

Cultural Heritage Management Model for Yesemek Archaeological Site, Gaziantep, Turkey

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Received 09.02.2020; Accepted 23.05.2020

ABSTRACT: This study aims to build a model for the management and institutional organization to conservation and development of the Yesemek archaeological site in Gaziantep, Turkey. The scope of this research is the Yesemek archaeological site, which is known as the Yesemek Stone Quarry and Sculpture Workshop. Yesemek is the first outdoor sculpture workshop known in history. It is significant to preserve the Yesemek archaeological site, which has a unique value in Anatolian and Mesopotamian cultures with its original value and to pass on to the next generations. However, multidirectional planning and implementation processes are needed to protect and improve the area. The management of this complex process requires an institutional organization model based on the principles of efficiency participation, cooperation, transparency, and sustainability. As a result of the research, a model of cultural heritage management consisting of governance, spatial, socio-economic, cultural, and financial programs for sustainable protection and improvement in the case of Yesemek archaeological site is defined.

Keywords: Conservation, Cultural sustainability, Yesemek, Gaziantep.

INTRODUCTION

Culture can be defined as the way of material, spiritual, emotional, and intellectual life of a person's life. On the other hand, culture is the whole of the works that shed light on the past lifestyle, traditions, beliefs, and art of the country to which it belongs and living civilizations. So it shows continuity and change at the same time. In this case, both the formation of cultural identity and the protection issues change over time (Edson, 2004; Jokilehto, 2006). The concept of cultural heritage, which has been inherited from past generations and must be preserved for the benefit of future generations, defined as tangible artifacts and intangible qualities, has reached the present day by constantly changing in terms of intellectual and scope. Cultural heritage is the common values that connect the past and the future through the experiences and traditions that societies have accumulated throughout history. Cultural heritage is a result of the process related to the development, values, and needs of contemporary society. Cultural Heritage forms the basis of identity and is a mental

and spiritual guide for quality of life (Feilden & Jokilehto, 1998). These values were acted with the necessity to protect overtime, and the concept of protection varied according to its own time. Archaeological sites are defined as areas that contain all the ruins and provide information in terms of human history since the first years of humanity as part of cultural heritage. Archaeological sites are defined as areas that contain all the ruins and provide information in terms of human history since the first years of humanity as part of cultural heritage. In this respect, archaeological sites are cultural memories. Therefore, these areas, which are social memory, are of great importance. As a matter of fact, archaeological heritage is evaluated as "common memory" of human history in the contracts, regulations and the principle of recommendation decisions published by the organizations in the global platform like UNESCO, HABITAT, ICOMOS and Europe Council and the necessity of conservation of this heritage by interdisciplinary historical and scientific researches and transfer – presentation to the next generations is emphasized. At this point the basic subject

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appears as the research of answers to the questions like “what kind of a process program should be used while the planning search – directed at the sustainable conservation of protection sites which are the subjects of archaeological heritage as the basic source areas of urban information accumulation process – is taken up?” or “how should the sustainable conservation – development strategies directed at the archaeological heritage sites be determined?”. The conservation and transferring to the next generations of a cultural heritage site can be achieved not only through physical interventions but also through economic, social, historical knowledge and a management model covering all stakeholders (Özcan & Yenice, 2008). In recent decades, the need for a planning methodology for the conservation and management of archaeological sites has arisen in response to the rapidly changing world in which we now operate. The extent and pace of change—whether manifest in the physical destruction of sites, in the varied uses of sites, or in our ways of thinking about and valuing the past—pose an enormous challenge for those involved in preserving and interpreting the archaeological record. In this context, we see that management efforts are becoming increasingly important towards the protection and sustainability of cultural heritage (Demas, 2002; Mason & Avrami, 2002; Jones, 2007).

The management plan is a document that sets out the management approach and goals, together with a framework for decision making, to apply in the protected area over a given period. Plans may be more or less prescriptive, depending upon the purpose for which they are to be used and the legal requirements to be met. The process of planning, the management objectives for the plan, and the standards to apply will usually be established in legislation or otherwise set down for protected area planners. The management plan should also be value-oriented and should address it in decision-making. Management plans should be succinct documents that identify the key features or values of the protected area, clearly establish the management objectives to be met and indicate the actions to be implemented. They also need to be flexible enough to cater for unforeseen events which might arise during the currency of the plan. Related documents to the Management Plan may include more detailed zoning, visitor and business plans to guide its implementation. However, the Management Plan is the prime document from which other plans flow, and it should normally take precedence if there is doubt or conflict (Feilden and Jokilehto, 1998; Thomas and Missleton, 2003). Although the concepts of space management and management plan are often used for the same purpose, the two concepts differ from each other. The area management is the stage where the current state of the area is protected and this protection is effective, sustainable, the balance of responsibility of the stakeholders is established, the legal framework for protection is determined and the financial source of this protection is created. The management plan, on the other hand, is the plan prepared to ensure effective management of the area.

Cultural heritage management ensures that cultural assets are

transformed into usable information and transferred to future generations. Moreover, it has a multi-faceted function such as the creation of economic opportunities through a management model open to continuous care and development that contributes to the social and economic life of the society. In this respect, it is understood that all activities covered by the concept of cultural heritage management, which arose primarily as a result of archaeological concerns, include the management of the daily programs of the organizations undertaking the management of cultural heritage together with the policies established at the local, regional, national and international scale. This study aims to build a model for the management and institutional organization to conservation and improvement of the Yesemek archaeological site in Gaziantep, Turkey. It is believed that the research will contribute to the search for methodology and organization model for the definition of scope, content, and institutional infrastructure based on cultural sustainability, especially on the level of field management debates, focusing on the cultural heritage of Turkey.

MATERIALS AND METHODS

The scope of this research is the Yesemek archaeological site, which is known as the Yesemek Stone Quarry and Sculpture Workshop. Within the scope of the study; a model that is based on extensive participation and collaboration, that runs governance, socioeconomic, cultural, and financial program incoordination, is being defined. This model is addressed in detail in the context of a five-stage methodology. The first stage is the Cultural Heritage Governance Program that defines the participation groups intended for the common will in the process of planning, implementation, controlling, and monitoring of the preservation and improvement programs. The second stage is the Spatial Conservation-Development Program, which defines the spatial planning program for the conservation and development of the Yesemek archaeological site's unique cultural heritage values. The third stage is the Socio-Economic Restoration Program, which presents the current life and socio-economic implications of cultural heritage values. The fourth stage is the Informatics Program, which constitutes the cultural memory of Yesemek and will provide the introduction and promotion of cultural memory values existing or lost in the historical development process to future generations. The fifth is an Economic Sourcing and Investment Incentive-Support Program that will provide alternatives for providing financial resources and support to policies and strategies for the sustainable protection and development of cultural heritage values. As a result of the research, a model of cultural heritage management consisting of governance, spatial, socio-economic, cultural, and financial programs for sustainable protection and improvement in the case of Yesemek archaeological site is defined.

Study Area and Historical Background

The site is located about 22 km southeast of Islahiye district of

Gaziantep province (in Turkey) and in the Karasu Rift, which has been seismically active from ancient times onwards (Fig. 1). The main area that was chosen as a workshop and quarry at Yesemek is situated on the western slope of the Karatepe Hill, which is a volcanic basalt formation according to the excavators of the site and one of the main reasons for choosing this spot is the presence of fine-grained basalt (Rojay et al., 2001).

Yesemek is the first outdoor sculpture workshop known in history. Yesemek is also the largest and most instructive sculpture workshop in the old Near East. Statues and reliefs such as the gate Lion, The Sphinx, the mountain god were rendered in a rough draft on blocks extracted from the hard and very thin porous basalt beds on the slope where this workshop is located. These draft sculptures and reliefs were then transferred to surrounding cities. Detailed craftsmanship was done only after the draft sculptures were delivered to the cities.

The Site was discovered by Felix Von Luschan in 1890 while he was conducting an archaeological excavation in Zincirli, Sam'al (Alkım, 1948). In his first excavation report of Zincirli "Ausgrabungen in Sendschirli" he mentioned Yesemek, but no further research was done at the site. In 1955, a team under the directorship of U. Bahadır Alkım began scientific explorations of Yesemek. Studies at the site and surveys in the vicinity took place between 1957 and 1961 (Alkım, 1957). During this time, the studies were mainly focused on the western side of the hill where over 250 individual sculptures were found in different sculpturing stages at the quarry itself and around the vicinity. The second excavation campaign was conducted between 1989 and 1991. The primary objective of the campaigns was to find

new sculpted blocks and to re-erect the ones that were found in the previous years by Bahadır Alkım in order to arrange the site as an open-air museum for the exhibition of the sculptures (Alkım 1974; Temizsoy, 1991). At Yesemek quarry, as many as 300 sculptural sketches were found, most of them semi-plastic, and a small number of reliefs, which were found on the surface or extracted from under the ground (Fig. 2). The weights of the works vary between 500 kg and 15 tons according to the figure and scenes to be depicted (Mellink, 1977; Duru, 2004).

Being the largest sculpture workshop that has been identified to date in the Antique Front Asian World, the Yesemek Sculpture Workshop is a very interesting and unique archaeological center. The site covers a 300 x 400 meters' area on the hill. Although it has a very outstanding place in the Anatolian Cultural Assets Inventory, Yesemek has not been well promoted and got the attention that it deserves. It has not been able to enter the Cultural Tourism program due to various reasons for nearly 30 years after the first scientific excavation period. After 1989, the museum came back to the agenda, and between 1989 and 1991, the Gaziantep Museum Directorate made excavations and landscaping work in Yesemek and turned it into an open-air museum (Duru, 2004).

Today, architectural pieces such as sphinxes, door lions, winged lions, sitting lions, mountain Gods reliefs (representing the Amanos Mountains), war scene reliefs, and plinths are exhibited in their natural environment. In 2012, Yesemek Open Air Museum and Sculpture Workshop was selected by the United Nations Educational, Scientific, and Cultural Organization (UNESCO) for the World Heritage Tentative List.

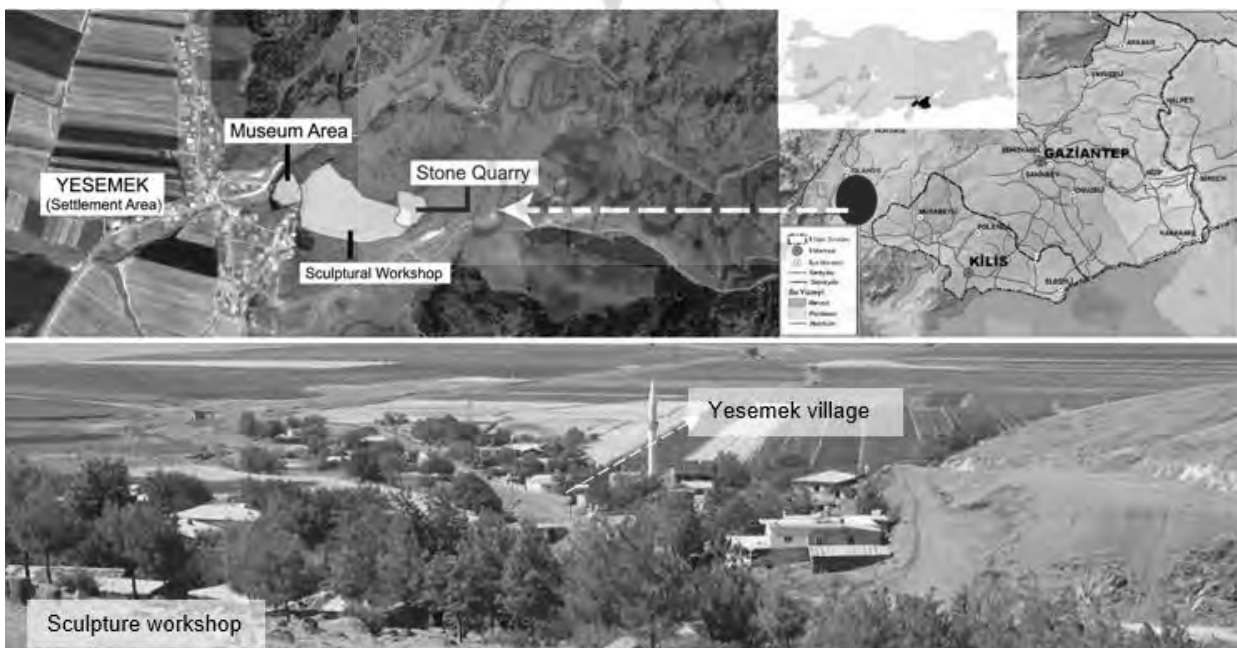


Fig. 1: Location of The Yesemek Stone Quarry and Sculpture Workshop in region and country



Fig. 2: The Yesemek open-air museum and Crude Sculpture Samples

RESULT AND DISCUSSIONS

The cultural heritage management model is addressed in five programs that include "site-specific" governance, spatial, social, and economic aspects. These programs are named as follows: "Archaeological Site Governance Program", "Spatial Conservation & Development Program", "Social & Cultural and Economic Development Program", "Heritage Information Program" and "Financial and Investment Program".

Archaeological Site Governance Program (AsGP)

Governance program refers to a model of institutional organization that functions as a decision-making mechanism

for the conservation and development of cultural heritage values based on the sustainability principle. This model is based on broad participation, transparency, and accountability and cooperation-solidarity principles at every stage of the process of determining spatial and functional-sectoral development strategies. The conservation and development management partnership are defined in the model in coordination with the metropolitan municipality. This partnership takes place in six groups of participation groups (Table 1).

The first group is the central and local government representatives, the Ministry of Culture and Tourism, the

Table 1: Archaeological Site Governance Program

Archaeological Site Governance Program [ASGP]	
Aim	: Participation: Accountability, Transparency, Inclusion and containing different groups Collaboration: Solidarity, compromise and create a refund policy
Coordinator	: Metropolitan Municipality ▶ Conservation & Development Area Management Partnership (CDAMP)
Stakeholder	: Public sector, Private Sector, NGOs, Scientific Advisory, Local Representatives
▶ Public Sector	Representatives of the central government and local management
▶ Private Sector	Entrepreneurs, investors, capital representatives
▶ NGO's	Professional chamber, associations
▶ Scientific Advisory	The scientific committee of the universities which will be composed of architecture, planning, art history and archaeology
▶ Local Representative	Representatives of rural areas, settlement reeve

Ministry of Environment and Urbanization, the Ministry of Forestry and Agricultural Management, metropolitan municipality, town council, the regional conservation councils and local authorities related to local-provincial organizations. The second group is capital representatives composed of private enterprise and investment groups. It is thought that it will enable the development of 'public-private sector partnerships' or 'build-operate-transfer' models for the provision of accommodation, visitor center and other service services. The third is non-governmental organizations that consist of the representatives of the professional chambers, associations, local cooperatives and unions, foundations and trade associations. The fourth group is The Scientific Committee. This committee is the academic representative of the universities to be composed of scientists who are experts in the fields of Architecture, Planning, art history, archaeology and sociology. The fifth group is the local representatives. The archaeological site is within the borders of Yesemek village. Within this framework, the group includes the headman of Yesemek village, owners of property near the area, local artisans and farmer unions or associations.

Archaeological Site Spatial Conservation & Development Program (AsSCDP)

Archaeological site Spatial Conservation & Development Program describes the planning methodology for the planning and design process. This program was developed based on a strategic spatial planning approach. It is based on spatial conservation and development strategies generated in the context of scenario design, which focuses on raising the national and international awareness of spatial and functional 'in-site'

identity values of Yesemek archaeological site and ensuring socio-economic development and sustainability (Table 2).

The Spatial Conservation & Development Program is based on a two-stage sequential process of analytical analysis and planning & design: the spatial analysis process; field detection-observation and demand analysis findings. This process includes spatial-functional identity solutions for planning-implementation processes such as SWOT analyses, Environmental-Visual Values Analysis, Integrated Synthesis, and strategic planning.

The results of analytical analysis studies and integrated synthesis studies guide the conservation development plan. The Conservation & Development Plan consists of planning, design, and implementation level work such as the Environmental Approach Scheme. This plan is a master plan. It enables the identification of the basic principles for the protection and development of the area. The planning scale can be 1/2000 and 1/500 scale.

After the completion of the Master plan and the determination of the general principles, the focus is on strategic priority areas. A visitor center, open-air museum, service areas and circulation areas, open exhibition areas, can be evaluated within the scope of priority area because of the tourism opportunities. A detailed urban design and landscape projects follow the process along with the identification of priority areas. All details, from plantings to urban furniture elements, floor coverings to vista points, are carried out with plans in scales ranging from 1/100 to 1/20. It is proposed to establish the 'Conservation and Development Planning Office', an area-specific planning office, for the implementation of the planning and design process and the guidance and supervision of intervention forms.

Table 2: Archaeological site Spatial Conservation & Development Program (AsCDP)

Archaeological Site Spatial Conservation & Development Program [ASSCDP]			
Scope	: Protection-Use Balance: (in situ) Conservation, development and Presentation Opportunities		
	Determination of alternatives for new functional usages: Visitor Centre of Archaeological Park or Open Air Museum		
Scenario	Objectives	Goals	
Analytical Analyses	Spatial Planning & Design		
▶ Analytical Survey	▶ Master Planning Approach		
Spatial – Political – Economical – Social – Cultural – Institutional	Close environmental relations of the area (zoning) and general principles		
▶ Analysis of Visual – environmental Values	▶ Conservation and Development Plan		
Vista points of the site, image, iconic values, sculpt	1/1000 or 1/500 scale spatial planning studies		
▶ SWOT Analysis	▶ Priority Intervention Areas		
Strength – weakness / Opportunities - Threats	Open-exhibition area, visitor center, pedestrian circulation areas		
▶ Integrated Synthesis	▶ Detailed Urban Design Areas		
Spatial and Functional analyses, demands, expectations, Trends	1/20 – 1/100 scale planning – design of the open area and urban furniture		
Responsible Unit: Archaeological Site Conservation and Development Planning Office			

Social & Cultural and Economic Development Program (SCEDP)

This program focuses on the development of social, cultural, and economic infrastructure and the creation of cultural heritage protection awareness. The Program consists of socio-cultural and socio-economic subunits. One of the main working subjects of the socio-cultural sub-program is the improvement of the environment and quality of life. In this context, it will contribute to the selection of strategies for increasing accessibility opportunities, enhancing the quality of public spaces and improving social-technical infrastructure areas.

Social & Cultural and Economic Development Program are based on the establishment of socio-spatial infrastructure and consciousness of unity and solidarity following the preservation process, by setting the priority intervention issues to solve the current social problems related to the area. This shall be according to the situation analysis findings and creating awareness in preserving the cultural heritage values by educational and vocational programs to make sustainable preservation possible. In this respect, the elimination of urban deprivation and poverty through the integration of cultural heritage values in the context of spatial and functional

transformations, increasing the quality of spatial living and creating employment opportunities on the spot has been identified as the primary goal of the social rehabilitation program (Table 3).

Cultural Heritage Information Program (CHIP)

The Cultural Heritage Information Program provides a common platform between different institutions and groups to establish healthy communication. However, the most important benefit of the information system is the creation of a background of knowledge to be sustainable by introducing verbal and visual cultural memory values to future generations through revitalization. This program consists of two sub-units: "historical research application" and "Information Systems" (Table 4).

The historical practice and Research Unit is responsible for the academic-scientific research of the Yesemek archaeological site and its tangible and intangible cultural values related to the nearby rural area. The historical practice and research unit undertake the task of conducting academic-scientific research on the tangible and intangible cultural values of the Yesemek archaeological site and the nearby rural area covering this area. It organizes scientific meetings, workshops, workshops

Table 3: Social & Cultural and Economic Development Program (SCEDP)

Social & Cultural And Economic Development Program [SCEDP]	
Aim	: Achieve social – cultural and economic development
Coordinator	: Local Development Agency
Socio-Cultural Restoration	Socio-Economic Restoration
▶ Improving environment, equipment and quality of life	▶ Increasing job opportunities
▶ Cultural heritage awareness	▶ Vocational training
▶ Social solidarity and collaboration	▶ Local Development opportunities
▶ Art and cultural activities, workshops	▶ Entrepreneur

Table 4: Cultural Heritage Information Program (CHIP)

Cultural Heritage Information Program [CHIP]	
Aim	: Common Platform: A common platform between different institutions and groups to establish a healthy communication Cultural Memory & Knowledge: Revitalization of verbal and visual cultural memory values
Coordinator	: Archaeological And Local History Research Group
Historical Practice - Research Unit	Information Systems Unit
▶ Archaeological site and surface excavations	▶ Conservation and Development Plan Information System
▶ Intangible heritage and cultural landscape	▶ Site development - changing - monitoring and supervision
▶ Restoration and restitution studies	▶ Memorial – sculpture inquiry and information acquisition
▶ Sculpture, stonework and vocational education	▶ Modeling, visualization and virtual reality
▶ Exhibitions, workshop, symposium, scientific meeting	▶ Heritage site tourism map production

Table 5: Finance & Investment Program (FIP)

Finance and Investment Program [FIP]	
Aim	: Development of alternative financing models for planning and implementation
Coordinator	: Archaeological Site Conservation & Development Budget [ASCDP]
National Sources	International Sources
▶ Public & Private Sector Partnership	▶ EU Development Bank, Cultural Heritage Fund
▶ Research and Development Fund of Public Institution	▶ EU Euromed Heritage Fund
▶ NGO's, Foundation	▶ World Monument Grants Fund
▶ Sculpture, stonework and vocational education	▶ UNESCO, HABITAT, ICOMOS Grants Programs
▶ Exhibitions, workshop, symposium, scientific meeting	▶ European Development Bank Cultural Heritage Fund

to share the findings and provide a topic for new research. The values produced by the work unit are a source of information in terms of strategies for the preservation of cultural memory values that constitute the original spatial characteristic and functional identity values.

The main task of the Information Systems unit is to establish a scientific-technological infrastructure or information system. The physical development-change process related to the archaeological site and its surroundings is periodically questioned, monitored, supervised and stored data that may be input to the planning-implementation process. This unit refers to the Cultural Heritage information system in which many spatial and attribute data are stored, processed, interrogated, analyzed, visualized and modeled, such as the characteristics, typologies of the sculptures found within the archaeological site, and the distribution of the sculptures in an open-air museum. The system is based on Geographic Information Systems (GIS) and building information modeling (BIM). However, the system includes the completion of destroyed, altered monuments in digital media and sharing them in print, virtual media, and virtual reality. In this way, it will contribute to the delivery of historical information to future generations with its original structure. Therefore, the establishment of the Information Technology-supported Cultural Heritage Information System is envisaged as the main priority for the effective operation of the program.

Finance & Investment Program (FIP)

Finance and Investment Program is a road map and financial program that includes the search for alternatives to raise awareness of cultural heritage values at the national and international level and make conservation-renovation work sustainable. In this aspect, it is a financial resource research guide for creating tourism-oriented alternative "site-specific" development areas for local employment opportunities and providing scientific and technical infrastructure support both at the national and international levels to the preservation and development projects to be produced at any scale (Table 5).

The function of this program is to present information about the conditions and possibilities of national and international programs by providing technical assistance, projecting, grants and support-incentives to the projects to be developed for the preservation of cultural heritage values. Another function of this program is to provide alternatives to financing models such as build-operate-hand over or long-and medium-term lease, co-share, or risk-sharing public-private partnerships or sponsorship institutions. An archaeological site conservation and development budget are proposed for the Coordination of national and international resources.

CONCLUSIONS

This research, which focuses on defining the administrative-institutional organization scheme for the preservation-development of the unique spatial characteristics and cultural identity of the Yesemek archaeological site, has made it possible to present some suggestions in the context of the analytical research process and situation analysis findings consisting of field detection, observation and demand analysis. Within this scope; a 'Conservation & Development Management Partnership' functioning as a decision-making mechanism based on the principle of effective participation and transparency at every stage of the planning implementation and control-monitoring processes of "specific" protection-development programs, is being suggested (Table 6).

'Conservation and Development Planning Office' should be established to guide the design, planning, implementation and control-monitoring processes of the spatial strategies defined in the spatial protection-development program. This office's function is the monitoring of the processes related to planning, design and implementation works for preservation and development on any scale to be produced for the site area and its immediate surroundings, and the identification and updating of future spatial and functional development strategies. To promote social and economic development policies and strategies such as creating social and spatial infrastructure and employment opportunities and sectoral investment areas

Table 6: Yesemek Archaeological Site Cultural Heritage Management Model

Yesemek Archaeological Site Cultural Heritage Management Model				
Governance	Spatial	Social-Cultural & Economic	Information	Financial
ASMP	ASSCDP	SCEDP	CHIP	FIP
Archaeological Site Governance Program	Archaeological Site Spatial And Conservation Development Program	Social, Cultural And Economic Development Program	Cultural Heritage Information Program	Finance And Investment Program
Conservation & Development Management Partnership	Conservation & Development Planning Office	Local Development Agency	Archaeological And Local History Research Group	Archaeological Site Conservation And Development Budget

to improve the socio-spatial infrastructure foreseen under the social-economic development program and to encourage conservation consciousness by artistic, cultural and vocational training activities, the 'Local Development Agency' should be established.

The 'Archaeology and Local History Research Group' should be established to provide scientific and technical support to carry out scientific researches of any scale and in various disciplines to make it possible to document, archive and present the cultural memory within the informatics program. The main function of this institute is to raise national and international awareness of local identity values and promote recognition through organizing national and international participated congresses, symposiums and panels and workshops through scientific-academic researches. Finally, as part of Financial Resources and Investment Program, an 'Conservation and Development Budget' should be established to investigate the investment areas that will encourage private sector groups with alternative sources and incentive-support opportunities at the national and international level, focusing on tourism-oriented sectoral projects aimed at preserving and developing the original identity values of Yesemek. It is believed that this study will contribute to passing cultural heritage values on future generations within the protection-use balance by defining a roadmap to be followed in the development of the preservation of the Yesemek Open Air Museum and Sculpture Workshop.

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