An Investigation about Communication and Cooperation between local governments and the NGOs in the case of Ankara Metropolitan Municipality and Chamber of City Planners in Turkey

Birim Manav

Faculty of Natural Resources and Agricultural Sciences
Department of Urban and Rural Development
Uppsala

Master thesis
Environmental Communication and Management
Swedish University of Agricultural Sciences

Ankara, 2010

I hereby declare that all information in this document has been obtained and presented in accordance with academic rules and ethical conduct. I also declare that, as required by these rules and conduct, I have fully cited and referenced all material and results that are not original to this work.

Name, Last Name: Birim Manav

Signature:………………………

ABSTRACT

Throughout this thesis research, communication and cooperation between local governments and a specific NGO called Chamber of City Planners (CCP) were investigated. Further, Ankara Metropolitan Municipality (AMM) was taken as a specific example of the local governments in Turkey, Ankara. Therefore the research and the qualitative investigation were based on those particular stakeholders, Ankara Metropolitan Municipality and Chamber of City Planners. The study includes not only different views of different stakeholders but also during qualitative investigations every interviewee had a chance to be explicit so that the results show us the level of the cooperation and communication between those two stakeholders in a much realistic way. During this degree project, the relationship between those two actors was analyzed by using both environmental communication and stakeholder management aspects. Since reaching a consensus or compromising between those two institutions, definitely, is required the application of stakeholder management principles and facilitation processes. Moreover, the effects of the results of communication and cooperation between those stakeholders were investigated and analyzed in this study. Consequently, miscommunication and lack of cooperation between the two significant actors, which has caused numerous controversies and conflicts regarding urban planning issues, were explored. Some of those deficiencies might be solved or facilitate by designing an environmental communication strategy, however it is crucial to reiterate that juridical precautions and law enforcements should introduce those strategies in order to reach participatory planning process and decline the controversies and conflicts.

Key words: environmental communication, conflict management, legislative framework of environmental communication, participation

ACKNOWLEDGEMENT

Acronyms

ADR   Alternative Dispute Resolution

AMM   Ankara Metropolitan Municipality

CCP   Chamber of City Planners

EADR   Environmental Alternative Dispute Resolution

NGOs   Non Governmental Organizations

UCTEA   Union of Chambers of Turkish Engineers and Architects

TABLE of CONTENTS

1. INTRODUCTION

1.1. BACKGROUND

Turkish legislation system, in 1984, was introduced the concept of Metropolitan Municipalities. At that time, three cities were declared as Metropolitan Areas. Those municipalities are subject to a specific legal regulation; in accordance with present regulations called Law of Metropolitan Municipalities numbered 5216, the definition of metropolitan areas basically depends on the population. In other words, if the population figure of a city is more than 750.000, then that city would be declared as a metropolitan area managed by both metropolitan municipality and the other local municipalities located in the same city, as well. Metropolitan Areas and Metropolitan Municipalities concepts were introduced to the Turkish urbanization system to facilitate the management of the populated cities. Currently, there are 16 Metropolitan Municipalities in Turkey. Like all metropolitan municipalities, Ankara Metropolitan Municipality (AMM) is responsible for larger scale of urban plans and taking the environmental decisions, and the local municipalities located in the same city, Ankara in this case, should be compatible with those larger-scale decisions while planning small scale plans. Although the decisions and urban plans have been discussed in the assembly of AMM by the representatives of both AMM and local municipalities, unexpected and undesired decisions for some of the local municipalities and some of the NGOs would be taken. Therefore, it is important to emphasize that AMM can be described as rather powerful over the urban plans and environmental decisions. However, a series of different stakeholders would be eager to participate in the decision making mechanism of AMM. According to those NGOs, either those plan decisions may cause asymmetric rent distributions in urban areas or may be incompatible with basic urban planning principles so that they would like to participate in the planning processes. As a result of this, AMM's communication and cooperation with other stakeholders is not only significantly important but also obviously may bring about some conflicts and controversies.

On the other hand, one of the major NGOs which has had already numerous conflicts and controversies with AMM is Chamber of City Planners (CCP). It was established in 1970 in accordance with the law of Union of Chambers of Turkish Engineers and Architects (UCTEA). In addition to the law of UCTEA, according to the Article 135 of the Constitution, CCP is deemed as a professional organization in the form of the public institution whose one of the major concerns is to protect public interest related to the urban planning issues. CCP, correspondingly, has a legal right to lodge an appeal with the high court against urban plans or municipalities' decisions in a certain legal objection period. In accordance with the current legal framework, CCP has been encouraged to behave as a public institution, yet due to the legal gaps and uncertainties, the only method to participate in the planning processes for CCP is formal and official complaints after the decisions were taken by municipalities. Unsurprisingly, in most cases litigation has to be used as a participation method by CCP, this organization has many conflicts and controversies with municipalities, particularly with AMM. Since head office of CCP is located in Ankara, which makes easy to follow AMM's decisions and plans rapidly and Ankara branch of CCP is one of the most active branches among eight branches to be informed about AMM's decisions and plans.

Obviously, the two stakeholders have significant importance to overcome urban and environmental issues in Ankara, so that their relationship must be taking place constructively.

8

Nonetheless, their relations have experienced many tensions causing various conflicts and controversies. In this respect, it is significantly important that the communication and cooperation between AMM and CCP are required to be observed and to be evaluated with the help of environmental communication approaches and also conflict management approaches in order to build an understanding and a different perspective towards the communication and cooperation between AMM and CCP.

1.2. AIM

As a pioneer, this thesis is aiming at exploring the communication and cooperation level between local governments and Chamber of City Planners (CCP) as an active NGO. To narrow the local government party, Ankara Metropolitan Municipality (AMM) was chosen as an instance of local governments. Even though conflicts and miscommunication between the two stakeholders have been known and perceived by public via visual and written media, the representatives of every stakeholder were interviewed by using qualitative methods to understand relationships and differences of perspectives. Further after examining the communication and cooperation between those stakeholders, its effects on the planning processes and urban issues were analyzed as another aim of this degree project in order to suggest some solutions mentioned in conclusion part.

1.3. SCOPE OF WORK

Throughout the first half of April 2010, the tasks were identified to make clear how to conduct this study. Obviously, data collection is one the major tasks of this study, so that to get reliable and convenient data several methods were determined, first legal framework investigation, second stakeholder mapping to clarify the relevant stakeholders, third media sources investigation -also same investigation was done after interviews with the material given by informants-, forth preparation of qualitative semi-structure interview questions and finally reaching out responsible persons to request appointments. During the second half of April 2010, five interviews were conducted in CCP and besides two interviews were done in AMM. After interviews, the results were analyzed with the light of various theories mentioned in the literature review part.

1.4. RESEARCH QUESTIONS

As mentioned before to explore communication and collaboration between AMM and CCP which is the fundamental goal of this study those following research questions were formulated and the research was conducted along with those questions.

- How do the representatives of CCP and AMM interpret the other organization and their actions?

- What are the perceptions of CCP and AMM over communication and collaboration between those two stakeholders?

2. METHODOLOGY

2.1. DATA COLLECTION

This thesis is based on three different data collection methodologies, which are investigation of legal framework about the communication and cooperation between those stakeholders, doing qualitative semi-structured interviews with the responsible persons of those institutions and finally searching visual and written media sources about the relationships of those stakeholders. However, semi-structure interviews known as qualitative interviews were the basic method of gathering data of this study.

2.1.1. LEGAL FRAMEWORK

To understand the legal framework of the communication and cooperation between AMM and the CCP, it is a must to be aware of the legal strengths and opportunities regarding to communication and cooperation of those two parties with each other. Namely, both CCP and AMM are governmental organizations whose authorization, responsibilities and the way of communication towards others were drawn by those laws. Therefore, several laws should be analyzed to understand those two stakeholders' flexibilities, closures and duties in terms of communication and collaboration between them. Hence, while analyzing the result of this research, present legislation regarding those stakeholders was investigated to understand their communication and collaborative studies.

2.1.2. QUALITATIVE SEMI-STRUCTURED INTERVIEWS

The research questions of this thesis study were based on capturing information from the responsible persons who work for one of those institutions by using qualitative interviews. Yet, on the other hand as mentioned before qualitative semi-structured questions encouraged the interviewees to introduce their own observations, thoughts, analyses, solution suggestions and maybe even emotions. Even though qualitative interview is amenable method for data gathering in social sciences, its success and accuracy are depending on the competence of the researchers. Since, interactions between interviewees and interviewer were quite important to make interviewees comfortable and make themselves clear. It is necessary to highlight that during the interviews special attention has been paid to understand the stakeholders' priorities and perspectives. Further, the interviewer as a facilitator of the face-to face meetings used the open ended questions to help those interviewees whose background are technical without communication skills. This principle worked effectively because those interviewees commenced to open up their thoughts without sensing any restrictions. Moreover some concrete explanations and using facilitation skills helped a lot throughout the interviews. For instance, asking interviewees whether they have any time constraints or not for interviews, introducing the field of environmental communication, the aim of the degree project would be listed as concrete explanations done for increasing the trust level that was inevitably important in this research because of the subject of the project. In the context of Turkey, due to the complicated political settings, getting information from people would be rather difficult. Especially, getting their observations and feelings would be more difficult. Hence, some of

the interviewees requested being anonymous while their expression will be referred. Obviously, this study is related to somehow politics so as a result of this building trust was one of the major components of the interviews. The interviewees have been working for those two stakeholder institutions as managers or chair person or board members or former board members and they definitely needed to trust on every stage of the interviews both to be explicit and to be aware of not being judged. During the interviews, interviewer's intention was positive towards the interviews along with facilitation skills. Eventually, the questions were replied, the sharing process worked well thanks to designing semi-structured and open ended questions, informed interviewees very well beforehand about the information related to this study, application of those facilitation skills and increasing the trust level between interviewers and interviewees. In brief, all of the interviews were quite fruitful to analyze the communication and cooperation between AMM and CCP.

During five semi-structured interviews conducted with the responsible persons, the perception of CCP was observed owing to the open-ended questions and trust level between interviewer and interviewees. Meanwhile, two interviews were conducted with the director of urban development and planning department of AMM and an architect working in the same department. The same intentions with CCP interviews were applied during the two interviews to increase trust level and to grasp the perception of AMM towards.

Followings are the questions used in the qualitative research. Those questions were asked each interviewee without considering any differences about their side. Despite asking the same questions, every interview and reply was unique since the questions were designed in semi-structured way. Additionally, owing to the open ended questions, the informants had a chance to be much clear. Also, building trust is one of the basic requirements to perceive people's thoughts and emotions so that while designing these semi-structured questions objectiveness was the chief aim.

1. In accordance with the current legislation, how are the relations between local governments; especially metropolitan municipalities and CCP as a professional organization determined in terms communication and cooperation? Tell me your comments on this legal frame.

2. Beyond rules and regulations, has any 'communication policy or communication strategy' been designed by AMM or CCP? Does AMM or CCP have any departments or specialists working on that?

3. In terms of current relations and on going projects between AMM and CCP, how can you describe the communication and cooperation between AMM and CCP? What types of communication methods are being used?

4. When you compare former methods and implementations, and present ones; tell me your interpretation about former ones.

5. How do you interpret internal dynamics and tendencies within AMM or CCP in terms of communication and cooperation problems with the party? For instance, are there any barriers or divergences between different departments within AMM or CCP?

6. It is important to highlight that fruitful and efficient communication among stakeholders is required to have much participatory decision making mechanisms, in which everyone's needs and expectation are listened and tried to meet. Otherwise, inevitably, conflicts and controversies between different stakeholders would escalate

rapidly. In this sense, how do you interpret the importance of communication between stakeholders?

7. Tell me your reflections upon the misunderstandings taking place between AMM and CCP.

8. What do you think about solution proposals in order to get a more constructive communication and fewer conflicts?

2.1.3. MEDIA SOURCES

Both AMM and CCP are responsive to accumulate media sources that are released about them selves, but also they endeavor to use the media in an effective and efficient way. Thus, throughout this research, media sources were one of the key methods to be used to understand especially the historical background of the interactions of those two stakeholders. Especially, during this research press releases and online news that are the one of the several media sources were used to perceive relationship between the two parties. For instance, tension level between those stakeholders, personal attacks, conflicts, conflict resolution suggestions, participation attempts between them and so on were investigated by using essentially online media sources. In this sense, with the help of those media sources besides the other methods, to create an understanding about what type of communication and collaboration have been taken place between the two stakeholders was much more reliable during this research.

2.2. THE RESEARCH PROCESS IN TERMS OF DIFFICULTIES AND REFLECTIONS

Throughout the research process, some difficulties were experienced both by interviewer and interviewees. Those difficulties could be divided into two sub groups based on the time and action, first before interviews and second during interviews. The subject of this study required numerous interviews which should have been conducted with superiors and rather busy persons, as a result of this, first of all taking the appointments for the interviews took some time for both AMM and CCP. Also another constrain was that the chair person and all members of the board were changed and elected currently at CCP, so that it took some time to do stakeholder analyses for reaching the current responsible people at CCP. Although some of the former board members were reached out, they led the interviewer to the current board not to give outdated information. However it would be also invaluable to conduct an interview with them to be aware of historical background of the situation. Consequently, not having reached out the responsible persons and after having taken some time to conduct the study with them were little stressful due to the time limitations of the research. Nevertheless, in the end, the people from both institutions who were interviewed are well-experienced and knowledgeable to give the information about the communication and cooperation between AMM and CCP. They are capable of giving the background of the conflicts, drawbacks and opportunities of the communication and cooperation between those two parties. Secondly, during the interviews, as mentioned above particularly some of the participants were rather busy because of their job in the municipalities, even throughout the interviews, they were interrupted by some other staff for asking their opinions and approvals. Therefore, the continuation during the interviews, despite its importance, was not kept so easily. Another obstacle both while taking the appointments and during the interviews was to introduce the

field of the environmental communication and the subject of the study. Like in many countries, also in Turkey the field of environmental communication is rather vague so that introducing this field and the aim of the study were definitely complicated. Further, because of the subject of the research, almost every participant behaved towards the idea of the interview skeptically as if the purpose of the interviews was to judge or criticize them. Yet, in the end after building trust between interviewer and interviewees, the interviews were conducted in an effective way, even when the trust level was in the peak stage lots of casual conversations were taken place, which was significantly important to decrease the stress level and to feel comfortable.

After analyzing the difficulties of the research, for sure, reflections on the study would come up much easily. During the academic year, reflection was introduced as the best way to evaluate and analyze what it was done or we did, which cause totally development and progress not only personally but also organizational. Thanks to the reflections, many people could avoid experiencing same difficulties or drawbacks of a situation. In this sense, after finishing each interview, I had a chance to reflect upon the process to evaluate and eventually to improve my skills and understanding level for the next interviews. Precisely, this self-reflection worked efficiently. Although this expression would be sounded too self-confident, as the researcher, I had a chance to test her reflections on the other interviews. Basically the difference is, after reflections on the process, the increasing level of the trust. In the beginning, building trust was taking much time and effort but on the other hand it can not be said for the last interviews.

Before the qualitative research, as a city planner, I was so keen on conducting interviews with my colleagues, which was extremely important to be familiar with their working environment and their relationships with the other party. Moreover, on the other hand, I was quite eager to introduce the field of environmental communication to my colleagues, because this field is rather unknown and uncommon for them. In the end of the study, I can say that the research process was unique and informative for me, since my awareness towards the communication and cooperation between those two stakeholders has been improved and beyond my perception about their conflicts has been reshaped by using a series of theoretical approaches. Also, I had a change to compare theories and realities and the possibility of implementation of those theories on real situations.

Additionally, the qualitative semi-structure research included also a few reflection questions to make interviewees reflect upon their own perceptions and their institutions' processes. Especially, those reflection questions were found hard to answer but after some attempts at least some of interviewees could reflect upon the communication and cooperation between AMM and CCP without being biased.

3. LITERATURE REVIEW

Throughout this chapter some approaches related to the environmental communication, communication, active and effective communication to build collaboration and conflict management will be emphasized. With the help of theories presented below, to create a better understanding and an evaluation over the relationship between the two parties in terms of the research questions will be more beneficial to come up with some conclusions about communication and collaboration between the two stakeholders. Namely, given theories would be helpful for investigation of the communication among them, what kinds of actions they have towards the other organization, their conflicts and for case-specific conflict resolution suggestions.

3.1. ENVIRONMENTAL COMMUNICATION

As mentioned by Charon (2007), the words of community and communication are so similar, it would not be a coincidence, and in contrast the similarity gives huge clues about the importance of communication that is without communication the society could not sustain their alliance. In this respect it is obvious that human communication is not as simple as to convey information from one person to another, or in much larger scale amongst the institutions. However, an early approach of human communication called the Shannon-Weaver model of communication (1949 cited in Cox 2006) analyzed the communication in that way and overlooked or missed the effects of symbolic actions, e.g., language or art, on human communication. Yet, it is important to reiterate that communication affects and shapes our perspective and conscious by using symbolic actions. Also, as Cox states (2006, p.12) that 'symbolic actions actively shape our understanding, create meaning, and orient us to a wider world.' Namely, people's beliefs, convictions, attitudes and behaviors have been tried to shape by symbolic actions. Therefore, communication is much an active process rather than passive one in which communication would be defined only as a way of an information transmission. Thus, as depicted by Cox (2006, p.12), the field of environmental communication has two basic components when the symbolic actions, as an integral part of communication, has been taken into account. The first one is pragmatic/instrumental component and the second is constitutive component. Since, in order to understand the environment and human's relationship to the environment, to formulate the environmental problems and to create solutions to those problems, environmental communication should comprise both pragmatic and constitutive approaches. Therefore, on one hand, the pragmatic part of environmental communication is analyzed as a medium of environmental problems solving because it includes education, informative approaches, warnings and persuasive tools. Furthermore, according to Cox (2006), the pragmatic approach of environmental communication takes place as communication-in-action to build up human's conscious and simultaneously to find some solutions. On the other hand, the constitutive part of environmental communication recreates and reshapes our perceptions of environmental problems. In other words, our understanding of the environment and environmental problems are being constituted by environmental communication. As a result of this, people could change some of the attitudes and behaviors toward the environmental issues. Moreover, it is a fact that the constitutive approach, in the meanwhile, can bring about the pragmatic communication practices since while reshaping of relevant stakeholder's perception would require some pragmatic approaches. Consequently, in my opinion, although the two basic

components seem as different approaches, they are integrated and if they could be used simultaneously, creating solution would be much easy.

3.2. HABERMAS' COMMUNICATIVE RATIONALITY

In addition to Cox's environmental communication components, Habermas, who is well-known for his theory of Communicative Rationality (1982), divided the social acts into two types of acts, strategic or instrumental rationality actions and communicative rationality (Hallgren 2009). In this respect, the instrumental rationality has been accepted inevitable type of action of industrialized societies. On the other hand, recently, the communicative rationality has been arguing in many fields, like planning. Based on the theory of communicative rationality, human beings' rationality is tied to communication skills, that is, the communicative actions make the communication possible since it depends on basically language, and also being explicit, inter-subjectivity, having argumentation to verify or criticize the subject, interaction, dialogue and reflection without any pressures or manipulations. Briefly, the communicative rationality is an ideal type of action that meets our expectations to achieve fruitful communications. On the contrary, in accordance with strategic or instrumental rationality, in order to achieve the goals, actions always have to be planned and evaluated in terms of their costs and consequences; as a result of this, force and manipulation commonly are used to direct the opponents while acting. It is a fact that the strategic or instrumental rationality, which is goal oriented rather than understanding oriented, prevents not only the communication, but also negotiation. In accordance with the Habermas' theory, in the case of communication and collaboration between AMM and CCP, each party's actions would be identified whether they are strategic actions or communicative actions. This identification would be crucial to build an understanding over their relationships and to foster communicative actions in their relationship in case they might have employed strategic actions rather than communicative actions during their interactions.

3.3. COMMUNICATION MODELS

Further, to analyze the current communication between AMM and CCP and to choose which communication model would be beneficial for this case, several communication models need to be discussed, i.e. the classical communication model, the relevance model and the collaboration approach.

Firstly, one of the widespread communication models is the classical communication model. According to Nitsch (1999), although this model is a popular one among communication models and has been used extensively, the effectiveness of this model in the environmental communication field should be analyzed. Basically, this model has six major components, which are sender, message, channel, audience, effect, and feedback. This model is highly dependent on sender, since sender determines the message that is going to convey to the audience to achieve a specific effect. Also, obviously the sender determines the mediums of communication defined as a channel component of the model. And lastly, feedback from audience is observed by using some monitoring methods. It is important that precisely, this model of communication is examined as a systematic planning of communication since it is extremely sender-oriented and simultaneously a targeted activity. This model highlights the crucial position of the sender, which means the audience might merely be an object rather

15

than a subject in the communication action. On the other hand, if the classical communication was applied on the environmental communication field, the lack of participation while taking actions or deciding the steps of the issues would be perceived as a discouragement for the stakeholders. Another deficiency of the classical model of communication is that it does not include any analyses to make clear that who stakeholders are or what their expectations are or what kind of interactions occur among those stakeholders. Namely, the distinction amongst audience is neither clear nor important for the classical communication model.

Secondly, the relevance model, as Nitsch mentioned (1999), unlike the classical model of communication, has been giving a remarkable significance to the target groups' perspectives. Since the information conveyed to the target group is asked to be understood, accepted, and used by the target groups. In order to achieve this, according to Nitsch (1999), '…the target group has to be able to see the relevance of that information from its own perspective.' In this respect, as Nitsch mentioned, there are the two requirements of the model, one of which is the content of information should be designed in terms of the target groups' needs and expectations. That is, the prerequisite of adoption information to the target groups is 'taking the perspective of the other'. As a communication model, the relevance model's major concerns are to grasp the target groups' perspective about the subject issues and thus to build a connection between target groups' perspective and information that is tried to be given through communication. In other words, the model highlights that while designing a communication strategy, the target groups' perspective should be taken into consideration to reach a fruitful communication. The other requirement of the model is that the way of presentation of information should be suitable for the target groups' preconditions and potentials to receive and accept it. Correspondingly, the relevance model considers not only the receivers perspective but also their situations to receive the given information while designing the communication strategy. Namely, the accessibility of information is the second crucial requirement of the relevance model. By referring the accessibility of information; time, space, cost, mediums, and language and symbolic actions are reiterated. As a result, Nitsch (1999) states that 'in this way, the target group is much more actively involved than it is in the "classical" communication model'. Thus the relevance model is much more adequate and reliable for environmental communication. However, both communication and environmental behaviors are influenced by external factors, such as cultural, economic and political. Likewise, those factors determine how the target groups interpret and use the information. In this respect, it is a fact that the external factors and analyses of their effects on the target groups are extremely important. In addition to this, the internal factors occurring in humans mind are the other essential parts.

Lastly, the collaborative approach has been developed since 1990s as an alternative approach due to the deficiencies of the traditional forms of public participation such as written comments and public hearings. As a result of those deficiencies, as Senecah (2004 cited in Cox 2006 p.128) stated that 'a significant incongruity exists between the expectations for public participation raised by laws…and the actual experiences of participants in these processes.' In this respect, it can be said that collaborative approach requires a constructive, open and civil communication as a reflection of participatory democracy; a right for affected public to influence the decision that is going to affect their lives and future and a learning process (Walker 2004 cited in Cox 2006). In order to achieve those expectations from collaborative approach, three different forms of collaboration with the participation of different stakeholders have been taken place; first, citizens' advisory committees; second, natural resource partnership; third, community-based collaboration (Cox 2006, p.130). Unfortunately, none type of collaboration approaches suggested by Cox could be amenable

for the case AMM and CCP, despite their success on different disputable issues. The collaboration approach would be a wise solution to reach a better understanding level between stakeholders, yet the case of AMM and CCP needs to be proposed a specific collaboration method in itself. The major goal of this case-specific collaboration method, as mentioned by Walker (2004 cited in Cox 2006) is to create 'constructive, open, civil communication, generally as dialogue; a focus on the future; an emphasis on learning; and some degree of power sharing and leveling of the playing field'. In this sense, it can be said that as a result of collaboration process, consensus could be reached by different parties.

3.4. CONFLICT AND CONFLICT MANAGEMENT

The relationship between AMM and CCP is, full of conflicts that end up with litigation in most cases. Their conflicts over urban planning and environmental issues are long term and have been related to legal framework, incompatibilities over thoughts and actions, and also strong competition between stakeholders. Since AMM does not want to share the power over decision making mechanism. On the other hand CCP would like to get involved in planning and decision making mechanism via participatory methods. Despite the legal gap in terms of the actions of CCP and its power, CCP is considered a professional organization in the form of the public institution legally whose major concern is public interest. Therefore CCP has a right to lodge an appeal with the high courts against the decisions and plans of AMM. Correspondingly, to investigate the communication and cooperation between AMM and CCP, conflict and conflict management methods should be revised inevitably to create better solutions than litigation.

In this sense, conflict situation, according to Daniels and Walker (2001), is an inevitable result of 'human affairs'. Likewise, they claim that as long as the meaningful interactions that require interdependence among mankind continue, conflicts would be experienced and, therefore, described as one of the basic human interactions. Moreover, they highlight that conflict situations would be occurring in every level of social life, e.g. interpersonal level- between a couple, among students and teachers or inter-organizational level- between organizations, among countries and so forth. Conflict situations, also, vary from simple to extremely complex in terms of both the social level where the conflict takes place and the context of the conflict. In addition to this, conflicts require basically two things, one of which is two or more interdependent parties and the other one is incompatibility generally resulting from different interests between those involved parties. Furthermore, Pruitt and Rubin (1986 cited in Daniels& Walker 2001) state that 'Conflict means perceived divergence of interest, or a belief that the parties' current aspirations cannot be achieved simultaneously.' In other words, if different parties' interests have become incompatible or even controversial, then the parties would perceive this divergence as an obstacle for them to reach their goals. In this sense, Daniels and Walker (2001, p.30) classify the basic reasons of incompatibility among stakeholders with the help of Wehr's study (1979 cited in Daniels& Walker 2001). These are incompatibilities would be based on the disagreements over facts, values, interests, legal frameworks, personal attitudes and behaviors, historical relations in terms of the conflict issues and cultural differences between different stakeholders. As a result of those varieties of incompatibility issues, there have been numerous incompatibilities that would be a reason for conflict. Further, Daniels and Walker (2001, p.35) emphasize that the difference between the recognition of the conflict and the attempt to manage it. Also they argue that due to the complex and multifaceted structure of conflict situations, their solution processes have to be described as a management process rather than a resolution. Additionally, some of the

17

complex conflicts, like natural resource management conflicts, can never be solved; yet different parties would merely agree to get rid of the effects of chief incompatibilities. However, those attempts may cause even rise to the conflict. Hence, rather than result-oriented resolutions, constructive management processes should be employed. Those management processes also comprise 'situation improvement' which is as a main part of Collaborative Learning to improve a problematic situation by creating desirable and feasible changes (Daniels& Walker 1996, cited in Daniels& Walker 2001). Thus, it is important to highlight that making progress is one of the fundamental goals of the constructive conflict management. Since management design should depend on the idea of 'generation and implementation of tangible improvements in a conflict management'.

According to Daniels and Walker (2001, p.35-36), making progress on three basic dimensions of a conflict situation, which are substantive, procedural and relationship, is a crucial component of the conflict managements. Those dimensions called the conflict management progress triangle would provide 'a transformative cognitive frame' for the disputants to make a meaningful progress and thus the aim of making meaningful progress would lead people to collaborate rather than compete in a complex conflict situation. Also, this progress triangle would give us a chance to assess the conflict situation entirely, which is depicted as a first step of constructive conflict management by Daniels and Walker (2001, p.37). As a second step a constructive conflict management strategy has to be chosen for several reasons: to attempt to manage the incompatibilities, to care for every party's concerns and to refrain to give spontaneous responses which is one of the major causes of conflict escalation. Implementation of the appropriate strategies is as a last step of the constructive conflict management. However, disputants have different strategic choice alternatives such as, contending, accommodating, avoidance and so forth. Apparently, in order to manage the conflicts in a constructive way, collaboration strategies should be employed (Daniels& Walker 2001, p.38-39).

Environmental conflicts usually are long term disagreements, like in the case of AMM and CCP, over values or scarce resources or incompatibilities related to environmental decisions; also they can be seen as a cumulative of different relevant short-term disputes. In this respect, it is a fact that environmental conflicts are seen as 'intractable' and complex. Those conflicts have 'distinctive attributes' compared to the other conflicts, which is their reason of being complex. Followings are the main reasons of complex environmental conflicts: multiple parties, multiple issues, the competition or difference of scientific and traditional knowledge, cultural differences, legal requirements and 'conflict industry' which is for defining some certain group of people who would like to create and set alight environmental conflicts constantly for several reasons (Daniels& Walker 2001, p.40-41). Although usually complex environmental and natural resource management are being solved via litigation and legislation, which means unlike collaborative approach or constructive conflict management approach, after 1970s a new approach emerged called Environmental Alternative Dispute Resolution (EADR). The well known method of this approach possibly mediation which would be used to foster collaborative problem solving and consensus-building in the natural resource management conflicts in a constructive way and to prevent future disputes in the mean time (Daniels& Walker 2001, p.48-49). In spite of the encouraging attempts of mediation in natural resource conflicts, it needs to be improved for dealing with the multifaceted environmental conflicts. Since, standard and conventional mediation methods have been working out in the two-party issues and also those methods are highly depending on a problem-oriented point of view. Consequently, besides environmental mediation attempts, environmental conflict management process should be referred to the components of

Progress Triangle mentioned above to get a constructive conflict management over natural resource management issues (Daniels& Walker 2001, p.51-53).

On the other hand, according to Bush and Folger (1994), third party intervention is one of the limited numbers of ways to create resolution when conflict between two parties or groups arises. Like Daniels and Walker, Bush and Folger also note the Alternative Dispute Resolution (ADR) which was designed an alternative to solve the disputes without any need of litigation. As mentioned before, mediation is one of the most well known methods of the ADR which can be implemented in a variety of social interactions. Basically, the major aim of mediation is to create a resolution of conflict to the satisfaction of all disputants. Namely, they strongly believe that through a well-designed, multifaceted and flexible mediation process is possible to empower parties and to foster recognition which brings about a resolution of conflict with the satisfaction of each party.

In conflict management approaches, aside from ADR or EADR, 'Stakeholder Partnership' as a collaborative policymaking tool would be an effective way of reaching consensus or agreement over policies and implementations. It is the fact that this collaborative policymaking and implementation way encourages for participation unlike the limit participation of the conventional approaches such as public hearings, advisory committees and so on. Since, all interests groups, citizens and multiple governmental and local organizations are invited to convene for problem definition, policy adoption, implementation and assessment. Namely, all stakeholders would get involved in the all stages of the policy cycle along with indefinite duration by contrast focusing on a specific project or issue (Leach D. W. et al 2002). In the CCP and AMM case, 'Stakeholder Partnership' approach could be applied on especially multi-parties involved conflicts. However, the basic difference of this approach is not being a resolution for present acute problems and conflicts. It is crucial to emphasize that this approach is known as a collaborative policymaking approach. That is, essentially future disputes between CCP and AMM and chronic controversies could be avoided by this collaborative policymaking tool.

4. FINDINGS OF THE QUALITATIVE RESEARCH OVER COMMUNICATION AND COOPERATION BETWEEN AMM AND CCP

In this part of the study, the relationship between AMM and CCP is being investigated more profoundly. With the light of findings of the qualitative research, the two stakeholders' perspectives, understandings and expectations are identified. In the end, a general overview, in which overall results and analyses are done, will be followed. Hence, this chapter is significantly important to understand the external communication of those two stakeholders, their perceptions over other stakeholder, and their attitudes and understandings towards each other. After analyzing the findings of the qualitative research over communication and cooperation, in the conclusion chapter those findings will be evaluated by using presented above theories.

4.1. PERCEPTION OF CCP OVER COMMUNICATION AND COOPERATION WITH AMM

Three of the informants are working as the chairperson of CCP, the secretary general of CCP, and the vice chairperson of Ankara branch of CCP. Those three informants either used to work for local municipalities or AMM or other governmental organizations as urban planners, or they are still working for one of those governmental organizations along with their present duties in the administration of CCP. Moreover, another informant used to work as a chairperson of Ankara branch of CCP and he was elected as a member of board for several times and currently after the previous election in CCP, he started to work as a director of urban development and planning department in the largest local municipality of Ankara. And finally, last informant was the one who would like to be anonymous since he has worked for years for AMM however he was relegated by the present administration of AMM because of being involved in CCP activities as a member of board. In short, all of the interviewees have lots of experiences in both CCP and several governmental institutions including AMM. Therefore, all informants are capable of providing background information and personal experiences in terms of communication and cooperation between CCP and AMM.

In this sense, according to the informants in CCP, miscommunication and conflicts have been occurring between CCP and AMM for years. Almost every informant mentioned that their relation with AMM is rather tense and they have numerous conflicts ended up litigations. Also, the informants pointed out the basic reasons of those problematic relations; first legal gaps and shortcomings of current legal framework, second political view differences between CCP and AMM.

One of the interviewees said that the current regulations and legal gaps escalate the tension level between AMM and CCP since there are uncertain and inconsistent implementations in current regulations. For instance, present implementations have minimized the participation of CCP to only an audit level of urban plans submitted by free lance city planners instead of a concrete participation in decision making mechanisms. In this aspect, one interviewee said that in accordance with law, CCP's audit is required by some other municipalities; however AMM eliminated even CCP's audit of urban plans from the planning processes of AMM as

the current legislation is amenable to do that. She added 'therefore, the only way to interfere the decisions of AMM is to use CCP's litigation right.' Moreover, they complained about some regulations that cause asymmetric power distribution between the two stakeholders. In this aspect they claimed that AMM would not like to share its power to take decisions with other institutions especially with CCP. Consequently, some of the interviewees stated that 'CCP is perceived as a negative audit mechanism so that AMM constantly would like to ignore science and professional view of CCP also does not attempt to communicate with us and to build a fruitful cooperation, at all.' Even, one of the interviewees said that '… CCP is an institution, which is hated by mayors sometimes…' Another example of having over power of AMM is that as an employer of many city planners, AMM has a power to dismiss or relegate city planners who disagree with decisions of AMM. Therefore, CCP as a profession union has some conflicts with AMM in terms of city planners' rights as well. Also all informants stated that due to uncertain rules and regulations, organizational relations sometimes would be based on personal relations and political view divergences rather than professional ones. As another reason of miscommunication, political view differences with administration of AMM were emphasized by informants. That is, according to them, it would result in being ignored or isolated from decision making mechanism by AMM. However, surprisingly, one of the interviewee stated that during the previous mayor era, despite having had similar political view between AMM and CCP, particularly because of the chairperson of CCP at that time, CCP had some conflicts with previous administration of AMM as well. Namely, the informant emphasized the negative impact of personal conflicts on organizational relations.

On the other hand, when CCP's attempts were mentioned, some of the informants stated that CCP has invited AMM to all events, meetings, conferences organized by CCP as a way of improving the communication and cooperation with AMM. However, their essential suggestion to build a common understanding with AMM is a series of legal arrangements in present regulation system to avoid uncertainties and to deal with disadvantages of current legal framework.

4.2. PERCEPTION OF AMM OVER COMMUNICATION AND COOPERATION WITH CCP

Basically, the two informants from AMM agreed that they have continual disagreements with CCP. Even though the representatives of AMM are aware of conflicts and miscommunication, they define themselves as unbiased towards CCP. However, one the informants said that '…AMM does not trust CCP as a professional organization...since first public interest is a relative concept, second their thoughts are highly based on their politic view…so they are prejudice against the current administration of AMM and AMM is being exposed to their hostile attitudes constantly....' Additionally, according to the informants, CCP is neither a productive professional organization, nor eager to communicate constructively with AMM. Also they mentioned about their decision about CCP's audit of the urban plans which is to be audited by CCP is not a condition for AMM to accept the urban plans from free lance city planners unlike some other municipalities and they said that '…AMM does not want to create a marginal certifying authority…we believe that CCP's audit of plans is just superficial rather than producing any scientific comments…' One informant added that to improve the relations with AMM, CCP as a NGO should take the initiative and introduce itself to AMM. On the other hand, as an attempt to build a communication platform, they stated that some official meetings in which relevant stakeholders were invited were conducted by AMM during the

development plan process. The informants believed that if CCP could introduce itself to get involved in the process without political bias in order to create alternative solutions of the urban and environmental issues of city, CCP's contribution would be beneficial for Ankara.

4.3. RESULTS AND ANALYSES

The result of the qualitative research demonstrates that it is obvious that miscommunication and conflicts in between AMM and CCP have been experienced for years. Both parties have felt itself being attacked and not being listened to. Although some positive attempts of both parties, e.g. some meetings or conferences, especially personal conflicts between administration levels could cause much serious disagreements. Further, as a communication strategy two parties have employed the one-way and sender oriented communication strategy, instead of any collaboration attempts, often press releases and litigation petitions would be the only way to communicate with each other. In addition to having skeptical attitudes towards opposite party and biased interpretations, their perception of the other are neither positive at all, even all parties perceive others as enemy or competitor. Despite being much aware of disadvantages of CCP's internal organization dynamics which bring about external conflicts with AMM, AMM are waiting for CCP as a NGO which should take the initiative to develop communication and cooperation between two stakeholders. However, legal restrictions and current perspective of AMM towards CCP do not allow CCP to take the initiative to build a common understanding between those stakeholders.

In this sense, besides employing constructive conflict management strategies and collaborative studies between two stakeholders; legal arrangements, in terms of encouragement of effective communication and cooperation between relevant stakeholders, seem compulsory to overcome the misunderstandings and miscommunications. Correspondingly, the current legal framework analysis demonstrates us authorization and official conflicts between the stakeholders which are encouraged by the current legislation in a way. First of all, the law numbered 6235 called Union of Chambers of Turkish Engineers and Architects (UCTEA) law and the Article 135 of the Constitution were analyzed. It is important highlight that UCTEA is a corporate body and a professional organization defined in the form of a public institution as stated in the Article 135 of the Constitution. CCP is also one of the chambers of UCTEA. It means CCP is also considered as a professional organization in the form of the public institution. In this sense its main concern is public interest like the chambers which belong to UCTEA so that this legal framework gives CCP some rights to follow its concern. However, on the other hand the law numbered 5216 called Law of Metropolitan Municipalities has different perspective about those professional organizations, which ignoring those professional organizations' thoughts and scientific knowledge in contrast to the establishment law of those professional organizations. As a result of this complicated legal framework, CCP has been ignored by AMM during the decision-making and planning processes. As a result of this, CCP, constantly, lodges an appeal against plans and decisions found incompatible its unique concern.

Moreover, during the interviews all parties suggested me to analyze their media sources, such as web-pages, data-bases, magazines or previous broadcastings. Especially, CCP was so generous for sharing their database that is being updated and reported periodically by a professional media monitoring company which collects all articles and news about CCP. On the other hand, though AMM did not share such a database, for sure AMM has the same service from one of the media monitoring companies, yet they led me to have a look at their

22

web-page, magazines and broadcastings. As mentioned before CCP and AMM have their own web pages but merely the press releases and all the news about CCP and its conflicts publicize on CCP's web-pages. Merely, AMM has some links for introducing its magazine online on its web-page. Also AMM's magazine called 'Ankara Bülteni' has been distributed in all means of public transportations vehicles, in the municipality and in the other liaison offices around Ankara to the public. In addition to this, some years ago AMM had its own local TV channel but nowadays it became a national wide channel and seems that there is no organic connection between AMM and the channel anymore, on that TV channel AMM had had its own broadcastings to inform public its own activities, investments and conflicts. On the contrary, CCP has had no such a 'media power', although it has its own magazine called 'Planlama' based on scientific articles, this magazine is a professional magazine and distributed only to the members of CCP, i.e. only to the city planners. Hence, unfortunately its effects on public are rather limited. Another way of communication, CCP is using email lists in which its members' email addresses are. Using email list is also an important way to inform its member about its press released and last minute breaking news but like the magazine 'Planlama', this method is also rather inadequate for reaching public. Furthermore, occasionally the chair person of the CCP or other board members would be invited on TV programs to express the tendencies of CCP about the issues which would cause conflicts. No doubt, those media sources are significantly important to understand the historical background of the conflicts and every party's concern.

Consequently after the interviews, since I was advised to investigate the web-pages and database during the interviews, I searched on them paying great attention to understand the dynamics of their relationship. However it is important to emphasize that the news that are being released on their media sources that they share with public are unfortunately biased and one-sided. Despite having biased media sources that are being released either on their web-pages or in their magazine or so on, those sources give a great chance to perceive their perspective about the other party; their historical acts, attitudes and behaviors towards other party about the conflicts; and finally the reflections of both public and media. In short, like qualitative semi-structured interviews, searching on media sources was one of the basic ways to analyze the communication and cooperation between AMM and CCP.

In short, it is important to reiterate that not only misunderstandings on organizational level, personal conflicts and 'conflict industry', but also legal gaps and pitfalls of the current legal system besides asymmetric media power would cause miscommunication and controversies.

23

5. CONCLUSION

Throughout this conclusion part, the results and analyses of the qualitative research will be evaluated by using the relevant literature not only to figure out the shortcomings of AMM and CCP's relationship but also to create a unique understanding towards the pitfalls of the communication and cooperation between AMM and CCP.

Likewise, as mentioned previously, environmental communication has the two basic parts in accordance with the symbolic actions which result in an active communication process including perception and understanding changes rather than a passive communication (Cox, 2006). In this sense, in this study case, the communication between the stakeholders is rather passive even information transmission is not possible between them. Therefore, their communication obviously needs to be rebuilt in an active and constructive way. Since both parties practically ignore and underestimate opposite party's power, knowledge and profession, which escalates conflict level. And eventually in most cases CCP lodges appeals with the high court against AMM's decisions and plans. To avoid those conflicts, both AMM's and CCP's perceptions need to be reshaped in terms of the urban and environmental issues that Ankara City has to face. The change on their perception would be remarkably beneficial to find solutions for city's problem. In this sense, the communication between those stakeholders should be redesigned regarding to the pragmatic and constitutive components of environmental communication. Those two different stakeholders should be well aware that being in a continual conflict condition is not going to solve urban and environmental problems of Ankara. However, during interviews all informants were saying that they are proud of living in this city, and their major goal is merely serving its residents' welfare and interests. Therefore both parties' priority, really, should shift to serve the city and its citizens, the only way to achieve this is to avoid perceiving others neither enemy nor competitor.

Furthermore, the communication which has been taken place between AMM and CCP is a cumulative result of their strategic actions mentioned by Habermas (1982). Therefore, political force or manipulation is being used by both parties during the communication activities without attempting any efforts to improve dialogue or interactions. Unsurprisingly, those goal oriented actions are definitely obstacle to negotiate or compromise for those two stakeholders. Hence, to achieve much fruitful and appropriate environmental communication between AMM and CCP, the classical communication being used among them currently needs to be converted into a two-way, active, participatory communication, unlike the classical communication strategies (Nitsch, 1999). During the interviews and after media sources investigation, the only communication model used by AMM and CCP is the classical model as their focus is merely themselves and they nearly never pay attention the opposite site's needs or rationale. Since their communication is highly based on sender oriented, the consensus or compromising almost never has experienced. Another defect over the communication and cooperation between AMM and CCP is that their relationship depends on personal relationships as well. As mentioned before, throughout the interviews some of informants complained about changing and inconsistent attitudes and tendencies towards opposite site. The reason of those changing course of actions would be sometimes only because of the personal relationships. For instance, if the chair person of CCP has a personal conflict against the mayor of Ankara, conflicts between those two institutions would be experienced much severely than before. Likewise, the reverse of this example would be correct most likely. In this way, the organizational relations would be perceived in interpersonal level, which could bring about much more conflicts and litigations. Therefore,

though the relevance model has a set of advantages the most crucial of which is paying attention to the receiver's perspective and conditions, a collaboration model should be introduced for declining the tension level and encouraging a transparent constructive conflict management between those institutions. Since sometimes much more stakeholders would be involved in the conflicts, which demonstrate the need of collaborative approach. However, the legal framework, former relationships and interactions, current conflicts should be considered and eventually a case-specific collaboration model should be designed.

Correspondingly, the basic requirements of a fruitful collaboration are listed by Cox (2006, p.134-135). Firstly, all relevant stakeholders should be present at the same table. This requirement implies the importance of two way communication and the principle of 'taking perspective of the other'. Unfortunately, in the case of AMM and CCP, those kinds of negotiation attempts have almost experienced for almost 20 years. On the other some of the informants said that several consultation meetings were held during the former mayor era. Secondly, the communication and working process should be occurred on the basis of problem-solving and learning approaches. For instance, some separate sub-working groups could be established to investigate some specific issues related to larger issues to share the results with the rest of the stakeholders. Thus, by using problem solving and learning approaches, different parties would come across simultaneously the problem and its likely solutions which would contribute the stakeholders' understanding level over the issues. Thirdly, all target groups have to be given same opportunity to access necessary information and to participate all discussions. Lastly, decisions taken during the participation process could be reached either by consensus or compromising and those decisions should be taken into consideration by relevant actors. In AMM-CCP case, particularly, AMM needs to articulate those collaboration decisions into its decision making mechanism, since according to laws, it has the political right and power to plan and take the decisions. In this way, those two stakeholders could focus on the other party's problem solving intentions and they would perceive each other neither rival nor opponent anymore. Moreover, during the interviews, representative of AMM blamed CCP for not creating solutions instead being criticize-oriented. On the other hand, CCP representatives were complaining about not to be listened or not to be approached without prejudice. Hence, collaboration method would be beneficial for both parties for expressing themselves explicitly, discussing the decisions and proposing different solutions. In this way, a common understanding would be built; also litigations and long lasting conflicts could be decreased.

It is crucial to reiterate that to decrease the conflict level between those two stakeholders and to improve the understanding level via employing a collaborative problem solving approach, both parties need to be introduced the progress triangle (Daniels& Walker 2001). In accordance with the progress triangle, perceiving the conflict objectively, employing the most beneficial constructive conflict management strategy and eventually implementing the most efficient strategy have to be done. Even though, the progress triangle seems to be quite helpful to get rid of incompatibilities and competition between stakeholders, it needs to be drawn in the legal framework, as well. Otherwise, current conflict and unknown future conflict over urban and environmental issues in Ankara would last so long and continue end up with litigations.

Further, as mentioned above, conflicts between AMM and CCP would include more than those two stakeholders frequently. For instance, public, different NGOs, different governmental organizations would be involved in the much complicated conflicts as an independent and different stakeholder. As mentioned through the literature review, managing

those multifaceted and complex conflicts may require Alternative Dispute Resolution (ADR) (Daniels& Walker 2001, Bush& Folger 1994). In accordance with this conflict management method, litigation and legislation, as ways of solution, are attempted to decline via nonconventional mediation, encouraging collaborative problem solving and consensus building. However, when the current legal frame work of Turkey is considered, ADR could not be easily introduced to create conflict resolutions. Likewise the progress triangle requires several regulations. Initially, the question of which institution would be responsible for providing ADR should be determined by parliament, because ADR process also might cause some conflicts in itself related to its justice and facilitation processes. Likewise, 'Stakeholder Partnership' (Leach D. W. et al 2002) as collaborative policymaking approach, despite its encouragement for participation in full stages of policymaking, definitely, it has to require necessary legal arrangements over present legal framework.

In brief, both due to the qualitative research and professional observation on the communication and cooperation between AMM and CCP, miscommunication and conflicts between those two stakeholders are explicitly clear. The reason why their relationship has been surrounded by severe defects basically depends on several reasons. First, one-way and sender oriented classical communication without paying any attention other party's needs and expectations is being occurring between stakeholders so that the process of taking the role of the other is completely missing in their communication. Second, the interpersonal conflicts could bring about much more serious situations tensions. Indeed, because of the personal conflicts, the organizational relations might not be consistent in former implementations and decisions. Third, according to the informants from CCP, AMM never would like to share its power in decision making process. Further, on the contrary, representatives of CCP claim that CCP has a right to get involved in those processes, particularly when some decisions taken by AMM are not consistent in CCP's professional concerns. That is, CCP would like to be listened and not to be ignored or excluded from the decision making processes. Unsurprisingly, numerous conflicts have been occurring between CCP and AMM for such a long time. Due to CCP's legal right of objection, almost every incompatibility is lodged an appeal with the high court, which makes conflicts much complex and longer. In fact, both parties are well aware that the litigation processes are not satisfying at all in terms of their interests. Since the high court decisions take long time, until that time municipality would begin and even complete implementing its decisions over urbanization and environment. According to the informants from CCP, though court decisions are taken for CCP's proposal, almost nothing can happen, as a retrofit action if municipality completed already its action, such as constructing a new bridge caused the conflict. In other words, CCP is not eager to lodge appeals against the decisions of AMM, because after substantially long litigation process, CCP most likely has not a progress to solve the conflict. On the other hand, AMM particularly refrains from being sued in order not to damage its reliability on public. In this sense neither CCP nor AMM has experienced advantages of the litigation process. Consequently, to facilitate their incompatibilities, to change their perspective towards other and to build problem solving based constructive conflict management approaches, collaborative communication model including ADR and 'Stakeholder Partnerships' would be employed. However, as mentioned by the informants from CCP, the current legal framework is already ambiguous in terms of the participation and contribution of CCP to AMM's decisions. As one of essential reasons of conflict escalation these uncertainties in law should be clarified rapidly. In addition to those current legislation gaps, all necessary actions have to be taken by legal authorities for introducing a collaborative communication model to foster cooperation between those stakeholders. In this respect, those parties should be well aware that their miscommunication and conflicts can be solved as long as they work for public

interest; and beyond the institutional approaches towards fruitful communication models, as it is remarkably important that current legal framework must be reconsidered regarding constructive conflict management approaches to overcome with the pitfalls of communication and cooperation between AMM and CCP.

REFERENCES

Bush, RAB and Folger JP. 1994. The Promise of Mediation. Responding to conflict through empowerment and recognition. Jossey-Bass publ. San Francisco.

Charon, J., 2007. Symbolic Interactionism. 9th ed. New Jersey: Prentice-Hall.

Cox, R., 2006. Environmental Communication and the Public Sphere. California: Sage.

Daniels, E. and Walker GB. 2001. Working through Environmental Conflicts. The Collaborative Learning Approach. Praeger Publishers. Westport.

Hallgren, L., 2009. Learning, Perspectives and Knowledge in Natural Resource Management. [Lecture] (Personal communication, 29 September 2009).

Law of Metropolitan Municipalities numbered 5216, 2004. (c.1- 4), Ankara, Turkish Grand National Assembly.

Law of Union of Chambers of Turkish Engineers and Architects numbered 6235, 1954. (c.1-4), Ankara, Turkish Grand National Assembly.

Leach, W. D. et al., 2002. Stakeholders Partnerships as Collaborative Policymaking: Evaluation Criteria Applied to Watershed Management in California and Washington. Journal of Political Analysis and Management, [online]. 21 (4), pp. 645-670. Available at: http://www.jstor.org/stable/3326015 [accessed 25 May 2010].

Nitsch, U.,1999. The Art of Environmental Communication. In: Lundgren L-J (ed) Knowing and Doing: on knowledge and action in environmental protection. Swedish Environmental Protection Agency, Stockholm, pp 193 - 225.

The Constitution of Turkish Republic Article 135, 1982. (c.1- 4), Ankara, Turkish Grand National Assembly.