



Sustainable Tourism Management Planning in Biosphere Reserves

- A methodology guide -



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SUSTAINABLE TOURISM MANAGEMENT PLANNING IN BIOSPHERE RESERVES

A methodology guide

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FOREWORD

Biodiversity is under serious threat from unsustainable exploitation, pollution and land-use changes throughout Central and Eastern Europe. Ecotourism while still at a relatively modest level of development in the region, provides opportunities as well as challenges for the sustainable use of biodiversity. Environmentally sustainable investments in the ecotourism sector could produce vital benefits to communities and provide an important and viable alternative to investments with negative biodiversity impacts.

The project "Conservation and Sustainable Use of Biodiversity through Sound Tourism Development in Biosphere Reserves in Central and Eastern Europe" will strengthen protection of globally significant mountain ecosystems in selected Biosphere Reserves of Central and Eastern Europe. The project is partly funded by the Global Environment Facility (GEF) of the United Nations Environment Programme (UNEP) and also supported by UNESCO. It aims at implementing the CBD Guidelines for Biodiversity and Tourism Development as well as UNESCO's Man and Biosphere concept.

This is being achieved through the development of new and innovative management systems with a special focus on tourism-related uses of the sites. Concurrently, awareness raising and capacity building systems are being developed and implemented, to ensure long term sustainable impacts. Tourism model initiatives and activities are being initiated to ensure distribution of returns for conservation purposes as well as to local stakeholders.

"Sustainable Tourism Planning in Biosphere Reserves" has been developed in the framework of the project. The document is a working document which will be used by the project partners as guidance for the development of tourism management plans. At the end of the project, the project partners will compile a series of case studies on their experiences with the implementation of the methodology provided in the guide. The case studies will provide examples and experiences from the practice about the factors of success and failure of tourism management planning in the three Biosphere Reserves.

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Introduction

0.1 The GEF Project "Sustainable Tourism in Biosphere Reserves in Central and Eastern Europe"

Throughout Central and Eastern Europe biodiversity is being increasingly exploited by unsustainable practices and is increasingly threatened by pollution and land use changes. Sustainable tourism, although it is still relatively undeveloped in this area, creates opportunities, as well as challenges, for biodiversity conservation. An increase in sustainable tourism development in this region could be beneficial for communities. It could also provide an important and viable alternative to economic activities, which have negative impacts on the area's biodiversity.

The GEF Project "Sustainable Tourism in Biosphere Reserves in Central and Eastern Europe" carries out capacity building and attempts to raise the environmental awareness of local stakeholders and the local population. It aims to develop environments in three selected Biosphere Reserves in Central and Eastern Europe to make the promotion of sustainable tourism in those areas possible. These three Biosphere Reserves are: the Aggtelek Biosphere Reserve in Hungary, the Babia Gora Biosphere Reserve in Poland and the Sumava Biosphere Reserve in the Czech Republic. The development of tourism management plans for the three Biosphere Reserves forms a crucial part of the GEF project. To facilitate this development in the three Biosphere Reserves, this planning tool has been developed with and will be tested by stakeholders in all the three Biosphere Reserves.

By following the steps of this guide while developing their tourism management plans, the three Biosphere Reserves have the opportunity to compare and exchange information and knowledge on management planning and tourism development in their Biosphere Reserves through networks which were created by the project. They can also compare the framework of the plan, the difficulties which occur and the development of the planning process.

Against the background of increasing threats to the environment by an unsustainable use of natural resources, the GEF Project "Sustainable Tourism in Biosphere Reserves in Central and Eastern Europe" attempts to provide the local population with a new environment friendly income generation alternative.

Starting from long-term experiences in the field of tourism management and based on lessons recently learnt in the project's three Biosphere Reserves, this guide aims to serve as a helpful tool in developing a tourism management plan as well as in its subsequent implementation in the protected area.

0.2 About this guide

In order to minimize possible threats of tourism on natural and cultural resources and to maximize the benefits of tourism, tourism development needs to be planned and monitored carefully. Management planning techniques and the organization of control measures and monitoring mechanisms are of vital importance for those individuals in Biosphere Reserves who are responsible for the tourism management planning. The main challenges of tourism management planning are the development of adaptive management strategies and getting the stakeholders prepared and involved in a participatory planning process.

This document intends to serve as a methodology for the development of a tourism management plan. It aims to provide a step-by-step planning tool to help those experts using it to meet the above mentioned challenges. It is based not only on the principles of the CBD Guidelines on Biodiversity and Tourism Development, but also on other internationally recognised publications on management planning for protected areas. The UNESCO Man and Biosphere (MAB) concept also plays an important role in the project. The three Biosphere Reserves involved in the project will become “living laboratories” - they will be used to test and to demonstrate the integrated management of biodiversity and tourism, as emphasized and explained in the MAB concept.

Documents which served as a basis for this planning tool:

CBD (Secretary of the Convention on Biological Diversity) (2004): Guidelines on Biodiversity and Tourism development. - Montreal.

source available at: <http://www.biodiv.org/programmes/socio-eco/tourism/guidelines.asp>

Conservation Finance Alliance - CFA (2000): Business Planning for Protected Areas.

source available at: <http://guide.conservationfinance.org/chapter/index.cfm?IndexID=29>

EUROSITE (2004): Complementary Guidance. A handbook for practitioners. (Complementary document to the EUROSITE Management Planning Toolkit 1999)

source available at: http://www.eurosite-nature.org/article.php3?id_article=226

UNEP/CBD (2001): Overview of tourism and biodiversity issues, and appropriate management approaches. (Workshop on biological diversity and tourism, St. Domingo 2001)

source available at: <http://www.biodiv.org/programmes/socio-eco/tourism/wstour-01.aspx>

Ecological Tourism in Europe-E.T.E. (Eds.) (2005): Development of a methodology and a tourism management plan for the special nature reserve Zasavica - Serbia and Montenegro. - Bonn.

source available at: http://www.cenort.org.yu/prilozi/ZS_summary.pdf

EUROSITE (1999): EUROSITE Management Planning Toolkit.

source available at: http://www.eurosite-nature.org/article.php3?id_article=77

The guide is divided into eight steps. These include information on why tourism management plans should be developed, the procedure for plan development, guidance on stakeholder involvement, review and monitoring, and a detailed template for a tourism management plan in Biosphere Reserves. Technical terms used in this guide will be explained in the glossary at the end of the guide.

0.3 The Ecosystem Approach

The principles of the ecosystem approach can be applied to tourism management planning. They include the concept of resource management as a societal choice, the decentralisation of management, impact assessment and monitoring, the management of ecosystems in an economic context, adaptive management, the balance of conservation and use of biological diversity and public participation.

"The ecosystem approach is a strategy for the integrated management of land, water and living resources that promotes conservation and sustainable use in an equitable way. Thus, application of the ecosystem approach will help to reach a balance of the three objectives of the Convention: conservation; sustainable use; and the fair and equitable sharing of the benefits arising out of the utilization of genetic resources. It is based on the application of appropriate scientific methodologies focused on levels of biological organization, which encompass the essential structure, processes, functions and interactions among organisms and their environment. It recognizes that humans, with their cultural diversity, are an integral component of many ecosystems."

(UNEP/CBD, <http://www.biodiv.org/programmes/socio-eco/tourism/wstour-01.aspx>)

0.4 Biosphere Reserves: model regions for sustainable development

The UNESCO MAB World Network of Biosphere Reserves provides model regions for promoting both conservation and sustainable development. The concept of Biosphere Reserves mainly involves linking ecology with economics, sociology and politics and encouraging people to take part in biodiversity conservation. Biosphere Reserves promote the conservation and sustainable use of biodiversity. Their concern with biodiversity makes the Biosphere Reserve concept ideal for the implementation of the

ecosystem approach. Tourism is an important economic activity in many Biosphere Reserves. It has many effects on the natural and cultural resources within the reserve. If it is managed in a sustainable way, it has the potential to bring benefits to the area's economy and environmental conservation.

0.5 The need of tourism management planning in Biosphere Reserves

Through adequate tourism management tourism-related threats to and stress on the natural and cultural resources (the fundamentals of tourism) can be reduced to an acceptable limit.

Sustainable tourism can generate employment and income for the local population, provide motivation and incentives for conservation, and also raise the public's awareness of the biological and cultural diversity, traditional knowledge and practices in the region. Developing sustainable tourism in Biosphere Reserves also offers an excellent opportunity for the practical implementation of the Guidelines on Biodiversity and Tourism Development adopted by the Convention on Biological Diversity in 2004. These promote sustainable tourism and provide a framework for tourism management planning. They focus on tourism which takes place on vulnerable ecosystems and in protected areas, particularly in Biosphere Reserves. They can, however, be applied to all forms of tourism in any geographical region. The CBD Guidelines were established recognising the fact that sustainable tourism development is only possible through careful and detailed tourism management planning. This should involve key stakeholders in tourism, conservation, economy and politics in the region and should be completed through a participatory process, which should primarily include the local population.

Understanding the individual, consecutive steps of the planning process, being aware of what each step includes and how each step should be carried out, is of vital importance for a successful planning process. This document should help with the above.

The integrative approach of Biosphere Reserves welcomes the establishment of sustainable tourism development, which on one hand offers opportunities to use natural resources where possible and on the other hand helps to conserve natural values where necessary.

0.6 Tourism management

Tourism management means to assess the impacts of existing and future tourism development and to monitor the impacts of tourism activities. Monitoring must be based on clear indicators, analysis of carrying capacity, limits of acceptable change and established mechanisms which are activated in case of unfavourable development.

Tourism management is also a proactive approach to the regulation and the development of tourism in a specific region. It is based on a plan adopted by regional/local authorities and stakeholders. The main dimensions of tourism management are visions, common rules, control and active development strategies.

- **Visions** are decisions that are made on the general perspective of the development of tourism in the region.
- **Zoning** means that the given area is divided into clearly designated zones listing the types of tourism activities and infrastructure that would be acceptable and should be developed.
- **Legislation and guidelines** provide regulations of tourism activities and infrastructure / facilities according to the vision and the zoning established. Some of the rules may be set in form of laws and others as voluntary guidelines or recommendations, e.g. setting standards and/or criteria for tourism like the environmental quality and land-use criteria in and around tourism sites and the environmental and cultural sustainability guidelines for new and existing tourism development. Existing laws must be reviewed to resolve any inconsistencies between policy objectives and legislation.
- The **approval, licensing and control** of tourism activities and infrastructure serve to implement the regulations. Various measures can be established, e.g. the approval or licensing of new tourism infrastructure and tourism activities. Existing tourism facilities and activities must be monitored to control if they comply with the regulations.
- **Tourism development:** Within the tourism management, regulation and control are only one part. Stakeholders and authorities can also take an active part in tourism development by starting initiatives in tourism product development, marketing and improvement of services.

Tourism management is an integrative approach aiming at minimising negative impacts of tourism while optimising profits for the local communities and their environment.

- **Support of tourism development initiatives:** Tourism management can also support private sector tourism development initiatives by creating incentives, implementing assistance programs and establishing a network for the tourism sector. The proactive, positive approach of tourism development can often support or even replace the enforcement of regulations by creating best practice examples, honey pots for the desired type and dimension of tourism development and discourage or squeeze out of unfavourable activities.
- The **use of economic instruments**, including tiered user fees, bonds, taxes or levies is part of the proactive approach of tourism management.

Step 1 Getting Started

1.1 What is a tourism management plan?

A tourism management plan is a written, approved document, which should describe the possible threats and opportunities of tourism development within the Biosphere Reserve. Based on detailed information about the environmental, social, cultural, political and legal aspects of the Biosphere Reserve (*from now on referred to as BR*), it produces a vision for tourism development in the BR. This vision covers a certain period of time, which should be stated in the document, and describes the work which has to be completed to make the vision a reality. It also establishes control measures to monitor tourism activities.

A tourism management plan composes a vision framework, that includes as well the specific tasks to be fulfilled in order to achieve this vision in a concrete period of time.

1.2 Why is planning important?

The well known maxim 'fail to prepare then prepare to fail' emphasizes the fact that preparation for developing a tourism management plan is critical and that the more time allocated to developing it the better. Tourism management planning is especially challenging because the involvement of many different stakeholders in the planning process is crucial if the plan is to be successfully adopted and implemented. These stakeholders have different, sometimes conflictive interests and may also have different attitudes towards conservation and tourism. The vision created through the

tourism management plan should be recognized, understood and supported by all relevant stakeholders, preferably in a consensual process.

Some of the benefits of a tourism management plan are shown in the box below.

Benefits of a Tourism Management Plan

- It is a tool which helps to achieve results more efficiently and in a more cost effective way.
- It shows work priorities and highlights the worst problems caused by tourism development and ways to solve these problems.
- It clearly identifies what needs to be done and who is responsible for carrying out the tasks identified.
- It helps to plan the tasks which should be completed by protected area managers, local authorities and tourism operators.
- It ensures continuous and consistent tourism management and informs future managers of what has been done, as well as why, when and how it was done.
- It communicates the goals of sustainable tourism management to all relevant stakeholders and to a wider public right from the beginning of the planning process. This assures their support and involvement in the process and can in turn help to identify possible conflicts at an early stage.
- It explains regulations, restrictions and control measures to people visiting the Biosphere Reserve as well as to individuals offering tourism facilities.
- It defines and supports the model role of the Biosphere Reserve in national and international sustainable development strategies.

1.3 How to plan? - The logical process of management planning

The management planning process is a logical process divided into different, consecutive stages. The eight steps described in this document correspond to and explain these key stages.

The first stage, getting started, clarifies the background of the planning process and also how “the team” should be assembled. The second stage identifies the key stakeholders who will participate in the planning process and establishes their working arrangements. In stage 3 the baseline information needed to make decisions about the prospective tourism devel-

opment, has to be compiled. This information acts as a basis for the development of the BRs' tourism management vision (stage 4). To make this vision reality, the main goals and objectives have to be agreed upon and a work plan should be produced stating how these goals and objectives will be achieved (stage 5). To make sure that the tourism management plan will monitor and manage potential impacts carefully, impact management strategies should be elaborated (stage 6). To find out whether the goals of the management plan are being fulfilled and whether the stakeholders are being involved appropriately, a feedback and review process needs to be designed (stage 7). The last step (step 8) concerns the plan approval. The template for a tourism management plan at the end of this guide provides a checklist for the contents of the plan.

This document explains all of these stages and describes why they are needed, how they can be accomplished and what their problems and pitfalls are.

1.4 Who writes the plan and who will use it?

The tourism management plan of a Biosphere Reserve should be the product of a participative and consultative process that involves all those interested in or affected by tourism (stakeholders). Its development should also be made known to a wider public. The body taking responsibility for the whole planning process must be clearly defined and well settled. The Biosphere Reserve's administration should take over the responsibility for coordinating the tourism management planning process because it is already responsible for organising the development strategies of the BR. The members of the other protected areas within the Biosphere Reserve also play an important role in the planning process. Their knowledge about the region's ecosystems and biodiversity, as well as their skills and experiences in managing both biodiversity and tourism are very valuable to the process.

During the planning process, there will be the need to call on locals and specialists because of their expertise in many areas. Their specific knowledge and skills should be used and contributed towards compiling the baseline information as well as the assessments which are needed for the

*It has to be considered that the tourism management plan serves as a guiding document for **all** people affected by tourism development in the region. Therefore it has to be applicable and easy to understand for all different kinds of stakeholders.*

plan. Those developing the plan should make full use of all available (human) information sources, not only experts and specialists, but also individuals who are familiar with the BR, administrators, economists, land owners, local authorities and tourism providers.

Once written and approved, the plan will be used by many different stakeholders. These include:

- Management bodies of the BR and the national park
- NGOs involved in conservation and tourism in the area
- Tour operators and individuals who provide tourism facilities
- Local communities, administrators and politicians
- Resource managers (water, energy, land, etc.)
- Scientists and experts in different areas

1.5 How long should the plan be?

The length of the plan will depend strongly on the BRs' individual circumstances concerning tourism and conservation and on the reserves' vision. In theory a tourism management plan should be as short as possible without losing its coherence, credibility or practical use. This is, however, usually quite difficult. Individuals writing the plan should remember that the plan will not only be used by the BR and the protected area management but also by all those interested in and involved in tourism.

Making the plan "complete" can lead to a document which is very long and detailed. A management plan should, however, be applicable and effective rather than "complete". The plan will be constantly monitored and evaluated anyway to find out what needs to be added, changed or updated. In this sense, a management plan never is complete.

1.6 What timescale should the plan cover?

Ecological processes are generally lengthy, so long term management planning is therefore necessary. In the tourism sector, however, changes can occur quickly and can have huge impacts on natural and social environments, making shorter periods of time for developing the tourism management plan more attractive. The timescale of the tourism management plan is actually divided into three different stages (see the box below),

A tourism management plan should be as short as possible without losing its coherence, credibility or practical use.

The timescale is divided into three stages:

„strategic planning“

„tactical planning“

„operational planning“

which take both of the above mentioned points into consideration. Each of these stages needs to be discussed and determined at the beginning of the planning process.

Long-term or "strategic planning":

- broad, but realistic goals for the tourism management plan
- time-frame: five to ten years

Medium-term or "tactical planning":

- defines the medium term steps to achieve the long term goals
- time-frame: up to five years

Short-term or "operational planning":

- specific activities necessary if the medium-term objectives are to be fulfilled.
- time-frame: one year

1.7 What area should be included in the tourism management plan?

The BR's tourism management plan is written for the whole geographical scope of the BR. The areas surrounding the BR should also be taken into consideration where possible because they can have profound influences on the BR. The BR and the areas surrounding it are inextricably linked. Conservation is usually concentrated on the core zone of the BR, the national park. When developing the tourism management plan, care should therefore be taken, to include and acknowledge the entire area of the BR not just the core zone.

Zoning in a BR can identify areas needing different levels of tourism management. These can also ensure the inclusion of all parts of the BR in the plan. Besides the general zoning of the BR there may be special zones created for tourism management.

1.8 Integration of the tourism management plan into other existing regional plans

When developing the tourism management plan it is necessary to take other regional, national or international management plans, guidelines, resolutions and laws, which refer to and may affect tourism development and biodiversity conservation into consideration. Examples of these may

It is important to include not only the BR's core zone into the management plan, but the entire affected.

The tourism management plan has to be in line with other existing regional plans relevant for tourism development.

be a National Park Biodiversity Management Plan, regional planning instruments, regional or local initiatives guided by tourism providers, NGO's or local authorities' and national plans, guidelines and laws on tourism and conservation etc. It is extremely important to recognise and avoid potential conflicts between plans and regulations which already exist and the tourism management plan, which is being developed. It is also useful to be aware of what has already been accomplished in the BR in the area of sustainable tourism development and conservation promotion. This information will help while trying to create synergies and establish networks between the different stakeholders.

Step 2 Stakeholder involvement

2.1 Participation of local population in the planning processes

The objectives of the Convention on Biological Diversity define resource management as a societal choice. This means, that the whole society should participate in the planning and decision-making process. Traditionally, planning was done by experts and state authorities. The people affected by the planned development were only consulted towards the end of the planning process, if at all, and had very limited opportunities to contribute to the process themselves. The local population therefore had hardly any influence on the planning process and usually could not contribute to the decision-making process at all.

Modern approaches to planning recognize that participation of the local population in management planning processes is important for two reasons:

1. Democracy

Apart from the fact that members of democratic societies indirectly choose the planning authorities and decision-makers through general elections, the more direct involvement of the local population in planning processes is one of the main principles of the concept of sustainable development.

Integrative management envisages the participation of the local population as a very important part of promising development planning.

2. Success of planning

The members of the local society influence the implementation of the plan:

- They have to obey the rules set in the plan.
- They may have to undertake certain activities developed in the plan.
- They may allocate resources necessary to achieve the plan's goals.

The success of the plan's implementation depends therefore on how committed the people are towards achieving its goals. If people participate from the beginning of the planning process and can really influence its goals and objectives, they are much more likely to identify themselves with the plan and feel responsible for its implementation.

Very often the local population is represented by stakeholders.

2.2 Stakeholder involvement in tourism management planning

When leading management institutions want to facilitate the participation of a local population, they do this by using the concept of stakeholder involvement. That doesn't mean that there are no planning processes in which really the whole population can take part. In most cases, however, individuals from societal groups will represent their groups and their interests. These representatives form a smaller group of stakeholders, which is generally easier to manage.

Stakeholders in sustainable tourism management planning are all the individuals who are interested in and/or affected by tourism development and biodiversity conservation. They should participate in the planning process from the early stage.

Sustainable tourism development emphasises in particular the importance of considering and respecting the wishes and needs of the local population of the tourism destination. Tourism development is usually not a primary subject of public administration, and therefore can only be managed effectively if all the stakeholders participate in the decision-making process.

The goals of sustainable tourism development can only be achieved if the people involved in tourism in the area act according to the tourism management plan and commit themselves to the vision of sustainable tourism development.

Reasons for stakeholder involvement when developing a tourism management plan

- They live within the BR and are affected by tourism and conservation measures.
- They are engaged in the tourism industry (directly or indirectly) and therefore influence tourism development.
- Their businesses usually benefit from the natural resources and services in the area.
- They may be required to carry out certain tasks to achieve the sustainable tourism development goals.
- They can also cause major degradation and depletion of natural resources.
- They may utilise it to such a degree that they threaten biodiversity.
- They constitute part of future generations for whom the natural and cultural heritage should be maintained.

The development of a tourism management plan takes place within the framework of the national and regional conservation strategies and the designation of the Biosphere Reserve. For this reason, all stakeholders in the development area are also asked to act in accordance with these regional specifications. It will then be the task of the manager to create a common goal, which all stakeholders are committed to, and which is based on the principles of sustainable tourism development and the conservation of biological diversity. This means that stakeholders cannot seek any outcomes they please, especially not ones which may have too negative impacts on the natural environment.

Who are the stakeholders in tourism management planning?

The tourism sector includes a great variety of products and services and influences the local economy as well as the culture and living-conditions of the tourism destination. This means that there is a wide range of people involved in tourism, such as local tourism service providers, retailers, hoteliers, etc. Furthermore, the whole local population is affected by tourism development. The preparation of the tourism management plan means also, deciding on which of these different stakeholder groups are important for the process. Care should be taken not to exclude parts of the local

How to identify stakeholders:

- *division in „key stakeholders“ or small cohesive groups*
- *grouping according to their background (political, social, environmental, etc.)*
- *division into general and professional public*

population which are not directly involved in tourism. There are various methods which can be used to identify and group stakeholders. One of these is the division of all stakeholders into smaller more cohesive groups or “key stakeholders”. Stakeholders come from governmental, non-governmental and private sectors and from indigenous and local communities and can be grouped according to their background, e.g. whether they are primarily political, economical, social, technological, legislative or environmental. Another way would be to divide them into the professional public and the general public (see the box below).

The professional public

- individuals, groups and organisations that are involved in tourism and/or the spatial development of the project region
- in addition: professionals – experts in various fields (e.g. tourism, regional development, legislation, nature and historical monuments conservation, etc.)

General public

- individuals, groups and organisations that are neither directly involved in tourism sector nor immediately affected by tourism
- Their participation in the process is extremely important. As tourism is an important economic and social tool for guaranteeing or even increasing the living standard of the people, communication with the public and their consultancy with issues of tourism development in “their” region are of great importance.

It is important that, in the preparation phase, managers of tourism management planning know something about the stakeholders in the region, before they begin to identify those who are the most important for the development of the tourism management plan. It is, however, normally the case that the management of the BR and/or the protected area is already familiar with the stakeholders and can quickly identify those who are vital to the success of the tourism management plan.

The list of stakeholders will vary according to the size and characteristics of the BR and the actual situation of tourism development within the BR. The list of participating stakeholders may also change during the tourism management planning process.

Stakeholders in tourism management planning

- Neighbours and residents (local communities)
- Farmers, foresters, hunters and fishermen
- Tourism providers such as hoteliers, restaurant owners, tourist guides, etc.
- Tours operators and tourism agencies
- Local business men, e.g. retailers
- Local authorities: local municipalities, local administration
- Local NGOs
- Educational institutions (schools, universities, etc.), research centres
- Visitors
- Media

It is important not to exclude those who are opposed to or sceptical about the tourism management plan and the BR or national park. They may be vital for the development of an effective tourism management plan, though they may present counterproductive facts that need to be faced. It is important to control the size and scale of stakeholder involvement so that the tourism management plan preparation process does not get out of hand. A difficult problem that might occur during the process of identifying key stakeholders is how to ensure that stakeholders represent their group well.

2.3 How to work with stakeholders

Stakeholder involvement requires careful preparation and thought, about:

- how to identify stakeholders
- how to **encourage** their participation
- who should facilitate the work with stakeholders
- what the basic objectives of tourism development and biodiversity conservation are.

Tourism management planning process managers should be prepared for the fact that the first steps of preparation for stakeholder involvement will be time consuming.

Stakeholders should be involved into every step of tourism management planning. The participation of stakeholders is firstly part of the capacity-building process, and secondly, it creates a "common issue of concern" which then leads to a common vision. That can help the stakeholders to

Stakeholder involvement serves the purpose of:

- *building new capacities*
- *creating a „common issue of concern“*

Different stages of plan development demand different ways of stakeholder participation.

*The **provisions of information as well as the enabling of stakeholders to efficiently participate in the development process form the preconditions for successful stakeholder involvement.***

understand why biodiversity and the ecosystems of their BR are valuable, why they are important and why their loss or degradation should be avoided. Stakeholders can contribute with their special knowledge and are therefore a useful source of information. This ensures the inclusion of all relevant information and it also reinforces the credibility and reliability of the information. In the steps of visioning, creation of goals and objectives as well as during the steps of impact management, monitoring and approval, stakeholders have the opportunity to develop their own ideas of and decide upon tourism development in the region. This fosters the ownership of the tourism management by stakeholders and facilitates their commitment to implement the plan.

2.4 Methods of participation

There are different methods of stakeholder involvement that will be applied at the different stages of plan development. Providing **information** to all stakeholders about the tourism management planning process is one precondition of stakeholder involvement. Another requirement for effective participation is to enable the stakeholders to take part in the planning process through **capacity building, awareness raising and education**.

2.4.1 Precondition 1: Information and consultation

Firstly, comprehensive information has to be provided to the public so that the aim of, the reasons for and the intentions of tourism management planning are well communicated and understood.

Information and consultation

- providing information: presenting significant documents and plans, providing reports about important activities, sharing experiences and findings, consulting proposals and conclusions, etc.
- motivating local people to get involved in the process, to increase their interest in the process, etc.
- guiding through an intricate process of tourism development, informing about achievements and things that yet need to be done, background information and implementation measures, etc.
- promoting tourism and its development, explaining its importance to local people in order to include it among other activities and tasks that exist in the region and/or are considered important

Information on the topics, methods and outcomes of the management planning process should be provided to all stakeholders as well as to the general public in a timely manner, throughout the whole planning process. This consultative process at all stages of management plan development tries to create “ongoing and effective dialogue and information sharing with stakeholders”. Constantly informing the stakeholders not only enables stakeholders to participate, it is also useful for preventing conflicts, because people affected by the outcomes of the tourism management plan are informed about these and can communicate their opinion on them at an early stage of the process. Techniques of information and consultation are listed in **appendix I**.

2.4.2 Precondition 2: Capacity building, awareness raising and education

The second precondition for making stakeholder participation effective is to ensure that local communities are equipped with the necessary decision-making abilities as well as with the skills and knowledge necessary for undertaking tourism management. First of all stakeholders and the general public need to be educated about the impacts of tourism on biological diversity, good management practices in sustainable tourism development and the necessity and benefits of tourism management planning. This stage of awareness-raising and education can be realized through different methods such as media campaigns, public lectures and seminars, exhibitions, etc. Stakeholders should be informed about and become interested in the aims of tourism management and should be encouraged to participate in the planning process by making the potential benefits of tourism management clear to them. Capacity-building activities help to develop and strengthen the capacities of all stakeholders for participating in the management planning process.

Subjects of capacity-building

- accessing, analysing and interpreting baseline information
- undertaking impact assessments and evaluations
- impact management, decision-making, monitoring and adaptive management
- sustainable tourism development

- mechanisms for approval of goals and objectives
- training of tourism professionals in conservation and biodiversity issues
- information exchange and collaboration regarding sustainable tourism implementation through networking and partnerships between all stakeholders
- (...)

Capacity-building and education measures require sufficient time and adequate human, financial and technical resources. It is important that capacity-building is carried out by experts who have knowledge in public education and training and also experience in participative processes.

2.4.3 Notification

Notification is, in most countries, a legal requirement for the approval of tourism investments (e.g. infrastructure). Detailed information on the proposed tourism developments must be accessible to everybody who is affected by it. The information must be presented clearly, and written in way which all stakeholders understand. Enough time should be given to the stakeholders to enable them to read and process this information and to express their opinions about the proposals. For the process of tourism management planning, this becomes especially important around the phase concerning impact assessment of and decision-making about the proposals for tourism development and activities at particular locations. In **appendix II** there is a detailed list of the information which has to be provided in the notification process.

2.4.4 Participation techniques

There is a variety of participation techniques which can be useful at various stages of the planning process (see table below). Establishing a multi-stakeholder group, whose members participate in the whole process of plan development is, however, the most important participation technique and should get the most attention. For individual tasks the managing body can also establish subgroups, workshops etc.

The tourism management has the duty to supply information about the on-going developments to all people affected.

Examples for participation techniques

Participation techniques

Round tables and panel discussions

Round tables and panel discussions are opportunities to form networks between organisations, institutions and local stakeholders. Each round table or panel discussion should address a specific topic. The main advantage of this method is that a variety of different perspectives and opinions will be heard and should be taken into account.

Workshops and seminars

Workshops and seminars – either for participants with special invitations and/or open to the general public - are an efficient way to a) inform about the actual state of the project, and b) for those involved to decide on and to develop further steps together, incorporating all local standpoints.

Advisory committees / boards

The purpose of an advisory committee is to provide advice or recommendations which will help to facilitate cooperation between affected/involved groups at the local level (e.g. agricultural associations, fishing and hunting societies).

2.4.5 The multi-stakeholder group

The multi-stakeholder group should include all relevant stakeholders interested in participating in the management planning process. Some of the stakeholders may only take part in special workshops and not in every part of the process. Those managing the planning process should make sure that as many stakeholders as possible participate in the multi-stakeholder group and that they represent their groups well. Stakeholders should commit themselves to different parts of planning and implementation and should also take over different tasks involved in the work program. They should, however, agree all together on the vision, goals and objectives of the tourism management plan.

The process of stakeholder involvement starts with one or several informal meetings, in which the rules for discussions should be established and work which needs to be carried out in the future should be discussed and decided. It is often more effective if a "neutral" moderator, who isn't directly involved in the managing institution of the tourism management plan leads these meetings. It is better to present tourism management planning as an attractive opportunity for stakeholders, who can use it to have their

Starting from initial meetings with all stakeholders interested in the project, a multi-stakeholder group will be established.

say on development in the region and who can therefore eventually benefit from it.

Discussion in the first meetings should be open and used as an opportunity to share different points of view and to begin to establish some common objectives for sustainable tourism management. The first informal meetings should include opportunities for the participants to get to know each other even if the participants feel that they already know each other well. This will bring uncertainties and suspicions to the forefront and relationships and existing conflicts among participants can be seen. During these informal conversations common perceptions and visions of conservation and tourism development can be identified. To reduce fears of “territoriality” the venue for these meetings should be “neutral”.

After the initial meeting(s), a group of people should form the multi-stakeholder group. They should be prepared to commit themselves to a series of meetings which will involve organising and developing the next steps of the management plan.

Step 3 Baseline Information

3.1 Why baseline information is needed

The baseline information describes the environment, the institutional, social, economic, cultural, political and legal circumstances and the current situation of tourism in the region. The compilation of baseline information assesses the current situation and predicts the future working environment for tourism management. It also includes existing and potential threats to the natural environment and the BR's potentials for sustainable tourism development. It provides the basis for decisions which need to be made concerning measures to be taken against these threats and on the vision and the goals of the tourism management plan. An in-depth compilation of baseline information is of vital importance if the project is to proceed successfully.

3.2 What kind of information is needed?

Baseline information for tourism management planning can be divided into three essential parts:

- Ecological, economic, social and historic characteristics of the BR and surrounding region
- Tourism and tourism management within the BR
- Legal framework for conservation of biological diversity and for tourism development

In **appendix III** there is a detailed list of the contents of baseline information.

3.2.1 SWOT - Analysis

To assess the BR's potentials for sustainable tourism development and to consider the negative impacts of tourism on the natural and cultural environment, the compilation of baseline information should include a SWOT analysis. It examines the strengths, weaknesses, opportunities and threats of tourism development and the conservation of biodiversity in the BR.

The following box shows questions to be considered in the SWOT analysis.

SWOT Analysis

- **Strengths**
 - What are the strengths of the Biosphere Reserve regarding the conservation of biodiversity?
 - Which are the region's features that can foster tourism development?
- **Weaknesses**
 - Where are lacks of management and good policies for conservation?
 - Which are the constraints of tourism development in the region?
- **Opportunities**
 - What are the opportunities for environmental conservation?
 - What are the opportunities for sustainable tourism development?
 - What are the current and possible positive impacts of tourism development and tourism activities?
- **Threats**
 - What are the current and potential negative impacts of tourism development and tourism activities on the natural and cultural environment?
 - What are the threats to conservation of biodiversity caused by tourism?

An in-depth compilation of baseline information is the first step towards a successful tourism development planning.

In **appendix IV** there is an example for a SWOT chart for a tourism destination.

The process of gathering baseline information should make clear to all stakeholders that tourism in general and tourism activities in their region cause impacts which need to be addressed. The integration of impact assessment into the tourism management plan is discussed in Step 6 "Impact assessment and impact management". In **appendix V** there is a list of negative and positive impacts of tourism on the natural and cultural environment.

3.3 How to collect and present the data needed

After the topics of information needed for the development of the tourism management plan are agreed upon, the information which already exists on the chosen topics should be reviewed. Much of the information which is needed will be found in studies, surveys and plans, such as the Biodiversity Management Plan of the National Park, case studies, etc.

This data should be complemented (and/or updated) by further data collection, e.g. by the conduction of surveys, and then be compiled in such a way that the practical use for the rest of the planning process is clearly evident to the reader.

For efficient data compilation, the following questions should be answered:

- Who will collect the data?
- Who will analyse the collected data and how?
- How will the data be presented to the stakeholders and the general public?

A summary of the collected baseline information will later be included in the tourism management plan.

It is important to present the collected information in a simple, clear and comprehensive way. It should be accessible to all stakeholders. It can enable them to understand and realise the significance of the BR's natural, economic and cultural features, whilst emphasising the importance of biodiversity conservation and the benefits of sustainable tourism develop-

Data compilation via:

- surveys
- studies
- existing plans
- Maps, GIS and other forms of visualised information are advantageous.

ment. The compilation of baseline information should further include maps and other additional material, e.g. visualized by GIS.

Step 4 Vision and goals

4.1 What is a vision?

A vision describes a state in the future, towards which development should be directed. A vision does not provide detailed goals, it is not a state that is truly intended to be achieved, but is more the direction that people intend to follow, a description of an ideal state that people dream of. Creating a vision means asking "Where do we want to go?". Developing a vision is a creative process which allows daring and even utopian ideas. Sometimes visions may be quiet easy to achieve, sometimes it might be impossible. This must be clear to the managers and stakeholders of the planning process. A vision should identify what people really want and how they wish their future to be.

A vision serves as the idealistic mission statement of the Biosphere Reserve.

4.2 Why create a vision?

Visioning is used for participative approaches in long-term policy agenda setting using stakeholders' imagination as a source of ideas. It allows a wide public participation for the development of long-ranged regional plans. It is a democratic way to search for disparate opinions from all stakeholders and to look for common ground among participants in exploring and advocating strategies for the future. Visioning is an integrated approach which helps to avoid fragmented and reactionary approaches to addressing problems and it also considers the relationships between issues.

Visioning as a democratic and creative process allows the development of a spanning vision emanated from different future tourism scenarios and comprehending various opinions.

With visioning many different future tourism scenarios are developed and issues, problems, different points of view, and competing demands are brought to the forefront. The collected scenarios serve as a basis for generating the end vision. This vision is based on many peoples opinions and ideas and their diverse viewpoints and can therefore be considered a democratically-derived consensus.

It is easier for people to stay focused and see the direction of their work during the process of planning and implementation of the plan when they have the vision in mind. The vision is created in a process with the participation of stakeholders. Because of this it fosters communication and the relationships between stakeholders and leads to the adoption of common goals, programmes and finally projects.

4.3 Why is visioning important in tourism management planning?

The vision of tourism management planning for sustainable tourism development may appear clearly defined before the planning process has started. The basis of the vision is usually that tourism should be developed in a way that maintains biodiversity, minimizes the negative impacts and obtains maximum benefits for the local population as well as environmental conservation. A vision for a tourism management plan should, however, be linked to the region where the plan is being developed and should reflect the region's economical, environmental and social needs. While conservation strategies and the principles of sustainable tourism are indeed the framework for sound tourism management, this does not mean that people have no choice or that they have to lose something to achieve it. Sustainable tourism development offers a wide range of opportunities. It does not restrict the types or dimensions of tourism, the targeted markets or the designation of areas for tourism activities in a way that there is no choice left for tourism developers. Furthermore, sustainable tourism development for a great part does not mean that a totally new type of tourism needs to be established. It means improving existing tourism products and tourism types so that they use natural and cultural resources in a sustainable way. People can decide on the measures that need to be taken to achieve these improvements, they can choose whether they want to establish strict rules or whether they would rather work with recommendations and incentives.

The role of those managing the tourism management planning is to find out these different perspectives and to identify the underlying common goals. A continuous good working relationship with stakeholders supports

Although conservation strategies and the principles of sustainable tourism form the underlying basis, tourism development offers a wide range of possible ways of implementation. Thus, visioning serves as a means to find out about the region's specific expectations and goals.

this process. A common vision for future tourism development, adopted by all stakeholders and the whole public is the best way to guarantee the successful implementation of the tourism management plan.

4.4 How to create a vision

Creating a vision with a range of stakeholders or the general public is done by surveys, meetings and also votes. There are, however, many different approaches to the process of visioning and towards the adoption of a common vision. Some of these are mentioned below:

- Create a draft vision in one or in several stakeholder meetings, then inform the public about it and lead a discussion with stakeholders and the general public which finally leads to the adoption of one vision.
- Conduct a survey of the public's issues with concerns about and ideas for tourism development and biodiversity conservation. From the results different options for the vision should be developed and discussed. Finally the stakeholders and general public should vote for one of the options.
- Conduct a public survey of issues with concerns about and ideas for tourism development and biodiversity conservation, then discuss the results in stakeholder meeting(s) and create a vision based on the discussions.

Surveys and discussion not only lead to the adoption of a common vision, but should also identify priorities and major concerns which should be integrated into the tourism management plan. They can also provide ideas for goals which will derive from the vision and for their implementation. These ideas can then be used in the next steps of the planning process.

It is important for the managers of tourism management planning to recognize that visioning will require time, staff and will need to be well prepared (for further information on methods of visioning see the literature list at the end of the guide).

A useful approach for creating a vision is the method of guided imagination. Dr. Trevor Hancock, one of the fathers of the healthy city idea, developed a workshop method for this technique which was published in 1993 and is summarised below.

How to facilitate a vision workshop

The participants should first think of their life and the region they live in about 20 years from the present. They should imagine the region which would be ideal for them to live in. Then they should try to describe it by writing notes or imagining it. In the next step the participants should be divided into groups and together they draw a picture of the vision they imagined. The pictures will show different themes that can be grouped together and which form a list that constitutes the essence of a shared vision. If the themes are too different from each other, it is also possible to group them by different visions, which should then be discussed. Finally, one of the visions should be selected by all the participants through a vote. *Source: Hancock 1993*

Step 5 Goals, objectives and the work program**5.1 From vision to goals**

Once a common vision is created, the next step is to break down this vision into different goals which, when attained, will make the vision a reality. The main questions to be asked during this process are:

- "How can we accomplish our vision?" and
- "What are the solutions to the problems identified during the impact assessment of current and future tourism development?"

If, for example, the vision is

"the development of a type of tourism which is based on nature activities with minimum impacts and on experiencing the regions historical and current economic activities while maintaining the natural environment in its present state and conserving biodiversity",

the goals for working towards this vision may be:

1. supporting the region's tourism sector in focusing on hiking activities
2. involving local farmers, foresters and craftsmen in tourism activities, and
3. improving conservation measures.

These goals should be identified in a multi-stakeholder process. The proposals made to work towards the vision and to address the identified problems should consider the potentials, strengths and opportunities previ-

*Starting from the common **vision goals** are derived, that – again split into specific **objectives** – provide the concrete steps to turn the vision into reality.*

ously established. They should be general enough to reflect the vision and precise enough to be achievable in a realistic period of time (up to five years).

It is crucial that no goals are included in the tourism management plan which are contrary to the overall aim of sustainable tourism development and to biodiversity conservation. This can be avoided by referring to the vision which is based on this aim.

5.2 From goals to objectives

To achieve the goals, each of them must be broken down into objectives. Each of these represents a detailed task which needs to be accomplished in a given period of time.

The main question during this process is: "What needs to be done to achieve our goals?" For each of the defined goals, the following points need to be considered:

- define, classify and prioritise the activities necessary to reach the goal (setting of objectives)
- make the output expected from the objectives clear
- a definition of the places where the activities will be applied
- the identification of the requirements for political, legal, organisational, informative, economical, etc., resources, which are needed to put the activities into practice
- identification of institutions or persons responsible for the implementation of the activities
- identification of institutions or persons to be involved in the implementation of the activities

Finally, the proposed objectives can be grouped into programs and main activities.

The agreed objectives will be integrated into the work plan of the tourism management plan as overall tasks. At this stage of planning, it is important that proposed programs and activities are realistic and not idealistic.

It is of vital importance that priorities, the timescale and responsibilities for each of the objectives are clearly defined.

For example, the goal concerning focusing the region's tourism on hiking activities could include the following objectives:

- the establishment of a zoning system which identifies areas where activities other than hiking (e.g. mountain biking, rock climbing or skiing) are either not encouraged or totally prohibited
- the creation or the improvement of an attractive trail system which includes different hiking and educational trails
- setting up a marketing campaign, addressing tourism agencies and/or tour operators, that promotes the region as a "hiking paradise"
- the development a training scheme for local tour guides on guided hiking tours
- the realisation of a workshop for providers of accommodations on improvement of services for hikers (information, lunch packages, shuttle services, extra rooms for shoes and wet clothing, etc.)

5.3 Agreeing on goals and objectives

To agree on goals and objectives, methods similar to those used in the visioning process, such as stakeholder meetings, workgroup discussions and methods of adoption may be applied. The further the planning process advances, the more discussions and decisions will be conducted in smaller stakeholder groups or within the multi-stakeholder group. Not every detail of the plan needs to be discussed and decided on by the general public. It is, nevertheless, important to inform all stakeholders and the public about discussions and the decision-making process should be transparent.

5.4 The work program

To implement the objectives, a detailed work program has to be created. It should describe the goals, objectives and each single task necessary to achieve them.

The single tasks for the objective "creation or improvement of an attractive trail systems with different hiking and educational trails", for example, could include:

- Compilation of information about the existing trails and evaluate them

Goals and objectives have to be approved by all people involved in the plan development process. Results should be announced to the general public as well.

- Allocation of a contract to an expert team to develop proposals for a new trail system
- Publishing proposals (including the impact assessment) and discuss them with the stakeholders
- Adoption of one proposal
- Implementation of the proposal: develop and build the trails, develop maps and signs, promote the trails
- Maintaining the trails
- Monitoring the use of the trails

Example for the elaboration of detailed tasks for an objective

To develop the work program, the following aspects should be considered:

Time schedule

- Exact start and finish date of the activity, these are set by
 - calculating the time which is needed to accomplish the activity (duration),
 - considering the circumstances in which the activity takes places (e.g. must it be done in winter or summer, which other activities need to be finished previously, etc.),
 - considering the capacity of those implementing the activity.
- Deadline: sometimes, the exact duration of an activity cannot be foreseen at the beginning, but only be estimated. Anyway, a deadline should be set on which the activity must be finished at least.

Costs

- Exact expenses to accomplish the activity, including
 - salaries
 - costs for material resources
 - travel expenditures
 - etc.
- Cost calculation must consider in detail all costs from each part of the activity: preparation, transaction (negotiations, contracts), notification, implementation and reporting.

Resources

- Identification of financial resources:
 - the exact amount of existing internal resources: financial resources that are provided by the organisation implementing the activity (e.g. the BR's administration, the tourism association)
 - the exact amount of external resources: financial resources that are allocated from elsewhere (regional or national administration, regional, national or international funding programs, donations, etc.)
- Identification of other resources (e.g. real estate, material)
 - the exact amount of the implementing organisation's in-kind contribution
 - the exact amount of other resources provided from external parties

- The resource plan should state clearly which resources are already available and which still need to be obtained and how they will be obtained.

Responsibilities

- Identification of the organisation and/or the individuals that are responsible for the implementation of the activity
 - exact description of form of commitment (letter of intent, contract)
- Identification of supervising responsibilities
- Identification of the organisation and/or individual who is responsible for the monitoring

Reporting

- Description of the ways of reporting on the implementation of the activity
- Forms and deadlines for terms of references and monitoring and evaluation procedures
- Approval system for reporting measures

Monitoring

- Description of data collection
 - time, date and methods of data collection
 - form of data compilation / reporting
- Indicators to assess the results of the monitoring
- Description of action plans designed to react on results of monitoring

In **appendix VI**, there is an example for a template which serves for the development of a work program.

Step 6 Impact assessment and impact management

A large part of tourism management involves the assessment, the monitoring and the management of the impacts that tourism has on the natural and cultural environment.

Impact management means:

- Identifying the impacts of existing tourism activities
- Assessing these impacts, taking the viewpoint of sound tourism development and biodiversity conservation into consideration
- Predicting the impacts of the future tourism development
- Developing ways to monitor and react on impacts of existing tourism activities and of the future tourism development

Impact assessment comprises negative and positive impacts of tourism on the environment for the present state as well as for the future.

The impact assessment is not only a question of professional analysis but also a subject of personal opinion. The evaluation should, therefore, be reviewed and discussed within the multi-stakeholder group and with the general public. Tourism activities which benefit one societal group may have negative impacts on other groups and the natural environment. The evaluation of impacts should, therefore, also be considered part of the decision-making process.

6.1 Addressing existing positive and negative impacts

The compilation of baseline information (step three) includes analysing the impacts of existing tourism activities and predicting the potential impacts future tourism development might have on the BR. The tourism management plan is an instrument which identifies negative impacts and creates measures against them. The plan should develop an overall strategy for monitoring and managing the impacts from existing tourism activities in the BR. The positive impacts of tourism are considered as opportunities for sound tourism development. It is one of the aims of the tourism management plan to enhance these positive impacts and to use them as starting points for further tourism development.

6.2 Addressing future positive and negative impacts

The tourism management plan should also consider the monitoring and management of the impacts of future tourism development. The analysis of threats and opportunities in the SWOT analysis (step three) includes predictions of further tourism development, based on experiences made at other locations and on overall trends in tourism. The tourism management plan should develop strategies on how to identify and address these future impacts. As the impacts of future tourism development cannot always be foreseen, the tourism management plan should prepare managing organisations for flexible reaction on future development. The description of worst case and best case scenarios facilitates the development of different measures to manage the impacts. Each activity of the tourism management plan must be analysed for possible negative and positive impacts and measures must be developed to handle these impacts.

6.3 Impact management

Various internationally accepted planning methodologies such as the Recreation Opportunity Spectrum (ROS), the Limits of Acceptable Change (LAC), Environmental Impact Assessment (EIA) and Social Impact Assessment (SIA) are useful for the evaluation of tourism development (see **Glossary**).

Impact management can include measures for the siting of tourism development and activities, measures to control tourist flows, the promotion of appropriate tourist behaviour and the limiting of the number of tourists (using the LAC method). **Appendix VII** lists more possibilities of impact management.

The tourism management plan describes the concrete measures either to avoid or to mitigate existing and potential negative impacts. Impact management can be divided into the following steps:

- definition of a clear set of indicators, that will be used to measure and assess the impacts
- measuring of impacts (constant monitoring)
- assessment of the monitoring data: are the impacts within the acceptable limits or not?
- description of action plans which will become effective in case of unacceptable negative impacts
- implementation of action plans

Those who are responsible for the implementation of the action plans, and the resources necessary for impact management should be identified in the tourism management plan. Information on the impact assessment and management should be made available to the stakeholders and the public (e.g. annual publications, conferences, workshops).

Step 7 Monitoring and adaptive management

7.1 What is monitoring?

Monitoring means constantly checking if the implementation of the goals, objectives and the work program of the tourism management plan is car-

Applications for impact management:

- *tourism-related carrying capacity*
- *siting of tourism development/activities*
- *limitation of visitor numbers*

ried out properly and whether they have the intended effects. Monitoring and its results should help to form decisions about how the plan should be managed in the future.

The tasks completed and the impacts it causes have to be monitored at different timescales. The short-term review evaluates whether the work program has been carried out. The medium-term review evaluates the outcomes of the plans objectives and the long-term review verifies the impacts of the work and therefore how well the goals have been achieved (Have the results which were expected been achieved on time and within the resources? If not, why not?) The review should evaluate the impacts related to the overall goals of the plan and the conservation strategies of the BR.

7.2 Feedback mechanisms

The monitoring process should consider the whole set of tourism activities and impacts (social, economic, environmental and cultural) addressed in the tourism development plan.

Monitoring consists of three consecutive steps: data collection, evaluation and reporting. As evaluation and reporting are therefore depending on the data collected, the in-depth compilation of valid data forms the basis of a good monitoring system.

In order to guarantee the good quality of dates, the tourism management plan should provide a standardised data collection process, including a determined set of indicators, which will also be used in the phase of evaluation. This will allow for a reporting system, that is able to consider also changes occurring gradually in the course of time.

Another important factor is again the involvement of local stakeholders and communities. Due to their local knowledge and because not all monitoring can be accomplished by external experts, the local population can decisively contribute to the success of the monitoring process, e.g. by collecting data and delivering reports.

As stakeholders live and work in the region, their insights are particularly valuable for the monitoring process. They need to use a standardised, comprehensive system for data collection and reporting. The tourism management plan should include time schedules, responsibilities and re-

Standardised data, a defined set of indicators and a well-functioning consultation process with experts and local stakeholders provide the basis for a good monitoring process.

sources of monitoring. Monitoring should consist of a combination of internal and external audits. That means, that the data collected should be evaluated by internal experts of the managing organisation and/or other participating institutions, as well as by external experts, who are not responsible for the implementation of the plan. Internal evaluation should not be undertaken by people who are directly responsible for the implementation of the work plan. The data needed for the external audit can be collected by external experts, but in most cases ongoing internal data collection will be used for the external audit as well, to enable assessment of the changes over a longer period of time. The data can then be supplemented by an external survey.

7.3 Adaptive management

A tourism management plan is only as good as its implementation. Constant monitoring, which is clearly defined in the plan and follows standardised procedures, is the only way to control whether the intended outcomes of the plan are achieved and whether the tourism management is successful.

Furthermore, monitoring facilitates early reactions on inappropriate and unexpected developments. These quick reactions are the basis of “adaptive management”. Evaluating the results of monitoring, decisions can be made on whether the tourism management needs to be adjusted, where adverse impacts on biodiversity and of tourism development are discovered. These adjustments must be discussed and determined with all relevant stakeholders. The entire monitoring process needs to be transparent and should include all stakeholders and the general public.

Adaptive management is needed for several reasons:

- The process might not achieve the planned outcomes. In this case, the reasons for failure must be identified and decisions made on how to handle the situation.
- The effects of the developments may not be as they were intended. Here the reasons must be identified and measures must be taken to react on the unwanted changes.

Based on constant monitoring, adaptive management is a process aiming at the flexible adjustment of the management plan where changes are necessary.

Note: Not achieving the desired results is not necessarily the fault of the management of the plan or lack of it. The reasons why the plan was not successful may also be outside its influence. It could be due to:

- the complex and dynamic nature of ecosystems and the absence of complete knowledge or understanding of their functioning. This can lead to uncertainties. Ecosystem processes are often non-linear and the outcomes of such processes often have time-lags.
- the complex structure of the economy and social systems as well as the often unpredictable reactions of human beings.

The uncertainties and possible surprises in the dimensions above mean that a precise prediction of impacts will never be calculated. Tourism management must therefore be adjusted accordingly, taking new insights and developments into consideration as quickly as possible. Adaptive management to some extent means "learning by doing". It must be flexible and able to react to the unexpected.

In some cases, rapid intervention may be required to avoid further damage caused by the negative tourism impacts. It might be necessary, for example, to decide immediately on a reduction of visitor numbers or on the redirection of tourists to less sensitive areas. These decisions still have to follow the vision of the plan as much as possible. Adaptive management, however flexible, should be incorporated into the tourism management plan by developing scenarios and action plans which can be used to make ad hoc decisions. Additionally, the plan should be updated at regular intervals in order to get adjusted to changing conditions. Changes to the plan require the participation and consultation of all stakeholders and others affected by those changes.

Step 8 Decision-making, approval and implementation

8.1 Decision-making

While developing the tourism management plan, decisions will be made on:

- the overall vision and strategies
- proposals for tourism management and its development (goals and objectives)
- the adequacy of impact management measures, and
- the adequacy and frequency of monitoring and reporting

All these decisions should be made in a transparent multi-stakeholder process. The decisions on the proposals for the goals and objectives of the plan should be based on adequate information about the proposals and their impacts. Decisions should not be made at any stage of the plan without the consultation of all relevant stakeholders and local communities.

The decisions should include a review of the baseline information, the impact assessment, and information on the proposed activity: in case it is a tourism development activity, its nature and size, the type(s) of tourism involved and information on the human settlements and communities that may be affected.

8.2 Approval of the plan

During the development of the plan various decisions on its content are already made. The final plan, however, must be approved, not only by the managing organisation and the multi-stakeholder group who developed it, but also by as many stakeholders, authorities and members of the general public as possible. The approval should follow an established approval system. Before the approval takes place, stakeholders and the general public must be informed and consulted about the final draft of the tourism

Decision-making should be transparent and open to the participation of all local people interested in the project.

management plan. They should be able to express their opinions and wishes, which might mean that parts of the plan need to be reconsidered.

The new tourism management plan should be promoted by the managing organisation to obtain the approval of as many stakeholders as possible. Stakeholders should "own" the tourism management plan, showing that its implementation is supported by a large number of people. "Ownership" means that the people and organisations commit themselves to the vision and goals of the whole plan not just to parts of it. They should be convinced that the strategies and principles of the plan are a reasonable basis for tourism management. They also should understand the benefits the plan will have for them and others and should be willing to promote the goals of the plan.

Specific stakeholders, especially local and regional authorities and decision-making bodies, should be asked to approve the tourism management plan by signing it officially. By doing so, they express their will to support the goals of the plan. Efforts should also be made to include stakeholders and authorities that were not actively involved in the development of the plan because of a lack in capacities or resources. Their approval to the plan and thus their commitment to it is still important for the success of the plan.

8.3 Implementation

Once the tourism management plan is approved, again clear and adequate information regarding its implementation should be provided to the stakeholders, in forms that are accessible and comprehensible to them. Stakeholders should be given an ongoing opportunity to express their wishes and concerns about the activities. This is especially important because there may be individuals who will recognize the existence of the tourism management plan and the approved activities only when implementation starts.

For successful implementation, the responsibilities for each of the section in the work program must be stated clearly in the plan. Any revisions or changes to the activities approved in the plan, including additions and/or variations, must be approved by the designated authorities. Local commu-

For the success of the project it is of vital importance, that affected people who were not directly involved in the plan development give their approval to the tourism management plan.

nities and other stakeholders may require assistance as actors in implementation.

Step 9 The Template for a tourism management plan

The tourism management plan should be finalized and published at least in the local language and preferably one international language for further external monitoring and review.

The template (see next page) serves as a checklist for the preparation of the tourism management plan. The sections in the template are suggestions for the essential topics a tourism management plan should contain.

Template of a Tourism Management Plan

0. The Executive Summary

1. Background

- 1.1 Introduction
- 1.2 Biodiversity and Tourism Development
- 1.3 Planning Process

2. General Introduction and Site Description

- 2.1 Location and site boundaries
- 2.2 Natural Resources and Landscape
- 2.3 History

3. Baseline Information (details see appendix III)

- 3.1 Natural Features
- 3.2 Socio-economic features
- 3.3 Human uses: Tourism and others and their interaction
- 3.4. Legal Framework
 - 3.4.1 National/regional legal and institutional framework on BR, PA, Tourism, etc.
 - 3.4.2 Other Plans
 - 3.4.3 International Conventions etc.
- 3.5. Impact Assessment/Evaluation of Resources and Uses
 - 3.5.1. Current threats to biodiversity through tourism and other activities
 - 3.5.2. Potentials and opportunities for sustainable tourism development

4. Vision and Goals

5. Objectives

6. Implementation / Work Plan

- 6.1 Management strategies and their correspondence to other plans
- 6.2 Zoning and prescriptions
- 6.3 Work plan of Activities/Measures
 - 6.3.1. Description of activity
 - 6.3.2. Organisation of implementation: Responsibilities, budget, staff, time schedule
 - 6.3.3. Financial plan

7. Impact Management

7.1. Impact assessment

- 7.2.** Organisation of impact assessment: Responsibilities, budget, staff, time schedule

8. Monitoring and Review

- 8.1 Monitoring: Set of indicators
- 8.2. Data collection and assessment procedures
- 8.2 The annual review – progress towards objectives
- 8.3 The five year review of the management plan - external audit

Appendices

Maps, GIS, etc.

Involvement / Communication Plan

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Appendices

Appendix I: Techniques of information and consultation

Public Relations

- information leaflets, info-sheets, bulletins (handed out or mailed)
- exhibitions and expositions (e.g. in public buildings)
- video-series and picture series (e.g. at public accessible sites, in local TV)
- information centre (e.g. in the Municipal Tourist Information Office, at the relevant Town Hall department)
- information stalls (e.g. at festivals, fairs, markets)
- lectures and seminars for public
- internet pages
- regular electronic mailing of reports and publications
- representation on statutory boards

Media

- press releases
- press conferences
- media interviews
- These activities can take place in local, regional and national media, both individually and as campaigns.

Publications

- brochures
- information slips in newspapers
- special issues of newspapers
- specialised newspapers or occasional releases
- manuals
- guides
- activity reports (both content and financial)
- books

Activities and events

- seminars, workshops
- fairs, markets
- exhibitions, presentations
- discussion forums, public forums, public hearings
- round tables, panel discussions
- open-door days, information days
- study trips, excursions
- trips, hikes, walks
- competitions, races
- questionnaire surveys
- telephonic meetings (answering telephone calls of citizens by publicly known people)
- seminars and trips for journalists

source: Zasavica SNR et al. 2005

Appendix II: Information to be included in the notification

- Description of tourism development or activities proposed
 - scale and types of tourism
 - estimated outcomes and possible impacts
 - description of the stages of development and the various structures and stakeholders that may be involved at each stage
 - geographical description including recreation opportunity zones
 - infrastructure development
 - location of the site of tourism development or activities
 - the identity and any special features of the surrounding environments and biodiversity
- Analysis of market for proposed tourism development or activities, based on market conditions and trends
- Nature and extent of human-resource requirements and plans for their procurement;
- Identification of stakeholders involved in or potentially affected by the proposed project
- details concerning their participation in and/or consultation on the proposed project during its design, planning, construction and operation
- The perceived roles of local stakeholders in the proposed development
- The various laws and regulations that may be applicable to the specific site, including laws at local, sub-national and national levels, relevant regional and international conventions or agreements and cross-boundary agreements or memoranda
- The proximity of the site to human settlements and communities, sites used by people from those settlements and communities as part of their livelihoods and traditional activities, and heritage, cultural or sacred sites;
- Any flora, fauna and ecosystems that could be affected by the tourism development or activities, including keystone, rare, endangered or endemic species
- Ecological aspects of the site and its surroundings, including indication of any protected areas; specifications on the ecosystems, habitats, and species; quantitative and qualitative information on the loss of habitats and species (main reasons, trends), and indexing of species
- Training and supervision of personnel carrying out the tourism development or activities
- Likelihood of impacts beyond the immediate area of the tourism development or activities, including trans-boundary impacts and effects on migratory species
- Expected changes to environmental and socio-economic conditions as a result of the tourism development or activities
- Proposed management measures to avoid or minimize adverse impacts from the tourism development or activities, including verification of their functioning;
- Proposed measures for mitigation, decommissioning and compensation in the event of problems arising with the tourism development or activities
- Proposed measures to maximize the local benefits of the tourism development or activities on surrounding human settlements and communities, biodiversity and ecosystems
- Relevant information from any previous tourism development or activities in the region, and information on possible cumulative effects

Source: CBD-Guidelines, p. 84

Appendix III: Baseline information

Ecological aspects

- Geographical borders
- Nature characteristics: Geology, relief, climate, hydrography, soil characteristics, flora, fauna, specifications on the ecosystems, habitats and species
- Detailed indication of the protected areas
- Information on damage done to the environment in the past
- Quantitative and qualitative information on the threats to natural environment, their main reasons and trends (e.g. loss of habitats and species)
- Existing ecological zones
- Ecologically sensitive zones and zones of ecological disasters
- Special features and sites of particular importance
- Protected areas and areas where development is not allowed to take place

Socio-economic and cultural aspects

- Regional economic development, esp. in tourism related sectors
- Historical and current forms of land use and exploitation of other natural resources: forestry, hunting, fishing, agriculture, industry
- Infrastructure
- Population and settlements
- Customs and traditions
- Culturally sensitive areas

Tourism and tourism management

- Historical development of tourism
- Current and planned tourism development and tourism activities and their positive and negative impacts
- Structure and trends within the tourism sector: Number/type of tourists, distribution during the year
- Type of tourism activities and their impacts: Hiking, biking, rock-climbing, camping, picking berries, mushrooms, etc., travelling by cars and motorbikes, downhill skiing, etc.
- Tourism facilities and services
- Tourism markets and trends at a regional, national and international level
- Benefits from, and the costs of, tourism to local communities
- Current tourism management

Legal and institutional framework

- National and regional laws and regulations on nature conservation
- National and regional laws and regulations on tourism development
- History of nature conservation
- National biodiversity strategies, action plans and reports and other sectoral plans and policies relevant for tourism development and biodiversity
- National, regional and local sustainable development plans
- Relevant regional and international conventions, agreements and guidelines
- Cross-boundary agreements
- Management structures and responsibilities in nature conservation and tourism management (e.g. National Park Service, departments of tourism, tourism associations, etc.)

Source: CBD-Guidelines, p. 13, 20

Appendix IV: Example for a SWOT Chart

(Abstract for the town of Banska Stiavnica/Slovak Republic)

Strengths	Weaknesses	Opportunities	Threats
Image of the region			
The town is relatively well known in Slovakia and abroad			
Legal and administrative framework			
	Local government bodies do not pay appropriate attention to tourism	Access to structural and other EU funds	Unstable legislation, low level of law enforcement
Regional actors and stakeholders			
		High schools and universities in the town have a great potential for co-operation in tourism development	
Transports			
	Road conditions are unsatisfactory, parking spaces and local public transportation are insufficient	Good location that is close to the agglomerations of Bratislava, Budapest and Vienna	
Accommodation and gastronomic services			
	Poor quality of service		
Recreation facilities and infrastructures			
Former water channels, roads and trails: suitable for hiking and biking	Inconvenient open-hours in museums and galleries		
Events			
	Absence of appropriate facilities for social events		
Cultural heritage			
Rich mining history		Reconstruction of historical buildings in the town	
Natural heritage			
Many lakes in the surroundings			
Climatic condition			
Situation of tourism			
	Low-quality service by the Tourist Information Office		
	Inadequate marketing of the region		

source: Rohac/Meyer 2004

Work plan matrix (Part 2 of 2)

Activity	Internal Income Sources		External Income Sources			Responsibilities	Reporting	Monitoring
	financial	in-kind	Government	Private	Trust & Funds			
1. Support of the region's tourism sector to focus on hiking activities								
1.1 Establishment of a zoning system								
1.1.1 Review of existing plans with relevant zoning system (e.g. National Park)								
1.2. Creation of an attractive trail system								
1.2.1. Compile information about the existing trails and evaluate them								
1.2.3. Contract an expert team to develop proposals for a new trail system								
1.2.4. Publish proposals and discuss them with stakeholders								
1.2.5. Adopt one proposal								
1.2.6. Develop and build the trails, develop maps and signs								
1.2.7. Promote the trails								
1.2.8. Maintain the trails								
1.2.9. Monitor the use of the trails								
1.3. Marketing campaign "Hiking Paradise"								
1.4. Development and implementation of a training scheme for local tour guides on guided hiking tours								
1.5. Workshop for providers of accommodations on improvement of services for hikers								
2. Involvement of locals in tourism activities								
3. Improvement of conservation measures								

Appendix VI: Impacts of tourism

Impacts of tourism in relation to the environment and biological diversity may include:

- Use of land and resources for accommodation, tourism facilities and other infrastructure provision, including road networks, airports and seaports
- Extraction and use of building materials (e.g., use of sand from beaches, reef limestone and wood)
- Damage to or destruction of ecosystems and habitats, including deforestation, draining of wetlands, and intensified or unsustainable use of land
- Increased risk of erosion
- Disturbance of wild species, disrupting normal behaviour and potentially affecting mortality and reproductive success
- Alterations to habitats and ecosystems
- Increased risk of fires
- Unsustainable consumption of flora and fauna by tourists (e.g., through picking of plants; or purchase of souvenirs manufactured from wildlife, in particular such endangered species as corals and turtle shells; or through unregulated hunting, shooting and fishing)
- Increased risk of introduction of alien species
- Intensive water demand from tourism
- Extraction of groundwater
- Deterioration in water quality (freshwater, coastal waters) and sewage pollution
- Eutrophication of aquatic habitats
- Introduction of pathogens
- Generation, handling and disposal of sewage and waste-water
- Chemical wastes, toxic substances and pollutants
- Solid waste (garbage or rubbish)
- Contamination of land, freshwater and seawater resources
- Pollution and production of greenhouse gases, resulting from travel by air, road, rail, or sea, at local, national and global levels
- Noise

Socio-economic and cultural impacts related to tourism may include:

- Influx of people and social degradation (e.g. local prostitution, drug abuse, etc.)
- Impacts on children and youth
- Vulnerability to the changes in the flow of tourist arrivals which may result in sudden loss of income and jobs in times of downturn
- Impacts on indigenous and local communities and cultural values

- Impacts on health and the integrity of local cultural systems
- Intergenerational conflicts and changed gender relationships
- Erosion of traditional practices and lifestyles
- Loss of access by indigenous and local communities to their land and resources as well as sacred sites, which are integral to the maintenance of traditional knowledge systems and traditional lifestyles

The potential benefits of tourism may include:

- Revenue creation for the maintenance of natural resources of the area
- Contributions to economic and social development, for example:
 - Funding the development of infrastructure and services
 - Providing jobs
 - Providing funds for development or maintenance of sustainable practices
 - Providing alternative and supplementary ways for communities to receive revenue from biological diversity
 - Generating incomes
 - Education and empowerment
 - An entry product that can have direct benefits for developing other related products at the site and regionally
 - Tourist satisfaction and experience gained at tourist destination

Source: CBD-Guidelines, p. 41

Appendix VII: Impact management

Impact management for tourism development and tourism activities

- Controlling impacts of major tourist flows including excursions, cruise ships, etc., which can cause serious effects on destinations even though they are visited for only shortly
- Reducing impacts of activities outside tourism areas on adjacent and other ecosystems of importance for tourism (e.g., pollution from nearby farming activities or extractive industries may affect areas of tourism development)
- Responsible use of natural resources (e.g., land, soil, energy, water)
- Reducing, minimizing and preventing pollution and waste (e.g. solid and liquid waste, emissions to air, transport)
- Promoting the design of facilities that are more eco-efficient, which adopt the cleaner production approach, and use environmentally sound technologies, in particular to reduce emissions of carbon dioxide and other greenhouse gases and ozone-depleting substances, as set out in international agreements
- Conserving flora, fauna and ecosystems
- Preventing the introduction of alien species as a result of the construction, landscaping and operating of tourism activities, including for example from shipping associated with tourism
- Conserving landscapes, cultural and natural heritage
- Respecting the integrity of local cultures and avoiding negative effects on social structures, involving, and cooperating with, indigenous and local communities, including measures to ensure respect for sacred sites and customary users of these sites, and to prevent negative impacts on them and on lands and waters traditionally occupied or used by them, as well as on their subsistence resources
- Using local products and skills, and providing local employment
- Promoting appropriate behaviour by tourists so as to minimize their adverse impacts, and to promote positive effects through education, interpretation, extension, and other means of awareness-raising
- Alignment of marketing strategies/messages with the principles of sustainable tourism;
- Contingency plans for handling accidents, emergencies or bankruptcies that may occur during construction and use of facilities and which may threaten the environment and the conservation and sustainable use of biodiversity
- Environmental and cultural sustainability audits and review of existing tourism activities and developments and of the effectiveness with which impact management is being applied to existing tourism activities and developments
- Mitigation measures for existing impacts, and appropriate funding to support them. Such measures should include development and implementation of compensation measures in cases when tourism has resulted in negative environmental, cultural, and socio-economic effects, taking into consideration the range of redress and compensation measures

Source: CBD-Guidelines, p. 49

Glossary of Terms

- Extract from the glossary to the CBD Guidelines on Biodiversity and Tourism Development -
 Source: <http://www.biodiv.org/doc/reviews/tour-glossary-en.doc>

Agenda 21

Agenda 21 is the framework for activity into the 21st century addressing the combined issues of environment protections and fair and equitable development for all. Agenda 21 provides a specific framework for many aspects of the UNEP programme. The agenda comprises 40 chapters each addressing specific aspects of these issues and was adopted by more than 178 Governments at the United Nations Conference on Environment and Development (UNCED) held in Rio de Janeiro, Brazil, June 1992. The programme for further implementation of Agenda 21 and the commitments to the Rio principles were strongly reaffirmed at the World Summit on Sustainable Development (WSSD) held in Johannesburg, September 2002.

Baseline information

Information collected to provide a standard against which future measurements can be compared¹. Information relating to a specific time or defined area of land or water, from which trends or changes can be assessed².

A description of existing environmental, social and economic conditions at and surrounding an action³.

Biodiversity

Article 2 of the United Nations Convention on Biological Diversity (CBD) defines the term, 'biological diversity' to mean the "variability among living organisms from all sources including, inter alia, terrestrial, marine and other aquatic ecosystems and the ecological complexes of which they are part; this includes diversity within species, between species and of ecosystems."

Biosphere reserves

Established under UNESCO's Man and the Biosphere (MAB) Programme, Biosphere Reserves are a series of protected areas linked through a global network, intended to demonstrate the relationship between conservation and development.

Capacity-building

Encompasses the country's human, scientific, technological, organizational, institutional and national resource capabilities. A fundamental goal of capacity building is to enhance the ability to evaluate and address the crucial questions related to policy choices and modes of implementation among development options, based on an understanding of environment potentials and limits and of socio-cultural and economic needs perceived by the people of the country concerned⁴.

Carrying capacity

The maximum number of people, or individuals of a particular species, that a given area of the environment can sustain without causing environmental, economic or socio-cultural stress or damage. Despite the impressive literature in this area, efforts to determine and apply carrying capacity to parks and tourism destinations have often resulted in frustration. The principal difficulty lies in determining how much resource or social impact is too much.

The concept of carrying capacity was adapted from range management and was applied to recreation management in early 1960s. Regarding tourism, carrying capacity is defined as the

¹ Forestry Glossary, British Columbia (Canada): <http://www.for.gov.bc.ca/hfd/library/documents/glossary/B.htm>

² *Australia State of the Environment Report 2001 (Theme Report)*.

³ Canadian Environmental Assessment Agency

⁴ Agenda 21's definition, Chapter 37, UNCED, 1992.

amount of visitor-related use an area can support while offering a sustained quality of recreation, based on ecological, social, physical and managerial attributes and conditions. The focus is on determining the level of use beyond which impacts exceed acceptable levels specified by evaluative standards. Tourism carrying capacity was later expanded to include development issues and economic and socio-cultural effects on host cultures⁵.

Cultural heritage

The ways of living developed by a community and passed on from generation to generation, including customs, practices, places, objects, artistic expressions and values.

Cultural heritage encompasses material culture, in the form of objects, structures, sites, landscapes and natural environment shaped by cultural practices and traditions over time, as well as living (or expressive) culture as evidenced in forms such as music, crafts, performing arts, literature, oral tradition and language. The emphasis is on cultural continuity from the past, through the present and into the future, with the recognition that culture is organic and evolving.⁶

Early warning systems

More than just a prediction, can be defined as a package of four elements⁷: (1) prior knowledge of the risks faced by communities; (2) technical monitoring and warning service for these risks; (3) dissemination of understandable warnings to those at risk; and (4) knowledge and preparedness to act. Strong linkages between the four elements are essential. Therefore the major players concerned with the different elements need to meet regularly to ensure they understand all of the other components and what other parties need from them, and to agree on specific responsibilities throughout all four elements.

Key activities of all types of early warning systems include:

(i) construction of risk scenarios, (ii) improvements to the early warning system itself by adjusting it according to data and analysis from studies of past events (iii) development and publishing of manuals, (iv) dissemination of information, (v) practicing and testing of operational procedures such as evacuations. All these activities need to have a solid base of political support, institutional responsibility, availability of trained people as well as necessary laws and regulations. Early warning systems are most effective when established and supported as a matter of policy and when preparedness to respond is engrained in society⁸.

Ecosystem

“Means a dynamic complex of plant, animal and micro-organism communities and their non-living environment interacting as a functional unit” (Article 2 of the Convention).

Ecotourism

Ecotourism is environmentally responsible travel and visitation to relatively undisturbed natural areas, to enjoy, study and appreciate nature (and any accompanying cultural features - both past and present), that promotes conservation, has lower visitor impact, and provides for beneficially active socio-economic involvement of local populations⁹.

Ecotourism is defined both as a concept, tourism movement, and as a tourism sector. Born in its current form in the late 1980s, ecotourism came of age in 2002, when the United Nations celebrated the “International Year of Ecotourism”.

⁵ T.A Farrell and J.L. Marion (2002), “The Protected Area Visitor Impact Management (PAVIM) Framework: A Simplified Process for Making Management Decisions”, *Journal of Sustainable Tourism*, vol. 10, no.1, 2002.

⁶ Extracted from *Cultural Heritage and Development Action Network: Working Group Meeting: The World Bank, Washington D.C. (1998)* and cited in Andrew Blackmore ‘Who is subservient to whom: South African Cultural Legislation and others v. South African Criminal Legislation? A case study to determine the role cultural heritage legislation could and should play in tragic recent history by safeguarding potentially significant living cultural heritage’ Submitted to the *South African Journal of Environmental Law and Policy*.

⁷ Definition used by the Platform for the Promotion of Early Warning (PPEW).

⁸ See the International Strategy for Disaster Reduction (ISDR) at: <http://www.unisdr.org/ppew/>

⁹ Definition used by IUCN.

Environmental Impact Assessment (EIA)

Process of evaluating the likely environmental impacts of a proposed project or development, taking into account inter-related socio-economic, cultural and human-health impacts, both beneficial and adverse. Although legislation and practice vary around the world, the fundamental components of an environmental impact assessment would necessarily involve the following stages: (i) Screening to determine which projects or developments require a full or partial impact assessment study; (ii) Scoping to identify which potential impacts are relevant to assess, and to derive terms of reference for the impact assessment; (iii) Impact assessment to predict and identify the likely environmental impacts of a proposed project or development taking into account inter-related consequences of the project proposal, and the socio-economic impacts; (iv) Identifying mitigation measures (including not proceeding with the development, finding alternative designs or sites which avoid the impacts, incorporating safeguards in the design of the project, or providing compensation for adverse impacts); (v) Deciding whether to approve the project or not; and (vi) Monitoring and evaluating the development activities, predicted impacts and proposed mitigation measures to ensure that unpredicted impacts or failed mitigation measures are identified and addressed in a timely fashion¹⁰.

Habitat

The structural environments where an organism lives for all or part of his life, including environments once occupied (continuously, periodically, or occasionally) by an organism or group of organisms of that kind have the potential to be reinstated¹¹.

Limits of Acceptable Change (LAC)

The LAC framework was developed to identify recreation and tourism opportunities, assess human use – impact relationships, provide managers with specific steps to determine acceptable conditions and identify management strategies to achieve desired resource and social conditions. Such framework does not discard the concept of carrying capacity, but rather shift emphasis from fixed resource capabilities and amount of use to achieving desired conditions¹².

The basic logic of the LAC process is as follows¹³: (1) identify two goals in conflict. In the case of national parks, the two goals are usually the protection of environmental conditions and visitor experiences (goal 1) and the unrestricted access to resources for recreational use (goal 2); (2) establish that both goals must be compromised. If one or the other goal cannot be compromised, then the LAC process is not needed – one goal must simply be compromised as necessary to meet the one that cannot be compromised; (3) decide which goal will ultimately constrain the other. In the case of national parks, the goal of protecting environmental conditions and visitor experiences will almost always constrain the goal of unrestricted access; (4) write LAC standards for this ultimately constraining goal. LAC standards express the minimally acceptable conditions for the environment and the visitor; (5) compromise this goal until standards are reached. Allow the environmental conditions and visitor experiences to degrade only to the minimally acceptable standard. Recreational access should not be substantially restricted until the standards are reached; and (6) compromise the other goal as much as necessary. Once standards for environmental conditions and visitor experiences are reached no more degradation is allowed, and recreational access is restricted as needed to maintain standards.

Local communities/people

People living in human settlements in either rural or urban areas. A growing recognition of the sustainability of their socio-cultural lifestyles and ecological practices in relation to proximate economic development, is being accorded as sustainable economic development is also reliant on healthy communities and people.

¹⁰ Definition contained in Decision VI/7, Annex, paragraph 1 and in the Akwé: Kon guidelines, section II. Use of terms.

¹¹ From the Australian Natural Heritage Charter

¹² T.A Farrell and J.L. Marion (2002), "The Protected Area Visitor Impact Management (PAVIM) Framework: A Simplified Process for Making Management Decisions", *Journal of Sustainable Tourism*, vol. 10, no.1, 2002.

¹³ National Park Service, US Department of the Interior, available at: http://www2.nature.nps.gov/geology/monitoring//ib4/limits_of_acceptable_change.pdf

Mitigation

Steps taken to avoid or minimise negative environmental impacts. Mitigation can include: avoiding the impact by not taking a certain action; minimising impacts by limiting the degree or magnitude of the action; rectifying the impact by repairing or restoring the affected environment; reducing the impact by protective steps required with the action; and compensating for the impact by replacing or providing substitute resources¹⁴.

Monitoring

Ongoing review, evaluation and assessment to detect changes in the natural integrity of a place, people (group, race or clan) or other entity with reference to a baseline condition¹⁵.

Multi-stakeholder process (MSP)

At all levels, organizations and networks are experimenting with MSPs, which can be defined as “processes which aim to bring together all major stakeholders in a new form of communication, decision-finding (and possibly decision-making) on a particular issue. They are also based on recognition of the importance of achieving equity and accountability in communication between stakeholders, involving equitable representation of three or more stakeholder groups and their views. They are based on democratic principles of transparency and participation and aim to develop partnerships and strengthen networks between stakeholders. MSPs cover a wide spectrum of structures and levels of engagement. They can comprise dialogues on policy or grow into consensus-building, decision-making, and implementation of practical solutions. The exact nature of any such process will depend on the issues, its objectives, participants, scope, time lines, etc.”¹⁶

Notification

A programmatic mechanism for evaluation purposes and for alerting interested parties that an event has occurred or will occur or to request a specific action.

Protected areas

A legally established land or water area under either public or private ownership that is regulated and managed to achieve specific conservation objectives¹⁷.

Recreation Opportunity Spectrum (ROS)

A mix of outdoor settings based on remoteness, area size, and evidence of humans, which allows for a variety of recreation activities and experiences. The descriptions used to classify the settings are on a continuum and are described as: rural, roaded resource, semi-primitive motorized, semi-primitive non- motorized, and primitive¹⁸.

Recreation Opportunity Spectrum objectives

Resource management objectives in approved integrated resource management plans, reflecting the desired Recreation Opportunity Spectrum setting to provide for specific types of recreation opportunities and experiences¹⁹.

Recreation Opportunity Zones

An opportunity zone provides a qualitative description of the kinds of resource and social conditions acceptable for that class and the type of management activity considered appropriate. Opportunity zones are not on-the-ground allocations, nor are they derived from specific conditions found within the area. They are hypothetical descriptions of the range of conditions that managers consider likely to be maintained or restored in the area. The designation of opportunity zones often follows the basic Recreation Opportunity Spectrum (ROS) system.

¹⁴ <http://www.biology-online.org/dictionary.asp>

¹⁵ From the Australian Natural Heritage Charter

¹⁶ Hemmati, Minu (2002), “The World Commission on Dams as a multi-stakeholder process: some future challenges”, *Politics and the Life Sciences*, March 2002, vol.21, no.1.

¹⁷ Biodiversity Glossary provided by the World Resources Institute (WRI).

¹⁸ Forestry Glossary, British Columbia (Canada): <http://www.for.gov.bc.ca/hfd/library/documents/glossary/R.htm>

¹⁹ Idem.

Social Impact Assessment (SIA)

SIA is a process of evaluating the potential impacts, both beneficial and adverse, of a proposed development that may affect the rights, which have an economic, social, cultural, civic and political dimension, as well as the well-being, vitality and viability, of an affected community – that is, the quality of life of a community as measured in terms of various socio-economic indicators, such as income distribution, physical and social integrity and protection of individuals and communities, employment levels and opportunities, health and welfare, education, and availability and standards of housing and accommodation, infrastructure, and services²⁰.

Sustainable development

Development that meets the needs and aspirations of the current generation without compromising the ability to meet those of future generations.

Sustainable tourism

Tourism “envisaged as leading to profitable management of all resources in such a way that economic, social and aesthetic needs can be fulfilled with maintaining cultural integrity, essential ecological processes, biological diversity, and life support systems”²¹.

Sustainable tourism, in the context of development, has been defined as, “all forms of tourism development, management and activity, which maintain the environmental, social and economic integrity and well being of natural, built and cultural resources in perpetuity” (FNNPE, 1993).

In the years since the concept of sustainable tourism was first defined, a general consensus has formed on the basic objectives and targets. Sustainable tourism should: contribute to the conservation of biodiversity and cultural diversity; contribute to the well being of local communities and indigenous people; include an interpretation/learning experience; involve responsible action on the part of tourists and tourism industry; be appropriate in scale; require the lowest possible consumption of non-renewable resources; respect physical and social carrying capacities; involve minimal repatriation of earned revenue; be locally owned and operated (through local participation, ownership and business opportunities, particularly for rural people)²².

Sustainable use

The use of components of biological diversity in a way and at a rate that does not lead to the long-term decline of biological diversity, thereby maintaining its potential to meet the needs and aspirations of present and future generations.

Stakeholder

Individuals who are either inheritors or have a vested interest in development, including community members; environmental, social, and community NGOs; natural resource, planning, and government officials; hotel owners, tour operators, guides, transportation providers, and representatives from other related services in the private sector.

Traditional knowledge (TK)

Refers to the traditional knowledge, innovations and practices of indigenous and local communities embodying traditional lifestyles relevant for the conservation and sustainable use of biological diversity.

A cumulative body of knowledge and beliefs handed down through generations by cultural transmission, about the relationship of living things (including humans) with one another and with their environment. TK is an attribute of societies with historical continuity in resource use practices.²³

Trans-boundary impact

‘Trans-boundary impact’ means any significant adverse effect on the environment that occurs across the borders of different states – the physical origin of which is situated wholly or in part

²⁰ Definition used in the Akwé: Kon guidelines, section II. Use of terms.

²¹ From the World Tourism Organisation.

²² Millennium Ecosystem Assessment, Conditions and Trends Assessment, Chap. 17.

²³ See Cumulative Effects Assessment & Management (CEAM) website www.ceamf.ca/01_who/01_definitions.htm

within an area under the jurisdiction of a Party, within an area under the jurisdiction of another Party. Such effects on the environment include effects on human health and safety, flora, fauna, soil, air, water, climate, landscape and historical monuments or other physical structures or the interaction among these factors; they also include effects on the cultural heritage or socio-economic conditions resulting from alterations to those factors.

User fees

The payment of a fee for direct receipt of a public service by the benefiting party.

Visitor Impact²⁴

Impacts from visitors on the environment or social system, such as trail erosion, wildlife disturbance, water pollution, death of coral reef organisms or visitor crowding, water shortages, monetary inflation and conflict.

Visitor impact problems require management attention for the following reasons:

impacts may compromise protected area resource protection mandates;

many impacts occur rapidly at initial or low levels of use;

some impacts are cumulative, increasingly degrading resources over time; and impacts may lead to other undesirable consequences such as diminished visitation, economic benefits or resource protection incentives.

Zoning

The division of an area into sub-areas, called zones. Zoning seeks to regulate land uses by separating them based on incompatibility, or allowing like/compatible uses to co-exist. A basic principle of tourism zoning is the conservation of specific environmental features such as wetlands, archaeological and historic sites, important stands of vegetation and unusual geological features. Related to this is the maintenance of visual diversity. Also important is the achievement of successful functional groupings of resort facilities and activities, such as accommodation, commercial and cultural facilities, and recreation facilities in suitable areas. Buffer zones containing mixtures of tourism facilities and less fragile environmental preservation requirements may also be designated²⁵.

²⁴ T.A Farrell and J.L. Marion (2002), "The Protected Area Visitor Impact Management (PAVIM) Framework: A Simplified Process for Making Management Decisions", *Journal of Sustainable Tourism*, vol. 10, no.1, 2002.

²⁵ Glossary of Tourism Terms, Singapore Tourism Board, definition taken from the *Encyclopedia of Tourism*, p. 635.



Aggteleki Nemzeti Park

Aggtelek Biosphere Reserve and National Park is situated in a vast karst area which belongs to the southern limestone foothills of the Carpathian Mountains, at the northern frontier of Hungary with the Slovak Republic.

Aggtelek Biosphere Reserve and National Park

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Babiogórski Park Narodowy

Babia Góra is the highest massif in the West Beskidy mountains which form part of the Western Carpathians, situated in the Southwest of Poland at the frontier with the Slovak Republic. With a peak of 1725 m, Babia Gora is a perfect example of plants zonation in European mountains.

Babia Góra Biosphere Reserve and National Park

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Správa Národního Parku Šumava

The Biosphere Reserve and National Park in the Šumava mountain range, situated along the southwest borders of the Czech Republic with Germany and Austria, covers a great variety of precious natural habitats, including remnants of primeval mountain forests, glacial lakes and extensive peat lands.

Šumava Biosphere Reserve and National Park

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Ökológiai Intézet a Fenntartható Fejlődésért Alapítvány

The Institute, founded in 1992, aims to promote the idea of sustainable development by building understanding on the idea of sustainability and helping the practical implementation of sustainable development.

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Stowarzyszenie Przyjaciele Babiej Góry

The main goal of the Friends of Babia Gora Association is to support sustainable development of local communities living around Babia Góra through the development of the economic sector with simultaneous protection of its rich natural and cultural heritage.

Friends of Babia Góra

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Ústav systémove biologie a ekologie, Akademie věd České republiky

The Institute, established in 1993, focuses on dynamic properties of biological and ecological systems at various hierarchical levels, from molecules to landscape. Scientific research and graduate education are its primary activities.

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Ökologischer Tourismus in Europa (Ö.T.E.) e. V.

The society, founded 1991, offers information and education about environmentally friendly forms of tourism. It carries out regional model projects designed to promote sustainable tourism as an element of sustainable regional development.

Ecological Tourism in Europe

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