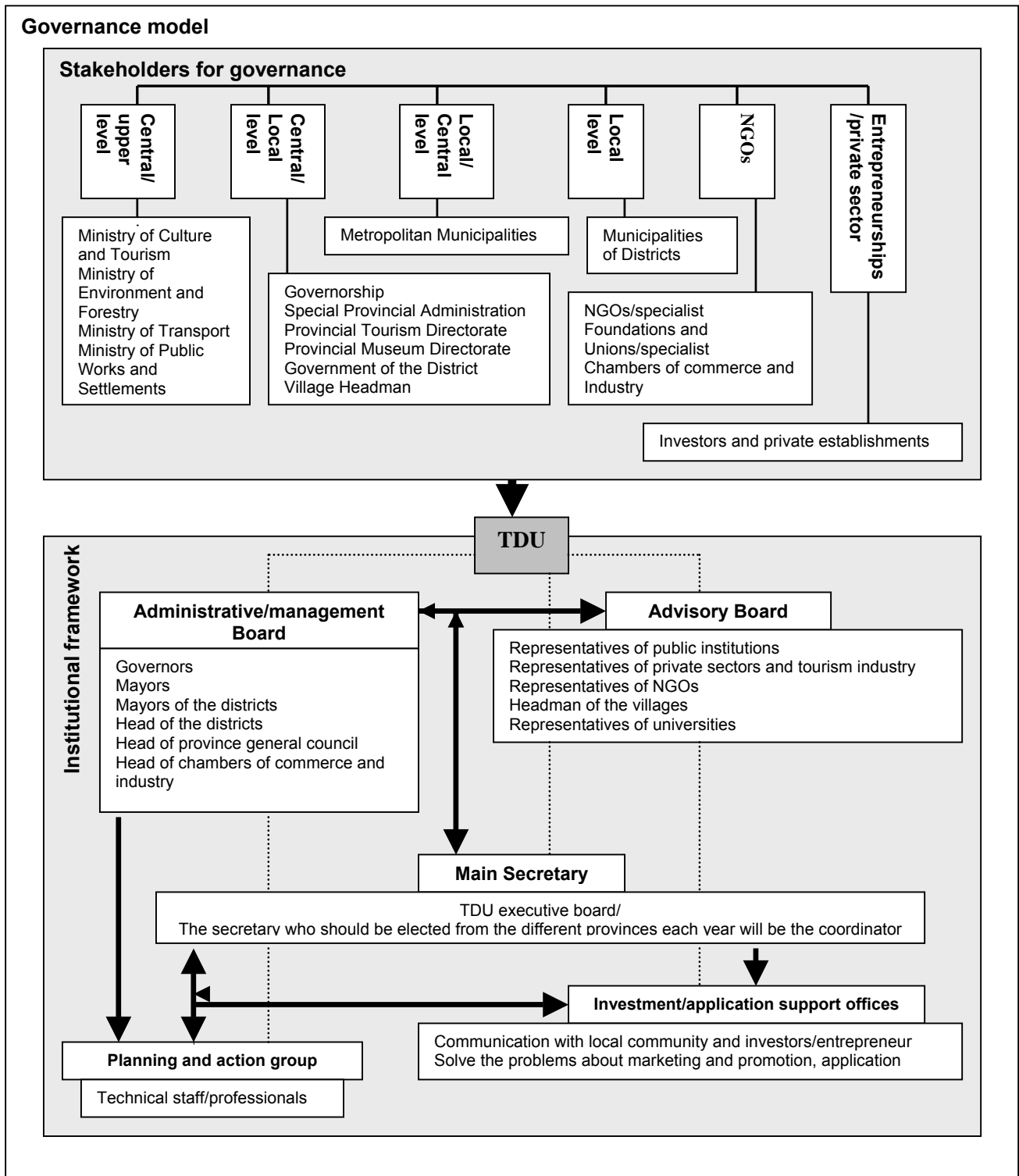
In sum, it can be argued that in the area in general there are institutions with high awareness but they are not involved in action and when they are included into the process or backed with necessary support there are sufficient institutional capacity that can participate swiftly in planning and implementation processes. As cooperation between stakeholders is necessary in order to ensure sustainable tourism development in the area, certain institutional arrangements should be uphold. Institutions contacted within the scope of the study also indicated that cooperation and coordination are essential for reaching common goals and completing planning processes. Analysis shows that goals are common/similar and planning of the area should be conducted in a comprehensive fashion with the participation of all stakeholders. This is a positive sign for essential cooperative work in the area.

Major problem in the case study is that there is confusion of authority between different actors due to administrative divisions and the number of stakeholders seeking to take part in the planning process whereas the area of Frig Valley should be evaluated as a whole. In addition to this institutional problem the area has infrastructure, superstructure and financial problem and a chronic lack of planning. Although these problems are closely related with institutional problems facing the area, it would not be wrong to argue that similar problems with infrastructure, planning and financing can be seen in other areas of Turkey similar to the Frig Valley.

When we look at the analysis according to the answers provided separately by different institutions it can be argued that they agree on common goals and targets about the development of the area. Major problems are how these common policies would be applied with administrative coordination and what would be the legal devices directed at application of these policies. Potentials of the area is accepted by all actors in the area and the need to some up with a common vision based on this strong potential is also accepted unanimously. Officials envisioning development of health/thermal and culture tourism in the area complain about lack of planning, organization, collaboration and implementation studies to match this goal. It is thought that an organized effort that is highly sensitive to participation of different actors can be successful with a single coordinating body in the center of the structure and the Ministry of Culture and Tourism offered by all actors as the best coordinator to organize these efforts.

5. A Governance model proposal for sustainable tourism development of Frig Valley

Sustainable tourism development can be ensured in an area by taking into account the area specific conditions because in every area there are different stakeholders and interest groups that differentiate according to the features of the area and development plans for each area should be developed accordingly. In sustainable tourism development process, there are no standardized procedures that guarantee solution of problems and success of the planning. The process requires two steps; "goal definition" in which the goals are clarified and "planning" step in which it is determined how goals will be acquired (Kernel, 2005). Cooperation is also provided in a similar steps; 'coordination of policies' ensures goals and targets are agreed upon and "administrative coordination" determines tools to be used in order to reach agreed targets (Hall, 1999).

Governance model

Stakeholders for governance

Central/ upper level	Central/ Local level	Local/ Central level	Local level	NGOs	Entrepreneurships /private sector

Ministry of Culture and Tourism
Ministry of Environment and Forestry
Ministry of Transport
Ministry of Public Works and Settlements

Metropolitan Municipalities

Municipalities of Districts

Governorship
Special Provincial Administration
Provincial Tourism Directorate
Provincial Museum Directorate
Government of the District
Village Headman

NGOs/specialist
Foundations and Unions/specialist
Chambers of commerce and Industry

Investors and private establishments

TDU

Institutional framework

Administrative/management Board

Governors
Mayors
Mayors of the districts
Head of the districts
Head of province general council
Head of chambers of commerce and industry

Advisory Board

Representatives of public institutions
Representatives of private sectors and tourism industry
Representatives of NGOs
Headman of the villages
Representatives of universities

Main Secretary

TDU executive board/
The secretary who should be elected from the different provinces each year will be the coordinator

Investment/application support offices

Communication with local community and investors/entrepreneur
Solve the problems about marketing and promotion, application

Planning and action group

Technical staff/professionals

Figure 3: Proposed governance model

Interviews in the area reveal the need for a special imitative for coordination which is specific to this area. It is widely believed that the coordinating institutions should be the Ministry of Culture and Tourism. Yet, as important as the national approaches to tourism development a local perspective

should be adopted, more than the national approach in order to survive a sustainable relationship at the local level. Local organs are the closest institutions to the local actors, yet their institutional capacities are very important for the roles they are going to play at the local level.

As indicated above political and administrative coordination comes to the fore in terms of coordination. A high level coordinator institution (Frig Valley Tourism Area Development Union-TDU) with an institutional structure that is tied to an organization model which is not disconnected with the local can be projected. This institution should: *have the expert level that can take responsibility in tourism matters, have the ability to construct strategic plans, and the ability to provide links with all actors throughout the process, have the ability and authority to put tourism strategies into action and have the ability to manage tourism resources equally and effectively.* In another point, this institution should be able to work out the relationship with the industry and make the others feel assured about the decisions and actions taken are sustainable. This appears to be closely related with political power and considerations. Related with all these features a governance model that can be offered for the administration of the area is proposed in Figure 3.

This model proposes a general approach that should be developed within the scope of legislations in effect during application phase. The planning process for the area should start with upper scale plans as Regional Tourism and Regional Development Plans and in a coordinative fashion should comprise Master Plan and/or Strategic Plan together with Local Level Implementation/Zoning Plans. Plans devised by Tourism Development Union or commissioned by Tourism Development Union to another agency for preparation should be approved by related ministries after coordinated informatory efforts of Tourism Development Union (Figure 4).
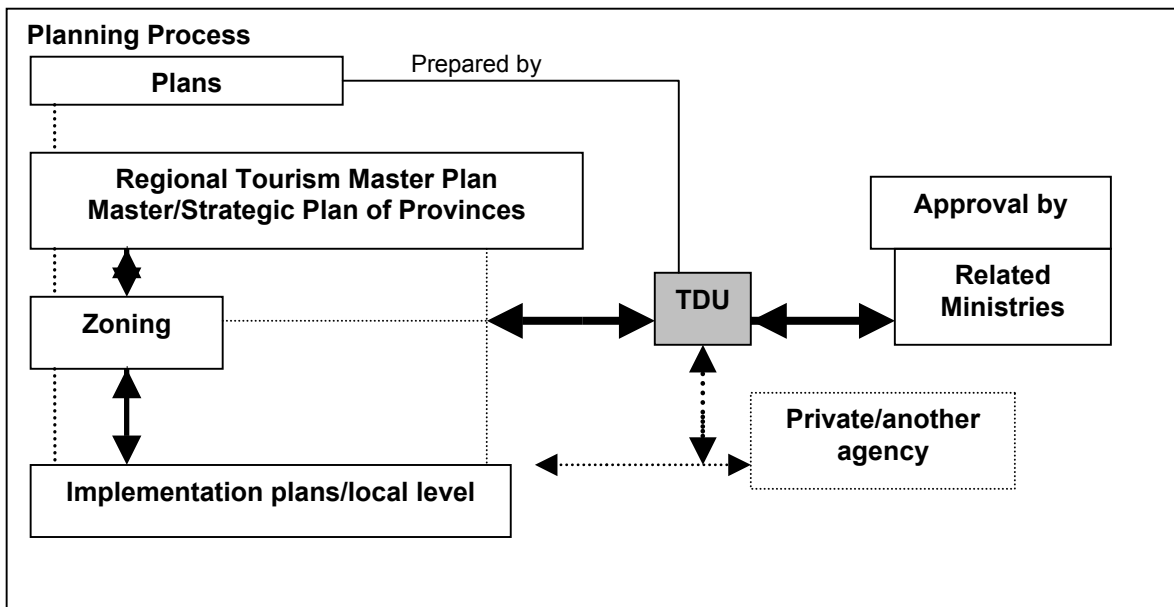

Figure 4: Planning process

6. Conclusion

Tourism Development Union which is constituted according to the mentioned model is expected to prepare plans related to the area or get them prepared, get approvals for the plans and implement them, when necessary implement required regulations with the authority it gets from the Ministry of Culture and Tourism or other related ministries through devolution of authority, keep the balance between socio-economic development and protection of natural and cultural resources in the area, ensure environmental quality in the international standards and last but not least it is expected to make all of these sustainable.

Basic principle for the approaches of the proposed model is comprehending, planning and administering the area in question as a whole with all its potential and dynamics. In this context, establishing a coordinative unit that will ensure coordination and continuous and reflective interaction between all related actors is inevitable. Interactive participation of lowest level actors moves the model away from a centralist approach, "planning" and "planning management" processes are designed operate in a structure which allows them regenerate during the process and that can increase the capacity of present institutions by all dimensions. Only this kind of a structuring can develop and manage dynamics and potentials of the area in a long term sustainable viewpoint.

Main determinants of policies proposed in this field should be an applicable tourism development and elaboration of principles related with sustainability. Development of direct relationships between various government agencies, especially between local actors at the same level and communication between stakeholders should be initiated through construction of the basic terminology and standardization of basic applications. In the application phase alternative management techniques that allow for flexible applications used in cases of different problem types occurring in the area should be encouraged.

References

Araujo, L, Bramwell, B, (1999), 'Stakeholder assessment and collaborative tourism planning: the case of Brazil's Costa Dourada Project', **Journal of Sustainable Tourism**, 7, 356-378

Becker, E, Jahn, T, Stiess, I, (1999), 'Exploring uncommon ground: Sustainability & social sciences', In E. Becker, & T. Jahn (Eds.), **Sustainability and the social sciences** (p. 5), Germany: UNESCO, Institute for Social-Ecological Research (ISOE)

Benveniste, G, (1989), '**Mastering the Politics of Planning: Crafting Credible Plans and Policies that Make a Difference'**, San Francisco: Jossey-Bass

Bossell, H, (1999), '**Indicator for sustainable development: Theory, method and application**', Manitoba, Canada: International Institute for Sustainable Development (IISD)

Bramwell, B, Lane, B, (1993), 'Sustainable Tourism: an evolving global approach', **Journal of Sustainable Tourism**, 1, 1, 1-5

Bramwell, B, Sharman, A, (1999), 'Collaboration in Local Tourism Policy Making', **Annals of Tourism Research**, 26, 2, 392-415

Bramwell, B, Broom, G, (1989), 'Tourism Development Action Programmes: An Approach to Local Tourism Initiatives', **Insights** *A6*:11-17

Coccossis, H, Nijkamp, P, (1995), '**Sustainable Tourism Development**', Aldershot, Avebury

Craik, J, (1995), 'Are There Cultural Limits to Tourism', **Journal of Susainable. Tourism**, 3, 2, 87-98

Çıracı, H, Kerimoğlu, E, Göçer, K, (2004), 'Tourism as a Development Investment in Less Developed Regions: Network Behaviour of Different Cities', **44**[th] **Congress of the European Regional Science Association**, 25–29 August, 2004 Porto, Proceedings

Çıracı, H, Turgut, S, Kerimoğlu, E, (2008), 'A Governance Model for Sustainable Tourism Development: the Case of Frig Valley', *İ.T.Ü. Journal A/B/C/D: A, Architecture, Planning and Design*, in Turkish, forthcoming, this paper prepared from the research project, titled '**Sustainable Tourism Development based on Network Behaviours of Cities in Regional Planning and a Governance Model for Frig Valley**' was supported by ITU research foundation.

Faulkner, B, Tideswell, C, (1997), 'A Framework for monitoring Community Impacts of Tourism', **Journal of Sustainable Tourism**, 5, 1, 3-28

Fennell, D, A, (1999), '**Ecotourism: An introduction**', New York, NY: Routledge

Global Reporting Initiative, (2000), 'Sustainability reporting guidelines on economic, environmental and social performance', http://www.globalreporting.org

Green, H, Hunter, C, (1992), '**Tourism and the Environment: a sustainable relationship**', New York: Routledge

Goeldner, C, R, Ritchie, J, R, B, McIntosh, R, W, (2000), ' **Tourism: Principles, Practices, Philosophies**', John Wiley & Sons, New York

Hall, C, M, (1994), **Tourism & politics: Policy, power, & place**', Chichester, West Sussex: John Wiley & Son Ltd

Hall M, C, (1999), 'Rethinking collaboration and partnership: a public policy perspective', **Journal of Sustainable Tourism**; 7

Hall, C, (2000), '**Tourism Planning: Policies, Processes and Relationships**', Harlow: Prentice Hall

Hall, C, M, Lew, A, A, (1998), 'the geography of sustainable tourism development: Introduction', In C. M. Hall, & A. A. Lew (Eds.), **Sustainable tourism: Geographical perspectives** (pp. 1–24), New York, NY: Addison Wesley Longman Ltd

Hart, M, (1998), 'Indicators of sustainability', http://www.subjectmatters. com/ indicators

Healey, P, (1997), '**Collaborative Planning: Shaping Places in Fragmented Societies**', London: Macmillan

Healey, P, (1998), 'Collaborative Planning in a Stakeholder Society', **Town Planning Review**, 69:1-21

Herremans, I, M, Welsh, C, (1999), 'Developing & implementing the company's eco tourism mission statement', **Journal of Sustainable Tourism**, 7(1), 48–76

HwanSuk, C, C, Sırakaya, E, (2006), 'Sustainability indicators for managing community tourism', **Tourism Management**, 27: 1274-1289

Inskeep, E, L, (1991), *'Tourism planning: An integrated & sustainable development approach'*, New York, NY: Van Nostrand Reinhold

Jamal, T, Getz, D, (1995), 'Collaboration Theory and Community Tourism Planning', **Annals of Tourism Research**, 22, 186–204

Jamal, T, Getz, D, (1999), 'Community roundtables for tourism related conflicts: The dialectics of consensus and process structures', **Journal of Sustainable Tourism**, 7(3), 356–378

Jamieson, D, (1998), 'Sustainability & beyond', **Ecological Economics**, 24, 183–192

Jenkins, L. C, (2000), 'Tourism policy formulation in the Southern African region', in **the Political Economy of Tourism Development in Africa**, ed. P.U.C. Dieke, Cognizant, New York

Jones, T, M, (1995), 'Instrumental Stakeholder Theory: A Synthesis of Ethics and Economics', **The Academy of Management Review**, 20:404-437

Kernel, P, (2005), 'Creating and implementing a model for sustainable development in tourism enterprises', **Journal of Cleaner Production**, 13, 151-164

Kuik, O, Verbruggen, H, (1991), *'In search of indicators of sustainable development'*, Dordrecht, Netderland: Kluwer Academic Publishers

Lane, B, (1994), 'Sustainable Rural Tourism Strategies: a tool for development and conservation', **Journal of Sustainable Tourism**, 2, 102-111

Liverman, D, M, Hanson, M, E, Brown, J, B, Meredith, R, W, (1988), 'Global sustainability: Toward measurement', **Environmental Management**, 12, 2, 133-143

McIntosh, R, W, Goeldner, C, R, Ritchie, J, R, B, (1995), *'Tourism: Principles, practices, and philosophies' (7th ed),* New York, NY: John Wiley & Sons

McIntyre, G, (1993), *'Sustainable tourism development: Guide for local planners'*, Madrid, Spain: World Tourism Organization

Miller, G, (2001), 'The development of indicators for sustainable tourism: Results of a Delphi survey of tourism researchers', **Tourism Management,** 22, 351-362

Ministry of Culture and Tourism, (2007), **Tourism Statistics**

Ministry of Culture and Tourism, (2007), **Türkiye Turizm Stratejisi 2023, Eylem Planı 2007-2013**

Page, S, (1995), '**Urban Tourism**', Routledge, London and New York

Paskeleva, Krassimira, S, (2003), *'Sustainable Urban Tourism, Involving Local Agents and Partnerships for new Forms of Governance'*, Final Report, R&D Project of Key Action 4 "City of Tomorrow and Cultural Heritage", "Energy, Environment, and Sustainable Development" Program, "Fifth Framework Program" of the European Union

Pearce, P, L, (1993), 'Tourist-resident impacts: Examples, explanations and emerging solutions', In W. F. Theobald (Ed.), **Global tourism: The next decade** *(pp. 103–113)*. Oxford: Butterworth-Heinemann

Reed, M, (1997), 'Power Relations and Community-Based Tourism Planning', **Annals of Tourism Research**, 24, 556–591

Roberts, N.C, Bradley, R, T, (1991), 'Stakeholder Collaboration and Innovation: A Study of Public Policy Initiation at the State Level', **Journal of Applied Behavioral Science**, 27, 209-227

Ross, S, Wall, G, (1999), 'Ecotourism: Towards congruence between theory and practice', **Tourism Management**, 20, 1, 123-132

Sautter, E, Leisen, B, (1999), 'Managing Stakeholders: a tourism planning model', **Annals of Tourism Research**, 26, 312-328

Sheehan, L, R, Ritchie, JR, B, (2005), 'Destination Stakeholders Exploring Identity and Salience', **Annals of Tourism Research**, 32, 3, 711-734

Sirakaya, E, Jamal, T, Choi, H, S, (2001), 'Developing tourism indicators for destination sustainability', In D. B.Weaver (Ed.),*'The encyclopedia of ecotourism'* (pp. 411–432). New York, NY: CAB International

SPO (State Planning Organization), (1996), (2003), **'İllerin ve Bölgelerin Sosyo-Ekonomik Gelişmişlik Sıralaması Araştırması**'

SPO (State Planning Organization), (2004), **İlçelerin Sosyo-Ekonomik Gelişmişlik Sıralaması Araştırması**'

Stabler, M, J, (1997), *'Tourism and sustainability: Principles to practice'*, New York, NY: Cab International

Stabler, M, J, Goodal, B, (1997), 'Environmental Awareness Action and Performance in the Guernsey Hospitality Sector', **Tourism Management**, 18, 1, 19-33

Timur, S, Getz, D, (2002), 'Applying Stakeholder Theory to the Implementation of Sustainable Urban Tourism', Karl Wober ed, **City Tourism 2002**, Springer Economics, 194-210

United Nations Conference on Environment & Development (UNCED), (1992). '**Rio declaration on environment & development'**, Rio de Janeiro, Brazil: UNCED

United Nations Economic Program (UNEP), (2001), '**Soft mobility: Making tourism in Europe more sustainable**', Vienna, Austria: Tourism Focus, UNEP Tourism Program

Veleva, V, Ellenbecker, M, (2001), 'Indicators of sustainable production: Framework and methodology', **New Soultion**, 11, 1, 101-120

Wheeler, M, (1993), 'Tourism Marketers in Local Government', **Annals of Tourism Research**, 20, 354–356

**Sürdürülebilir turizm gelişimi ve
Frig vadisi için bir yönetim modeli önerisi**

Turizm geniş ekonomik, sosyal, kültürel ve çevresel sonuçları olan sosyokültürel ve ekonomik bir olgudur, sadece pozitif ekonomik etkiler yaratarak hızla artan bir ekonomik aktivite değil, aynı zamanda yapay ve doğal çevre üzerinde tahribata sebep olabilen sosyal ve kültürel problemler yaratabilen bir uygulama alanı olarak da kabul edilmektedir. Süründürülebilir turizm, kültürel ve çevresel zararları minimuma indirmeyi, ziyaretçi memnuniyetini optimize etmeyi, bölge için uzun dönemli ekonomik gelişmeyi maksimumda sağlamayı amaçlamaktadır. Sürdürülebilir turizm kavramı, uzun dönemli, katılımcı, çevresel, sosyal, kültürel ve ekonomik uyumlu bir turizm gelişimini ifade etmektedir. İdeal olarak, yerel toplum için mevcut faydalar ve sağlanacak gelecek fırsatları arasında bir denge aramakta, bir yandan, doğal kaynakları, doğal ve kültürel mirası ve sosyoekonomik refahı göz önüne alırken, diğer yandan kültürel, çevresel, biyolojik kalite ve çeşitliliği ve bunların ev sahibi toplumla entegrasyonunu sağlamaktadır.

Sürdürülebilir turizm stratejileri çeşitli ilgi gruplarını kapsayan daha geniş ve bütüncül temele dayanmalıdır. Sürdürülebilir turizm deneyimlerini gerçekleştirmek için, sürdürülebilir turizm yönetiminde uygulama aşaması kritik bir aşamadır çünkü, sürdürülebilir turizm deneyimi ancak uygulama aşamasında etkili olmaktadır. Sürdürülebilir turizm stratejilerini uygulamak, turizm endüstrisi, ziyaretçiler, çevre ve ev sahibi toplum arasında karmaşık ilişkiler yaratmasından dolayı gerilimli bir süreç oluşturmaktadır

Turizm stratejileri yönünden, şehirlerin tek tek ele alınarak değerlendirilmeleri yanı sıra, şehirsel sistem içinde çevrelerindeki kırsal alanlar, doğal, tarihi ve arkeolojik sitler ve komşu diğer şehirlerle birlikte, bütün olarak değerlendirilmeleri büyük önem taşımaktadır. Bölgesel kalkınma için önemli bir sektör olduğu bilinen turizm endüstrisinin yapısı, bir destinasyonun farklı özelliklerine, onun fiziksel, doğal özelliklerine, üst ve altyapısına, ziyaretçi hizmetlerine ve toplumsal olanaklarına göre değişmektedir. Ancak, turizm kaynakları ve hizmetlerin artırılması, taşıma kapasitelerinin ve sürdürülebilir kazanımların belirlenmesi, yerel organizasyonların etkinliğinin artırılması, uyuşmazlıkların azaltılması, güven ortamının sağlanması, planlama, karar verme, problem çözümü, proje belirleme ve değerlendirme süreçlerinde sorumluluğun paylaşılması, toplumla diyalogun sağlanması, sürece yerel halkın ve ziyaretçilerin katılımının sağlanması, yerel ve sosyal eşitsizliklerle mücadele edilmesi konularında başarı sağlanabilmesi, modern yönetim anlayışıyla oluşturulacak yeni ortaklıklarla mümkün olabilecektir.

Yerel koşullara bağlı olarak çok sayıdaki kurumun şehirsel gelişimden sorumlu olması sebebiyle, şehir yönetiminde tek tip bir yönetim yapısı belirlemek çok zor olmaktadır. Modern bir yönetim yapısında birçok fonksiyonun gelişiminden sorumlu olan çok sayıda aktörün, şehirsel çevrelerin yönetimi işinin içinde olması gereklidir. Şehirlerde turizm gelişimi, şehirsel gelişimin bir parçası olduğu için, şehir planlamada yaşanan tüm uyuşmazlık ve politik zorluklar şehirsel alanlarda turizmin gelişimine de yansımaktadır.

Bu çerçevede, bu çalışmanın konusu bölgesel kalkınmayı sağlamak amacıyla şehirlerdeki turizm gelişiminde, şehirlerin ortak hareket etmeleri ve kararın desteklenmesinde alıcılar ve paydaşların ortaklık davranışlarını belirleyerek, bir yönetim modeli geliştirmektir. Buna bağlı olarak Eskişehir, Afyonkarahisar ve Kütahya illerinin ortak kesişim noktasında yer alan Frig Vadisi alanı, çalışma alanı olarak belirlenmiştir. Frig Vadisi alanında, belirtilen üç ilin birbirinden bağımsız olarak, alanı turizme kazandırma ve bölgede turizmi geliştirme çabaları içerisinde olduğu bilinmektedir. Çalışma kapsamında, çalışma alanı olarak belirlenen Frig Vadisi alanına bir teknik gezi düzenlenerek alandaki çalışmalar hakkında bilgiler alınmış, etkin kurumlarla görüşülerek, ortak çalışma zemini oluşturulması ve alan çalışmalarında gerekli kolaylıkların sağlanması amacıyla, çalışma kapsamı ile ilgili olarak kendilerine bilgi verilmiştir. Alanın turizme kazandırılması amacına yönelik olarak gerek yasal sorumluluk sahibi olan, gerekse konuyla iç içe oldukları ve uygulama için önem taşıdığı düşünülen, sürdürülebilir turizm uygulamalarını etkileyecek ve bu uygulamalardan etkilenecek kurumlar belirlenmiş, bu kurumlara yönelik görüşme formları hazırlanmıştır. Bu formlar, merkezi ve yerel yönetimler, sivil toplum kuruluşları ve beklenti grupları olmak üzere 3 ayrı gruba yönelik olarak, farklı soru gruplarını içerecek biçimde düzenlenmiştir.

Çalışma kapsamında, belirtilen örnek alanda yapılan analizler doğrultusunda, yeni ortaklık mekanizmaları içinde aktörlerin temel sorumlulukları ve karar verme sürecindeki katılım koşullarının belirlenmesine çalışılmıştır, alanındaki aktörlerin turizmin gelişiminde oynaması gereken roller ortaya konmuş ve bu kapsamda bir yönetim modeli önerilmiştir.

Çalışma alanındaki en önemli sorun, bütüncül olarak değerlendirilmesi gerekli olan Frig Vadisi alanında yapılacak çalışmalarda idari bölünmeler

sebebiyle yetki karmaşası yaşanması ve çok sayıda paydaşın alandaki çalışmaların içerisinde olması gerekliliğidir. Belirtilen kurumsal probleme ilaveten alanın altyapı, üstyapı, plansızlık ve finansman açısından yaşadığı sorunlar bu kurumsal problemlerle bağlantılı olmakla beraber yaşanan altyapı, planlama ve finansman sorunları aslında Türkiye'nin pek çok benzer alanında yaşanmaktadır. Alanda sürdürülebilir turizm gelişiminin sağlanması için paydaşlar arası işbirliği gerekli olmakla birlikte, işbirliğinin sağlanabilmesi için çeşitli kurumsal düzenlemelerin yapılması gereklidir. Ortak hedeflere ulaşılabilmesi ve planlama çalışmalarının yapılabilmesi için kurumlar arası işbirliği ve koordinasyonun gerekli olduğu, çalışma kapsamında görüşülen kurumlar tarafından da belirtilmiştir. Analiz çalışmalarından alan için belirlenen hedeflerin ortak/benzer olduğu ve yapılacak planlama çalışmasının tüm aktörlerin katılımıyla bütüncül olarak değerlendirilmesi gerektiği sonucu çıkmaktadır. Bu durum alanda gerçekleştirilmesi gerekli olan işbirliği çalışmaları için olumlu bir durum oluşturmaktadır. Burada kurumların birbirinden bağımsız olarak vermiş oldukları cevaplara göre ortak amaçlar ve hedefler üzerinde anlaşıldığı varsayılabilir. Belirlenecek ortak politikaların nasıl bir idari koordinasyon ile gerçekleştirilmesi gerektiği ve uygulamaya yönelik yasal araçların neler olabileceği temel sorun ve sorulardır.