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Sustainable tourism management in the transboundary areas of the Dinaric Arc region

Manual for planning, development and monitoring of tourism in the protected areas of the Dinaric Arc

Elles Melenhorst, Matti Tapaninen and Veronika Ferdinandova

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'Borders are not natural, they were created by people. Therefore people should also be able to break them down for our cultural and natural heritage.'

(Brunner, 2006)

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Contents

Foreword

The Dinaric Arc region is the natural framework of the Western Balkan countries. The unique landscape and geological characteristics, such as gorges, canyons, karst ecosystems, caves and rivers, represent a fascinating meeting point for nature and wildlife lovers. In addition, the built heritage such as fortresses and traditional houses, along with the inconspicuous cultural heritage, like music and the performing arts, gastronomy and oral traditions, demonstrate the powerful connection between people and nature.

The potential transboundary protected areas of the Dinaric Arc are the backbone of its resources. They straddle international borders and provide important collaborative opportunities between managers and scientists in neighbouring countries, as well as possibilities for promoting conservation and sustainable management across politically divided ecosystems. Tourism is a growing sector in the Balkan region, providing a great opportunity for the appreciation of natural and cultural values, while strengthening cooperation and financing the conservation of protected areas. However, tourism also represents a major management issue for many of protected areas.

Ever since the launch of the Dinaric Arc Initiative in 2004, various programmes, initiatives and site-specific projects have been designed and implemented, many of which have been aimed at creating regional activities for tourism and strengthening transboundary cooperation.

Thanks to the support of the Finnish Ministry for Foreign Affairs, IUCN, SNV and WWF have joined their efforts to achieve the sustainable development of these areas through the travel and tourism sector, among others. The Finnish Development Policy Framework Programme for the Western Balkans, with its project *Environment for People in the Dinaric Arc*, successfully catalyzed the necessary political support and action on the ground.

This publication is intended to facilitate in managing the Dinaric Arc Region's protected areas, enabling local stakeholders to build a sustainable framework for tourism and long-term, sustainable cooperation. Case studies give examples from the ground and show how to best manage tourism and create an "inclusive" and "sustainable" tourism business for transboundary areas in the Western Balkan countries. This manual is a practical tool for sustainable tourism development in the Dinaric Arc Region. IUCN, SNV and WWF are happy to present it to all interested parties, especially to managers of nature and national parks, local governments and tourism businesses.

Marcello Notarianni
IUCN WCPA Tourism and Protected Areas Group member

Boxes, Tables and Figures and Annexes

Acknowledgements

Acronyms

BiH	Bosnia and Herzegovina
CBD	Convention on Biological Diversity
EU	European Union
GDP	Gross Domestic Product
IUCN	International Union for Conservation of Nature
NP	National Park
PA	Protected Area
SNV	Netherlands Development Organization
TBA	Transboundary Area
TBPA	Transboundary Protected Area
TSA	Tourism Satellite Accounts
UNWTO	United Nations World Tourism Organization
USP	Unique Selling Point
WWF	World Wide Fund for Nature

IUCN

IUCN, International Union for Conservation of Nature, helps the world find pragmatic solutions to our most pressing environment and development challenges.

IUCN's work focuses on valuing and conserving nature, ensuring effective and equitable governance of its use, and deploying nature-based solutions to global challenges in climate, food and development. IUCN supports scientific research, manages field projects all over the world, and brings governments, NGOs, the UN and companies together to develop policy, laws and best practice.

IUCN is the world's oldest and largest global environmental organization, with more than 1,200 government and NGO members and almost 11,000 volunteer experts in some 160 countries. IUCN's work is supported by over 1,000 staff in 45 offices and hundreds of partners in public, NGO and private sectors around the world.
www.iucn.org

WWF

WWF, the global conservation organization, is one of the world's largest and most respected independent environmental conservation organizations. WWF has a global network active in over 100 countries with some 5 million supporters. WWF's mission is to stop the degradation of the earth's natural environment and to build a future in which humans live in harmony with nature, by conserving the world's biological diversity, ensuring that the use of renewable natural resources is sustainable, and promoting the reduction of pollution and wasteful consumption. WWF is known only by its initials.
www.panda.org

SNV Netherlands Development Organisation

SNV is an international development organisation with almost half a century of world-wide experience. Working in over 30 countries across four continents, SNV combines the inspiration of the development worker with professional management and advisory services, strengthening the capacity of local organisations in order to create a real and lasting impact in economic development. SNV's vision is a society where all people enjoy the freedom to pursue their own sustainable development. SNV offers high quality professional services and knowledge to groups and individuals in order to build strong, stable and successful organisations that create the conditions in which people and communities are able to flourish. SNV is headquartered in The Hague, Netherlands, and registered as an independent foundation. www.snvworld.org

1 Introduction

The purpose of this manual is to assist protected area (PA) managers, conservationists, tourism professionals, private tourism holdings, and other main stakeholders in the planning, development, management and monitoring process of tourism in the TBAs of the Dinaric Arc region. The manual was produced within the project 'Environment for People in the Dinaric Arc' designed to increase regional transboundary cooperation in the management and conservation of cultural landscapes and biodiversity for the benefit of rural communities in the TBAs of the Dinaric Arc region. It was implemented jointly by IUCN, WWF and SNV and covered six pilot sites: NP Plitvice Lakes-NP Una, NP Durmitor-NP Sutjeska, NP Tara-Drina, Neretva Delta, Mountain Dinara, and Prokletije / Bjeshkët e Namuna.

The main goal of the manual is to contribute to better understanding of sustainable tourism development, in a way that natural, cultural and economic resources are maintained, that needs of local communities are respected and that the future sustainable development of the Dinaric Arc region is secured. Border areas are often the most favoured regions for biodiversity, partially as a result of their geographical location or political factors impeding their development. Sharing natural areas between two countries includes not only sharing common resources, but also responsibilities. Achieving ecological coherence in Europe, protecting and managing its natural resources in a sustainable way while also controlling or reducing environmental threats cannot be done by one country alone; it requires interregional and transboundary cooperation. Transboundary protected areas (TBPAs) represent a commitment of two or more countries to the common management of their frontier regions and shared ecosystems. As such, TBPAs straddle international boundaries, thus providing important collaborative opportunities between managers and scientists in neighbouring countries, as well as possibilities for promoting conservation and sustainable management across politically divided ecosystems.[1]

This manual is a collection of practical components and tools to help PA managers and other stakeholders of the Dinaric Arc region to understand the delivery of tourism in the transboundary setting of the Dinaric Arc region. Even though the Dinaric Arc region encompasses many natural and cultural similarities, the region still holds significant differences. Given these variations, the manual cannot provide all the answers. However, it can provide a framework that presents guidelines to assist each site according to its own unique setting. The manual is intended to provide support, the adequate know-how to undertake and understand the importance of the process of tourism planning, development, management and monitoring. The manual is intended to be a catalyst to develop a common approach for sustainable tourism development in the Dinaric Arc region.

The Dinaric Arc region in South Eastern Europe is a region of a rich natural and cultural heritage. It hosts large preserved forests, relatively healthy populations of several of the large carnivores (bear, wolf), and is the most water-rich area in the Mediterranean in terms of freshwater ecosystems. The region is further known for its rich cultural heritage. However, many of these values are under threat due to the current unsustainable developments and unfavourable sociopolitical circumstances. The negligence of rural areas and degradation of the natural environment have had severe impacts on the livelihoods of many rural communities in the region.[2]

During the 9th Conference of the Parties to the Convention on Biological Diversity, the so called 'Big Win Statement' was released, whereby the governments of South Eastern Europe moved closer to establishing a vision of a vast cross-border network of PAs stretching along the Dinaric Arc region. Cooperation was set out to ensure the protection of the region's biological and cultural diversity, while stimulating the growth of the national economies and providing a framework for sustainable regional cooperation.

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1   For further reference on TBPAs please visit http://www.unep-wcmc.org/transboundary-protected-areas_469.html and http://www.europarc.org/what-we-do/transboundary-parks

2   Environment for the People, A Western Balkans Environment & Development Cooperation Programme, information brochure, page 2, IUCN, WWF and SNV, 2010.

Tourism is one of the world's oldest sectors and over time, many different tourism definitions have emerged. Sustainable development of tourism requires constant analysis, assessment and monitoring. In order to provide consistent information that is collected and analyzed for each transboundary site in the Dinaric Arc region, it is important to use the same terms and definitions in working documents, publications, reports and potential marketing and promotion materials. Confusion regarding tourism terms and definitions can then be avoided and quality can be assured. Annex 1 of this manual includes the most commonly used tourism and sustainable tourism related terms and definitions, as used by the UNWTO, CBD and IUCN. It is important that alignment for such terms and definitions find its way in the day to day tourism language of the Dinaric Arc region.

2 The Dinaric Arc region as a tourism destination

Learning objectives:
1. To understand the main links between the components of the tourism value chain
2. To understand the relations between PAs and tourism
3. To understand the importance of the Dinaric Arc region as a tourism destination

Key terms and concept:
- Tourism value chain
- Tourism business concepts
- Dinaric Arc region

2.1 Tourism value chain

Tourism is a complex economic sector. As stated in the previous chapter, tourism creates a range of opportunities, not only through the provision of economic benefits such as employment and direct spending in the local area. When it is well-planned and effectively managed, it can also increase awareness of and support for conservation of the key resources on which tourism depends and presents an opportunity to strengthen community participation in PA management.

Buni Jezerce, Bjeshkët e Namuna © Boris Erg

The tourism product that is produced and consumed is the overall visitor experience. This can be described as a linked set of components (with associated influences, consumption patterns and expenditure) over space and time, which include:

- dreaming and selection (pre-departure images), planning (e.g. information gathering) and booking;
- travel to the destination, arrival and orientation;
- use of accommodation and catering facilities;
- buying personal items and souvenirs;
- visits to attractions and participation in activities;
- homecoming travel (or to another destination);
- memories and post visit contact.

Each of these components involves business transactions and expenditure by the tourist, and are provided and delivered by a large number of different players in both the public and private sectors. They include a wide range of businesses, including tour operators, travel agents, transport providers, accommodations, catering, attraction site managers, activity operators, handicraft sellers, souvenirs and general retailers, and others. Many will be located in the destination itself but some will not be. In PAs, the location of these businesses should be regulated by PA zoning.

Each of the companies or organizations above will in turn need to enter into a further set of transactions with other enterprises or organizations (both within and outside the destination) in order to create their particular component of the visitor experience. For example, restaurants need to purchase food from farmers (or from wholesalers, who in turn purchase from farmers). The comprehensive set of components that make up the visitor experience, together with all the transactions associated with them, is called the **tourism value chain**. A schematic illustration of a tourism value chain is shown in Figure 1. The total sum of all transactions will constitute the economic value generated by the visitor experience.
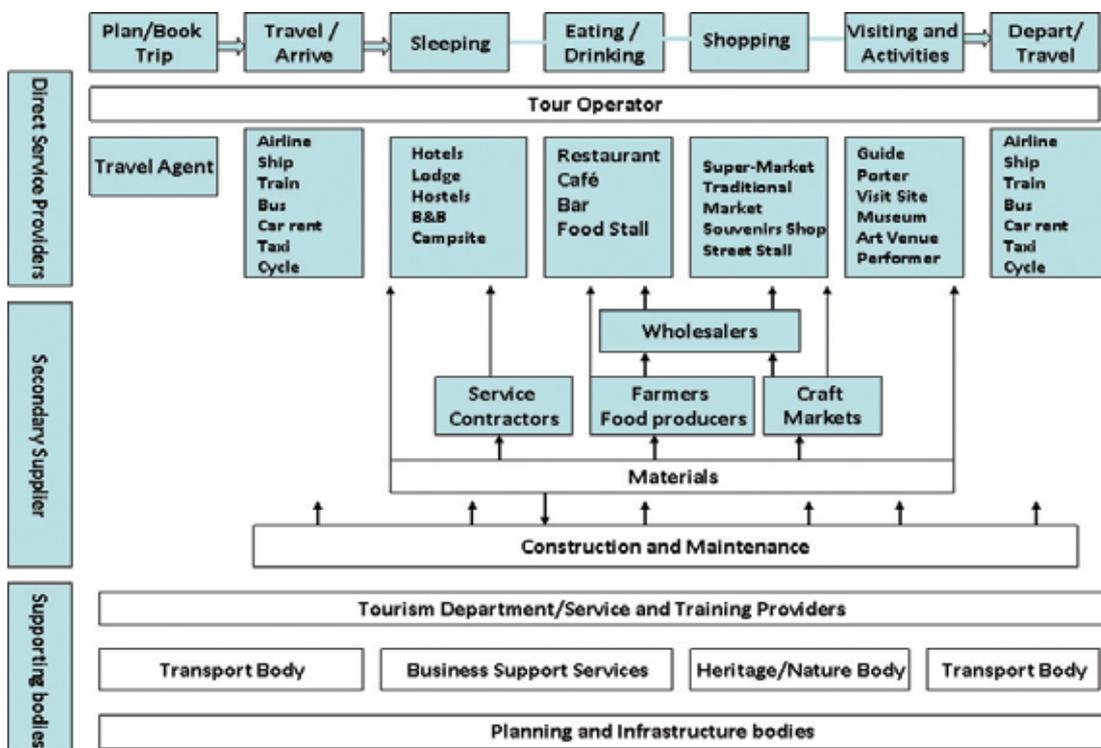
Figure 1: The tourism value chain[3]

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3 Source: Manual on Tourism and Poverty Alleviation, Practical Steps for Destinations, SNV and UNWTO, Madrid, Spain, 2010.

2.2 Understanding links between protected areas and tourism business

The broad range of travel and tourism enterprises and tourists means that PA managers will need to consider an array of strategies for linking with the tourism operators. There is not one standard model for developing such relationships, and each case needs to be considered in context. In order to have an overview of the travel and tourism sector, we should understand the main tourism stakeholder's definition and their link to the market.

Because of the way the tourism sector is organized, outbound tour operators (or international tourism companies such as cruise lines) often do not have direct links with PAs. While inbound tour operators generally have some links, locally based companies are likely to have the closest links with any nearby PAs.

Strategies and activities for linking PAs with the tourism operators will also be determined by how visits to a specific PA are organized and how tourists tend to learn about the site. Visitors may arrive at a PA in one of several ways. For example, their visit might be included in a tour package purchased in their home country, or they may have bought a tour locally from a local tour operator or travel agent, or through their hotel or all-inclusive resort. Some visitors may be free independent travellers who have made arrangements based on word-of-mouth, online social network recommendations or suggestions from a local hotel, guide book, tourist information office or official website. How tourists end up at a destination can be evaluated through visitor surveys. The following scenarios are a starting point for considering which strategies may be most suitable:
- if most tourists come as part of a package bought abroad, then connecting with international tour operators – initially by making links with the local inbound operators that international companies are using – is likely to be important;
- if travellers purchase their trip or tours locally, links with local tour operators and travel agents will be more suitable;
- if tourists are making their own organizations, then links with local hotels, tourism information offices, visitor centres, websites, social media and traveller web forums will be most important.

It is also relevant for PA managers to take into account whether they want to be 'actively' engaged in tourism by creating and managing tourism products and services themselves, or more 'passively' involved by hosting activities that are operated by others (use concessions and managing contracts in outsourcing). The advantages and disadvantages of different approaches will be explored in Section 4.

2.3 The Dinaric Arc region as a tourism destination

The Dinaric Arc, named after Mt. Dinara, one of the mountains of the large Dinaric Arc, is a region of South Eastern Europe encompassing some 100,000 km^2 and more than 6,000 km of the Adriatic Sea coastline, from north-eastern Italy to northern Albania. It includes portions of Italy, Slovenia, Croatia, BiH, Serbia, Montenegro, Albania and Kosovo.[4] In particular, it concentrates on the border areas of eastern Croatia and western BiH, through northern Montenegro, eastern BiH and western Serbia and finally towards the southern end of the region to the Prokletije / Bjeshkët e Namuna massif shared between Albania, Montenegro and Kosovo.[5] The natural features of the Dinaric Arc region are abundant, whereby the different TBAs include large forests with high floral diversity, mountain areas, unique karst ecosystems, cave habitats, numerous wetlands and freshwater habitats and rich species diversity. The borders in the region have often been defined by geographical features such as rivers, canyons and mountains. For example the Drina River forms most of the border between BiH and Serbia. The Dinara-Kamesnica mountain chain, cuts through Bosnia and Croatia.

The cultural features of the region are defined by a rich mix of traditions and religions, whereby South Eastern Europe has always stood at the crossroads between Western Europe and the Middle East.

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4   UNSCR 1244/99

5   Ibid.

The Dinaric Arc region faced different regimes of occupation with eastern influences during the Ottoman period from the 14th to the 19th century, combined with western influences during the Austro-Hungarian rule in the 19th century. These times added to the already rich traditions and customs of the regionthat today have found their way and settled amongst the day to day lives of people of the Dinaric Arc. These natural and cultural resources of the Dinaric Arc today provide the means for tourism to be used as a catalyst for change.

The TBAs of the Dinaric Arc region hold an abundant variety of natural and cultural resources, which create tourism potential. Yet, it is important to realize that tourism alone cannot always be the founding answer for development. The five countries and project sites in the Dinaric Arc region face similar economic and social issues. The region underwent great political, economic and social transition periods, as well as a destructive war which left devastated local economies, infrastructure issues, population aging and migration to the larger cities in the region and away from rural areas. These are issues which tourism alone cannot solve. Further sustainable development of the region is also dependent on the commitment of local and national authorities, implementation of development policies and strategies and the overall stimulation of the business environment of the region and beyond. It is also important to realize that PAs do not always form the main destination in a geographical location and competitive tourism products can seldom be based on the PA itself. Few people visit PAs only for the PA. Even the most well-known PAs in the world do not form the main destination of a tourist trip. Therefore, it is so important for PA managers to collaborate in a transboundary setting or amongst multiple areas in a region. This greatly diversifies the product, creates more opportunities for visitors to choose from, and thus overall competitiveness of a region.

However, the challenge for PA managers is in achieving an integrated approach across the wider destination, which can include other PAs, landmarks and cultural attractions across borders and diverse stakeholders. This network should function as an open system, where the exchange of information and knowledge is accessible to all stakeholders. The TBAs in the Dinaric Arc region can take advantage of the overall tourism development and marketing mechanisms of the wider destination. Thus, tourism requires a coordinated and integrated approach of policy and strategy implementation, and communication among the public institutions, civil society and the private sector.[6]

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6   Beunders, N. (2002). PAN Parks Manual for Sustainable Tourism, Practical Guidelines for the Formulation of a Sustainable Tourism Development Strategy (STDS) for protected areas and their regions.

3 Tourism, protected areas and transboundary cooperation

Learning objectives:
1. To understand the international tourism demand in PAs
2. To understand the positive and negative effects of tourism in PAs
3. To understand tourism in TBAs

Key terms and concept:
- Tourism trends
- Leisure patterns
- Tourism benefits vs risks in PAs
- Tourism and TBAs

3.1 Tourism trends in protected areas

According to the last UNWTO figures, in 2011 there were 982 million international tourist arrivals worldwide and international tourism receipts exceeded US$ 1 trillion for the first time.[7] In the last decade, tourism in many PAs has grown, and it is expected that this will continue in the future. Traditional mass tourism such as "sun-and-sand" resorts has reached a steady growth stage. In contrast, ecotourism, nature, heritage, cultural and soft adventure tourism, and subsectors such as rural and community tourism are predicted to grow more rapidly over the next two decades.

Tara NP and Drina River © Boris Erg

7   UNWTO Barometer, vol. 10 (2012).

The trend for visitation to PAs has also increased in the Western Balkans region. Travelling to and within the region has grown considerably and the countries of the Dinaric Arc have all climbed in the tourism ranking system.[8] Some countries of the Dinaric Arc have a longer tradition in tourism development, such as Croatia and Montenegro, where tourism has mostly been oriented towards coastal development. Other countries, such as Serbia, BiH and Albania have only recently been aiming to use tourism potential more actively and efficiently. However, in all of the Dinaric Arc countries, tourism is being increasingly recognized as an active generator of economic growth.

With this growth, a diversification of tourism products and destinations is taking place, whereby the demand for nature related tourism is growing as well as visitation to national and nature parks.[9] Travel to PAs is thus increasing, both because of the overall expansion of tourism and development of international transport networks, and because of the growing interest and awareness amongst tourists in their need to learn more about the natural and cultural heritage of the destinations they visit. As such, tourists themselves have become more 'demanding' in regards to the services offered and also require a more meaningful visitor experience, which includes interpretation of the values of the PA. Fortunately the recognition for safeguarding these resources is gaining in strength. The increase in visits of PAs results in an overall global rise in the social concern for environmental protection, and the protection of natural and cultural resources.

Such a trend has also influenced the Dinaric Arc region. National governments of the Dinaric Arc region are assuring their conservation commitment through public statements, action plans and strategies. Regional and national political support for PAs is of great importance. However, the involvement of all stakeholders, including PA managers, local communities and the private sector, is required to ensure plans are resourced and implemented.

The need for personal health and wellbeing is another important aspect for the rise in visitation to PAs. With economic standards rising in the Dinaric Arc region and an overall increase in discretional income, comes the availability of more leisure time available to spend on personal wellbeing. Active leisure time corresponds with the need for more healthy lifestyles, and the PAs in the Dinaric Arc region serve this purpose well.

The overall global rise in education level is also contributing to increased visitation to PAs. It is known that a higher level of education is associated with an increased level of educational (outdoor) activities.[10] More and more travellers are seeking life-enriching experiences and have an increased desire to learn while travelling. The natural and cultural resources found in the PAs of the Dinaric Arc provide the opportunity for these forms of tourism, where educational activities and experiences can form the base for tourism development. PA managers can further increase the degree and sophistication of interpretation experiences through greater use of information boards and through experienced, educated guides and interpretative facilities. Interpretation can further raise the general level of awareness in the region regarding the need for conservation. Greater visitor awareness of PA values and the need for their conservation can increase political will for better management of existing PAs and designation of new ones.

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8   According to the Travel and Tourism Competitiveness Index 2011, all the countries across the Western Balkans have jumped the tourism charts. The following figures are according to rankings comparing 2011 to 2009, for 139 countries worldwide. Rankings are based on infrastructure, tourism facilities, safety, etc., and do not include natural and cultural attractions; Albania 71/90, BIH 97/107, Croatia 34/34, Montenegro 36/ 52, Serbia 82/88.

9   Eagles, P., McCool, S. and Haynes, C.D. (2002). Sustainable Tourism in Protected Areas, guidelines for planning and management, IUNC, WTO, UNEP.

10   Ibid.

Box 1: Educational trails in Croatia[11]

> More and more PA managers are using their visitor information centers as a means for interpretation, creating awareness and enhancing the overall visitor experience. Active educational paths are an excellent way to combine these elements, making the experience more meaningful. Several PAs in Croatia already offer self-guided interpretive walks, where creative signs interpret cultural features (such as original historical huts and houses) and convey conservation messages.
>
> Risnjak NP in Croatia provides such educational trails. http://risnjak.hr/?page_id=247&lang=en. Northern Velebit NP offers educational programmes and trails for adults and children, including a stargazing trail. http://www.np-sjeverni-velebit.hr/novi_web/NPSV-pdf/NPSV-programi.pdf. Ucka Nature Park offers a variety of educational trails, depending on the culture interests, type of activity and personal interests of the visitor. http://www.pp-ucka.hr/en/Educational-and-hiking-trails/.

3.2 Benefits and constraints of tourism in protected areas

Tourism in PAs brings both benefits and constraints and both implications are entangled in a complex manner. It is important to understand that tourism development in the Dinaric Arc sites should never outweigh the potential risks and costs, and it is up to the PA managers, tourism players and closely involved stakeholders to manage and prevent such risks and to eliminate these to the maximum possible extent. It is generally understood that sustainable tourism development in PAs could provide a means for the protection of natural and cultural heritage, while also enhancing economic opportunity and the overall quality of life for the local population. Potential benefits are outlined in Table 1.

In the literature, negative impacts are often related to the potential risks of tourism in PAs. While the establishment of tourism in PAs may include the previously mentioned positive outcomes such as the protection of natural elements and improvement of the quality of life for the surrounding communities, the road towards these outcomes may be rough. One of the challenges for the PA manager is to carry out the principles of nature conservation and the sustainable use of natural resources. Often the region located around the PA is sparsely populated and the local people are dependent on the natural resources as a way of life, especially for transboundary sites. The natural resources thus create economic security.

Life in rural areas is often challenging enough and economic opportunities are scarce. The protection of natural and cultural resources is not always considered a first priority when economic benefits of the use of these resources far outweigh the possible (negative) environmental effects.

Negative effects can and do result from tourism visitation, however many of these are manageable and some can be alleviated. PA managers and most stakeholders should identify both the positive and negative effects of tourism, determine what an acceptable level of 'disturbance' is and develop a system to monitor and manage those disturbances.

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11   Projic, I. (2011). Assessment of the Dinara Mountain Tourism Development within the project 'Environment for People in the Dinaric Arc', Zagreb.

Table 1: Potential benefits of sustainable tourism in PAs[12]

Enhancing economic opportunity	• Increases income and jobs for local people and communities • Stimulates new tourism entrepreneurship and stimulates and diversifies the local economy • Encourages local manufacture of goods • Obtains new markets and foreign exchange • Improves living standards • Generates local tax revenues • Enables employees to learn new skills • Increases funding for PAs and local communities • Improves local facilities, transportation and communications • Increases competitiveness of the area
Protecting natural and cultural heritage	• Contributes to the conservation of biodiversity (including genes, species and ecosystems) • Values and conserves natural, cultural and built heritage resources • Creates economic value and protects resources which otherwise have no perceived value • Transmits conservation values, through education and interpretation • Helps to communicate and interpret the values of natural and built heritage and of cultural inheritance to visitors and residents of visited areas, thus increasing awareness • Supports research and development of good environmental practices and management systems to influence the operation of travel and tourism businesses, as well as visitor behaviour at destinations • Helps develop self-financing mechanisms PA operations
Enhancing quality of life	• Promotes aesthetic, spiritual, and other values related to wellbeing • Increases the education level of local people • Encourages people to learn the languages and cultures of foreign tourists • Encourages local people to value their local culture and environments • Supports environmental education for visitors and locals • Establishes attractive environments for destinations, for residents as much as visitors, which may support other compatible new activities, from fishing to service or product-based industries • Improves intercultural understanding • Encourages the development of culture, crafts and the arts

3.3 Benefits and constrains of tourism in TBPAs

Border regions are often suitable locations for PAs and wildlife refuges. Borders frequently follow natural landscape features, such as rivers and mountain ranges and canyons, providing pristine natural attractions and thus favourable PA locations. Although people often visit PAs for their natural attractions, the presence of an international boundary can add a unique element to the destination. TBAs and their frequently associated remoteness appeal to tourists because they provide some of the most pristine natural landscapes in the world and provoke excitement and interest about the history of establishment, and the cultures that have developed around them.[13] The presence of an international border adds another dimension to the tourism product and creates excellent ways for interpretation to reveal the landscape's history, natural evolvement and different cultures.

Within the Dinaric Arc region and beyond, there are numerous examples of neighbouring regions in different countries that share remarkable natural and cultural resources, and therefore create potential transboundary tourism development. Borderland (protected) areas and potential cooperation among different institutions are gaining in strength.[14] More and more opportunities for transboundary

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12   Modified from Eagles, P., McCool, S. and Haynes, C.D. (2002). Sustainable Tourism in Protected Areas, guidelines for planning and management, IUNC, WTO, UNEP.

13   Dallen, T. (2000). Borderlands, An Unlikely Tourist Destination? IBRU Boundary and Security Bulletin. p. 57.

14   Ibid.

cooperation in tourism development have emerged through national and regional policies, supported for example by EU cross-border initiatives indented to stimulate cooperation and good relations between neighbouring countries.

The establishment of transboundary PAs (TBPA) and the potential for sustainable tourism development creates abundant opportunities for the sites of the Dinaric Arc region. First and foremost, it must be noted that nature does not restrict itself to politically established borders. Maintaining values and biodiversity requires partnerships and collaborations to create well-functioning PAs. The following overview provides further benefits of cooperation for tourism in TBPAs.

Table 2: Potential benefits of tourism in TBPAs

Economic benefits	- Overall stronger travel destination due to increased opportunities, greater resources - Greater access to markets, thus greater business opportunities - Increased cost effective approach for tourism marketing materials, promotional costs and publications - Increased cost effective approach for tourism research - Increased cost effective approach for joint interpretation programmes - Increased cost effective joint training of park staff - Increased understanding of neighbours' tourism markets and products - Better access to international funding for projects
Socio-cultural benefits	- Increased contact and openness across borders for communities - Transboundary cooperation increases staff morale and decreases the feeling of isolation. Contact with cultural differences enriches both sides - Increased social capital - Cultural learning and enhancement of staff know-how
Ecological benefits	- Species and biotopes are not restricted by borders and are common across borders, cooperation is the only way to safeguard this biodiversity - Greater economic resource availability for ecological conservation - Increased public awareness for the need of conservation - Greater appreciation and know-how regarding nature conservation
International benefits	- Creates (international) publicity. Historical occurrences may not cause obstacles for cooperation for local communities, however, more pressure and lobbying power for stronger commitment and more financial resources if another country or jurisdiction is involved - Increased overall international competitive advantage for the region - Greater access to international markets - Increased access to international funds, multi-lateral, bilateral funding schemes

There are also many challenges faced by TBPAs. Often the areas are confronted with cultural and political differences that create communication barriers and incompatible administrative practices. Differing levels of development can often result in varying environmental, social and political standards from side to side.

Box 2: Plitvice Lakes National Park and Una National Park [15]

Two NPs lie on the border between northwestern BiH (Una) and central Croatia (Plitvice Lakes). Plitvice Lakes NP is one of the most famous NPs in Croatia and the Western Balkans, receiving around 1 million visitors per year. The park and its surrounding areas are well developed, both in terms of infrastructure and the social and political standards. On the other side of the border is Una NP, established just a few years ago. The difference in the development levels can hamper cooperation, as it may create the dependency of one park on another. While tourism potentials are most certainly present in Una NP, which can only benefit Plitvice Lakes NP in terms of tourism product diversifications, the tourism infrastructure on the BiH side requires considerable investments, proper planning and management.

In addition, the remote location of many border areas in the Dinaric Arc region has resulted in political and socio-cultural isolation, and these areas are often excluded from national and regional economic development programmes. Such issues are not only challenging for the management of TBPAs but also have a great influence on the management of these areas as tourism destinations, including infrastructure development.

It is therefore important to ensure that the above negative implications are limited as much as possible and that the positive effects take the forefront in tourism development. Such positive developments result not only in economic advantages and cost-effective approaches. In a much broader framework, cooperation in tourism in the transboundary Dinaric Arc region enhances the empowerment of local rural communities through the provision of sustainable livelihoods and provides the means for mutual understanding of the rich natural and cultural shared resources, and ultimately the protection of these resources.

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15   Stojkovic, S. (2011). Assessment of Durmitor and Sutjeska NPs Tourism Development within the project 'Environment for People in the Dinaric Arc', Podgorica.

4 Tourism planning, development and management of TBAs: a step-by-step approach

Learning objectives:
1. To understand the tourism planning process in PAs
2. To understand cooperation in developing tourism in PAs
3. To understand the tourism stakeholder assessment process
4. To understand the tourism marketing and promotional approach for PAs
5. To understand the funding principle and market based self-financing mechanisms
6. To understand the management and monitoring of the tourism process for TBAs

Key terms and concept:
- Tourism planning
- Tourism stakeholders
- Unique selling points
- Sense of place
- Story-telling
- Interpretation for tourism products
- Performance and sustainable tourism indicators

Signposts, Durmitor NP © Veronika Ferdinandova

4.1 Introduction to protected area planning

Every PA needs a plan that illustrates how all activities (including tourism and related development) will be managed. The plan represents the desired future state (goal) or situation (status) of the PA and the most efficient and balanced path towards that future. Such a plan includes:
- the specific goals and objectives mandated for the area in its founding legislation, decree or government policy;
- zoning to apply different management approaches to different parts of the PA;
- the objectives for tourism development;
- the management actions to be implemented and their timing;
- costs, budgeting and financing needed to implement the actions.

In some ways, park plans for managing tourism attempt to maximize the benefits of tourism while minimizing costs. Tourism policies are an important component of the overall document.

In the designing and planning process, it is important to adopt a method that is understandable, logical and justifiable, where decisions can be described and where the value assessment intrinsic to PA planning are made explicit. Most of all, it is essential that all stakeholders are properly involved in the process. Making management decisions about tourism in PAs involves not only PA managers but also affected people, including the local communities, tourists, tour operators, investors and academic researchers. To make sure that each group can contribute its different type of knowledge to decision making, it is essential to set up a public involvement programme, which may be simple (small-scale) or comprehensive, subject to the needs.

4.2 The tourism planning process

Tourism planning at all levels is essential for achieving successful tourism development and management. The experience of many tourism areas worldwide has shown that, on a long-term basis, the planned approach to developing tourism can bring benefits without significant problems, while satisfying the tourist markets. Places that have allowed tourism to develop without planning often suffer from environmental and socioeconomic problems. These are detrimental to residents and unappealing for many visitors, resulting in marketing difficulties and decreasing economic benefits. Tourism planning is essential, whether this involves planning at the early stages of the establishment of a PA, or whether it involves transboundary planning for more advanced cooperation between PAs, such as between the Durmitor and Sutjeska NPs. Too often, tourism is considered through ad-hoc development,[16] with little consideration for sustainability and mostly only regards short-term economic advantages. In order to gain maximum results from sustainable tourism and to limit negative impacts, tourism in the Dinaric Arc region requires planning. Planning is understood as a process, whereby a desirable future is selected in which strategies and actions are implemented to achieve the desired outcome.[17] As such, the planning process starts from the present state and is intended to provide the means toward the desired outcome.[18] It is important to note that monitoring the different stages of the tourism process is essential, as both negative and positive outcomes can be directly influenced by taking action.[19]

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16   Tourism is a rather complicated activity that overlaps several different sectors of the society and economy. Without planning, it may create unforeseen and undesired impacts.

17   Eagles, P., McCool, S. and Haynes, C.D. (2002). Sustainable Tourism in Protected Areas, guidelines for planning and management, IUNC, WTO, UNEP.

18   As any planning, tourism planning is goal-oriented, trying to achieve clear objectives by matching available resources and pro-grammes with the needs and wants of the local community. Comprehensive planning requires a systematic approach, usually involving a series of steps. The process is best viewed as an iterative and ongoing one, with each step subject to modification and improvement at any stage of the planning process.

19   Please read further in Section 4.5 Monitoring.

Box 3: The planning process questions and suggestions

While in the planning process, it is important to ask the following questions:
- Where are we now? → identify the tourism system: resources, organization and markets
- Where do we want to go? → define goals and objectives
- What do we need to get to the desired outcome? → in terms of resources, organization and tourist services
- Are we getting where we want to go? → monitoring and adaptive management
- What needs to happen to improve performance and positive impacts? → checking new ideas and possible solutions

These are questions and suggestions to be asked not only at the early stages, but should also be addressed throughout and beyond the overall tourism planning process.

The PA management plan is the overall strategic planning document for PAs that determines and lists all policies, strategies and actions. Among this mix, tourism policies and action plans should be incorporated. However, PA management plans are often strong in terms of management of the natural resources and often weak in describing the goals and objectives for tourism and what actions need to be set in place to achieve these. A separate tourism strategy, which will include the planning process, goals and objectives, provides the sound base for sustainable tourism development.[20] Some sites in the Dinaric Arc region already have tourism strategies in place, while others are still in the initial phases. In any case, tourism plans or strategies should first and foremost be based on the natural and cultural values of the PA. Different policies and strategies should be integrated, their relationships made clear and management actions coordinated.

Box 4: Key factors in the transboundary tourism planning process[21]

- The natural and sociocultural environment within the PAs should form the basis for all other uses and values affecting the park and its management;
- Constant communication between PA managers and stakeholders regarding the natural and cultural values is essential;
- PA tourism, in a transboundary setting or not, depends on maintaining a high quality environment and cultural conditions within the area. This is essential to sustaining the economic benefits and quality of life created by tourism;
- A legal framework that allows tourism revenues to be retained by park management;
- PA managers and staff work to protect the values for which the PA was established through:
    - » active management of tourism and tourists;
    - » sharing responsibility for management with tourism operators, local communities and visitors; and
    - » providing potential economic opportunities for tourism.
- PA visitors expect to find facilities, programmes, recreational and learning opportunities within the parks. However, not all demands can be met, as some of these expectations may be inconsistent with the park's natural and cultural values, goals and objectives;
- Visitors desire diversity in recreational opportunities, but not all parks can or should set out to provide for every demand;
- Managing tourist expectations and experiences is the joint responsibility of park manager, private tourism enterprises, tourism operators and the hospitality industry. Thus it is essential that tourism visions, goals, objectives and targets are clear.

Finally, tourism planning should be carried out within the understanding of the current social, political and economic trends and the legal framework of the Dinaric Arc region. Understanding the context in

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20   Ibid.

21   Eagles, P., McCool, S. and Haynes, C.D. (2002). Sustainable Tourism in Protected Areas, guidelines for planning and management, IUNC, WTO, UNEP.

which tourism planning and development takes place will provide more opportunities to understand and capitalize on emerging markets, ensure development actions that are much more efficient and that strategies and actions can be adapted to the changing conditions in the region. Tourism is very much demand driven, with constantly changing needs of tourists and thus the tourism profile.

The level of cooperation between the transboundary sites in the Dinaric Arc differ significantly. Whereas some sites are at an advanced level of cooperation, in others, cooperation is mostly based on shared information and some form of institutionalized transboundary agreements. It is important to note that cooperation across borders requires a sound level of trust. Trust cannot be established overnight, instead it needs time and commitment. The following recommendations provide the means to initiate and further enhance working relations:

- Start with small steps, such as mutually agreed conversations between PA managers and local stakeholders. This can be further intensified by discussing concrete plans and issues on a more regular basis, exchange of information on joint tourism research and development of a joint understanding of the common resources.
- Focus on the issues that unify rather than divide. Resolve possible disputes as early as possible, and focus on the positive elements that the collaboration can bring. Discuss potential future visions, potential collaborations and areas of cooperation.
- Involve all levels of PA staff, stakeholders and local communities in the initial contacts, do not only engage top down discussions. Cooperation needs to be carried out at all levels and this cannot be forced down once the top level management has decided.
- Develop a common tourism vision based on shared resources. A vision should be a shared dream of a future destination, based on the desired position that both sides would like to achieve. The vision can help to define the uniqueness and distinctiveness that the transboundary destination offers and can help to define the role of tourism and to send out a clear message to stakeholders. Borderland PAs often `incite a mythical border image', which is rather unique in comparison to other PA destinations. A tourism vision for a cross-border destination should encompass such uniqueness and distinctiveness which at a later stage will help in attracting the desired target markets;
- Use the shared natural or cultural resources as a visible symbol, which will allow for a unification theme (and use as branding tool). In future terms, this can also be used as a common logo for the TBAs as a way of promotion.
- Jointly apply for management tools such as the European Charter for Sustainable Tourism and/or Transboundary Parks– 'following nature's design'. Such applications will reinforce the feeling of involvement, gaining recognitions and will further provide a network and partnerships with other (transboundary) PAs.[22] Not only does the charter provide sustainable tourism management tools, it can also be further used as a marketing concept. Furthermore, PAN Parks[23] creates a network of European PAs certified according to the established PAN Parks quality standards; they cover relevant wilderness protection, social, economic and cultural aspects. It also offers certification for tourism businesses. Finally, the concept can also be used as a marketing tool.[24]

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22   The European Charter for Sustainable Tourism in Protected Areas is a practical management tool that enables protected areas to develop tourism sustainably. The core element of the Charter is working in partnership with all relevant stakeholders to develop a common sustainable tourism strategy and an action plan on the basis of a thorough situation analysis. http://www.european-charter.org/home/ or see http://www.europarc.org/what-we-do/transboundary-parks

23   PAN Parks Foundation, a WWF founding organization, works for the protection, greater understanding and appreciation of Europe's wilderness areas. For further information http://www.panparks.org/

24   Further reading: SNV and UNWTO (2010). Join Forces: Collaborative processes for Sustainable and Competitive Tourism. Madrid, Spain.

Box 5: European Charter for Sustainable Tourism

The European Charter for Sustainable Tourism (www.european-charter.org) is a practical management tool which helps PAs to continuously improve the sustainable development and the management of tourism taking account of the needs of the environment, the local population and the local tourism businesses.

The Charter is not a typical quality or eco-label but a process-oriented methodology that can be used and applied by all kinds of PAs. The Charter's focus is on initiating and assisting a process of sustainable tourism planning which will lead to sustainable development step by step. The Charter assists this process by providing a 'strategy development kit' which contains principles, a methodology and check-lists for the PAs to work with. The implementation of the Charter methodology increases the awareness of and support for European PAs. The Charter is managed by EUROPARC Federation.

WWF's project http://www.discoverdinarides.com/en/ 'Dinaric Arc Parks' is working with parks in the region of the Dinaric Arc. Ten of the parks were selected to be guided through the process of joining the Charter and eventually be awarded the ECST certificate.

4.2.1 Identifying and involving local stakeholders

Tourism in the Dinaric Arc involves a great variety of stakeholder groups each with their own values, interest and objectives according to their own cultural background. Involved stakeholders include PA managers, tourism businesses, landowners and local border communities, but also regional and national governments. The list in Table 3 provides a checklist for potential transboundary stakeholders.

Table 3: Transboundary stakeholder checklist

Transboundary PA workforce	- PA management - Park employees/ rangers - Administrative personnel
Tourism business partners on each side of the border	- Private tourism businesses (tourist guides, transport, etc.) - Hospitality industry (accommodation, restaurants) - Incoming tour operators - International tour operators - Tourism information centre (and visitors centres) - Destination Management Organizations (DMO)
Local (border) Communities	Local authorities; local towns, cities, municipalities
Government authorities	Municipal level authorities, national and regional authorities
Other relevant stakeholders	- Local community residents - Tourists - Associations or industry representatives (representing the different economic sectors such as agriculture, forestry, fisheries), NGOs and environmental groups - Academic and research institutions - Religious authorities - Media - Local interest groups (friends of parks, etc.)

In order to achieve successful sustainable tourism in the TBAs, the involvement of all stakeholders in the various stages of the planning process will lead to greater commitment and thus success of cooperation in tourism for the Dinaric Arc sites. An important element to this is the sense of ownership of the planning process. A sense of ownership can only be achieved if stakeholders have access to information regarding the desired state of tourism in and around the PAs. The main goal of the

PAs is to preserve the natural and cultural resources, and tourism has the potential to provide such means. This may not always be in line with the needs and desires of all involved stakeholders, such as private businesses. Early involvement in the decision-making process will create greater willingness of stakeholders to be receptive towards the goals and objectives for tourism development and nature conservation in the TBPAs. In the long run, such involvement can contribute to the area's overall economic sustainability.

Box 6: Equal understanding of sustainability [25]

A local tourism service provider may have in mind to invest and to offer quad driving in the area, which also includes driving in the PA. The PA management plan has indicated the prohibition of motorized vehicles in different parts of the PA. By providing such a business with proper information regarding the goals and objectives of the sustainable development of the destination, the private business owner will have a better understanding of the implications his planned activity, such as quad driving, might have. Creating such involvement and understanding among stakeholders is important for the success of the TBA.

Local communities are crucial partners in tourism development for the PA region and the communities form an integral component of the tourism system. They produce the tourism product, they serve as the host and are partly responsible for the quality of the products and services offered. With such a vibrant culture, the communities of the Dinaric Arc can really contribute to an enhanced experience of the tourism attractions and services. Local communities, their hospitality businesses and local information points need to be aware of the needs and wants of visitors, and be able to accommodate them accordingly to ensure quality and increase competiveness of the destination.

Box 7: Initial stakeholder process[26]

1. Identify stakeholders using the above mentioned checklist
2. Determine the interest, priorities and values of each stakeholder
3. Estimate the relevant importance of the stakeholder
4. Assess how well the current needs of stakeholders are being met
5. Start establishing personal contacts with stakeholders and win their confidence
6. Define a common strategy/ synergy/ win-win situation
7. Formulate common vision, goals and objective and a strategy to reach these
8. If possible, set up a formalized stakeholder structure

While establishing or intensifying the contact with the stakeholders in the area, it is also important to take the following elements into consideration:
- work with people and local municipalities concerned to identify the shared values and interest that can support nature conservation and sustainable resources;
- identify any potential disputes as soon as possible, which may be within the PA zone or TBA and disputes in regards to conservation objectives. These disputes can be in regards to people's access to the natural resources or disputes regarding potential transboundary cooperation;
- ensure that negotiations, planning and implementation processes are transparent, not only on one side of the border, but also from a transboundary perspective. Ensure that relevant information is available and accessible in the appropriate language;
- ensure education and information regarding the benefits and functions of the transboundary protected sites and inform them of their rights and responsibilities. It is important for local communities to understand the benefits that the PA can bring to them in regards to sustainable tourism development;
- organize activities that will further create understanding of the need for transboundary

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25   Beunders, N. (2002). PAN Parks Manual for Sustainable Tourism, Practical Guidelines for the Formulation of a Sustainable Tourism Development Strategy (STDS) for protected areas and their regions.

26   Ibid.

cooperation among the different communities and municipalities involved, such as cultural events, markets days and joint projects.

Box 8: Example of stakeholder involvement: the Ljubuški Tourism Master Plan[27]

> Stakeholder involvement is essential in the entire tourism process, which begins during the planning phase. The tourism master plan for Ljubuški, BiH, as part of the Neretva Delta site, was established in coordination with the surrounding Municipal Spatial Plan of Čapljina, BiH. The tourism master plan was developed in coordination with local tourism businesses and local communities, through workshops and working sessions. Further development of tourism master plans in the region, focusing on transboundary opportunities, will continue with the involvement of all relevant stakeholders.

4.2.2 Identifying the potential for transboundary tourism collaboration

The resource and tourism demand assessments are intended to give a clear overview of the available resources and potential markets. This information provides the base for further marketing and branding of the transboundary destinations.

Transboundary tourism resource assessment

In order to utilize the resources to their maximum potential in the most appropriate sustainable way, an inventory of the resources needs to made. It will, at a later stage, define how these resources can be best used for the tourism markets or what activities can be performed/offered in certain parts of the PA.

Whereas a 'normal' assessment would only deal with the analysis of the current situation of one destination, for transboundary sites, such an assessment would involve two locations. To successfully engage in transboundary tourism cooperation, both destinations need to have an understanding of each of their situations. What are the available resources? How can these resources be best used to create transboundary tourism products? Such an analysis should already give both destinations a perspective on the feasibility of a transboundary destination or joint tourism activities.

In order to provide guidance in how to analyze the tourism resources, they can be categorized into:
- natural resources, and
- cultural resources.

Table 4: Examples of transboundary resources in the Dinaric Arc region

Natural resources	- The Neretva River flows through BiH and Croatia over a length of 230 km, and is the largest river of the Adriatic Basin, a habitat for many species - Dinara Mountain range between BiH and Croatia - Prokeltija Mountain range between Montenegro and Albania - Tara and Zlatibor Mountains, Drina River, Perućac Lake as the main elements characterizing the entire area
Cultural resources	- Cross bordering towns of Vid, Opuzen, Baćina Lakes, Kula Norinska, Gracin, a late antique fortress Mogorjelo in the Neretva River Delta, an underwater archaeological site Desilo, a medieval town Počitelj, Čapljina and many tombstones, drawings - Maglic peak – the highest peak in Sutjeska NP at 2,386 m is located directly on the border with Montenegro. It presents a challenging climb for inexperienced hikers. The area of the NP is famous for the Partisan victory over the Germans in WW II and large stone monuments commemorate the event

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27   Vukoja, B. (2011). Assessment of the delta Neretva Tourism Development within the project 'Sustaining rural communities their traditional landscapes through strengthened environmental governance in trans boundary protected areas of the Dinaric Arc'.

While initiating the natural and cultural resource analysis, it is important to consider the socioeconomic resources, such as:

- infrastructure and service
  The quality of the infrastructure is a reliable indicator of the level of development and the competitiveness of the TBA. Infrastructure does not only mean access to developed roads and paths, but also to infrastructure such as water and sewage systems, communications networks, power sources, fire protection, emergency and health services, banking, etc.

- human resources and institutional capacity
  Human resources represent the human capital in the area. Tourism development requires a broad range of human capacity and skills, as well as institutional support. It should be determined what the number of inhabitants is, the demographic structure, level of education, unique characters, traditional economic activities and crafts, their attitude towards tourism development, sense of hospitality and service orientation. Human resources form an important input for the potential of tourism development that will only succeed if it is actively supported by local people, their knowledge and their skills. Successful tourism destinations have often relied on strong supporting institutions to provide planning, development, management, training and marketing support. In addition banking institutions, development agencies and international non-government organizations may provide financing and business development support to the private sector.

Unique Selling Points

Unique Selling Points (USP) are the natural, cultural, economic and social features that will attract tourists and visitors to the area. They are the elements which make the region, PA, or site unique and distinctive from other areas. In the case of the Dinaric Arc region, these USPs could be a shared natural or cultural resource, such as the Una River between Una NP and Plitvice Lakes NP. USPs in the Dinaric Arc transboundary sites are of great advantage, as they are able to bundle USPs together to provide a much stronger pull for tourists. USPs should be defined at the early stages, as they will later become the core elements of product development and of course for marketing purposes.

It is rare that an area is dependent on a single USP and that one USP is powerful enough to attract tourists. Even the most world famous PAs/NPs are attractive because they have a combination of natural, cultural features, landscapes and flora and fauna. Few USPs are unique, and it is the combination of these USPs that makes an area unique and an attractive destination. The essence is to understand how to use and highlight these combinations of unique elements. This will be further discussed in the section on tourism product development.

Transboundary tourism demand assessment

While TBAs might have the natural, cultural and socioeconomic resources available, they still require the tourists to come and visit the destination. Tourism is an economic activity and it can only be sustained if it meets the demand of the tourism market. Furthermore, the motivations and preferences of visitors and tourists change constantly. Ongoing research and monitoring of tourist preferences, behaviour and level of satisfaction of the site are key elements to sustainable success of the transboundary destination. This means that it is equally important to understand the consumer perspective, and to constantly look at the transboundary destination through the eyes of the tourists.

Thus, it is important to focus on the demand side perspective of tourism. What is it that the market wants? PAs are somewhat limited in development as it is almost impossible to 'add' natural resources to the PA to make them more attractive. Yet, elements can be added to the 'tourism product' to enhance the resources and focus on the needs of the tourists. This could include well-designed interpretation programmes, well-educated guides, high quality local products and access to local cultures. In the transboundary setting, the border can also further enhance the tourism product.

Supply and competitive assessment

In order to offer quality products and an overall positive experience, it is important to understand who your visitors are, where they are from and what kind of experience they are looking for. The following elements create the base of the demand assessment and are also known as motivation of visit to understand different visitor segments:

- estimation of the tourism demand (per year, season, month, week);
- demographic profile (including age, gender, education level, country of origin, nationality);
- average spending per tourist;
- group size and group profile;
- psychographic profile (values, likes and dislikes, expectations, experiences and knowledge being sought);
- activities undertaken while in the area;
- travel behaviours.

Questions about visitor satisfaction will also provide meaningful information. This information is often collected through surveys. Surveys requiring the visitor to read and write responses should be short and easy to answer questions. Face to face interviews can be more indepth as the interviewer can help the visitor and maintain their concentration. Apart from identifying the visitor profile with elements such as those listed above, surveys in a PA can also explore visitor perceptions about:

- quality of directional, information and interpretation signage;
- quality of access (roads, trails, etc.);
- quality of visitor facilities;
- quality of products offered;
- quality of tourism information and welcome services;
- friendliness and helpfulness of staff to guide and improve the visitor experience;
- overall quality of the visit in meeting expectations.

If a target market has been properly documented in the tourism plan, then the survey is an extremely useful tool for identifying which visitors are and are not from the target markets. The survey results can then be used to compare the proportion of visitors from the target market. The results can also be used to decide the importance of visitor satisfaction results – they are generally more important if they come from the target market.

Staff training is essential to secure quality visitor feedback. Training ensures correct survey design, correct surveying technique, and correct analysis of the data to form useful decisions. Reliable results are essential to reflect the performance of marketing, customer service, infrastructure, facilities and services, and visitor management. Unreliable visitor data is worse than no data at all.

A park-based visitors survey is available at:
http://www.discoverdinarides.com/en/activities/capacity-building/sustainable-tourism

Working towards common funding

Often one of the core handicaps for transboundary sustainable tourism development is the lack of available funds. All the project sites (Drina Tara Region, Una-Plitvice Lakes NPs, Dinara Mountain Range, Neretva River Delta, Durmitor-Sutjeska NPs and Prokeltije) are in need of funding, and current economic resources are scarce. Often the PAs receive the 'moral' support and good intentions from local and national authorities, however up until now actual funds for the PAs of the Dinaric arc have not been abundant. While transboundary cooperation will be more cost-effective at a later stage of cooperation, the initial set up requires financial resources for negotiations, travel costs for joint meetings, possible translation and joint training sessions. The core resource for cooperation should be permanent; however tourism development requires resources from funding programs.

Box 9: EU funding

> The EU offers different programs for funding, either through IPA cross-border funding or large programmes in which IPA countries are eligible. The webgate website from the EU shows which grants will be offered for each of the countries. https://webgate.ec.europa.eu/europeaid/online-services. Often the applications for IPA funding programs are not easy. In addition, IPA funding programs required technical skills and expertise not easy to find in a PA. PA managers should collaborate with active companies and partners in these funding schemes - they can take the lead in these applications and assist with all required documentation. The webgate also shows active companies and partners in the region.

Financial resources for investments can be secured, for instance, through EU cross-border funds, though the main precondition for successful application to those funds is a team that would create projects, coordinate all stakeholders and be responsible for project management. This team should have at least one experienced person in project writing based on inputs from stakeholders and the whole team should receive training regarding these funds/opportunities, how to access them and how to manage a project. There are ways in the region to access training programs and workshops on EU programmes.[28]

Once projects are approved with available funding from EU grants, it will be easier to have additional financial support from the governments and other public institutions. That would significantly raise local community awareness and visibility of the transboundary programs. Initiatives for new projects need to be encouraged and provided with technical support. These should include projects for the improvement of infrastructure, building human capacity (education) and support for the development of new products.

4.3 The tourism development process for TBAs in the Dinaric Arc region

4.3.1 Development of tourism products

All tourism is related to the consumption of experiences and products. To facilitate this consumption, access by tourists and visitors to natural and cultural heritage sites like a PA, needs to be facilitated through the development of tourism products such as transportation, travel providers and interpretation programmes. Tourism based on the natural and cultural values of a region or destination is intrinsically place-specific and originates from the distinctive character of the place. It is the heritage identity or attraction of the place that is marketed, followed by the tourism products that enable travellers to actually experience and appreciate the place.

The planning process provides insights into the current situation and gives an analysis of the resources that are available and determines the USP of the area. Based on the resource and demand analysis, transboundary tourism products can be defined, enhanced or collaborated. They should be defined in a way that tourists and visitors can enjoy the unique natural and cultural resources in a sustainable way. An integrated approach between the different unique elements of the TBA should be taken into consideration. As stated before, a successful tourism product does not only exist of individual unique elements, but most often of a combination of these elements.

Furthermore, tourism development or collaboration on tourism products and packages in the Dinaric Arc region should take the wider destination of the area into consideration. This will limit 'isolated' development and will link and create a greater offer of products and thus a greater competitive destination advantage.

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28   For further information on funding opportunities and technical support refer to TACSO (Technical Assistance for Civil Society Organisations) http://www.tacso.org/. TASCO organises trainings and workshops related to EU matters in the Balkan region. Through selection and applications these trainings are often free of charge. Please contact the country offices for eligibility and application procedures.

Table 5: Potential transboundary tourism products in the Dinaric Arc Region

Una NP - Plitvice Lakes NP	Fly-fishing on both sides of the border, different fly-fishing spots offered with overnight stays, river rafting from one side to the other, offering different spots of fishing availability.
Durmitor NP - Sutjeska NP	Special attention should be given in utilizing historical and religious monuments and natural phenomena. Old village households and water mills might also be developed into attractive tourist destinations. Cultural tourism (investment should be made in revitalization of cultural heritage, units and landscapes)…
Dinara Mountain	Although cycling routes are already established, construction of new cycling trails connecting the municipalities of Otok, Hrvace and Livno will significantly improve the existing infrastructure. The existing network of old rural roads and paths are great potential for new cycling trails that will connect old mountain villages and nature attractions. Thematic routes, such as speleology trails, horseback riding trails, etc.
Neretva Delta	Further development of wine routes of Herzegovina, which runs through the Neretva Delta. This will also further require development of the agriculture sectors and complimentary activities. However, tourism can further support the agriculture sector. Local accommodation can be offered, wine, agriculture routes of local foods and beverages, together with cycling or hiking trails. Different municipalities in the region can be connected, such as the settlements of Grude, Staro Hardomilje and Zvirić in the Ljubuški Municipality and Struga, Trebižat, Prćavaca and Zvirović in the Čapljina Municipality.
Prokletije / Bjeshkët e Namuna	Cross-border hiking treks between the different mountain areas in the Prokletije / Bjeshkët e Namuna Massif, educational cross border trails.
Drina-Tara	Further enhancement of spa tourism and health tourism opportunities offered by Drina River provides a corresponding link between Serbia and BiH.

The region offers a wide variety of tourism products, some of which could also be used in a transboundary setting. Previous chapters have already indicated the advantages of transboundary tourism and joint product development can enhance these advantages.

4.3.2 Connecting hiking, cycling and educational trails

One of the main products to be developed in the Dinaric Arc region is the establishment of connecting hiking and cycling trails between the different bordering sites. Initially, the sites can develop such initiatives, in which they could be further extended and even connected throughout the region.

Box 10: Connecting hiking and biking trails

The Croatian Mountain Rescue Service (HGSS) is an organisation which focuses on mountain rescue, education and prevention of accidents. For these reasons, HGSS started the initiative for improving the accessibility and safety of the Dinara Mountain range between Croatia and BiH, one of the sites of the Dinaric Arc. This initiative is in collaboration with the mountaineering association Dinaridi from Split and mountaineering associations from BiH. HGSS has initiated the marking of trails, building of mountain huts, shelters and the publication of a mountaineering tourist map of the area.

Through the cooperation and partnership between different associations and the HGSS, different types of initiatives have been launched for improving the accommodation infrastructure, such as mountain shelters and huts. One of the shelters is Kurtegića Dolac (BiH) which was built as a result of cooperation between the HGSS and the mountaineering associations Dinaridi from Split and Kamešnica from Livno. This partnership continues as form

of joint management of the mountain shelter. The shelter Kurtegića Dolac significantly improved accessibility and security, and has also resulted in an increased number of visitors to the area.

Initiatives in the marking of trails have resulted in the creation of a new "Put Oluje" trail – a 150 km transboundary trail from Voštane (BiH) to Knin (Croatia) that follows the ridge of the Dinara mountain range. The trail itself, together with access trails from both side of the mountain, has been developed in a transboundary partnership with the following mountaineering associations: Dinaridi – Split, Sveti Jakov – Bitelić, Jelinak – Trilj, Zolj – Vrlika, Kamešnica – Otok (Croatia), Kamešnica – Livno, Cincar – Livno (BiH). The trail runs through some of the most beautiful parts of the mountain and enables access to many of the mountain range summits. This is a direct result of the improved infrastructure with new access trails and accommodations built and joint partnership of different stakeholders.

HGSS is also initiating a mountaineering tourist map of Kamešnica which will cover both sides of the mountain, in BiH and Croatia. Work on the map includes transboundary cooperation with a mountaineering association from Livno as a partner. This transboundary cooperation will continue in the future, based on good practices in the past.

Depending on what can be offered in the region, it is important to establish connecting trails for both experienced and less experiences hikers and cyclers. For example, more experienced hikers tend to be more explorative; they will desire greater physical challenges and access to more remote places with the PAs and beyond. They are often interested in seeing specific flora and fauna, which can only be seen in the remote areas of the PAs.

Less experienced hikers or cyclers require short trips, often more services such as picnic tables, waste disposal options and easier access to special features of the PAs. The following elements listed below should be taken into consideration for both experienced and non-experienced hikers.

Located in appealing scene areas:
- offering several hiking options in various locations;
- adequate hikes of 3–7 hours duration;
- provide a common theme, connecting the different points along the trails and unifying the TBA;
- avoid backtracking along the same route. [29]

Box 11: Transboundary trail development cooperation – HGSS and PU Dinaridi initiatives[30]

Balkan Peace Parks is an initiative that connects the areas of northern Albania, Kosovo and Montenegro as part of the Prokletije / Bjeshkët e Namuna Massif and which promotes sustainable tourism activities for people of all ages. Cross-border tourism hiking products are offered, in addition to education and research programmes. For further information, please visit www.balkanpeacepark.org.

The challenge of tourism hiking trips usually ranges from short, easy walks to longer more strenuous day hikes. One of the preconditions for increasing the number of visitors will be facilities offering food and drinks and the disposal of waste. In many parts of Dinaric Arc mountains accommodation along the way is often scarce. Visitors are often constrained by taking one-day hikes, or are forced to sleep in tents. Simple construction of accommodation, such as wooden huts could serve the purpose. For groups, serving picnic-style lunches in nature and transport of gear are potential services can be provided for by local service providers.

Cycling products provide an excellent way to cover more kilometres over a wider area, making it more possible to visit both PAs. The Balkans have a great network of old farm and forest roads and paths

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29   Projic, I. (2011). Dinara Mountain Range Tourism, Assessment of Tourism Development, Zagreb.

30   Ibid.

that are good potential for new cycling trails to connect old mountain villages and nature attractions.[31] Old farm roads can be refurbished into educational trails with resting points and information boards. These routes should bring tourists to less visited areas of the sites. For that reason, trails should be well marked, with map and emergency geographic coordinates available to ensure visitor safety.

The mountain biking and cycling segment of tourism is already well developed in Montenegro and Croatia. Connecting these routes would provide new products and could significantly extend the length of stay in the entire Dinaric Arc region. However, in order to compete with other destinations, great improvement in services, such as bike-friendly accommodation, infrastructure and bicycle mechanic and support service (including repair shops) are needed, which are currently not readily available in the region.

One of the most important elements of developing these tourism products are local tour guides. Successful niche market products development and realization require qualified interpretive guides specializing in different segments. These guides can be found in local communities, based on their knowledge and expertise. Members of mountaineering associations or cycling clubs can also provide the expertise needed to develop or even further initiate transboundary development of trails. Training of local guides is also an opportunity for local residents to improve their livelihood. Specialized guides can provide valuable insights and recommendations for new tourism products to local businesses and service providers.

4.3.3 Creating a common sense of place, story-telling and interpretation for tourism products

Tourism development in and around the TBAs should not only limit products to traditional experiences that are often only based on 'lots to see and do'. They should include new and innovative products and experiences. The key of 'new' products and experiences is based on identifying the needs of the visitors.

One way to enhance the innovative tourism experience is to provide means of interpretation,[32] which is a way for tourists and visitors to understand and enjoy what is to be seen. Interpretation can be done through signage, information boards, exhibits at visitor centres and well-educated guides. However, it should not only be about education. It should also be about transferring emotions and feelings that will allow tourist and visitors to connect. Therefore, interpretation should not only be about providing facts and figures, it should be about learning to enjoying the site and thus understanding what it is that can be seen. Interpretation should make the experience more enjoyable.

A way to enhance these experiences is by creating a sense of place.[33] Tourists and visitors will learn and appreciate a site more when they can connect to the place that they are visiting. This is called 'creating a sense of place' and is based on the natural and cultural resources of the area. It is based on the people, local communities living in the area, their skills and their traditions. Buying traditional local bread from a baker, communicating with him and participating in the preparation of the products being made provides much more of an experience than buying the bread at the supermarket. This is why it is so important to include the local communities in each destination, and why they are part of the tourism product.

Tourism interpretation should also be based on a sense of time. The sense of time adds a time dimension and connects the tourism products with the traditions and values of the past and which continue in the future. This is an element that is greatly present in the Dinaric Arc region. The region is known for its evolvement in time, with a great mix of different cultures and traditions that have risen from these times. These historical events, the rise of different cultures, can provide the means or tourism products such

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31   Ibid.

32   Further reading on interpretation: Tilden, F. (1957). Interpreting Our Heritage, University of North Carolina Press, Chapel Hill. Reading resources on interpretation and education: http://www.sustainabletourismonline.com/business-operations/product-development/product-and-experiences-development/interpretation-and-education and http://www.jcu.edu.au/business/public/groups/everyone/documents/journal_article/jcudev_012653.pdf

33   Other reference on genius loci: http://www.wseas.us/elibrary/conferences/2011/Prague/USCUDAR/USCUDAR-11.pdf and http://www.lifebeyondtourism.org/forum/wp-content/uploads/2011/02/life-beyond-tourism-tourism-belongs-to-life.pdf.

as educational thematic trails or routes, plays and themed events. It allows tourist and visitors to 'read the landscape' and to understand how this landscape has formed over time.

Box 12: Sense of time[34]

> BiH's highest peak, Maglic (2,386 m), is located in Sutjeska NP, which directly borders with Montenegro. This area of the NPs is famous for the Partisan victory over the Germans in WW II and there are large stone monuments commemorating the event. The shared history and the shared sense of time can be used for interpretational programmes, historical and educational trails, and possible events which should be accessible for a wide audience.

The sense of place and sense of time can be transferred into a story line. Interpretation materials and guides can provide the means to tell the story. These stories should be simple and communicated clearly. What may be normal everyday life for local people, a small story from the past, may be exactly the interesting things that a tourist would like to experience. Again, the tourism experience is not always based on the quantitative offers, but even more on the quality of offer:
- a story should be characteristic for the area, and should fit in the sense of place and time, reflecting the "genius loci";[35]
- it is a tool for interpretation that will help tourist and visitors to feel what makes a place special, it provokes, relates and reveals;
- it helps people to "read the landscape" and enriches and enhances the tourism experience;
- storylines bring a landscape or a site to life, because they appeal to the imagination.[36]

It is these story lines that provide the link between what people see and how they can put it to their imagination and thus create the overall tourism experience.

4.3.4 Transboundary tourism marketing and promotion

Tourists who travel to enjoy nature and outdoor recreation also engage in other activities, perhaps adding shopping trips, concerts, visits to museums, or sports or musical events into their itineraries. Most tourists and other types of travellers engage in a range of different activities: business travellers may also take tourist excursions, perhaps to a nearby NP, and activities such as sightseeing or cultural activities. For most tourists, their vacations include multiple activities – and nature-based or outdoor activities that depend on quality environments are a popular option and a frequent motivation for tourists when selecting holiday destinations. Visitors may also choose to extend their stays to experience other tourism attractions, such as cultural or heritage sites or recreational resorts. The image created by the biodiversity of these destinations is therefore important for marketing all the forms of tourism they offer.[37]

Often PA managers do not perceive tourism marketing as part of their responsibility, and conservationists are not always in favour of connecting nature conservation and tourism promotion and marketing. However, nature can be protected if there are the financial means for such protection, and sustainable tourism development can provide these financial means. Successful tourism development is dependent on proper tourism product marketing and promotions.[38]

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34   Stojkovic, S. (2011). 'Dinaric Arc Region Montenegro – Bosnia and Herzegovina, Assessment of Tourism Development', Podgorica.

35   In classical Roman religion, a genius loci was the protective spirit of a place. For further information see, Jivéń. G. and Larkham, P.J. (2003). Sense of Place, Authenticity and Character: A Commentary, Journal of Urban Design, Vol. 8, No. 1, 67–81. http://larweb-sites.arizona.edu/lar510/encounter/sence%20of%20place.pdf

36   The risk of commodization can be monitored by those communities (and e-communities) whose could positively react in front of top-down decision that can put sustainability at risk. The rescue and reveal of mythical pseudo-historical local back grounds (myths, symbols, traditions in communication) and overall the genius loci, can become a much more comprehensible and effective equalizing tool to understand and progress toward sustainability. See: Notarianni, M. and Cestari, M. (2012). Sappada Go Project, Case Study UNWTO Study on Tourism and Intangible Cultural Heritage, Madrid, Spain.

37   Excerpt: UNWTO (2010.) Tourism and Biodiversity, 2010, Madrid, Spain.

38   Further reading: http://www.unep.fr/scp/publications/details.asp?id=WEB/0010/PA

TBAs can benefit greatly from joint marketing approaches. Promotion and marketing are costly investments, which often fall down the bottom of the budget in regards to PAs as well as tourism businesses. However, in order to attract visitors and tourist and to gain economic benefits, marketing and promotion investments have to be made.

The following elements can be taken into consideration when marketing a transboundary site:
- harmonize the tourism data collection methods, using the same forms, timing, definitions and terms. This information can be used to define current tourism markets, and best marketing practices. Information will be easier used if there is a common approach;
- develop a common logo or a shared name, to be used for overall promotion of the area;
- share the costs of common promotional materials, adverts in special interest magazines;
- prepare a transboundary park/tourism events newsletter for visitors. This can be an online newsletter; however it can also be done through the many different social media channels. It is a cost-effective way to keep interested tourists and visitors up to date on latest events, promotional activities, etc. For example, there are very few people today who are unfamiliar with the phenomena of Facebook. Create a Facebook page, for either the PA or the TBPAs. It will allow people to stay up to date on events, news and other interesting facts;
- share the costs of fair visits to promote the destination;
- develop common interpretation materials, publications including travelling displays which can be used at promotional events;
- use a joint promotion approach, as well as in marketing towards the tourism and travel industry;
- familiarization tours, also known as FAM trips[39] are organized by tourism boards in the region. However, they often only visit the most popular areas, while underdeveloped sites remain out of the FAM trip itineraries. Two FAM trips for special interest tour operator (one for regional operators and one for international) can raise the awareness regarding the Dinaric Arc potential, as well as put the destinations in the operators' offers. This opportunity should be used more to get an understanding of special requirements of travellers, the market demand, trends and future product development. This can all be done through short workshops;[40]
- prepare a single map or visitors guide for the transboundary site, such as the mountaineering and hiking map currently being developed in Durmitor-Sutjeska NPs between the Foca municipality in BiH and the Plužine municipality in Montenegro, which are in the process of designing a joint tourist guide;
- if possible, establish a shared visitor information centre, or one close to the boundaries;
- share contacts for other promotions, such as newspapers and potentially television.

An effective way to promote the transboundary sites of the Dinaric Arc is the establishment of a common brand. The common tourism vision can be the base for a common slogan or even a logo. While promoting the common brand, it is important to avoid generic messages that can be applied to any destination. The branding message, or marketing message, should be specific to the region and the site, should be based on the USP, such as the border locations in the Dinaric Arc sites, and should provide a promise of experiences to its visitors. It is important to remember here, that the strength of the brand depends on the quality of services and experiences. The brand is nothing without this quality of services and experiences.

Box 13: Via Dinarica

The Centre for Sustainable Tourism Initiatives (Montenegro) in cooperation with Extreme Sports Club Limit (BiH) is implementing a project for initiating the Via Dinarica route and the whole process of identifying the potential tourism resources, creating trails, helping small accommodation providers to reach the standards within the categorization standards set in both countries and promoting the region as an ideal place for nature and culture activities. The result will be a tourist offer under the brand 'Via Dinarica.' This brand will support cross-border

39   A familiarization tour, also knows as a FAM trip, is a tour offered by tourism boards to familiarize regional or international agents with their destination and services. At the same time, the tourism boards receive information regarding the travel needs of tourists.

40   Projic, I. (2011). Dinara Mountain Range Tourism, Assessment of Tourism Development, Zagreb.

initiatives for economic development with an emphasis on the improvement of rural tourism. By establishing linkages and providing the means for experience exchange among stakeholders, local knowledge will be strengthened and the quality of services will be improved. Greater awareness of environmental issues within and amongst the communities involved will also be achieved. This project targets small towns and rural communities in the border zone between two NPs - Durmitor and Sutjeska, including the municipalities of Zabljak, Pluzine and Savnik in Montenegro, and the municipalities of Foča, Kalinovik and Gacko in BiH.

One of the main constraints for the Dinaric Arc is the lack of existing online information. This includes websites with information regarding tourist attractions, cultural events, hotels, tour operators, transport, its history, culture, climate and links to other PAs. Even when the destination does not have its complete infrastructure in place, alternative information can always be provided. The investment in websites is often perceived as costly, however today there are numerous low cost, or even free software packages available that offer free web-page templates without substantial technical requirements. The use of technology will speed up the travel process for reservations and the overall distribution of the travel products, however regular updates and maintenance should be one of the most important activities. Each PA should at least have its own simple webpage. The transboundary site, or other parks of the Dinaric Arc region can have a separate page or links on this webpage. The Internet as well as development of e-services and information should be one of top marketing priorities.

Box 14: Tourism website options

Today, there is a wide variety of free websites available. These 'free' websites offer templates that can be used as a starting point and information and pictures are easy to upload. Joomla is one of the freely available website templates. The website offers free tutorials towards building the webpage, which only requires some basic computer skills. Have a look at: www.joomla.com

It is of course difficult for the PAs and even individual tourism businesses to market themselves widely on the internet. Therefore, alongside the independent websites, the PAs can join or establish a collective websites through tourism boards, regional tourism websites which can offer multi language information and booking facilities for accommodation and services. This approach will further expand the market reach. The Dinaric Arc region provides an excellent starting point to establish such a regional approach.

Supporting marketing materials should provide and promote:
- specifics - not generalities;
- experiences over geography;
- interactivity, not just attraction pictures;
- includes people on photos;
- multimedia content like video;
- promote specificity of itineraries and thematic routes through the collective websites.

Sustainable tourism development does not only aim to attract more tourists. It is also about understanding how to attract the right visitors for the right place. Existing target groups are target groups that are already visiting the PA. As these types of tourists are already visiting the PA, it requires fewer resources to keep attracting them. In order to maximize economic and social benefits and to reduce negative environmental impacts, it is important to aim to increase the length of stay. This ensures maximum expenditure and also improves the relationship between the tourists and the local community. Increasing the length of stay can be achieved by making the supply more attractive, by offering additional products and services and overall visitor experience.[41]

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41   Further reading on tourism marketing: http://www.sustainabletourismonline.com/destinations-and-communities/implementation/destination-marketing

4.3.5 Transboundary sensitive development of tourism infrastructure and services

Some TBAs and their surrounding areas in the Dinaric Arc are at very early stage of tourism development. Una NP was only formally established in 2008 with yet very little infrastructural and tourism development. However, PAs require a certain level of infrastructure and it is up to the PA site management to decide how far such development will go. Of course, the more infrastructural development, the easier it will be to access a site, and this will automatically increase the number of visitors. While this is often the desired outcome of many tourism sites, from a conservation perspective, it should be considered as to where the balance lies between preserving the natural and cultural values of the sites and the level of development the area can take.

The key element for the PAs is that any form of infrastructure should be constructed and located with care. The design and development for tourism infrastructure must be carefully considered; this means signage posts, interpretation signs, toilet areas, picnic areas and buildings and so on. All infrastructure needs to fit within the natural and cultural features of the site.

The following elements should be taken into consideration;
- work with the style of already established infrastructure (if it is functional, safe and its design acceptable);
- involve local stakeholders/craftsmen in building;
- design according to local traditions, style and materials, from a trans-boundary or local perspective;
- build according to the surrounding environment and not only for convenience.

The level and quality of infrastructure and service in and around the PAs in the Dinaric Arc region differ greatly from site to site. However, it is important to note and understand that infrastructure in and around the PA, as well as its visitor services enhances the understanding of the values of the PA. Well designed, with natural materials will make visitors more comfortable, and responsive to the site they are visiting, a clean place will more likely make people leave it clean and visitors who feel like they are looked after, will most likely also look after the site they are visiting.

4.3.6 Visitor Centres

Visitor centres are not essential, and some have spent too much on the building and not enough on the displays and visitor service. Nonetheless, well located and designed visitor centres can play a major role in influencing visitor flow, visitor expectations, visitor understanding and satisfaction with their PA experience. Visitor centres can be more cost effective if built to provide other complementary services, such as staff offices, food and beverage services and the main PA staff contact point. If extended further, visitor centres need to be well designed, taking the local building styles into consideration and provide quality information and experiences, whereby visitors will feel welcome and well informed. Furthermore, developed PAs can financially benefit from visitor centres by offering activities and other tourism services.

Although a main motivation for shared transboundary visitor centres is to reduce costs, in reality, transboundary centres mainly improve efficiency and effectiveness of the overall cooperation.

Box 15: Shared visitor centres[42,43]

Transboundary cooperation does not happen from one day to the next. Small steps need to be taken to build relationships, trust and cooperation. The transboundary site of Plitvice Lakes NP, Croatia and Una NP in BiH are slowly heading towards such cooperation. Today, Una NP and the surrounding Bihac municipality are represented in Plitvice Lakes NP by means of an information desk. The desk is managed by a person from the Bihac municipality, who travels to the Plitvice Lakes NP on a daily basis. The info desk enables visitors of the Croatian park to learn about the tourism activities available in Una NP, BiH and the surrounding areas. Once Una NP finds its way, a similar action can be undertaken on the Bosnian side of the border.

Durmitor-Sutjeska visitor centre
A common tourist information centre in Ščepan Polje, on the border between BiH and Montenegro will be built under the IPA Cross Border Cooperation Project managed by Italian NGO COSV in partnership with Sutjeska NP and Durmitor NP. The functions of the common visitor centre could largely facilitate achievement of several priority objectives of cross-border cooperation, such as raising awareness on the need for protection of the entire cross-border region, joint promotion of the tourist potential of the shared region and its municipalities, promotion of the local agricultural and handicraft products, or networking for visitor and tourist information centres within the entire cross-border region.

4.3.7 Establishment of accommodation services

The accommodation capacity in the Dinaric Arc region has increased in the last few years, however the quality varies greatly between the different sites. It is important that service providers, the hospitality industry and PA management understand the importance of accommodation quality. Accommodation quality, regardless of whether they are campsites or roofed accommodation, within or out of the PA, is an important element in successful sustainable tourism development. Roofed accommodations, in the form of private accommodation or small scale hotels, require basic but clean conditions and should comply with hygienic standards.

However, accommodation development and increasing the level of quality is greatly dependent on investments. Firstly, diversification of accommodation can focus on small investment from private individuals and enterprises that can include:
- adaptation of existing private and rural facilities into tourism accommodations. In such a way, the local community can benefit more from tourism;
- camping - with relevant institution support and smaller investments on private properties, small rural privately owned camps can be constructed;
- campsites should be well designed, with minimal impacts such as pit toilets, to make sure that human waste is manageable. Waste disposal already forms a great issue in the TBA. Self-composting toilets can reduce sewage disposal problems.

Further development of accommodations should then be focused on local authority support to private investors in order to increase the number of small family hotels and pensions. This type of establishments can generate future tourism development in their destinations.

As previously stated, accommodation within PAs should be developed in cooperation with PA management institutions to ensure sustainability and environmentally acceptable facilities.

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42   Komic, H. (2011). Assessment of the NP UNA Tourism Development, Bihac.

43   Stojkovic, S. (2011). Dinaric Arc Region Montenegro – Bosnia and Herzegovina, Assessment of Tourism Development, Podgorica.

4.4 Managing the tourism process for TBAs of the Dinaric Arc region

4.4.1 Visitor management in a transboundary setting

Successful sustainable tourism in a TBPA is dependent on the quality of the natural and cultural resources in and around the PAs. It is therefore important to limit the negative impacts on these resources to a minimum and ensure that any impacts are carefully managed. Even the smallest human activity could lead to negative impacts. Though tourism in the Dinaric Arc can be used as a means to generate income for nature conservation and education, certain impacts are unavoidable and these should be minimised.

Visitor management is an important component in limiting such negative impacts. A Visitor Management Plan can provide the strategic means to set goals, objectives and actions to manage visitor impacts and flows in the PAs, and in the surrounding areas. Collaboration in visitor management can ensure that goals and objectives are aligned for the region as a whole, and can also limit the need for financial resources, avoiding duplication and so on.

The first means to make people aware of their impacts, and thus stimulate them to decrease such impacts is through information and education/interpretation. Providing visitors with information about the PA and its surroundings through leaflets, books, websites, visitor centres and interpretation signs will make the visitor more understanding of the natural and cultural surrounding and will make them appreciate the area much more. The transboundary sites can collaborate on this method by establishing a common code of behaviour, publication of brochures, leaflets and other information materials.

Box 16: Leave no trace

> The National Tourism Associations of Montenegro and Croatia have become members of the Leave No Trace Center for Outdoor Ethics; an educational, non-profit organization dedicated to the responsible enjoyment and active stewardship of the outdoors by all people, worldwide. 'Leave No Trace' is an international programme to assist outdoor enthusiast individuals or institutions with their decisions about techniques on how to reduce their environmental impact. For Montenegro, with a growing network of trainers, local tourism organizations, event organizers, travel agencies, institutions, association and clubs, the aim is to extend the awareness for nature protection while promoting wilderness and outdoor activities in Montenegro and Croatia. For more information visit the website: http://www.lnt.org/.

Interpretation

The means to provide this information in an interesting way is through interpretation.[44] Interpretation stimulates tourists and visitors to learn more in an exciting way. Thus the information regarding the need for protection and the visitors' contribution is possible through guided walks, interpretative signs, hiking and cycling trail maps/guides. This will increase visitor appreciation, while also limiting negative impacts and increasing public support.

Box 17: Joint information offers for visitors: Finland and Russia[45]

> In 2006–2007, a new kind of media was developed for the transboundary park Oulanka-Paanajärvi, to share information about the top destinations within and around the parks. One of the objectives was to increase awareness of the many alternative hiking trails and thus avoid crowding along the most popular ones. Since this development incurred expenses above the basic management, an INTERREG/Tacis project for Oulanka-Paanajärvi was necessary. During the project, a total of nine electronic information boards were installed: seven in Finland and

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44   The main aspects related to interpretation in the tourism sector are: a) Interpretation in strategic tourism planning and product development; b) Interpretation as a means of revenue and income generation for heritage conservation and economic development for host communities; c) The use of interpretation techniques to deliver high quality and enriching tourist experience.

45   Source and contact: Matti Hovi, Oulanka National Park (FI) Email: Matti.hovi@metsa.fi

two in Russia. The locations are hubs of visitor flow either inside or in the surroundings of the parks. Instead of printing traditional leaflets the parks decided to go electronic, which would allow for easier updating of content. Technically, the boards are large screens with PCs hidden under a table. The boards can be navigated with a mouse. The content includes facts about the nature and landscapes of each destination, trails and other services, and recommended activities. By clicking their way through the menus, an array of sites for the visitors to go to will be recommended, depending on the season and individual preferences. The content is identical at all locations. International travellers have been taken into account: there are six languages available: Finnish, Russian, Swedish, English, German and French. The production of the material for the boards was a laborious but rewarding job, in which several staff members of Oulanka and Paanajärvi parks participated. The reaction by the large audience was positive right from the beginning.

Transboundary zoning as a means for visitor management

Zoning in a PA is a method to organize the movement of tourists and visitors, often called 'visitor flow'. It is a method whereby geographical areas in the PAs and possible surroundings are designated for specific levels of land use, for example, tourism activities. Zoning is based on the conservation needs of the PAs, which takes into account the most natural sensitive areas of the PAs. Conservation work, visitor access and tourism activities are adjusted according to the zoning of the PA. At one end of the zoning spectrum are the more accessible areas while the inaccessible and more PAs with limited tourism activities lie at the far end of the zoning spectrum.

Thus, for tourism, zoning requires decision-making regarding the type of tourism activities channelled in each of the zones. Many countries apply the same tourism zoning for each of the PAs. In the case of the transboundary sites of the Dinaric Arc, equal zoning application can be used for both of the PAs across the borders. Different zoning on one side of the border can jeopardize equal planning and development on the other side. As such, equal development can be ensured through the formulation of a zoning plan for the whole TBA, based on the shared vision and the resource analysis. In line with the PA Management Plans, tourism activities can be developed accordingly.

Since tourism in sensitive areas should be focused on the natural and cultural resources as the core of the tourism product, tourism planning is based on the activities which are compatible with their conservation. The basis for a tourism planning and development plan is therefore the zoning plan of PA and their regions. Activities can be channelled to those parts of the area where negative impacts are not likely to occur.

Transboundary human resource management

An essential element for the success of tourism development is the availability of tourism expertise as well as trained tourism professionals. With the overall growth of tourism, the need for educated tourism professionals increases. This is particularly the case for tourism development in sensitive areas such as TBAs. Human resource management for TBAs is not only limited to the skills and knowledge of PA staff, but also includes the knowledge and skills of local businesses, service providers and so on.

The Dinaric Arc region is in further need of capacity development of the tourism workforce, and the quality of the tourism experience is interconnected with a skilled workforce. In order to obtain a quality product, the PA staff, local tourism businesses and service providers must understand the needs and requirements of their visitors.

In addition, it is necessary to develop measures that will encourage trainings of agencies and guides that present to the tourists the value of this area. Local stakeholders should work on education and training in order to provide trained guides for tourism products developed in the region, such as hiking and cycling guides. Existing guides have good knowledge of the area and expertise in their field of

action. Further education is needed in:
- wilderness safety and preparedness;
- first aid responsiveness;
- environmental principles (Leave no trace);
- guiding skills;
- hospitality and service;
- foreign languages;
- quality work/programmes;
- cultural know-how on both sides of the border.

For further human resource development in the Dinaric Arc region, the following elements should be taken into consideration:
- human resource management for TBAs is not limited to the skills and knowledge of PA staff but also includes the knowledge and skills of local businesses, service providers, etc;
- ensure a common level of professionalism in tourism planning and development. Provide the PA staff trainings on tourism, organize workshops and training programs across borders that involve local tourism businesses;
- share staff expertise within a transboundary site as well as in the Dinaric Arc region through staff exchanges, study-tours and workshops;
- within TBA, designate a tourism focal point, or individual focal points per transboundary site to serve as the contact person of expertise;
- establish joint technical groups for tourism studies or common issues. These groups should include PAs tourism staff, but can also include stakeholders such as tourism businesses and local authorities;
- plan regular meetings between PA staff for potential (tourism) issues;
- develop a staff newsletter across the border which will help to foster the common vision and values that have been set out. It can also keep staff from both sides informed about events, possible trainings (in the region or beyond) and any related news;
- collaborate in dealing with emergencies, a joint fire plan, and cooperation in fire detection.

Staff knowledge about the region, its natural and cultural resources, is often already available and greatly contributes to the overall experience of tourists or visitors. A further higher skilled workforce suggests a greater ability to accept and implement new ideas and technologies. This greatly improves and opens new opportunities not only for the PAs, but also for tourism businesses and the hospitality industry to improve their overall competitiveness.

4.4.2 Self-financing mechanisms through tourism

Although most PA managers charge little or no entrance or user fees, tourism revenues are becoming an essential component of both developing and developed country PA management budgets. Globally, the trend is for governments to demand that parks earn an increasing proportion of their budget from tourism sources. An efficient funding strategy and activity is one of the tools that can drive the management of PAs to be more efficient. PA resources are not traded and no market exists for them. Thus, an attempt to put a value on these resources is necessary. Self-financing market based mechanisms such as user fees and tourism charges can provide the means that can give the management of PAs far greater efficiency, equity and environmentally sustainable management. The choice of introduction of fees and charges is determined by several factors, such as cultural behaviours and legal framework, administrative costs and human imagination. It also depends on other factors such as the scale of tourism on the site, the PA tourism development stage, where the tourism takes place within the site, access points, and the way in which tourism business interacts with the PA. In other words, it depends on the location and the PA popularity. Figure 2 shows the various types of fees usually implemented in PAs worldwide.

Figure 2: Self-financing mechanism
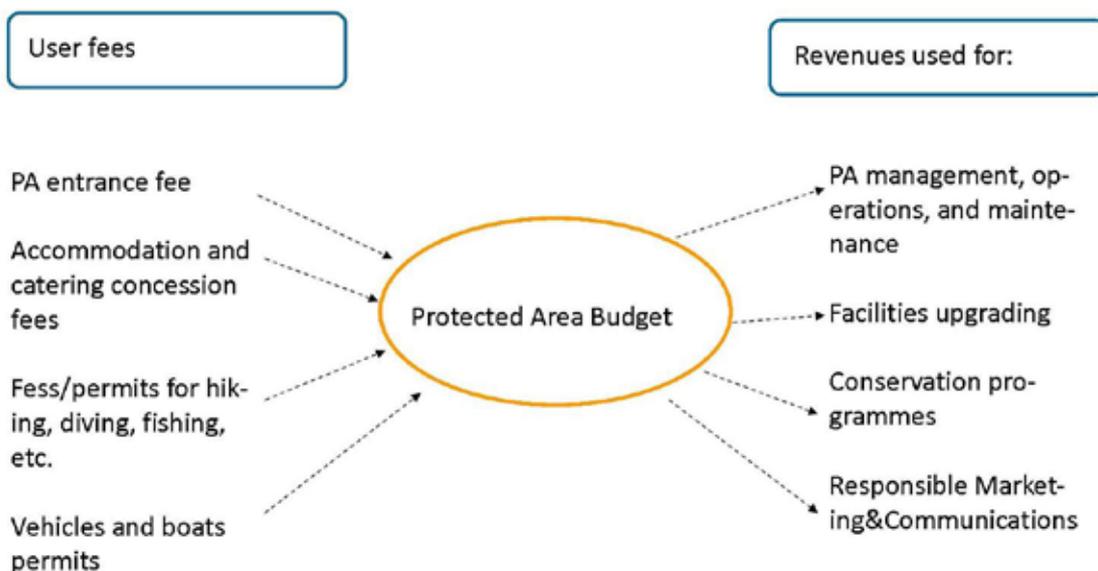
Source: Notarianni, M. (2006), modified from Conservation Finance Alliance.

Resource use fees and tourism charges are used both to generate revenues, and to regulate or manage PA use levels. They are some of the most popular revenue generating mechanisms, and have long been used to provide funds for PAs. In recent years, increasing attention has been paid to rationalizing the level of fees charged – very often prices have been set so low that they neither fully reflect market prices, nor capture the consumers' 'willingness to pay'.

Box 18: Protected Area funding in Montenegro[46]

The annual public income from PAs in Montenegro is about €1 million, or roughly 15% of the funding needs. The majority of PA goods and services are provided at a low or zero price to users, and many consumer demands are unmet. Even though the PA generated some 2.2% of GDP or €106 per capita in 2010, tourists and recreational visitors are willing to contribute up to €19 million more a year than they are currently being charged for entry fees. In addition, the potential market for PA authorities to provide hiking and other guided tours is worth up to €3 million a year in public earnings.

Many PAs have recognized that there is the potential to make charges for a far greater range of goods and service than those which have traditionally been priced. As well as entry fees, there are opportunities to introduce charges or license fees for the use of park facilities such as trails and shelters, or to market non-traditional activities.

4.5 Monitoring tourism in a transboundary setting

4.5.1 What to monitor?

Nothing stays the same. Tourism markets and PAs are in a state of constant change. Monitoring from project level to country level is a vital tool for evaluating and managing change. Monitoring involves carefully selecting and piloting indicators, collecting and evaluating data, and presenting and acting on the results. The definition and use of indicators of sustainability is therefore a central component of the planning and management process. Indicators are defined as "measures of the existence or severity

46   Subotic V. and Begovic, M. (2012). UNDP Montenegro, Via Dinarica: Unleashing the economic potential for sustainable development of rural communities in the Dinaric Arc eco-region project.

of current issues, signals of upcoming situations or problems, measures of risk and potential need for action, and means to identify and measure the results of our actions".[47] Indicators are information sets that are formally selected to be used on a regular basis to measure changes that are of importance for tourism development or management.

Monitoring is one of the most important elements to the success of tourism development in PAs. It is often also the element which is mostly underestimated. Once implementation of tourism development has started, or it is ongoing, it must be followed up to determine whether or not goals and objectives are being accomplished. Monitoring, evaluation and reporting on activities is essential to know where the success and failures lie.

Monitoring in a transboundary setting, like with the sites of the Dinaric Arc region, provides an excellent way to share learning experiences, to reduce costs of monitoring procedures whereby methods can be duplicated or adjusted.

Tourism monitoring in a TBA has three main functions:
1. it is a way to control the effectiveness and efficiency of the tourism process;
2. it is a common interest for stakeholders as they are participating in order to receive concrete benefits in return. Monitoring enables stakeholders to control the progress made;
3. it is a method to control impacts of tourism activities and tourism development.[48]

There are different elements within the tourism process that require monitoring. The most prominent are the monitoring of visitor impact and monitoring of service quality. Monitoring of visitor impacts is the element which should be considered in the PA Management Plan or in the Tourism Strategy.

Monitoring Visitor Impacts

Tourists, day-visitors and even people who visit the PA for only one hour have environmental, economic and social impacts on the PA. It is important for the PA management, tourism businesses, and even visitors to the park to understand the sustainability of tourism and recreation use. The PA manager can understand and influence tourism impacts through indicator-based management and then decide on action to be taken to addresses the issues.

An indicator is a way to detect changes which occur because of an action or a trend. Monitoring provides managers with the information to act upon the changes. Indicators should be established as soon as possible in the planning process and should be clear, measurable, cost-effective and sensitive to changes.

Types of impacts:
- environmental impacts – the impact of tourists on the PA and its surrounding areas, for example the impact of visitors on certain bird species in a certain area (measure and monitor the presence or nesting success of the bird species in the area), erosion of trails;
- economic impacts – the impact of tourism on the local economy;
- socio-cultural impacts – the impact of tourism on the surrounding communities measured and monitored in a qualitative way.

Monitoring service quality

Monitoring of the service quality is a way to ensure quality experiences for the visitors and tourists. Tourism is based on experiences and these experiences are again based on the provision of quality tourism products. Monitoring the service quality is the key for continued success of providing qualitative tourism experiences. What are the tourists' needs? What do they perceive while visiting the TBPAs in the Dinaric Arc region?

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47   UNWTO (2004). Indicators of Sustainable Development for Tourism Destinations: A Guidebook, Madrid.

48   Eagles, P., McCool, S. and Haynes, C.D. (2002). Sustainable Tourism in Protected Areas, guidelines for planning and management, IUNC, WTO, UNEP. p. 155.

Tourism surveys provide an excellent way to gain information about the type of visitor or tourist. However, it is not only enough to know where the tourist comes from, how many days he or she is staying and where they are staying. It is also important to understand what their opinion about the site is, does it provide good quality information/interpretation programmes? Does it provide proper quality services and facilities? As such, the overall satisfaction of the visitor is measured.

Monitoring destination performance

In addition to monitoring visitor impacts or the service quality of the site, it is also essential to understand how the TBA or the destination, is doing in comparison to other destinations in the region. What do other destinations in the region offer in regards to tourism products? What are their markets and how do they attract these? Research can be done via different websites such as business websites, regional tourism websites. Researching and monitoring this provides information on possible trends regarding new markets, tourism products and of course the changes within these.

Setting up a transboundary monitoring plan

A monitoring plan is a good way to gain the maximum effect of a monitoring programme and manages the different areas of monitoring in a professional way.

Monitoring should first and foremost occur in areas where problems are most likely to occur, for example, in hot spot areas of the PA with high visitor numbers, sensitive areas with important natural or cultural values, or areas where changes are occurring such as the implementation of new zoning areas with the aim to reduce the amount of visitor to a certain area in the PA.

Gathering baseline information is important for the monitoring programme, as this will allow for early warnings of changes that can occur and actions undertaken. The values measured during the continuation of the monitoring data will depend on the changes which are observed and compared to the baseline data.

The following steps identify the action that can be undertaken to develop a transboundary tourism monitoring plan.

A) **Planning for monitoring**
- formation of a transboundary monitoring committee
- holding a monitoring meeting

B) **Develop a transboundary monitoring program**
- identify common areas of tourism monitoring
- identify impacts and indicators in common areas to be monitored
- select the methods of measuring
- identify limits or ranges of acceptable change
- develop an operational monitoring plan

C) **Conducting monitoring and applying the results**
- train staff, managers and community representatives
- carry out the monitoring and examining data
- present the monitoring results to all relevant stakeholders in the area

D) **Evaluate**
- evaluate the monitoring programme, and adjust where necessary[49]

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49 Ibid, p. 157.

4.5.2 Statistical data in the Dinaric Arc region

Tourism research, analysis and monitoring is often measured by statistical data, such as the tourism contribution to the local economy, number of overnight stays, tourism demographics and so on. Such data provides an imperative way to understand progresses and drawbacks over a certain time period and are valuable information.

However, gaining reliable tourism data in the Western Balkans and thus in the Dinaric Arc region is challenging. Data that is made available often only represent one-third of the actual figures, which accounts mostly for data in regards to the accommodation and service industry. This is mostly due to unregistered businesses and the requirement for bed/visitor tax payments. The unreliable statistical data results in an underestimated role of tourism in the overall contribution to the country's economy and provides challenges in understanding realistic progresses or drawbacks.

The Dinaric Arc sites can provide the way to aim for accurate information in regards to local and regional level data. Visitor data can be collected through engagement of the private businesses, surveys and questionnaires that can be shared for a common use. Surveys currently being conducted in Durmitor NP can provide the template in which each of the protected TBA can adjust to its own unique settings. This information gathered is extremely valuable in regards to understanding the tourism market, its implications, the successes, the drawbacks and provides an understanding of how to move towards a desired future for sustainable tourism.

Additional information can be found on the following links:
www.dzs.hr/default_e.htm
www.bhas.ba/index.php?lang=en
www.iztzg.hr/UserFiles/Pdf/Tomas/2006-TOMAS-NATIONAL-AND-NATURE-PARKSSURVEY-EXE-SUM.pdf
www.monstat.org/eng/index.php
www.rzs.rs.ba

5 Conclusions

It can be stated that the Dinaric Arc region houses an abundance of natural and cultural resources due to its geographical location and due to the social and cultural developments gained during different transitional periods over the course of history. This has created a unique destination, where tourism potential is present.

It can be concluded that tourism should always be developed in a way that natural, cultural and economic resources are maintained in which local conditions of surrounding communities are respected and that the development of the Dinaric Arc region is secured for common use in the future. These natural, cultural and economic resources of the Dinaric Arc provide the means for tourism to be used as a catalyst for change, whereby the transboundary sites of the Dinaric Arc region hold an abundant variety of resources, which create tourism potential. Yet, it is important to realize that tourism alone cannot always be the founding answer for development. The region underwent political, economic and social transition periods which left their effects on local economies such as large migration, infrastructural issues, negative demographic trends, population aging, and migration to larger cities. These are issues that tourism alone cannot solve. Further sustainable development of the region is also dependent on the commitment of local and national authorities, implementation of development policies and strategies and the overall stimulation of the business environment of the region and beyond.

However, through transboundary cooperation, the PAs of the Dinaric Arc can greatly diversify the region and increase its overall competitiveness. They can provide a more competitive product, more diversified cultural experiences and thus an overall increased and intensified visitor experience. The Dinaric Arc region provides the means to accommodate the overall need of visitors.

It can be stated that **planning** for tourism in the Dinaric Arc region is essential, including cooperation amongst all stakeholders. Tourism planning for and between the sites should always be done within understanding of the current social, political and economic trends of the Dinaric Arc region. Understanding the context in which the tourism planning and development takes place will provide more opportunities to understand and capitalize emerging markets, development actions that are much more efficient as well as to make sure that strategies and actions can be adapted to the changing conditions in the region. Involving stakeholders, including local communities, in the various stages of the planning process, will lead to greater commitment and thus success of cooperation in tourism for the Dinaric Arc sites.

Furthermore, **tourism development** or collaboration of tourism products and packages in the Dinaric Arc region should always take the wider destination of the area into consideration. This will limit 'isolated' development and will link and create a greater offer of products and thus a greater competitive destination advantage. Interpretational tourism experiences should be provided through offering the tourist and visitor a sense of place and time as a story line that gives the link between what people see and how they can put it to their imagination and thus create the overall tourism experience. Part of the success of tourism development is the success of the development of proper tourism infrastructure, which includes visitor services that will greatly help the understanding of the values of the PAs. Collaboration can increase effectiveness and also stimulate overall cooperation between the sites.

Collaboration in visitor **management** and **monitoring** provides the means to reduce costs of monitoring procedures whereby methods can be duplicated or adjusted and enable the sharing of best practices and learning experiences.

It is through the above mentioned elements that the six sites of the Dinaric Arc region can find the means to increase transboundary collaborations. It needs to be taken into consideration that each of the PA sites are at various stages of tourism development. However, excellent examples of on-going collaborations can provide the means for others to follow. It is clear that nature does not limit itself to man-made borders, and conservation would only benefit from such cooperation. Tourism is there to provide the means for conservation and sustainable development and create understanding for the need of protection of the TBPA sites in the Dinaric Arc region.

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http://www.snvworld.org/en/regions/world/publications?filter=tourism

http://www.snvworld.org/sites/www.snvworld.org/files/publications/hiking_and_biking._contributing_to_rural_development_in_rural_montenegro.pdf

http://www.european-charter.org/home/

http://www.equilibriumresearch.com/list.asp?pid=2&area=Protected+Areas

http://www.ramsar.org/cda/en/ramsar-usefulmaterialssustainabletourismen/main/ramsar/1%5E25736_4000_0__

Case studies

Wetland Tourism: Slovenia - Škocjan Caves: A Ramsar Case Study on Tourism and Wetlands
http://www.ramsar.org/pdf/case_studies_tourism/Slovenia/Slovenia_EN.pdf

Wetland Tourism: Romania – The Danube Delta
http://www.ramsar.org/pdf/case_studies_tourism/Romania/Romania_Danube_EN.pdf

Annexes

Annex 1

Terms and Definitions

Attractions: Visitor attractions include a wide range of facilities and areas that tourists visit to enjoy and where they may participate in various activities as part of their holiday experience. Attractions include entertainment, theme parks, sports facilities and activities, spectator sports, museums, shopping complexes and markets, cultural and heritage sites, and protected areas, amongst many others.

Biodiversity: the variability among living organisms, including terrestrial, marine, and other aquatic ecosystems and the ecological complexes of which they are a part. Biodiversity includes diversity within species, between species, and between ecosystems.[50]

Interpretation: "Interpretation is a communication process, designed to reveal meanings and relationships of our cultural and natural heritage, through involvement with objects, artefacts, landscapes and sites." - Interpretation Canada definition.

Destination Management Organization: DMOs are agencies or marketing consortia (normally publicly funded, sometimes supplemented by membership subscriptions) that promote a 'destination' to outbound tour operators and both domestic and foreign consumers through a variety of media, and provide information on local products and suppliers. Sometimes, suppliers (e.g. subscribed members) receive preferential treatment.

Ecosystem services: Ecosystem services are the benefits people obtain from ecosystems. These include four different categories, namely provisioning services such as food, water, timber, and fibre; regulating services that affect climate, floods, disease, wastes, and water quality; cultural services that provide recreational, aesthetic, and spiritual benefits; and supporting services such as soil formation, photosynthesis, and nutrient cycling (Millennium Ecosystem Assessment, 2005).

Inbound tourism: Comprises the activities of a non-resident visitor within the country of reference on an inbound tourism trip.[51]

Outbound tourism: Comprises the activities of a resident visitor outside the country of reference, either as part of an outbound tourism trip or as part of a domestic tourism trip.[52]

Package tour: A tourist product such as an excursion or a complete arrangement published in a travel brochure, on a website or by a local operator of activities. Usually it is a combination of transport, accommodation, food and activities/excursions.

Planning process*: consists of the steps to be gone through in preparing a plan, which usually involves much public participation and debate at all stages.

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.

Sustainable development: Development that meets the needs of the present without compromising the ability of future generations to meet their own needs.

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50   Convention on Biological Diversity (CBD) (Article 2) - http://www.biodiv.org/convention/articles.shtml?lg=0&a=cbd-02

51   http://media.unwto.org/en/content/understanding-tourism-basic-glossary

52   Ibid.

Sustainable Tourism: Tourism that takes full account of its current and future economic, social and environmental impacts, addressing the needs of visitors, the industry, the environment and host communities (UNEP & UNWTO, 2005).

Ecotourists: Individuals who travel to relatively undisturbed or uncontaminated natural areas with the specific objective of studying, admiring, and enjoying the scenery and its wild plants and animals, as well as any existing cultural manifestations (Ceballos Lascurain, 1996).

Tourism is a social, cultural and economic phenomenon which entails the movement of people to countries or places outside their usual environment for personal or business/professional purposes. These people are called visitors (which may be either tourists or excursionists; residents or non-residents) and tourism has to do with their activities, some of which imply tourism expenditure.[53]

Tourism product: A natural, cultural or human feature or quality made accessible for tourists with the help of certain services such as facilities (transport, accommodation) and information.

Visitor: A visitor is a traveller taking a trip to a main destination outside his/her usual environment, for less than a year, for any main purpose (business, leisure or other personal purpose) other than to be employed by a resident entity in the country or place visited. A visitor (domestic, inbound or outbound) is classified as a tourist (or overnight visitor), if his/her trip includes an overnight stay, or as a same-day visitor (or excursionist) otherwise.[54]

Zoning (protected areas) is a tool used to describe specific geographies, policies and management priorities within a PA. It can provide a standard approach to support management objectives and actions, based on a variety of values, to address existing or expected patterns of access and use. Zoning is particularly useful where managers face a number of discrete values to protect and/or extensive public use. Nested under one zone with common management direction are a number of values and uses with common management needs. Managers can readily evaluate potential pressures on the area's values.

Annex 2

Ensuring sustainable financing: Germany and The Netherlands

The cross border Nature Park Maas-SchwalmNette is a regional, special purpose organisation of seven Dutch communities and the German Nature Park Schwalm-Nette. The cooperation has shared responsibilities and funding, based on a treaty between the governments of the Netherlands and North-Rhine-Westphalia (signed in 1976). Two bilingual full-time employees work in the organisations' office in Roermond (NL). Between 2006 and 2010, the costs for the office amounted to some EUR 200,000 per year, including staff costs, office rent and general operating costs. Funding is allocated by the Federal State of North-Rhine-Westphalia, the Province of Limburg, the government of the Netherlands and the cross-border organisation (consisting of eight members), each with a quarter. The annual budget is confirmed for the following period (2011 until 2015). The main task of the staff is to acquire, coordinate and implement cross-border projects in the fields of nature and landscape conservation, tourism, recreation and environmental education. Project financing is mainly provided by EU funds, national and regional administrations. Between 2005 and 2010 the staff managed to additionally acquire project funds amounting to EUR 300,000 per year that could be expanded by project partners.

Source and contacts: Leo Reyrink, Silke Weich, Nature Park Maas-Schwalm-Nette
e-mail: leo.reyrink@grenspark-msn.nl

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53   UNWTO http://media.unwto.org/en/content/understanding-tourism-basic-glossary

54   Ibid.

Annex 3

User fees in New Zealand's protected areas

Although New Zealand's Department of Conservation is not permitted to charge for entry into PAs, it raises substantial revenues by imposing fees for the provision of facilities and services. Concessions are issued for businesses to conduct commercial activities such as tourism, agriculture and filming, all set at market prices. In addition, charges are levied for the use of huts, trails and campsites, at levels that ensure full cost-recovery. These sources of income represent about 15% of the Department's annual budget, most of which is used to maintain high quality facilities and to fund the costs of park management.

Source: WCPA (2000). Financing Protected Areas Guidelines for Protected Area Mangers. IUCN: Gland.

Annex 4

Tourism Satellite Accounts (TSA)

Satellite accounts are a procedure to measure the size of economic sectors which, like tourism, are not defined as industries in national accounts. Tourism, for example, is an amalgam of industries such as transportation, accommodation, food and beverage services, recreation and entertainment and travel agencies, among others. A TSA is a means to calculate tourist consumption of these goods and services supplied within a country, using a common method that will permit comparisons over time and with other countries. Tourism Satellite Accounts are designed to provide:
1. credible data on the impact of tourism and the associated employment;
2. a standard framework for organizing statistical data on tourism;
3. a powerful tool to help design economic policies related to tourism development;
4. data on tourism related to a nation's balance of payments;
5. information on the characteristics of human resources in tourism.

Many of the most important economic indicators have proven difficult to extract from traditional sources of data. Indicators important to tourism include leakage, employment in tourism, and total value of tourism to an economy. As increasing numbers of countries establish TSAs, it becomes more practical to calculate and use complex indicators such as the following:
a. tourism's contribution to Gross Domestic Product (GDP);
b. tourism's ranking relative to other economic sectors;
c. number of jobs created by tourism in an economy;
d. amount of tourism investment;
e. tax revenues generated by tourism;
f. tourism consumption;
g. tourism's impact on a nation's balance of payments;
h. characteristics of tourism's human resources.

Work on TSAs has focused on the national level, and countries such as Australia, Canada, Chile, France, New Zealand and the United States now are able to report such results as tourism counted for 4.5% of GDP in Australia in 1997–98, or 624,200 people were employed in tourism-related industries in France in 2000. The Tourism Satellite Account represents a principal field of activity of the UN World Tourism Organization. UNWTO was instrumental in developing a conceptual framework and a standardized methodology for TSA that was approved by United Nations Statistical Commission in 2000.

Source: UNWTO (2000). Basic Concepts of the Tourism Satellite Account.