

The importance of strategic tourism development in a post-conflict context

Written by Shqiperim Reka, PhD Researcher at Sheffield Business School - Sheffield Hallam

University, Science Park, Unit 5, Sheffield S1 2LX

Introduction

As a result of political conflict, a country's basic infrastructures as well as political, economic and social structures are destroyed and need restoration (Winter, 2008). Tourism development is considered to be a vital tool in the phase of transitioning by improving national identity and restoring the lost image, stabilizing political structures and building up the economy (Vitic & Ringer, 2007; Cichock, 1998). However, there are considerable challenges for tourism development related to the image of a war-torn and ravaged country as well as political, economic and social circumstances (Winter, 2008). Thus, in order to develop tourism effectively, a strategic approach that reflects the unique circumstances of the destination is essential – an argument that is strongly supported by Hall & Danta (2000). This study evaluates whether and how challenges of tourism development in a post-conflict context are reflected in the strategic approach by using the case of Kosovo. At first, literature on challenges of tourism development in post-conflict countries focusing on the destination image as well as major internal political challenges is evaluated and set in the context of the theory of strategic tourism development. Thereupon, the study's methodology of using a case study approach incorporating primary research in the form of semi-structured in-depth interviews with stakeholders of the tourism industry and secondary research in the form of document analysis is discussed. Finally, the results of the study are determined and a conclusion is drawn.

Literature Review

A tourist destination needs an appealing image to attract potential tourists as Ferreira Lopes (2011:305) argues "the image that a destination transmits to the market becomes one of the elements which influence tourists the most when choosing a tourist destination". In this context, peace, safety and political stability are important determinants of the image and crucial for tourist visitation (Hall, 1994). Upadhayaya (2013) emphasises "a peaceful image is a prerequisite for all successful tourist destinations". However, for post-conflict destinations it is difficult to mark the region as peaceful and safe due to constant negative media exposure of the conflict aftermath that shapes negative perceptions (Hall & O'Sullivan, 1996). Since media is reluctant to provide follow-up reports, there is lack of knowledge on the latest political situation and thus the image remains

negative for a long phase after the conflict (Mihalic, 1996; Schlesinger, 1991). Accordingly, media is the decisive factor for the success of a tourist destination as it shapes perceptions of peace and safety that ultimately attracts or distracts potential tourists from visiting the destination (Upadhyaya, 2013; Hall & O'Sullivan, 1996). In order to change the negative perceptions of people re-branding the destination and restoring the image is an essential tool for countries that experienced political unrest and instability. According to Vitic & Ringer (2007:129) "destination branding has become a strategic marketing component with considerable importance in promoting the (re)discovery of tourism destinations severely impacted by global crises, war ethnic and political conflict". Such crises can be considered as the cholera of destination image that, if they are not treated with swift stability and rapid promotion they can leave lingering effects. However, re-branding a post-conflict destination is a process confronted with challenges (Hall, 2001). With regard to the Balkans, Vitic & Ringer (2007) argue that the success of the branding process depends greatly on the degree of participation and collaboration of all stakeholders, which is challenging for the countries undergoing transition from socialist mindset to democratic governance.

Participation and collaboration of stakeholders is crucial for strategic tourism development as it has a major impact on the effectiveness of the planning processes (Bramwell & Sharman, 1999). Various academics argue that by sharing information among all relevant stakeholders and joint decision-making more suitable plans and policies are produced (Ladkin & Bertramini, 2002; Bramwell & Lane, 2000). However, Hall (2009) elucidates that collaborative planning approaches are uncommon amongst post-conflict countries because of their historic connection with autocratic governance which has led to inadequate communication between the government with private sector, communities and other stakeholders. Sonmez & Apostolopoulos (2000) stress that it is essential that stakeholders realise that long-term benefits of pooling forces together are far greater than the results of individual efforts. Ansell & Gash (2008) confirm that lack of collaboration is a great challenge if there is historical mindset of discrepancy, of division and distrust between stakeholders. In addition, lack or limited awareness of central institutions regarding the values and potential benefits of the tourism industry describe a major constraint in developing tourism in a post-conflict country (Ioannides & Apostolopoulos, 1999). According to Alluri (2009) and Reid (2003) lack of government support affects the tourism industry including its overall development. Additionally, short-term benefits are prioritised by the government; however, strategic tourism development needs long-term investment (Tosun, 2001).

Alongside limited support (Issa & Altinay, 2006), Ladki & Bertramini (2002) argue that irresponsibility is a major challenge for post-conflict tourism development which is strongly influenced by political instability and frequent government changes. As a result of political frictions the government may alternate more often than usual, so that tourism development may sit remotely in the periphery of the new government's vision of achievement (Causewic & Kokrannikal, 2005). Issa & Altinay's (2006:374) research confirms that frequent governmental changes are "a major obstacle towards future tourism development". For example, the process of legislation is time-consuming; however, due to rapid government changes the process is obstructed leading to the consequence that laws are not implemented appropriately (Hall, 2008; Tosun, 2001). Zhang et al (2002) and Hall (2008) draw attention to the problem that businesses are not committed to operate within the laws because they are viewed unrealistic and infeasible to stay within. Teve (1988: In Sonmez, 1999) concludes that the development of a country's tourism industry remains 'miserable' in the absence of political stability.

Alongside internal political instability, limited or lack of expertise and knowledge hinders successful tourism development. This is strengthened by political nepotism which is identified by Stoyanova-Bozhkova (2011) as one of the issues challenging transitional development. Public sectors positions are assigned with individuals based on their political support and contribution to the party in power rather than on merit with the result that administration lacks professionalism. In addition to limited of 'soft' skills of people involved in developing tourism, post-conflict countries lack 'hard' facts such as statistical data of tourist arrivals or tourist spending. However, such 'hard' facts are equally important when following a strategic approach to tourism development. Sharpley & Sharpley (1997:115) emphasise that it can be a "self-destructive-process" if tourism development is not based on a strategic approach. Strategic tourism development is particularly impeded by corruption and organized crimes (Hall, 2009; Issa & Altinay, 2006; Clements & Georgiou, 1998). Post-conflict countries are confronted with a high level of corruption as they are extremely vulnerable (UNDP, 2010). With regard to tourism in post-conflict countries, governmental institutions as well as many NGOs are accused of corruption, which arises mainly from lack of transparency and accountability (Stoyanova-Bozhkova, 2011; Hall, 2009; Shanmugaratnam, 2005).

Methodology

The study utilises the case of Kosovo – a small country with a population of 2.2 million that is located in the centre of the Balkan Peninsula. Kosovo experienced war from 1997-1999 due to political tensions that arose among the population of Kosovo Albanians and the Serbian regime¹ as a result of denying the former's human rights such as freedom of education, social and political expressions and cultural identity. After the war, Kosovo had no political and socio-economic infrastructure, and therefore, began its development to a new path of democracy and market led economy in 2000 with the rubbles of the socialist system. In 2008, Kosovo declared independency and it is recognised as an independent state by 106 UN countries but, not by the UN as an organisation. While Kosovo's economy is transitioning to achieve macroeconomic stability (BTI, 2012), the country remains dependent on financial support. Tourism development is considered an essential tool to improve the country's image and achieve political and economic stability which is emphasised in the Tourism Development Strategy of Kosovo (2006). The war and its aftermath had a harmful impact on the country and its image discouraging potential tourists from visiting (Judah, 2000). Nevertheless, Kosovo is a country of diversity, rich cultural heritage and exceptional natural beauty strengthening the country's potential as a tourist destination (Warrander & Knaus, 2007). According to the Tourism Development Strategy of Kosovo (2006) potential types of tourism are winter sports tourism, cultural and rural tourism including mountaineering and health tourism.

In order to evaluate Kosovo's tourism strategy in the context of the country's challenges, a 'combined approach' of desk research and fieldwork research was conducted. The fieldwork employed a qualitative approach as it was sought to gather in-depth data on the challenges tourism development in Kosovo is faced with. Using a 'snowballing technique' the researcher conducted 14 interviews with stakeholders from the tourism industry including the public sector, the business sector, non-governmental organizations, international development agencies and higher educational institutions. A wide variety of participants helped the researcher in drawing a comprehensive picture of the particular circumstances of tourism development in Kosovo. It needs to be acknowledged that the sampling process was purposely biased toward the potential participants, who are perceived to be well-informed personalities with advanced background in tourism, who are involved in the decision-making and planning processes of tourism activities and who have reputed influence in the overall processes of tourism governance in Kosovo (Reka, 2013). The interviews were conducted face-to-face using a semi-structured approach which can be considered well-suited for the study as it

¹ After World War II, Kosovo was integrated in the Socialist Federal Republic of Yugoslavia, which was centrally governed from Belgrade.

allows the researcher to delve into the subject and recognise new concerns through vivid discussions and thus contributes to evaluate complex issues and acquire thorough understanding (Saunders et al, 2009). After conducting the interviews that lasted from 30 min to 2 hours, the interviews were transcribed by the researcher in order to achieve consistency of the research. Thereupon, the findings were reviewed and key themes of challenges of tourism development in Kosovo were highlighted and further examined.

The document analysis had an important role to play in this research, since examining the actual tourism strategy revealed valuable data regarding the content of the strategy, its vision and its planning practices. It provided the tools to analyse the specific characteristics of its tourism development approach and its focus across Kosovo. In addition, this secondary research of document analysis helped to study the degree to which the principles of the plan are also the focus of the relevant stakeholders in practice. The pursue to analyse the document prior to conducting the interviews guided interview discussions and reduced elementary talks as the researcher had good awareness of the strategy prior to meeting the interview participants (Yin, 2003). The document was obtained from the Department of Tourism after establishing rapport with the officials of the department, whom later also participated in the interviews. As the strategy was not approved the public had no access to it but due to the scientific purpose of this study the Department of Tourism granted the researcher access.

Results

The research identified that there are various challenges for tourism development in post-conflict Kosovo (Reka, 2013). All interview respondents identify Kosovo's image as a key challenge tourism development has to contend with. In addition, most interviewees declare, that since the war Kosovo is faced with many problems regarding identity of the state. Various factors contribute to the weakness of the identity including the fact that Kosovo's independence is recognised just by over 50% of the UN countries. A number of interviewees also draw attention to the fact that most available information on Kosovo is anachronistic, which influences foreign tourists in building prejudgements about the country and increasing their scepticism before gaining valuable experience. According to an interviewee foreign tourists are *"reluctant to travel here because they heard rumours and think that it is a complete chaos in Kosovo, they think there is no security and they cannot walk the streets"*. This is in line with studies from various academics (e.g. Hall, 1994; Upadhayaya, 2013) arguing that due to unawareness concerning safety, people are unwilling to travel. However the

interviewee adds that *"after experiencing the reality, they feel relieved and value Kosovo much more highly than they had before they arrived"*.

Internal political problems have a strong impact on tourism development in the case of Kosovo which was accentuated by the majority of interviewees (Reka, 2013). Most of the interviewees recognise that *"frequent change of government leads to lack of work continuity"* which is addressed as a major challenge by Issa & Altinay (2006). An interviewee from the business sector adds that *"all political subjects that emerge to power switch their personnel and all the work that has been done by previous government over a certain period gets extinguished"*. It is asserted that *"this is mainly due to the mentality that no government follows the work of its predecessor to try and show people that the previous government was incapable and had the wrong working agenda"*. Due to frequent government change in line with a change of organisational structures, the Department of Tourism lacks authority according to an interviewee from the public sector (Reka, 2013). It is also stressed *"theoretically and according to the tourism law the Department of Tourism receives considerable authority to make important decisions regarding the level of tourism development, however, in practice it does not have enough authority because it is not seen as an important division by the central government or by the Ministry that it belongs to"*. Another interviewee from the public sector accentuates that this is due to the phase of transition where everything depends on the central government; however, *"the politics around the Department of Tourism is developed regardless whether we want it or not"* which underlines their lack of power to act. In addition to lack of power to act, high irresponsibility is a key factor in delaying tourism development as one interviewee from the education sector argues that *"due to the transition period of shifting governance from one system to another there is a very blurred line to who's responsible for what. On top of it, the decentralisation of governance has created further dilemma of what is central governance and what is local governance"*. This has created negligence and irresponsibility for actions among the relevant officials and thus strategic tourism development and policy-planning are not implemented in practice.

Further, the research identifies that decent tourism legislation is not enforced as one interviewee argues *"currently tourism is being held captive by its own laws"*; however, implementing effective laws is essential for tourism development (Hall, 2008; Tosun, 2001). In addition, after this research was conducted the Department of Tourism in Kosovo established the Legislation of Tourism, which was approved by the Kosovo Assembly in June 2013. It is perceived that if implemented correctly, tourism would benefit significantly as the tourism law infrastructure can stabilise the market, protect the relevant stakeholders, tourists and its attractions. However, slow implementation of the legislation may prove costly and harmful.

The Tourism Development Strategy of Kosovo was developed by the Tourism Department from the Ministry of Trade and Industry of Kosovo (MTI) in cooperation with German Agency of Technical Cooperation (GTZ) (*now: GIZ, German Agency of International Cooperation*) in order to have a framework that guides tourism development in the country. However, an interviewee from an NGO argues that *“the ideas of the policy plan were taken from various plans belonging to other countries in this region and thus do not mirror the individual circumstances of Kosovo”* which supports Hall & Danta’s (2000) argument that the strategic approach needs to reflect the unique circumstances in the destination. A public sector interviewee acknowledges that the current policy situation needs improving and new policies should be put into effect; however, frequent governmental change impedes this development.

Both institutions involved in developing the strategy claim that it was completed in cooperation between public-private organisations and NGOs guided by a foreign consultant to utilise proven tourism expertise that was perceived as not available in the country. One interviewee from the public sector regards the involvement of a foreign consultant critical as he lacks of familiarity with the reality in Kosovo; however, the same interviewee also accentuates that domestic associates have little experience in tourism and inadequate knowledge to develop an appropriate strategy. Political nepotism involving unqualified personnel is a major factor for limited competence among tourism officials and thus for impeding the process of tourism development. The research findings affirm that as a result of unqualified tourism officials its development and planning guidelines are not established proficiently due to overall incompetency of tourism personnel. Thus, the implementation of tourism development is not founded on professional basis that provides the necessary expertise for successful tourism policy and planning. An interviewee argues that due to lack of domestic professionalism, responsibility and monitoring experience foreign consultants become careless, irresponsible and their work becomes ineffective. Accordingly, it is argued that only developing the strategy without conducting any knowledge transfer or training is not sufficient enough. This insufficiency did not advance the officials of the tourism department or other tourism stakeholders to a point where they could intervene in the strategy without the need for hiring international consultants in the future.

Communication with the public, private and non-profit organisations went on continuously and representatives of travel agencies, tour operators, hotels and tourism associations are invited when formulating policies as argued by an interviewee from the public sector. On the contrary, an interview with an NGO revealed that the business community was only invited to take part in the first and in the last meeting of the planning process but even then they were not consulted how the

strategy should be drafted. It is claimed that at the beginning of the process the strategy's approach was collaborative but then suggestions of most stakeholders were not being taken into consideration and people stopped participating. An interviewee from the public sector who was also part of the strategy working group confirms that there were not many stakeholders involved in the planning process of the strategy which confirms Hall's (2009) argument that collaborative planning approaches are uncommon amongst post-conflict countries. Thus, in the end the strategy was completed by two officials from the Department of Tourism and the GIZ consultant and it became more of a cabinet's job. As a result of limited cooperative work, an interviewee from an NGO claims that the business community has not even read the strategy as they felt overlooked during the planning process; therefore, potential benefits and drawbacks of the strategy are not acknowledged or understood by businesses.

The strategy is original and realistic providing sustainable bedrock for implementing tourism development in Kosovo – according to an interviewee. The focus of the strategy is viewed as the completion of the legal tourism infrastructure and tourism policy for the achievement of Kosovo's tourism offers. Additionally, its commitments would include facilitating the possibility of investment in tourism, resort development, destination marketing and support of human resources in the tourism sector. In contrast with the above, most of the interview respondents argue that the strategy was in fact unrealistic and not in line with circumstances in Kosovo. It was admitted by an interviewee involved in the development of the strategy that it has not been compiled appropriately because up to date statistical analysis was not available and also because the identification of tourist attractions was partly conducted inaccurately. The interviewee comes to the conclusion that Kosovo's tourism strategy is not suitable to Kosovo's conditions and claims *"we need a strategy and policies that are applicable to Kosovo's reality and generate economic prosperity from its original implementation"*. This statement strongly confirms the argument that strategic tourism development needs to reflect the unique circumstances in post-conflict countries and needs to consider the challenges sufficiently.

The strategy does acknowledge the negative image as a result of the war since it emphasises the importance of the strategy in improving the image of Kosovo as a tourist destination with the potential slogan of "Kosovo history in the making". The strategy clarify that poor image of Kosovo as a tourist destination is the key factor why Kosovo has the lowest competitive position with neighbouring countries (DSTK, 2006). A section on 'competitive analysis' in the strategy compares Kosovo's tourism attributes in comparison with the other five regional countries and shows that as three of the five countries have a mixture of positive and negative image attributes Kosovo's image is

only associated with negative features entirely as a result of the late 1990s conflict. The data comparisons in the strategy between Kosovo and its neighbouring countries conclude that Kosovo is not competitive enough in the tourism market with the countries concerned. It justifies that the then unresolved status of Kosovo and the weak image branding as a tourist destination are the key factors for Kosovo's undeveloped tourism activities. However the resolution of Kosovo's status as an independent country on 17th February 2008, continuous efforts toward image destination branding, (*'Kosovo the young Europeans'*), present overall stability and increased stakeholders interests and activities in tourism have created improved conditions for the development of tourism and increased competition in the tourism market. The strategy also points out the negative image as a threat to Kosovo's scarce tourism potential. However, the strategy does not directly explain how the problem will be lessened and its effects be kept to a minimum. Its marketing objectives are listed but they do not have any extra consideration or branding approach because of its post-war image. Overall, the issues around the negative image are minimal.

It can be felt that the group working in this strategy provided a vibe of irresponsibility since its objectives were not in detail of how they will be met but rather only a list of objectives and the year for when they should be met. They did not take into consideration or elaborate what needs to be done to achieve those objectives. The plan does not provide some awareness on the challenges they will face in the processes of aiming to achieve those objectives and there are no S.M.A.R.T anticipations on the feasibility of the objectives. One of their objectives listed was to ensure Kosovo becomes a member of WTO (World Tourism Organisation) by 2013. As important as this achievement would be, no Kosovo institution has the power or the ability to influence such acceptance since WTO is a UN organisation and UN does not recognise Kosovo as an independent state mainly due to Russia's veto.

It is reasonable that short term tourism plans are preferred to long term plans due to the continuous evolvement of consumer demands and advancement of development approaches, however, a short term plan is best complemented with a well-balanced and realistic objectives. However, the number of objectives and achievements set on the Kosovo Tourism Plan 2007-2013 are enormous and too many to consider them all for short-term achievement. Yet, the working group calculated that all of the problems, challenges, issues, and gaps that have been mounted for three decades, including the war challenges would be solved from 2007 to 2013. It is comprehended that when the gaps, challenges and responsibilities were identified and taken on board by the working group they felt the need to ensure that no objective is overlooked and thus compressed all what is needed to ensure successful tourism development and management. This is arguably the result of lack of long-term

vision for a follow-up strategy from 2013-2020 that would have predicted the continuity of the responsibilities from where they would have been left by this strategy.

The strategy did not reach its approval or implementation stage. While one interviewee argues that this is due to failures in the planning procedure, another interviewee claims that the strategy was not approved because of frequent changes in the political framework. In support of the latter, another interviewee argues that the main reason is the instability of the government and low priority of tourism within the government, confirming the limited awareness of the potential of tourism (Ioannides & Apostolopoulos, 1999). A number of interview respondents strongly believe that even though the strategy lacks virtue, its approval is crucial so it could be implemented and improved through regular reviews. An interviewee emphasises that the strategy's requirements are urgently needed in practice; however, a review of the strategy took place (four years after its formulation) by the same personnel, but failed to surface as the parliament rejected its significance on the basis that it requires overwhelming funds due to the high challenges facing tourism development. Allowing such funds for tourism development would further threaten the stability of other more prioritised sectors such as healthcare and education.

Conclusion

The paper examined the importance of strategic tourism development with regard to the challenges of tourism development in a post-conflict context. Alongside the negative image of the country, it was found that Kosovo is faced with various internal political challenges. The image was identified as a major challenge that is essential to address in the tourism strategy; however, image restoration and re-branding was insufficiently considered in the strategy. Furthermore, frequent government change impedes strategic tourism development as short-term planning is prioritised at the expense of long-term sustainable development. In particular, lack of power and authority as well as incompetent personnel to influence decisions at the government level were identified as major obstacles for tourism development. It is argued that lack of influence and expertise has left tourism officials irresponsible toward their contractual obligations. Limited tourism laws until recently have further increased the number of challenges relevant stakeholders had to contend with, and even though the tourism legislation has been approved its implementation preparations are merely progressing. The research identified that the solitary approach of drafting the strategy has resulted in relevant tourism stakeholders not being committed to its values.

The development of strategic tourism plans that sufficiently consider internal challenges and strive to improve the image of a country in order to increase the number of international visitors and maximise revenue is essential; however, it is argued that the Kosovo's tourism strategy lacks clarity in terms of priorities and development plans. A number of deficiencies in the strategy have been highlighted in this paper, which could threaten the success of image restoration process and the implementation of tourism development. It was, in particular, highlighted that the strategy formulation processes lacked stakeholder involvement with the consequence that the strategy and its objectives were not supported by relevant stakeholders. In conclusion, it is argued that tourism strategy is not reflective with regard to the post-conflict circumstances of Kosovo, and, thus was ultimately perceived infeasible and not being implemented successfully.

Reference List

Alluri, R. (2009): The Role of Tourism in Post-Conflict Peacebuilding in Rwanda, Working Paper, Swiss Peace.

Ansell, Gash (2008): Collaborative governance, *Journal of Public Administration Research and Theory*, 18, 543-571.

Bertelsmann Stiftung, BTI (2012): Kosovo Country Report. Gütersloh: Bertelsmann Stiftung.

Bramwell, B., Lane, B. (2000): Collaboration and partnerships in tourism planning, p. 1-19 in B.Bramwell, and B. Lane (Eds.), *Tourism collaboration and partnerships. Politics, practice and sustainability*. Clevedon: Channel View Publications.

Bramwell, B., Sharman, A. (1999): Collaboration in local tourism policymaking, *Annals of Tourism Research*, 26, 2, 392-415.

Causewic, S., Kokrannikal, J. (2005): Tourism Development after Political Turmoil: Current Issues on Bosnia and Herzegovina. In: 3rd Global Summit on Peace through Tourism – Education Forum, 2005.

Cichock, M. (1985): Reevaluating a Development Strategy: Policy Implications for Yugoslavia, *Comparative Politics*, 17, 2, 211-228.

Clements, M., Georgiou, A. (1998): The impact of political instability on a fragile tourism product, *Tourism Management*, 19, 3, 283-288.

Ferreira Lopes, S. D. (2011): Destination image: Origins, Developments and Implications, *Revista de Turismo y Patrimonio Cultural*, 305-315.

Hall, C.M. (2008): *Tourism Planning. Policies, Processes and Relationships*. 2nd Edition. Pearson.

Hall, C. M. (1994): *Tourism and Politics: Policy, Power and Place*. New York: Wiley.

Hall, D. (2009): Sustainable Tourism Development and Transformation in Central and Eastern Europe, *Journal of Sustainable Tourism*, 8, 6, 441-457.

Hall, D. (2001): Central and Eastern Europe. In Y. Apostopoulos and S.F. Sonmez (eds): *Women as Producers and Consumers of Tourism in Developing Regions*. Westport, CT: Greenwood.

Hall, D., Danta, D. (eds) (2000): *Europe Goes East: EU Enlargement, Diversity and Uncertainty*. London: The Stationery Office.

Hall, C. M., O'Sullivan, V. (1996): Tourism, Political Stability and Violence. In *Tourism, Crime and International Security Issues* by A. Pizam and Y. Mansfeld (eds). New York: John Wiley.

Ioannides, D., Apostolopoulos, Y. (1999): Political Instability, War, and Tourism in Cyprus: Effects, Management, and Prospects for Recovery, *Journal of Travel Research*, 38, 51-56.

Issa, I., Altinay, L. (2006): Impacts of political instability on tourism planning and development: the case of Lebanon, *Tourism Economics*, 2006, 12, 3, 361–381. Issa & Altinay, 2006

Judah, T. (2000): *Kosovo: War and Revenge*. New Haven: Yale University Press.

Ladkin, A., Bertramini, A. (2002): Collaborative tourism planning: A case of Cusco, Peru. *Current Issues in Tourism*, 5, 2, 71–93.

Mihalic, T. (1996): Tourism and warfare – the case of Slovenia. In A. Pizam & Y. Mansfeld (Eds.), *Tourism, Crime, and International Security Issues* (pp. 231- 246). Chichester: John Wiley & Sons Ltd.

Reid, D. (2003) (E-Book): *Tourism, globalization and development: responsible tourism planning*. London: Pluto Press. 5-556.

Reka, S. (2013): *Challenges of tourism development in post-conflict countries*.

Saunders, M., Lewis, P., Thornhill, A. (2009): *Research Methods for Business Students*. 5th Edition. Harlow: Pearson Education.

Schlesinger, P. (1991): *Media, State and Nation: political violence and collective identities*. Sage Publications, London.

Shanmugaratnam, N. (2005): *Challenges of Post-disaster Development of Coastal Areas in Sri Lanka*.

Sharpley, R., Sharpley, J. (1997): *Rural Tourism. An Introduction*, Tourism and Hospitality Management Series, 125-129.

Sonmez, S. (1999): *Tourism, Terrorism, and Political Instability*, *Annals of Tourism Research*, 25, 2, 416-456.

Sonmez, S., Apostolopoulos, Y. (2000): *Conflict Resolution Through Tourism Cooperation? The Case of the Partitioned Island-State of Cyprus*, *Journal of Travel & Tourism Marketing*, 9, 3, 35-48.

Stoyanova-Boshkova, S. (2011): *Tourism Development in Transition Economies: An Evaluation of the Development of Tourism at a Black Sea Coastal Destination during Political and Socio-Economic Transition*, Bournemouth University.

Tosun, C. (2001): *Challenges of sustainable tourism development in the developing world: the case of Turkey*, *Tourism Management*, 22, 289 – 303.

Tourism Development Strategy of Kosovo (TDSK) (2006): Unpublished Document, Albanian version, Last received on 18/12/2009.

UNDP (2010): *Fighting corruption in post-conflict and recovery situations, Learning from the past*.

Upadhyaya, P. K. (2013): *Political Instability, Tourism and a Peaceful Destination Image: Impacts of Media on the Tripartite Nexus in Nepal*, *The Journal of Tourism and Peace Research*, 3, 1, 1-19.

Vitic, A. & Ringer, G. (2007): *Branding Post-Conflict Destinations Recreating Montenegro After the Desintegration of Yugoslavia*, *Journal of Travel & Tourism Marketing*, 23, 2-4, 127-143.

Warrander, G., Knaus, V. (2007): *Kosovo the Bradt Travel Guide*, Bradt Ltd, England Williams, 1992.

Winter, T. (2008): Post-conflict Heritage and Tourism in Cambodia: The Burden of Angkor, *International Journal of Heritage Studies*, Studies, 14, 6, 524-539.

Yin, R.K., (2003): Case study research: design and methods. *Applied Social Research Method Series* Vol.5. Third edition. SAGE Publications.

Zhang, Q., Chong, K., Jenkins, C. (2002): Tourism Policy Implementation in mainland China - an enterprise perspective, *International Journal of Contemporary Hospitality Management*, 14, 1, 38-42.