

# The Analysis of Tourism Policies by Different Governments and their Potential Implementation in North Cyprus Economy

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## Abstract

This paper aims at exploring the tourism policies that were formulated by successive governments since 1974 up to now in order to evaluate their strengths, weaknesses, effectiveness and their potential applicability in the Republic of North Cyprus (TRNC); by focusing on studying of major factors that influencing the formulation of these policies and other factors struggle their implementation in TRNC. For this goal, the researchers conduct an analytical appraisal for the different tourism policies in TRNC through an experimental approach in order to come up with profound understanding of their features and nature. To achieve the latter purpose; this research is based on two approaches; sampling procedure using the questionnaire as a tool to collect data, as well as, in-depth readings of the pertinent literature. Accordingly, this purpose achieved by means of gathering data from different stakeholders in tourism industry such as; directors of tourism business, stakeholders in both sectors (public, private), the presidents of pertinent tourism associations, managers of travel agents, restaurants, hotels and all other people engaged in a related business to tourism. Furthermore, a comparative and historical approach was conducted to develop in-depth understanding of tourism policies in this country. Therefore, the main findings in this research were; the way tourism policies were formulated was the most effective factor when formulating tourism policies, and unfortunately, there are many obstacles that hindered the successful implementation of tourism policies in North Cyprus where the political non-recognition appears as the most effective obstacle to achieve successful implementation of these policies.

**Keywords:** Tourism; Tourism policies; Formulation; TRNC; Implementation; Development plan

## Introduction

Tourism sector is a pillar in the economies of countries, both developed and developing one's [1] particularly those countries in which tourism is the major source of income and foreign currencies, as well as, creating job vacancies [2,3]. Since the tourism industry is gaining popularity in the 21<sup>st</sup> century, international tourist arrivals are expected to increase by 3.8% per year between 2010 and 2020, even though it was above the WTO expectations in 2014 (4%) [4], therefore, more attention should be paid to this creative sector. Furthermore, tourism is considered as a source of economic development especially, for the developing countries [5].

Tourism and education are the major players TRNC economy [6]. As the TRNC realized an apparent success in higher education and polarizing of new overseas students, it is not hard mission to share the same experience with tourism sector in order to achieve a parallel success. Accordingly, in 2014 tourism sector indicators show that tourism contributed nearby 8.7% of GDP go along with an occupancy rate of 31% up to August 2014. Consequently, higher education sector contributions were 5.6% of GDP in the same year 2014 (TRNC FACTBOOK, 2014).

The political non-recognition of North Cyprus rather than Turkey [7], and the existence of some other obstacles face the tourism industry in this country such as; overlapping powers, poor coordination, absence of long-terms vision, frequent governments change, and unclear role of tourism stakeholders. These are the main difficulties that the tourism sector suffers from in this small peninsula and the major potential obstacles to achieve successful implementation of tourism policies [8]. In addition, coastal resorts tourism had been neglected for a long time comparing to other tourism destinations [9].

Tourism is a political issue, and it is highly affected by political instability [10]. It has grown ever since, especially, due to the steadily increasing mobility of people, and the growth has realised, many

positive and negative effects have occurred. The more travellers and tourists are moving around the world the stronger is the necessity for coordination and regulations of the interests of different stakeholders involved in tourism development. Policies provide a plan-to-action to guide decisions and achieve rational outcomes.

This research aims at analysing the factors that affect tourism policies in TRNC, and to what extent these policies can be implemented to boost tourism industry in this republic. Basing on the above, this research is considered to be the first among other research due to the focus on factors influencing formulation of tourism policies such as: the clarity and ease of tourism policies, the way these tourism policies were formulated, the ability of tourism policies to be implemented, as well as, the ability of tourism policies to boost the economy of TRNC. Consequently, this study focus on tourism policies by addressing the following themes: first, historical analytical approach of tourism policies in TRNC since 1974. Second, this paper undertakes some examples from the entire world, to introduce a profound understanding of the essentiality of successful tourism policies to achieve sustainable development [11]. Third, an analytical approach of these policies, as well as, the major factors affecting the formulation of tourism policies were conducted for the main objective. Forth, an overview of obstacles to achieve successful implementation of tourism policies discussed as well. In addition, it is meant to study factors influencing

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the formulation of tourism policies and the potential enforcement of these policies. These factors vary among; the way these policies were formulated, their clarity, their potential impact on economy of North Cyprus, and their ability to be executed. Consequently, an exploration relating to the barriers that stand behind unsuccessful implementation of these policies such as; the poor coordination between tourism sector stakeholders, the political non-recognition, the overlapping powers and much more similar factors will be conducted in this paper [10,12,13]. Figure 1 illustrates and summarizes the main objectives of this paper. While the factors influencing the formulation of tourism policies will be the independent variables, the potential applicability of these policies will be the dependent one.

## Literature Review

### General background

Tourism involves movement from one place to another for leisure, entertainment, as well as business purposes. Many people associate it with international travel, which involves movement from one country to another in pursuit of entertainment. However, it also includes local adventures within a country, viewing the beautiful scenarios located in that place. With the world changing into a global village, tourism is much easier and faster through aerial transport. Benefits of tourism in a country are undeniable, as it is a prime source of economic income and revenue for many countries. In the same context, it could be said that tourist buy the whole experience package when they travel not just a tour service [14].

Merriam-Webster defines policy as a definite method of action designated from various options and in light of given circumstances to direct and determine future and present decisions [15]. Therefore, a tourism policy consists of a series of methods put in place to guide decisions pertaining to tourism. Tourism policies are essential in every country for implementation of planned activities in order to achieve the set objectives and goal. Without tourism policies, there is no distinct direction, thus, perplexity in determining the roles of all stakeholders involved in the implementation process.

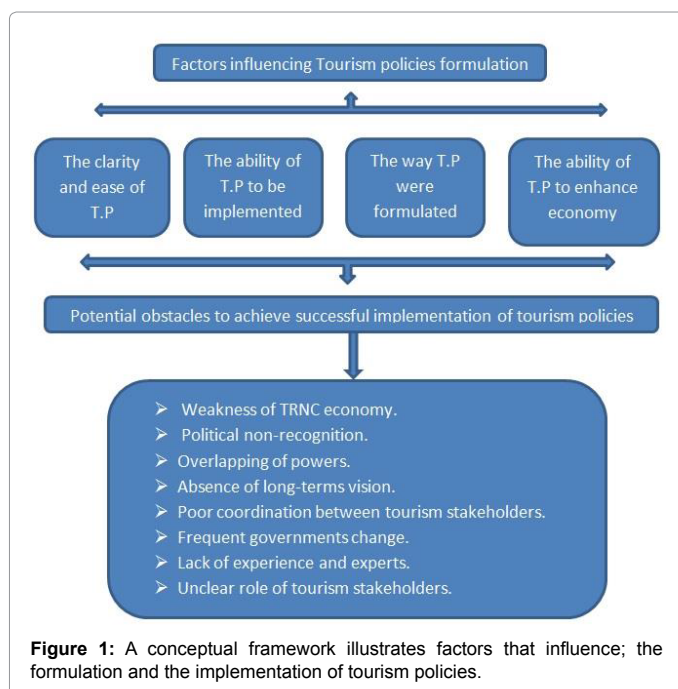


Figure 1: A conceptual framework illustrates factors that influence; the formulation and the implementation of tourism policies.

Implementation in this paper is the “execution process”. It involves putting plans into actions. In this case, tourism policies means putting into actions the contents of the policy document. For an efficient implementation process to occur, each stakeholder or participant must understand his or her roles and functions. For instance, in the TRNC tourism development Act, there are various parties involved. Each of these parties has a role to play to ensure correct implementation of the policies. Without implementation, policies will just be pieces of documents.

TRNC locates in the east of Mediterranean on Cyprus peninsula inhabited by Turkish Cypriots [12]. It was founded after Turkey’s peace operation in 1983 as a result of wrangles between Turkish and Greek Cypriots which led to the division of the island in 1974 between both; Turkish Cypriots in the north while Greek Cypriots on the south [7].

### Governments involvement

Stakeholders are pertaining to tourism business and engaging in tourism policies formulation. These stakeholders vary among ministry of tourism, tourism planning department, NGOs, local communities, as well as, private sector players including owners and managers of all tourism facilities such as restaurants, hotels, transportations [16].

Noel Scott, in his book entitled “Tourism Policy: a Strategic Review” gave some reasons to explain why the study of tourism policies is a difficult study; he said that the involved beliefs and values concerning what is good or bad being considered as one of the main reasons [5]. Another indicator to the difficulties encountered with formulating policies process, is what has been said by Wray as cited in [5]: “studying public policy ... is a difficult task that comprises analysis of numerous individuals and organizations that have often been shaped by earlier policies and may be linked closely with other seemingly unrelated decisions” [17].

It is of importance to explore the role of government and other relevant stakeholders’ in formulating tourism policies since these policies affect all varieties of business pertaining to tourism sector [16]. Furthermore, it is crucial to understand interactions and activities of the government [12] and the pressure applied by main players in tourism industry during the policies making process. This reflects the high significance of the effect of these policies [17].

Derived from its practical and theoretical importance, tourism policy is considered to be a dynamic issue to be studied [18]. Consequently, the sustainable development process of tourism and all related issues should be directed by an independent tourism organization that embrace all stakeholders in both sectors, private and public [19], local communities and NGOs [20]. In addition, as a result of a rapid change in the world, tourism industry should cope with the new trends and incorporate new technologies such as the usage of networks, internet services, E-ticketing and WIFI service in all domains. In the same context, one of the main problems that affect tourism is the quick development in all our lifestyle, the need to cope with the diversity of means of travel, the diversity of tourism attractions all over the place which struggle the competition between destinations. For that reason, facts stated above should be taken into consideration by tourism planners, as well as encouraging them to take the lead. As a sequence, flexible policies should be designed to cope with this speedy progress on all spheres of influence in tourism and travel world [20].

A critical factor in tourism is the planning which is a key contributor to economic growth in all destinations [19]. Indeed, another influential factor is the sensitivity of tourism to the political situation [10] and relationships with other countries which could be obviously stated in

small island states where TRNC is considered to be one of them [21]. According to the previous mentioned factors, political menace and international seclusion have a strong influence in tourists' run which is a challenge to the tourism planners, as well as, it is the case of TRNC [12].

Tourism is an economic activity that needs regulations to adjust all forms of such activities [16]. Several considerations are put in mind when formulating policies to cope with these economic activities. The guidelines for an efficient policy include local community involvement and more concentration [22] in creating partnerships in the public and private sector, encouraging cooperation by all the regions for effective integration and participation, equity in resource allocation and sharing benefits, coming up with expansion for innovative ideas on tourism. Finally, a framework for government involvement and activities must be available [23].

### Barriers behind successful implementation of tourism policies

Tourism is regarded as one of the rapidest emergent industries in the world [24] and it is a major contributor to economic growth, as well as, a foreign exchange earner to many economies [2,19]. As a result, governments put much focus in coming up with sustainable strategies and policies that would help sustain high standards of tourism in those countries. The main objectives of many governments is to formulate tourism policies to act as a guidelines to all tourism development process, operations and management [22]. These policies are often geared towards sustainability that is in line with international best practices, to allow for competitiveness of their national tourism industry regionally and globally. However, governments often face various obstacles to policy implementation, and this tends to slow down the process of development of this dynamic industry. The most common barrier to sustainable tourism implementation in many countries is economic policy over environmental and social concerns [8]. This barrier is strongly linked to the short-term concerns of political leaders who play a main role in tourism policy implementation and development.

Tourism in many countries across the world, mostly relies on government policies to operate. Funding is a government responsibility in most cases, with the private sector coming in with other necessities such as accommodation, transport and leisure facilities. As such, most barriers to policy implementation arise out of government influence. Politicians give much focus to short-term economic objectives [25] that prioritize economic factors such as job creation, and development that come up with immediate or short-terms results, as opposed to those policies that take longer time to achieve such a tourism policies. Tourism sustainability policies often require more than ten years to be realized [25] whereas, political sequence, flexible policies should be designed to cope with this speedy progress on all spheres of influence in tourism and travel world [20].

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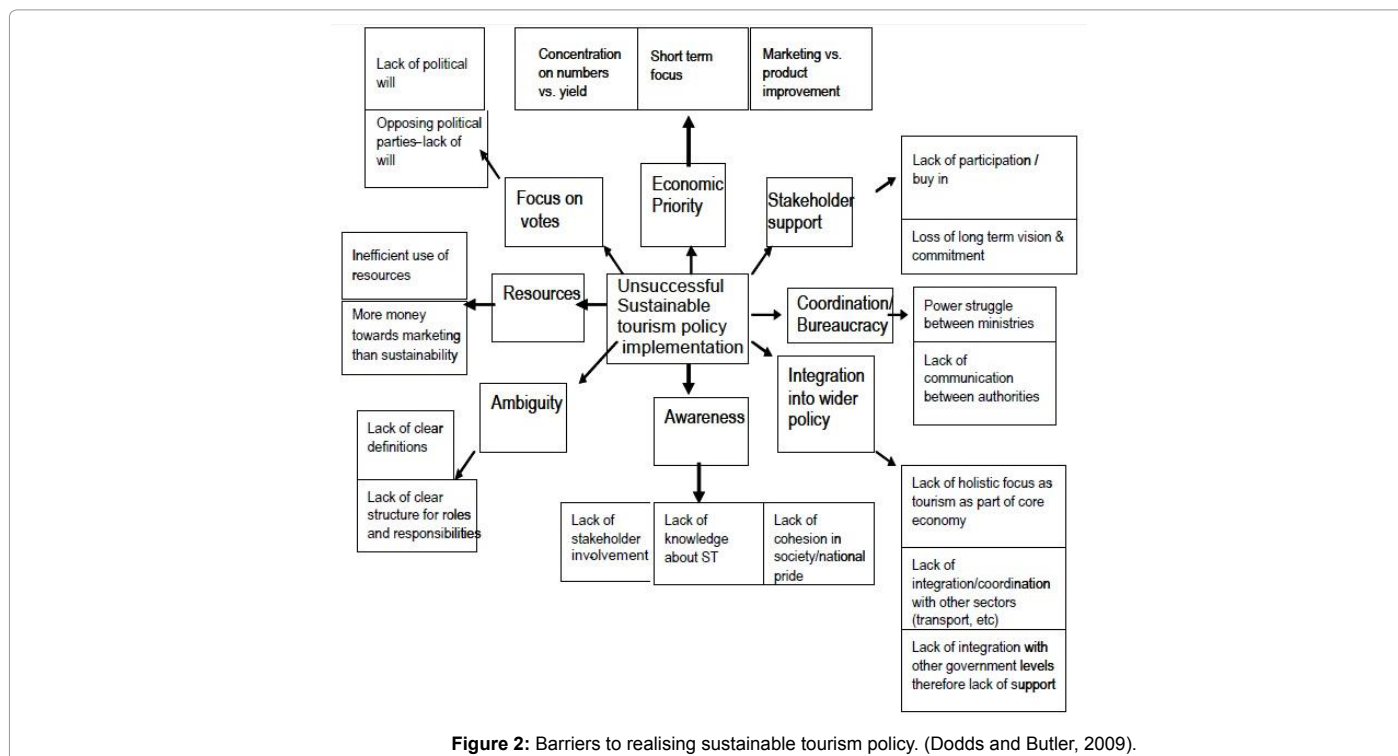


Figure 2: Barriers to realising sustainable tourism policy. (Dodds and Butler, 2009).

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A sustainable tourism policy requires participation from various government sectors including, transportation, tax policy, accommodation, environmental conservation and social development among others. Another barrier is the exclusion of other stakeholders in policy formulation and implementation by the government, especially major players from the private sector [12]. To achieve progress in policy implementation, private sector, the community, NGOs should always be included [20,22].

NGOs are often excluded from tourism policy development process because they seldom have an economic interest, but instead they care more about social and environmental concerns. Another barrier to poor policy implementation in tourism is poor marketing and promotion. Many local governments fail to promote their local tourism destinations and suffer lack of event calendars. Public sectors need to arrange carnivals and festivals to help in attracting more visitors. Other barriers include inadequate expertise and lack of experience and skilled people in tourism matters. Most local governments often fail to invest in tourism education and as a result, they end up having few policymakers to educate people on the importance of tourism. Many people therefore, view tourism as just a leisure and unimportant expensive issue to local governments [25].

Generally, barriers to implementation of tourism policies focus on public and private participation in tourism development. Politicians are the main barriers to tourism development since most policies require their direct intervention, for instance sharing of funds for tourism development, coordination with other sectors, promotion, and education among other factors [26].

## Factors influencing the formulation of tourism policies

The increasing significance of tourism as a leading income earner [19] for many economies across the world implies that governments are assuming an increased control over the sector. Governments therefore design policies aimed at achieving specific goals and objectives, which are relevant to the country's tourism sector at the state, national, or municipal levels [19]. Therefore, for many countries, tourism policy reflects the overall economic policy of the country, and is thus integrated in it [26].

Tourism policy is a public policy; means that it is generally formulated by the public sector. The public sector in this case includes the central government, local authorities as well as, public business. To achieve this goal, all relevant sectors in tourism need to be involved in the process of formulating the policies [12,27]. The policies need to be drafted in a manner that is easy to understand and interpret [28]. Since; policies are guidelines, meant to serve for decades, and therefore, they should be easy to interpret by any individuals who should be involved in the implementation process. While formulating tourism policies it is an important process to come up with policies easy to be put in-action, not all formulated policies get implemented and this is attributed to various factors [26]. These factors include among others; ambiguity of goals proposed in the formulation stage, lack of corporation among stakeholders, lack of adequate information on the goals to be met, as well as, the means of achieving these goals, and lack of commitment from some stakeholders. Other factors that often affect policy implementation are, misappropriation of resources, and lack of transparency in decision-making [27]. Setting priorities that are inconsistent with the intended development, also leads to poor implementation of policies.

For proper implementation of tourism policies, stakeholders in the implementation process should focus on the following factors. First, policies formulated by the government should be in touch with the needs of the local people needs. Many policies face obstacles during implementation stage because most of the programs developed by centralized administration [19] of the national government overlook the goals, and skills and knowledge of the local tourism stakeholders both in private and in public [26]. Another factor to consider while implementing tourism policies is to ensure clarity in roles of different stakeholders involved in the process. It is thus, imperative to ensure proper management of the interaction between different stakeholders involved in the implementation stage. Local governments also need to be given authority to deal with the local tourism development factors. Failure to involve local administration would lead to lack of commitment by the lower actors in the policy process, which would consequently lead to failure. Finally, there need to have proper coordination and interaction between all members taking part in the implementation process [12,27].

Formulation of tourism policies is just as sensitive as the policy itself, and requires full commitment [29] and contribution of all stakeholders involved in the process [30]. Policy formulation sets up the framework of tourism development and gives detail of the specific activities to be conducted within the scope of the stated policy. The government plays a major role in the formulation of tourism policy

and acts like the controller of different stakeholders in the process [27]. Both the private and public sectors involved in tourism greatly rely on the decisions made by the government, as well as, the legislations put in place to govern how the tourism sector should be run. Furthermore, the government is the main financial supporter of the sector, especially in developing countries where tourism depends almost entirely on government funding to operate.

In the formulation of tourism policies, governments should generally consider the following issues; the first issue is effectiveness, which concerns the degree to which, a given policy to be formulated meets the goals and objectives of the tourism sector [26]. The most important thing to consider here is how fast the policy will meet the set objectives, as well as the flexibility of the objectives concerning the dynamics of the industry. The government also needs to analyse the economic efficiency of suggested policies. This involves a comparison of the cost of the policy option and its effectiveness in meeting policy objectives [27]. In addition, further considerations need to be taken to ensure that a specific policy objective provides valuable and continuous motivation to the tourism sector. This examines whether host communities and visitors are able to behave in a manner that would sustain the industry. Finally, the policy makers should ensure that the chosen policies are administratively, politically and socially acceptable. This examines the workability of chosen objectives.

Tourism policies help reorganising the tourism sector by encouraging participation of different stakeholders. This helps bring many people into play, which in so doing helps in job creation. Formulation of tourism policies also help increase responsibility and coordination of different administrators in the tourism sector, thus leading to improved balance of payment [26]. Empowering local governments and allowing them have a say in the development of tourism in their local communities helps in regional development, which leads to increased nation-wide revenues and income levels.

Based upon all above literature and discussions, and as a result of the previous review, the formulation and implementation of tourism policies in TRNC submit to similar factors. However, varies among overlapping powers, unclear roles of tourism players, absence of long-term vision and government's encroachments.

### Comparative approach

Policies are essential to see the results in any activity in a country. However, just having policies without proper implementation beats its purpose since no changes will be seen. For the researchers that base on tourism, policy is a very essential component of the study. This section describes tourism policies in other countries, in comparison with that of TRNC and how better this can be integrated in the tourism industry.

In tourism, government involvement is essential, and in African countries as a relative example to be studied to develop in-depth understanding of the corresponding situation in TRNC, the government's role in African countries is ensuring that they use tourism as an economic tool for transforming the economy and development. According to the world bank, government involvement has promoted tourism in the following countries; Mauritius, South Africa, and Tanzania [31]. When the public comes up with favorable conditions, tourism then realize a great benefit. Countries in the sub Saharan Africa are especially, focusing on tourism as a foreign exchange earner for their economy by concentrating on the private sector. A country like South Africa has employed this strategy in many ways, and has thus improved its tourism industry. However, there is global concern on environmental and public participation in most countries [23].

In South Africa, policy implementation takes into account the improvement of communities that were previously disadvantaged in tourism. Namibia too follows the same path in its tourism policy implementation. Namibia is one country where numerous studies on tourism policies have occurred. In the country, after mining, and agriculture, tourism is another huge foreign exchange earner [32]. Through the studies, various tourism policies have come to being. Just like in South Africa, a complex collaboration of a large number of players, with a few large players and various SMMEs (small, medium and micro enterprises) in composition [33]. According to the 2008 National Tourism Policy, it is a representation of the ideas of all stakeholders in the tourism industry. Namibia intends to use tourism to reduce poverty in its vision 2030 strategic plan [34].

In Namibia, the process of tourism policies formulation commenced in 1995, involving over twenty workshops. During the workshops, there was drafting and commenting on policies. In 2005, the first board draft was circulated to major stakeholders, with the second draft coming in 2007. The concluding document, National Policy on Tourism for Namibia was agreed on the 4<sup>th</sup> of December 2008 and launched in June 2009. The target of the policy was the mobilization of resources of the realization of sustainable national goals of Namibia's third national development plan (NDP3). NDP3 intended to have a tourism master plan by 2009. It also aimed that all the regions and local authorities would have development plans by the same year too. This was however, not successful due to lack of capacity of the government to implement such policies. Most of the developing countries have almost the same reasons in developing tourism policies, just like Namibia [34].

Many countries, big and small have some knowledge to understand the importance of tourism in their economies. Consequently, they have come up with activities to boost the sector. The most important in this regard are the programs and policies, which govern the running of the tourism sector. Australia, as another example, is one of the countries that have come up with tourism policies to raise the Gross Domestic Product of its economy [35]. In Australia, the department of Resources, Energy, and Tourism is in charge of all matters relating to tourism, and advises the government accordingly. In developing countries, it is concerned with relations on security and transport, passenger and visa processing, taxation, issues of labor and skills affecting tourism, and sustainability of the tourism sector. Another activity is ensuring quality in the industry, development of indigenous tourism, and overall development of the tourism sector as a whole. The government of Australia has formulated strategies for long-term application in the tourism industry. The strategy, which was launched in 2009, aimed at the maximization of the net benefits from tourism by addressing supply side reforms [35]. Some of the reforms constituted the regulatory barriers removal for the facilitation of investment in the infrastructure of tourism [35]. The other reform was to address the shortage in skills and labor, and to improve the aviation access, as well as, the implementation of an agenda on tourism research. The body in charge of matters relating to tourism marketing is Tourism Australia. Through the implementation of the policies, the industry realized an increase of 2.5% income within a year [35].

TRNC also has its own policies on tourism. The Turkish Cypriots started in government in 1974 [7]. The struggle that was seen between the two communities (Greek and Turkish Cypriots) made it difficult to come up with economic programs despite the establishment of State of Planning Organization (SPO) in 1968. The SPO was the tool to be used for development. Due to the wrangles, the Turkish community shifted to the north where they built their own policies after 1974. 1977 marked the preparation of the first economic development as they

came up with the first transition program. Following this, targets for economic development were set. So far, they have formulated three plans for a five year development plan (FFYDP) including that of 1978, 1988, and 1993. In 1977, the transition plan was formed, the first five year development plan period worked between 1978 and 1982. This was followed by the inter-period plan that went from 1983 to 1997. Later, the second five year development plan (SFYDP) came up to cater for the period from 1988 up to 1992. The third five year development plan (TFYDP) operated between 1993 and 1997 [6]. There is also the tourism development act enacted in 2011, which guides activities in tourism to boost the tourism industry in TRNC.

## Research Methodology

This research is entitled “the analysis of tourism policies formulated by different governments and their potential implementation in TRNC economy”. Therefore, the research problem is; what are the policies in existence in tourism sector, and to what extent these policies can be enforced in North Cyprus economy to improve tourism sector returns. Moreover, the objectives of this research being to determine the tourism policies formulated by successive governments. Also, to find out which factors affect more the formulation of tourism policies in North Cyprus in order to measure out the relationship between these factors and the potential implementation of these policies. The study area is the TRNC. While the factors that stand behind the tourism policies effectiveness are the independent variable; the potential implementation of tourism policies consider as the dependent one in this research. Here are the research hypotheses;

H0: There is no statistically significant relationship between the factors that influence tourism policies formulated by different governments and the potential implementation of these policies at  $\alpha \leq 0.05$ .

Ha: There is statistically significant relationship between the factors that affect tourism policies formulation and the potential implementation of these policies at  $\alpha \leq 0.05$ .

As a result, the research question in this case will be whether, if the way tourism policies were formulated affects the potential implementation of these policies in TRNC? Therefore, the research design is quantitative one due to its effectiveness in collecting data, and to get a wide variety of data [36]. The data were collected using structured questionnaire comprising of 20 questions to measure out both variables, independent and dependent. The questionnaire consists of three parts: the first part comprehend the demographic profile of the respondents, including their gender, age, education, previous experience, job sector and job description. The second part contains the four factors influencing the tourism policies formulation process. The last part contains the eight questions to measure out the potential implementation of these policies. Both, second and the third parts, were attained and derived from the literature review. The study used a 5-point Likert scale [37]. In May 2015, a pilot study was conducted on 10 respondents in Kyrenia city to establish the comprehensiveness, the validity and the reliability of the research tool. Once finishing the pilot study, data were collected from the 1<sup>st</sup> of May 2015 till the end of the same month. Additionally, 120 questionnaires were distributed, and 103 were used in further analysis.

Therefore, the collected data were analyzed through descriptive and inferential analysis using SPSS version 19 [38]. In addition, an analytical approach was adopted; the researchers explored in-depth the literature of tourism policies to identify main factors that affect the enforcement of tourism policies as well as in-depth reading of similar

conducted research in parallel domain. This paper also analyzes the tourism policies in the TRNC since the partition in 1974. Furthermore, this paper will contribute to the literature of tourism policies in North Cyprus.

The study area is state of North Cyprus. The study population is people pertaining to tourism sector in both sectors; private and public, including the directors of tourism associations, directors and owners of travel agents, restaurants and hotels. In addition to sampling techniques, the researchers’ explored similar examples of tourism policies practices in other countries, as well as, briefly comparing the tourism policies in TRNC with those of the neighbors in Greek part of the island. In choosing of samples, simple random sampling was used. Since, it eliminates bias and gives a more representative sample [36]. The data for this research were collected by use of questionnaires. The researchers administered the questionnaires on-site during daytime by hand to the respondents. Each respondent completed the questionnaire on his own, but the researchers were available for problems or questions that rose during the filling process of the questionnaire. The researchers limited their contribution to the completion of the questionnaire to the absolute minimum, for this purpose the questionnaire was translated in two languages (Turkish and English) by professional translator to facilitate the completion process. By handling the questionnaire in this way, time was saved, and the response rate increased due to one-on-one interaction between the respondents and the researchers. Respondents informed about the study through a briefing overview of the procedure and ethical issues. The purpose of the study and, specifically, the questionnaire was explained, and confidentiality and anonymity assured either. The participants completed the questionnaire independently, without any assistance other than the answering of questions from the researchers [39].

## An Appraisal Analysis of Tourism Policies in TRNC

### Tourism in the peninsula

Tourism richness in TRNC varies among natural landscapes, wide-range Sea, historical monuments, and good infrastructure. Hence, it was necessary to study the tourism sector in order to highlight the major issues relevant to this high sensitivity industry. Accordingly, tourism is a decisive factor in attracting investments and providing a high potential of job opportunities for local communities in TRNC.

Tourism is dominant in both sides of the islands [2]. In 1998, the contribution to the revenue from both areas contributed to the economy of the Greek side by about US \$1.7 billion [40]. This can be accredited to the airline industry that was liberalized in Europe, thus sponsoring tourism in the area. The disputes between the Greek and Turkish had indeed affected tourism in the island [41]. Though, huge growth has occurred since the 1980s, especially among the Greek Cypriots. The south due to it is abundant attractions and unspoiled nature has attracted much more tourism [2]. In addition, the accessibility of the Greek side is higher because of the cruise ship ports and international airport [13].

On the other hand, issues of illegitimacy surround the Turkish side. The state is not regarded as independent of other sovereign states other than Turkey which resulted from political non-recognition [42] It also lacks official offices where travel arrangements can be made. In the Turkish side, there are only a few international flights. Their main airline, Cyprus Turkish Airlines also faces challenges, as it cannot make direct flights before stopping on the Turkish mainland [7,42]. Thus, TRNC, is an excellent destination of tourists from Turkey since gambling and casino are banned in Turkey. The north is also popular

as shoppers from the mainland do their shopping there, as the taxes in the north are much lower. In terms of the infrastructure, the two sides of the island are equally blessed but the south seems to be more flourish compared to the north. All this is because of the difference in the policies on the two sides. The system in the south is more developed and better implemented as opposed to their counterparts in the north. This explains why the two differ in terms of prosperity in tourism sector [13].

### Findings, results and discussions

A total population of 103 participants was included in the study drawn from a large population randomly. The inclusion criterion was for all different cadres of participants in the tourism industry. The results were analysed using SPSS 19. 57.3% of the participants were males. This was a relatively balanced participation to give the data a significant representation cutting across the whole population (Figure 3).

The participating individuals were divided into three groups based on their ages. Based on the productivity of each group and the participation, the groups were for participants under the age of 30, those between 31 and 50 then those above 50. The participation was as in the pie chart below. The results indicate a significant dominance of the middle age group of 31 to 50 years who form the most active part of the population. Of the 103, 26 were under 30 years whereas 60 were between 31 to 50 years. The remaining 17 were above 50 years of age (Figure 4).

Education level of the participants revealed that most of the participants were bachelor's degree holders followed by postgraduate, then secondary school graduates who were very few. This was significant with the demanding tasks of tourism industry that need high level of academic competence in critical decision making. Secondary school constituted 17 of the 103 participants whereas Bachelor's and post graduate constituted 62 and 24 respectively (Figure 5).

Years of experience were considered in order to get the veracity of the data collected in relation to the different seasons and exposure of

the participants. Based on experience, those with more than 31 years of experience were 8 of the total 103 participants while those with experience of between 11 to 20 years of experience and those with between 21 to 30 years were 36 and 31 respectively. The remaining 28 constituted of participants with less than 10 years of experience in service in the tourism industry.

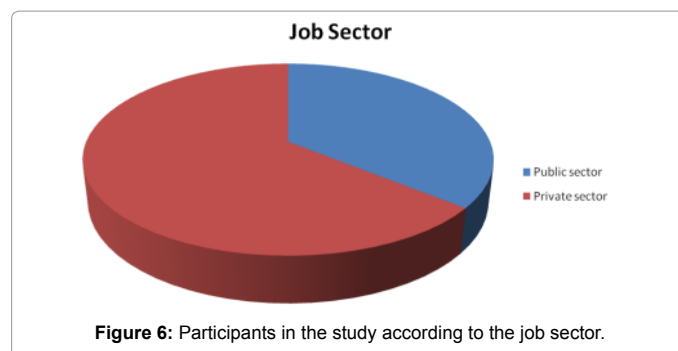
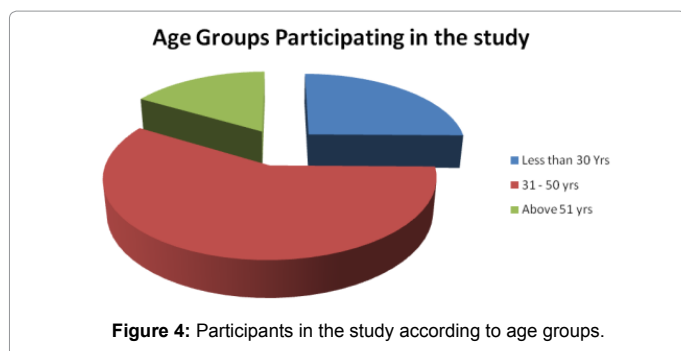
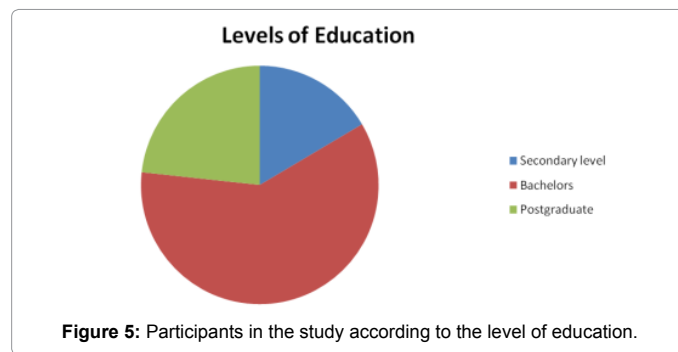
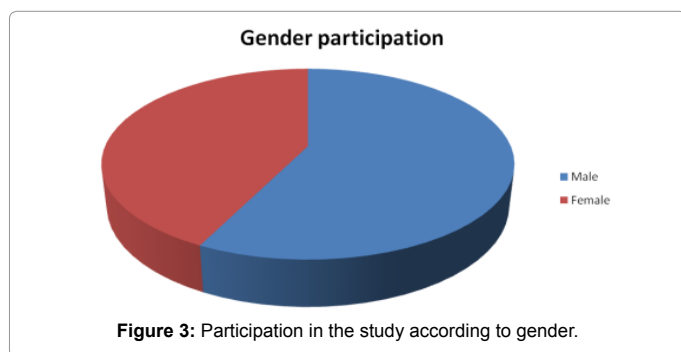
Based on sector of work, private sector was found dominant in the industry with 64.1% coming from the private sector while the remaining 35.9% coming from the public sector. This was statistically relevant compared to the tourism industry in the rest of the world (Figure 6).

The job description of those participating was well tallied as per the market dominance of the participants. On the study population, dominating were employees at a percentage of 63.1% while Owners of the businesses and managers constituted 5.8% and 31.1% respectively. This therefore, gives us the true image and reflection of what is on the ground and not in the offices. The employees are often on the receiving end hence, always better placed in interpreting the policies and the policy relevance.

With a Cronbach's alpha value of 0.781, it is an indication of relatively high internal consistency of the variables analysed. Noting that in most social sciences a Cronbach's alpha of 0.7 is acceptable, the data is therefore, statistically reliable with all the values fall in a confidence interval of 0.05 giving 95% confidence interval. The results are statistically reliable hence suitable for the hypothesis testing of the study data.

Question 1: Is tourism policies of TRNC clear and easy to be comprehensible?

From the participants feedback, the "The Clarity and the ease of tourism policies" drafted had a clarity factor of a mean of 2.95 statistically significance for implementation. The standard deviation of 0.63 calls for further attention from the policy makers an all inclusion procedure in drafting of such policies. Scott [5] gave some reasons to



explain why the study of tourism policies is a difficult study; he said that the involved beliefs and values concerning what is good or bad being considered as one of the main reasons. This might explain why the participants in the current study had moderate to low recognition of the clarity and ease of North Cyprus tourism policies, due to its difficulty to recognize (Table 1).

Question 2: Is TRNC tourism policies applicable?

Although “Ability of tourism policies to be implemented” factor still pose a challenge to the players in the industry, the implementation of these policies seemed to be widely accepted by most of the participants with mean 3.10 and standard deviation of 0.62. This can be seen in Table 2.

When compared, the “Ability of tourism policies to be implemented” factor of 3.10 and “The Clarity and the ease of tourism policies” factor with a mean of 2.95 though not widely distributed, the difference was statistically significance in appreciating the essence of the policies in smoothly steering the tourism industry.

Question 3: Is tourism policies well formulated? (Table 3).

The “the way of tourism policies Formulation” factor has a mean of 3.13 and standard deviation of 0.64. However, it indicates that 62.6% of participants were satisfied regarding the tourism formulation and they have positive perception of them. Also the findings support that all stakeholders in TRNC pertaining to tourism business are engaged in tourism policies formulation. Hall et al. [16] add that stakeholders vary among ministry of tourism, tourism planning department, NGOs, local communities, as well as, private sector players including owners and managers of all tourism facilities such as restaurants, hotels, and

transportations must be involved in tourism policies formulation worldwide not only in TRNC.

In this context, it could be said that the key success in the formulation of updated tourism policies is the involvement of all stakeholders, organizations, local communities, and all other players pertaining to the tourism development process, which is in this case a rule that could be generalized on the entire world.

Question 4: Is TRNC tourism policies’ able to enhance the economy of the Republic?

The “North Cyprus tourism policies able to enhance economy” factor has a mean of 3.07 and standard deviation of 0.71. It is clear that TRNC tourism policies are able to enhance the national economy. North Cyprus government must recognize the importance of crating new tools aiding the successful implementation of national tourism policy and development plans since the implementation process requires an organizational and an accurate level of coordination between all stakeholders involved in the development process. Furthermore, as the government is the major player in the formulation process, it should organize and create congruence and harmony between all players (Table 4).

Significantly, varying but statistically relevant was the “Tourism policies ability in enhancing TRNC economy” factor as well as the “The way tourism policies were formulated” factor. These two factors institute a significant level of confidence in the policies and the significance in relation to running of the tourism industry. As indicated on the graphs below, the variations of these factors correspond with appreciation that the policies are significant in successfully driving the tourism industry. Figure 7 is a pictorial presentation of the variations in the mean and

No	The Clarity and the ease of tourism policies	Mean	SD*
1	I believe that tourism policies are clear	2.58	1.10
2	I believe that tourism policies are knowable	2.65	1.05
3	I believe that tourism policies are not clear at all	3.61	0.94
	"Tourism policies clarity" factor	2.95	0.63

\*SD: Standard deviation

Table 1: Clarity and Ease of Tourism policies.

No	The Clarity and the ease of tourism policies	Mean	SD*
1	I see that tourism policies are applicable	2.78	1.21
2	I see that it is difficult to implement tourism policies in TRNC	3.27	1.28
3	I see that tourism policies are definitely not applicable	3.26	1.15
	"Tourism Policies applicability" factor	3.10	0.62

\*SD: Standard deviation

Table 2: Ability of tourism policies to be implemented.

No	The Clarity and the ease of tourism policies	Mean	SD*
1	It seems that tourism policies are well formulated	2.45	1.11
2	It seems that tourism policies are badly formulated	3.23	1.25
3	It seems that tourism policies are not adequate for TRNC economy	3.72	1.02
	"Tourism policies Formulation" factor	3.13	0.64

\*SD: Standard deviation

Table 3: The way tourism policies were formulated.

No	The Clarity and the ease of tourism policies	Mean	SD*
1	I believe that tourism policies positively affect TRNC economy	2.98	1.35
2	I believe that tourism policies negatively affect TRNC economy	2.77	1.25
3	I believe that tourism policies didn't play role in enhancing the TRNC economy	3.47	1.19
	"Ability of TRNC tourism policies to enhance economy" factor	3.07	0.71

\*SD: Standard deviation

Table 4: Ability of policies in enhancing TRNC economy.



standard deviations as statistically collected in relation to “The way tourism policies were formulated”. Figure 8 on the other hand, is a representation of the variables on “Their ability in enhancing North Cyprus economy” variables of the policies indicating the proportions of their mean as well as standard deviations.

A total of eight variables were analysed on the “Implementation of tourism policies in TRNC” of the policies in relation to realizing a steady and growing economy and the indices and factors analysed significantly correlated the two. All the statistical values obtained were as in the Table 5 below.

Q5: The potentiality of tourism policies to be implemented in TRNC?

The mean of participants was 4.56 and the standard deviation was

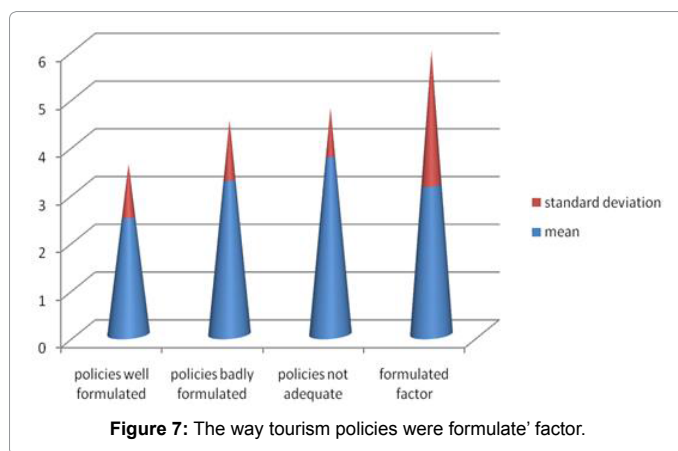


Figure 7: The way tourism policies were formulate' factor.

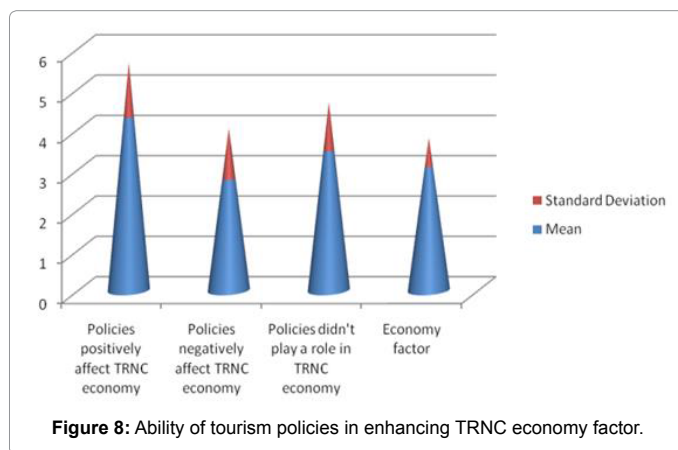


Figure 8: Ability of tourism policies in enhancing TRNC economy factor.

0.78. The mean value of participants' responses' indicated that they are satisfied regarding the potential implementation of tourism policies in TRNC. The participants feedback showed that the “political non-recognition is affecting the implementation of tourism policies in TRNC. Since this factor got a mean value of 4.16, which means that 83.2% of them approve this claim. This result might be attributed to the political non-recognition of North Cyprus [7]. Also, 80% of participants agree that overlapping powers affects implementation of tourism policies in this Republic, since it got a mean of 4.00. Dodds et al. [8] stated that overlapping powers is one of the main impediment to tourism policies implementation. As well as, the study revolved that, there are poor coordination, mean 3.95, absence of long-terms vision, mean 4.07, frequent government change, mean 3.88, and unclear role of tourism stakeholders, mean 3.98. Actually, these results are in agreement with what Agarwal et al. [9] had analysed before. Agarwal et al. [9] stated that the main obstacles which are facing the tourism industry in TRNC are; overlapping powers, poor coordination, absence of long-terms vision, frequent governments change, unclear role of tourism stakeholders are the main difficulties that the tourism sector suffers from in this small peninsula. Furthermore, Dodds et al. [8] added that coastal resorts tourism had been neglected for long time comparing to other tourism destinations.

Pearson's correlations and analysis of Variance (ANOVA) were done. Both parameters indicate strong relationship between the tourism policies and the economy. Correlation coefficients show a strong relationship between the success of the industry and the potential implementation of tourism policies set by the government.

By focusing on the results of the mean of the respondent's answers regarding the dependent factor, its mean is 3.98, which means that a majority of respondents approved the researchers point of view that; there is a significant number of obstacles preventing an effective implementation of tourism policies. Related to the same point, it has been founded that the most effective obstacle preventing the successful implementation of tourism policies was the political non-recognition. Consequently, the slightest effective one founded was the lack of experience and experts (Table 6).

Considering analysis at 2-tailed level, the Pearson correlation coefficient of Clarity and implementation as established in the table above is 0.062. It indicates a weak relationship between the variable and the implementation of the policy in the tourism industry. Similarly, with a Sig. value of 0.535 which is higher than 0.05, it indicates there is no statistical significance between clarity and policy implementation.

However, it can be noted that the Pearson's r value for economy, policies and proper formulation of policies are at 0.258, 0.341 and 0.385. They indicate a non-significant presence of relationship between these factors and policy implementation. Similarly, Economy,

No	The Clarity and the ease of tourism policies	Mean	SD*
1	I believe that the weakness of TRNC economy affects the implementation of tourism policies	4.04	0.87
2	I see that the Political non-recognition affects the implementation of tourism policies	4.16	0.88
3	I believe that the overlapping powers affects the implementation of tourism policies	4.00	0.83
4	I see that the absence of long-terms vision and inadequate government strategies affect the implementation of tourism policies	4.07	0.90
5	I see that the Poor coordination between tourism stakeholders affects the implementation of tourism policies	3.95	0.96
6	I believe that the Government change affects the implementation of tourism policies	3.88	1.07
7	I believe that the Lack of experience and tourism experts affects the implementation of tourism policies	3.82	1.03
8	I see that the unclear role of tourism stakeholders affects the implementation of tourism policies	3.98	0.97
	" potential implementation of tourism policies " factor	3.98	0.93

\*SD: Standard deviation

Table 5: Potential implementation of Tourism Policies in TRNC.

formulation and policy score sigmoid values of 0.009, 0.000 and 0.000 respectively. This shows there is no statistical significant correlation between economy and policies whereas, there is statistical significance correlation between good policies and formulation and successful implementation.

When compared versus each other, it can be noted that there is a very strong relationship between good policies and formulation with a Pearson's coloration coefficient value of 0.680 which is biased towards 1. Good policies and clarity as well as economy as well score high with both figures above 0.5 indicating the need to draft policies that are relevant and suitable for the tourism industry. It can as well be noted that correlation of implementation, Economy and formulation all had a significant score in comparison to the feedback of the respondents.

From the table below, the Pearson's correlation coefficient value for factors against implementation is 0.325. Pearson correlation coefficient value close to 1 is usually an indication of strong relationship whereas; those values close to 0 indicate weak relationship.

Similarly, positive value is an indication that increase in one variable will cause a corresponding variable to increase while a negative variable means an increase in one variable causes a decrease in the other (Table 7).

From the above given factors; "Tourism policies clarity" factor, "Tourism Policies applicability" factor, "Tourism policies Formulation" factor, and "Enhancing TRNC Economy" factor; it is clear that the Pearson correlation coefficient value indicates there a significant positive relationship between the four factors and implementation of

the policies factor of 0.325 even though it is slightly weak. Similarly, from the correlation box the Sig. (2-tailed) value is 0.001. This value is used to tell if there is a statistically significant correlation between the two variables (Table 8).

With a mean square of regression of 2.82, compared to the correlation significance of 0.01, sig value of 0.000a for that, a factor falling less than 0.005, confirms the Ha: there is statistically significant relationship between the factors that affect tourism policies formulation and the potential implementation of these policies.

We therefore, drop the H0 that there is no statistically significant relationship between the factors that influence tourism policies formulated by different governments and the potential implementation of these policies. This is because the Sig. value of 0.000a as well as the Pearson's correlation coefficient value and Sig. (2-tailed) values all scored out of range required to rule out relationship (Table 9).

A linear regression analysis used in analysis of this data can be seen from the R<sup>2</sup> value in the model table. The regression coefficient, B, represents the amount the dependent variable will change by if the independent variable changes by one unit. The b coefficient for 'tourism policies' factor' is 0.271. This means that on average, good policies improve by 1 point on the 'good policy' scale (i.e. from disagree to agree) policy implementation will improve by 0.271 points (which in this case is equivalent to 0.271%. The b for 'formulation factor' is 0.328. This means that on average, if policy formulation go up 1 point on the 'best policy formulation' scale (i.e. from disagree to agree) policy implementation will improve by 0.328 points.

	Clarity of T.P	Ability of T.P to be implemented	The way T.P were formulated	Ability of T.P to Enhance TRNC economy
Ability of T.P to be implemented	0.521**			
The way T.P were formulated	0.385**	0.680**		
Ability of T.P to enhance TRNC economy	0.462**	0.555**	0.573**	
Potential implementation of T.P	0.062	0.341**	0.385**	0.258**

\*\* . Correlation is significant at the 0.01 level (2-tailed).

Table 6: Correlations each factor independent.

	Implementation factors	Formulation factors
"T.P. implementation" factor	1	0.325**
"T.P formulation" factors	0.325**	1

\*\* . Correlation is significant at the 0.01 level (2-tailed).

Table 7: Correlations for all factors together.

		Sum of Squares	df	Mean Square	F	Sig.
Model 1	Regression	11.278	4	2.820	5.524	0.000 <sup>a</sup>
	Residual	50.024	98	0.510		
	Total	61.303	102			

<sup>a</sup>Predictors: (Constant), "Enhancing North Cyprus Economy" factor, "Tourism policies clarity" factor, "Tourism policies Formulation" factor, "Tourism Policies applicability" factor.

<sup>b</sup>Dependent Variable: "Tourism policies implementation" factor.

Table 8: ANOVA<sup>b</sup>.

			Unstandardized Coefficients		Standardized Coefficients	T	Sig.
			Std.		Beta		
			B	Error			
Model 1	(Constant)		3.136	0.427		7.341	0.000
	"Tourism clarity" factor	policies	-0.232	0.137	-0.187	-1.695	0.093
	"Tourism applicability" factor	Policies	0.271	0.172	0.216	1.576	0.118
	"Tourism Formulation" factor	policies	0.328	0.160	0.270	2.057	0.042
	"Enhancing Economy" factor	TRNC	0.077	0.131	0.070	0.584	0.561

<sup>a</sup>Dependent Variable: "Tourism policies implementation" factor.

Table 9: Coefficients<sup>a</sup>.

Beta is the standardized regression coefficient, which allows us to compare the effect of variables measured on different scales. In this case we can see that 'good formulation of tourism policies' factor is the strongest predictor of policy implementation, with a Beta of 0.270, a moderate effect size. The 'way tourism policies were formulated' factor with p value of 0.042 stands out as the only significant variable. To sum up all above, therefore there is statistical relationship between the factors that affect tourism formulation policies and potential implementation of these policies.

### General discussion about tourism policies in north Cyprus

TRNC economy has depended so much on foreign aids, especially from Turkey since the separation in 1974 [3]. Turkey has thus shown to be its primary financial source for economic development. The economy could be said to rely majorly on handouts from the government of Turkey. Tourism in this state has remained fragile as opposed to other destinations of the Mediterranean [40]. As opposed to the south part of the island, the government here has not come up with substantial policies and the existence ones lack a strategy for this sensitive industry [42]. All this is despite its good infrastructure for accommodation facilities in Kyrenia [12] and Famagusta, the two major tourist areas in the north. In addition, it took over 65% of the existing bed capacity as at the time of separation. On top of all that, the access to the international airport of Nicosia remained in the north [40].

The structuring of the tourism industry remains weak to unclear policies and the guideline to implement it. Due to this, the industry still depends highly on the Turkish government, both on the market of tourism and financially, as well as a means to link with the world [40]. For example, since separation, the rate of bed occupancy still does not go above 50% and in terms of its support for the GDP of the country, tourism's contributions greatly insignificant still [13]. As a result, the future of tourism in the north has remained austere and lacked steadiness. Its share in the GDP has remained close to 2% ever since [13]. Consequently, the agriculture was the dominant industry for a long time despite the countless challenges it faces.

The problems the north face originate from both interior and exterior factors. The first forces came from the 1974 partition [43], as a result of the South's opposition to the separation, intending to unify the island. These efforts by the south include an entire restraint by the south on the north; poor communication between the two parties, sanctions imposed on the north on trade and aviation, international community's non-recognition [44], absence of its economy. The second forces originated from the system. These are the general bodies charged with the responsibility of developing tourism. For this research, the internal factors are of importance, but the external ones cannot be ignored. For example, due to the restrictions of Greek Cypriot on international air transport organization (IATO), the European governments do not permit flights to the TRNC. As a result, the otherwise tourism sector has been hurt considerably. Consequently, the north cannot compete with other destinations of tourism in the Mediterranean. The only option that remains was thus unification [13].

"There are extensive embargoes and propaganda activities carried and imposed by Greek Cypriots against Turkish Cypriots. Lobby activities of Greek are quite successful in foreign countries" [6]. TRNC has undergone various policy failures. For instance, the policies on accommodation have not changed so far. The other policy failure relates to the Varosha area that has been greatly disputed. Unclear strategy for tourism has reduced the capacity, despite the coasts that are very attractive. The ineffective utilization of Varosha cannot be explained. However, the failure is blamed on lack of policies by the institutions

of tourism. Considering the issue of planning and policy, institutions mandated with the tourism sector development are the government and the respective agencies [40]. The failure of the evolution of tourism industry is blamed on the weak implementation institutions, charged with the role of ensuring long-term performance of the economy. The institutions have failed to come up with accurate tourism master plan since 1995 to cater for sustainable development process in tourism sector. Consequently, that resulted by unmoving sector [13].

An apparent success was achieved since 1980s, when North Cyprus started to rely on service sector to achieve real economic development comprising tourism sector, the higher education and banking. North Cyprus realized a leap from production based economy to become a service based economy resulted by the political solitude [6].

The development of tourism policies can be traced down to the 1983 independence declaration. This can be done by the exploration of the five-year development plans before and after the period. The first Five-year Development Plan (FFYDP) catered for the time from 1978 to 1983. The plan aimed at laying a proper foundation for tourism but failed, as it never came up with any policies and strategies for tourism implementations as it failed to indicate responsibilities for the various sectors of tourism. The reason as to why

the policy makers could not take part is because they were preoccupied with; accommodation and rehabilitation of refugees, unavailability of essential infrastructure, despite over independence declaration, sanctions, and poor planning for post-separation activities [13].

The next was the First Three-Year Development Plan (FTYDP) of 1983 to 1986. This plan was overlapped with the commotions of the independence declaration on 15 November 1983. It was also called the plan for transitional period. Just like the First Five-Year Development Plan (FFYDP), this one also did not have an implementation of policies for tourism. In addition, it lacked plans of targeting tourism either internationally or nationally. The excuse for this was the involvement in the confusions as they struggled for the independence declaration and dependence on the government of turkey economically. The development plan after the First Three-Year development Plan (FTYDP) was the second Five-Year Development Plan (SFYDP) for the years 1988-1993. The difference with the First Five-Year Development Plan (FFYDP) is that this one looked into some objectives of tourism policy, for example, the using of tourism as a mean to an end. It is interests were an improvement in payments balance, exchange in reserves, connection with middle East and European countries, partnership with Turkish airlines, infrastructure, and improved service quality, thus boosting its competitiveness [6]. In addition, the plan aimed at making an increase in tourists' number.

The Third Five-Year Development Plan followed, covering the period from 1993 to 1998. Relating to tourism, the Third Five-Year Development Plan (TFYDP) looked at the gaps that exist in the sector of tourism despite the efforts put in place. Due to those minor problems, the sector was still behind in its contribution to the economy. The plan agreed that they lacked master plan which slowed down the development process. It also acknowledges the inadequate concern for the environment. This was because there were no institutions to the environment, lack of regulations, and laws, poor attention is paid to safety measures of protecting historical resources, including management of national parks.

According to statistics of CTO, in five years period 2003-2007 there was unstable growth trend in hotels and restaurants sector, and it was

below the expectations since the growth rate was 4.2% (CTO, 2008). On the same context, the tourism industry, which has a significant part in returns come from export services, had a growth in the yearly average of 6.2% for the duration of the 2002 to 2006 which was in line with both the third-year development plan (2000-2003) and the four-year development plan (2002-2006). The latter low-growth rate was resulted by the undesirable developments that hotels and restaurants witnessed in 2006. Comparatively, there was an encouraging success story in higher education which considers being an important exporter of services of the economy; resulted by a significant level of growth in business and personal service sector (CTO, 2008).

In their conference during the Retreat (Fact-Finding Conference for Investment Strategy of North Cyprus) which was held at Merit Crystal Cove hotel in Girne between the 28 to 29 of March 2008, two of the main findings and problems were pointed out by participants: while the first one focused on the absence of continuity of the state policies, the second one, therefore, been the economical unstable situation in North Cyprus [45].

On the 10 of November 2011, the assembly of North Cyprus Republic came up with tourism Development Act which was enacted to govern matters of tourism in the nation. It also shows their duties and powers, composition of the board, tourism development plan and procedures, general objectives and strategy plan, plans and strategies for the regional plan, expenses, executive powers and when it would be executed [6]. This Act is not conclusive because even presently, tourism has not yet achieved its set objectives. From all above, this research is meant to identify the gaps that exist as obstacles contrary to the tourism policies implementation in North Cyprus.

As it has been mentioned in its recent report issued in June 2015, the State Planning Organization (SPO) ensured that one of its development policy primary objectives is the encouragement of foreign investments. Accordingly, the priority will be given to export-oriented businesses, as well as, to export of goods and services. Furthermore, priority will be given to any innovative projects associated with the transfer of up-to-date technology and management techniques [46,47].

## Conclusion

This paper investigated the tourism policies in TRNC. Located in the east of the Mediterranean Sea, dominates over 37% of the Island (TRNC FACTBOOK, 2014), the small island of North Cyprus thus as a small island economy [44]. North Cyprus is a beautiful island with many sources of the economic boosters of its economy. However, apart from being a mainland, the international recognition of the state is minimal [48]. Furthermore, and despite all the strategies, efforts and the series of other development plans, tourism industry still shown no improvement, hence comprising its sustainability as the years went by. Therefore, to overcome difficulties in the industry, the incorporation of Turkish Cypriots in the development agenda is essential. However, this is not happening consistently due to many factors, majorly political issues derived from political non-recognition.

From all above, this research entitled "the analysis of tourism policies formulated by different governments and their potential implementation in TRNC economy". The research problem therefore being to figure out the policies that exist in tourism sector in the republic of North Cyprus, then to measure out to what extent these policies could be applied in North Cyprus economy to motivate tourism sector in all aspects. Therefore, the objectives of this research were to determine the tourism policies formulated by successive governments, and to find out which factors affected more the formulation of tourism policies in

North Cyprus in order to measure out the relationship between these factors and the potential implementation of these policies. In another words, this paper attempted at navigating the life-cycle of tourism policies in north Cyprus, then it focused on major factors that affect the formulation of tourism policies such as the clarity and the ease of these policies, as well as, the way these policies were formulated, then the ability of tourism policies to be a booster of the economy of the state, and the ability of these policies to be implemented. Consequently, this paper undertook the major obstacles to realize tangible implementation of these policies. More specifically, the originality of this research is derived from focusing on the major barriers standing behind fruitful implementation of tourism policies. These obstacles which vary among the political non-recognition of the state of North Cyprus rather than Turkey, the overlapping powers, the absence of long-term vision, the poor coordination between tourism stakeholders, the governments change, the lack of experience and experts, the general weakness of North Cyprus economy as the state majorly depends on the handouts from the mainland on all aspect, lastly the unclear role of tourism stakeholders, which means there is an ambiguity in determining what to do and how to be done?

To come up with concrete results, a questionnaire was designed to study tourism policies in North Cyprus and to measure out their potential implementation in this Republic. This tool of study was accompanied by in-depth readings of related literature of tourism policies followed by undertaking comparative cases from the entire world to develop profound understanding of factors influencing the formulation of tourism policies and barriers to achieve effective implementation of these policies. As a result, one of the major findings in this research was relating to the most effective factor when formulating tourism policies, which, in this case, was the way tourism policies were formulated. More clearly, the way tourism policies were formulated is the most significant factor that affects the success of the formulation process of these policies. Consequently the slightest significant factor founded in this paper, was the ease and clarity of tourism policies, which means on other words, that the implementation of tourism policies is not realized only due to ease and clarity of tourism policies, but there are other factors that play a significant role within the formulating process.

On the other hand, and being in the same context concerning the main findings of this paper, the major impediment, that founded by this paper, to achieve effective implementation, was the political non-recognition, which means that the republic of North Cyprus still suffers from this issue which is a major obstacle facing the successful implementation of the tourism policies since it is related to all other sectors of development process in this country. Moreover, the lack of experience and experts is the slightest effective barrier facing the implementation process of tourism policies in the republic.

As a result, the main recommendations of this study could be that the North Cyprus should pay more attention on the way tourism policies are formulated to ensure fruitful implementation of these policies. In addition, the government of North Cyprus should import new minds or, on others words, attracting experts who could help in boosting this state to carry on the development process, this process which normally starts by successful policies that guide the whole involved stakeholders and people interested in such process. Furthermore, more efforts should be done to overcome major difficulties that confront the real enforcement of tourism policies such as increasing the level of coordination between organizations and people engaged in the tourism development process. Consequently, governments should try to minimize the overlapping powers to the absolute minimum so that it could be ensured that each player does his own role as it should be.

Additionally, future studies should focus on studying the possibility to create a clearer mechanism of action to help on much more effective and well organized efforts of all tourism stakeholders.

To sum up, as it has been said by Noel Scott: "indeed, based on the pervasive government involvement in tourism, and its interest in the impact of tourism, it is arguable that all tourism research is policy research" [5]. Therefore, this reinforces the idea that policies almost trace all aspects of growth in a state.

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