



Draft Strategy for the Future Tourism Development of the Carpathians

Note: the text shaded in grey (in Arial 9 pt) contains the description of the chapters and subchapters according to the *Structure of the Strategy for the Future Tourism Development of the Carpathians* developed and adopted at the first TWG meeting that took place in the White Carpathian, CZ, on 2-5 April 2007.

For the first version of the draft strategy color coding is used to identify the inputs from different countries:

Czech Republic

Hungary

Poland

Romania

Slovakia

Ukraine (input by Ukrainian NGO – Heifer International)

Text in black was developed and adopted at the first TWG meeting

1. PURPOSE OF THE STRATEGY

The purpose of the strategy for the future tourism development of the Carpathians (from now on referred to as Tourism Strategy) accurately identifies targets and anticipated outcomes. The strategy is to serve as a communication document which encourages governments and other stakeholders to take further actions and initiatives on sustainable tourism development.

The purpose of the Strategy for the future tourism development of the Carpathians is to encourage tourism that integrates socio-economic benefits with the conservation of biological and cultural diversity as it is determined by the Carpathian Convention, article 9.

2. VISION STATEMENT

Creating a vision means to outline an image for the future of tourism in the Carpathians we seek to create. This ideal vision does not show detailed goals or steps towards their achievement, but it serves as guiding principle during the whole process of developing the Tourism Strategy to the Carpathian Convention.

The Carpathians are a living region with a common identity where people enjoy quality of life with rich traditions and in sound environment.

The unique natural and cultural heritage of the Carpathians builds the basis for a competitive sustainable tourism destination.

Good cooperation, local management and partnerships contribute to the high quality of tourism, which ensures continuous benefits for local people and economies.

It is necessary to check the Carpathian Environmental Outlook after it is officially published in early October.

3. A STRATEGY FOR ALL STAKEHOLDERS

It is important to create a strategy that is being supported best as possible by the Carpathian Countries and its various stakeholders. In order to obtain such a "strategy for all stakeholders" two aspects have to be taken into consideration here:

- a) It is necessary to identify the target groups towards which the strategy shall be addressed in order to reach broad applicability and acceptance.
- b) The strategy development is a dynamic process which affords the continuous identification of stakeholders to be involved in the formulation and the implementation of the strategy. Their roles, as well as their concerns have to be determined; they have to be identified on national, as well as regional and local levels.

Only with the active participation of all parties involved in the process of local, regional and domestic development it is possible to expand the sustainable tourism in the Carpathians, which contribute to the conservation and management of biodiversity, thus contributing to the local economy.

Stakeholders participating in the process of sustainable tourism development in the Carpathians can be identified on behalf of their interests and roles in the tourism industry. To the fundamental groups of tourism development actors belong:

3.1 local tourism industry subjects

- a) interests (output) – improve infrastructure to make the region more attractive, enhance tourism product quality, lower the outer costs
- b) description – number of registered tour operators and agencies, number of accommodation sites of all types, number of transportation companies (addition of each country data)
- c) contribution (input) - know-how of tourism system solutions – consulting, trainings, co-financing - infrastructure, new attractions, public-private-partnership,

3.2 international tour operators

- a) interests – attractive and innovative tourism destination, good and constant quality of services and facilities, reasonable prices, wide range of tourism product possibilities
- b) description – number / names of countries of tour operators highly interested in Carpathians tourism
- c) contribution (input) - know-how of tourism system standards – enhancement of quality level, direct foreign investments,

3.3 regional land local communities administration and national government authorities

- a) interests – improvement of accessibility and indigenous people life quality matters (infrastructure), tax revenues, image improvement, increase of investments number
- b) description – number of different level communities
- c) contribution (input) – cooperation basis (PPP), limited capital investments (real estates, bank loans), product development – international marketing, project subsidies, safety of tourists enhancement, improvement of framework conditions - global access support, coordination of sustainable tourism development - land use planning, waste disposal, management and marketing of tourism product

3.4 non-governmental organizations

- a) interests – nature conservation, skills trainings of local people, loyalty of locality development i.e. local products – brands, environmental education, networking, public relation / brand building

- b) description – typology of Carpathians NGOs with approx. number data,
- c) contribution (input) – expert know-how support, access to outer / additional financial resources, collaboration basis - providing direct “soft” link between other stakeholders, educational support concerning detailed development matters, “niche” tourism product development, providing support of management and marketing.

3.5 nature conservation administration

- a) interests – tourist traffic management (decrease?), conservation instruments improvement (financing?)
- b) description – typology of nature conservation administration, number and size of different areas
- c) contribution (input) – local and regional tourism product development through selected tourism infrastructure development, ecological approach education

3.6 indigenous people

- a) interests (output) – improvement of life conditions (infrastructure), new sources of income, better education and vocation opportunities
- b) description – number of inhabitants divided according to different types of authorities
- c) contribution (input) – innovative and original tourist attractions and accessories – revived local products and culture elements, easy-access and locally-skilled work force, direct marketing to tourists, boost of investments on joint–venture basis

3.7. Cooperation network of Carpathians stakeholders

On behalf of the subsidiarity principle, it is crucial to determine the cooperation of different stakeholders in the area to ensure the synergy effects, which will determine the dynamic development of the area on the basis of tourism know-how, capital investment and regional subsidies. The catalytic role of the process should be given to the institutions and persons of the “third” - social sector of non-governmental organizations, which easily develop network cooperation needed in the region.

The cross-sectoral approach to tourism development cannot be performed by a single group of above mentioned stakeholders. They can undertake the individual measures independently, but according to the common guidelines, set in the agreed strategy. On behalf of this the different approach and varying cultural backgrounds of the identified groups of stakeholders must be taken into account in the strategy.

4. FRAMEWORK CONDITIONS

The elaboration of the Tourism Strategy has to follow a certain process with determined steps and principles in order to achieve a well considered result.

4.1 APPROACH

An approach aims to pre-define the way of how to achieve the goals of the strategy. The guiding principles of such an approach can e.g. include participation, interdisciplinary work, integration, trans-border cooperation, etc.

4.2 INTERNATIONAL PROCESSES & RELATED STRATEGIES

This chapter determines which existing international and national agreements and frameworks need to be considered as guiding principles for the development of the Strategy. One most important example is the Guidelines on Biodiversity and Tourism Development to the Convention on Biological Diversity.

Furthermore, the Tourism Strategy should be formulated in accordance with national priorities and policy frameworks.

5. FRAMEWORK FOR ACTION

The framework for action is the main part of the document. It shall concretely determine all issues, necessary to ensure the successful implementation of the strategy.

5.1 GOALS AND OBJECTIVES

Identifies strategic goals and the deriving objectives valid for the whole Carpathian region

OBJECTIVE 1	
<i>Establishing a marketing scheme for the promotion of the Carpathians as unique destination, including the development of supportive conditions for sustainable tourism products and services</i>	
OBJECTIVE 2	
<i>Developing an innovative tourism management at all levels, fully integrating the needs of local populations and the preservation of natural and cultural heritage</i>	
OBJECTIVE 3	
<i>Establishing of a continuous process of awareness raising, capacity building, education and training on sustainable tourism development and management throughout vertical and horizontal levels</i>	

→ additionally it will be necessary to keep another objective regarding financial mechanisms in mind;

→ after elaboration of chapter 5 additionally objectives might emerge that can be included in objectives later on; the inclusion of these potential additional objectives will be decided on during the next meeting

- enhance the level of regional and local development through tourism
- improve conditions of Carpathians tourism offers
- create common regional tourism brand for marketing purposes

It is maybe important to take into consideration also an objective just partially included till now:

Developing mechanism for preserving the Carpathians richness (natural and cultural richness) unspoiled.

For example:

Promoting the right type of tourism activities, programmes, developments.

Elaboration of the Carpathians tourism best practices guidebook should be very useful. The objective 3 is in fact in my opinion only a part of this broader objective mentioned above.

Concerning objectives of the Strategy it would be worth to have a separate objective addressing financing mechanisms. The financing strategy is also missing in the present structure of the overall strategy.

5.2 SET OF ACTIVITIES

Describes concrete activities and their scope of application within the Carpathians.

The Hungarian tourism policy is based on the National Tourism Development Strategy 2005-2013. The main objectives of this document are as follows:

- people-oriented and long term, profitable development
- development of tourism attractions

- improvement of reception conditions
- development of human resources
- creation of an effective operational system

There are also some important horizontal objectives like creation of experience chains, sustainability, equal opportunities, cross-border tourism development, youth tourism development.

There is also a Tourism Development Strategy of the Northern Hungary Region which is more or less identical to the Hungarian Carpathians delimitation.

This document has been elaborated last year for the period of 2007-2013 which has a clear vision for this region.

5.2.1 Carpathian-Wide

Defines activities and thematic priorities that have impacts on or require actions of all Carpathian Countries in their unity

1. strategy implementation by common institution,
 2. certification of local implementing organizations and institutions,
 3. common Carpathians tourism brand management,
 4. cooperation of the board with international and national organizations and governmental and non-governmental organizations.
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1. Establishment of a tourist data base with all type of sustainable tourism programmes created by tourism agents, pension owners, tourism guides. Based on the above process to edit a sustainable tourism magazine for the Carpathians (with double functions: promotion-best practice guide book)
 2. Guidelines for sustainable tourism activities in the Carpathians related to “successful tourism activities” in order to avoid the impression of restrictions imposed in the Carpathians. The guidelines should present which are sustainable tourism business and activities and how can be started and managed. Also the guidelines should present why the sustainable tourism activities are important and which are the advantages of the sustainable tourism.
An important part of the guide book should present the importance of preserving the tradition and the traditional way of life
 3. Establishment of a Carpathian Tourism Association with members especially from the tourism sector. Related to point 1 above. This association can further edit the tourism magazine.
 4. Promotion of the Carpathian Mountain as a tourism destination unique but rich in diversity. In order to reach this goal, specific tourism programmes should be identified in each country. The common line of the Carpathians as a destination should be the nature and the cultural heritage, but each country of the destination should provide programmes that are slightly different from each other. In this way the **TOUR of the Carpathians** will be encouraged by the promotion materials.
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1. Development of the communication strategy aimed on the branding of the Carpathians in order to make them well known on global markets (like Alps, Appalachian Trails, trekking in Nepal, etc.),

2. Identification of suitable and feasible tourism products and support their launching by tourism businesses (seed funds, microcredits...) - from local tourism products to whole Carpathian ones + development and implementation of the marketing strategy focused on the mentioned products,
3. Establishment of intergovernmental body for developing of tourism in Carpathian with sufficient capacity, sources and power,
4. Development and marking of the Via Carpathica trail system as a backbone of all Carpathian Convention's tourism activities,
5. Development of the "international tools" for the promotion of the Carpathian space - creation of the thematic ways, hiking and cycle trials throughout the Carpathian based on some historical or natural issues, Carpathian passport, etc.,
6. Establishment of the Club of Carpathians Tourism stakeholders with goal to implement common marketing and fundraising as well as enhance mutual support and collaboration,
7. Creation of the system of education on the international level (people from all Carpathian countries could present their results and success in the development of sustainable tourism and motivate other people to take part in this process) through the seminars, educational programs, workshops, etc.,
8. Certification scheme (marketing tool as well as services improvement) - f. e. "Carpathian sustainable tourism accommodation", officially supported by Carpathian Convention. (Possibly also some competition for "The best Carpathian sustainable accommodation"),
9. Promotion of the traditional way of life in Carpathians, including unconventional forms of accommodation (village houses, etc.),
10. Design manual of Carpathian tourism,
11. Internet site about Carpathians as a tourism destination (possibly divided into the sections according to the countries but also according to the activities, which visitors would like to do during their vacations),
12. Creation some short documentaries for national televisions about the possibilities of the sustainable tourism in Carpathians,
13. Publishing of unified tourist maps of Carpathians, books and publications, promotional materials focused on the tourism development, etc.

1. Expand the legal and contract base of external relations, conclude international agreements between governments and departments on collaboration in the tourism sphere
2. Unification of system of classification of service quality, relevant pictograms, signs with preserving of national features.
3. Conduct forums to study experience of implementation of modern technologies into sphere of tourism

5.2.2 Bilateral and Multilateral Cooperation

Defines activities and thematic priorities that have impacts on or require actions of two or more countries

1. agreement on the local and sub-regional plans and programs concerning issues connected with tourism i.e. tourism trails;
2. common promotion instruments also based on the present agreements such as Visegrad Group, CEI, Euroregions;

1. To create common tourism strategies and action plans first for existing Tran boundary protected areas (biosphere reserves, Natura 2000 sites)
 2. To create a training and exchange programme related to tourism in the Carpathians between neighbor countries
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1. Bilateral and multilateral exchange of information, skills and practices,
 2. Creation of annual bilateral festivals, events or celebrations, organized mainly by regions closely connected one to each other (for example border areas, localities in different countries where the same nationalities live, etc.)
 3. Creation of cross-border tourism trails, cycle-trails.
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1. Coordinate actions in the process of strategic planning of boundary territories development
 2. Simplify and harmonize tax, currency, consulate and visa, boundary and custom types of regulation in the process of implementation international auto and cycle routes.
 3. Standards differentiation
 4. Create network of tourism informational centers\ representation offices
 5. Conduct informational and advertising actions and marketing on the languages of these countries.

5.2.3 Individual Countries

Defines activities and thematic priorities that have impacts on or require actions of individual countries

1. multilevel marketing structures and instruments for Carpathians tourism product (NTO-LTO),
 2. improvement and adjustment of the tourism infrastructure (i.e. tourism trails),
 3. production and distribution of common product promotion materials
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1. To strengthens the existing sustainable tourism associations (ex ecotourism associations)
 2. To create mechanisms at the Carpathians local communities level for facilitate the development of small scale tourism activities (training for farmers, guide books about how to create a small scale tourism business, financial mechanisms)
 3. To promote the sustainable tourism small scale developments through guide lines edited under the authority of the Central Authority in charge with Tourism.
 4. National regulation should be issued related to the establishment of the tourism ski resorts or other tourism resorts in the high areas of the Carpathians. These developments, if they are needed should face a complex process of planning, public consultations, in order to avoid environment destructions and losing of local cultural traditions
 5. To create as much as possible local tourism associations first of all in the areas were protected areas exists (with the support of the protected areas administrations), and *also to create a national branch of the desired Carpathian Tourism Association in order to*

promote to the Central Public Authority in Charge with Tourism the ideas and the objectives of the Carpathians Tourism Strategy.

6. To implement some actions from the national master plan for tourism especially the statement that human developments in the areas important for tourism should be made on strategic planning basis, and to take into consideration the natural and traditional values.
 7. To identify the most successful sustainable tourism associations, activities, programmes, agents, pension owners for the future Carpathians tourism database.
 8. To create local training centers for tourism related jobs.
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1. Incorporation of the issues of sustainable tourism into all relevant development documents on a national, regional and local level (e.g. Spatial plans, Economy and Social Development Plans ...),
 2. Review of existing documents (e.g. Strategy of the Tourism development in Slovak Republic, Tourism Regionalization in Slovak Republic, regional tourism strategies or documents if existing) and creation of the new documents on all levels connected with the tourism development in every country of Carpathian space,
 3. Creation of the system of the financial support of the sustainable tourism development from the national governments, e.g. through some existing grant programs (Village development program, etc.), establishment of new programs...,
 4. Development and implementation of communication campaign about suitable forms of tourism (like hiking, cycling, nature tourism, heritage tourism, etc.) in order to change their perception by public as “modern” way of tourism, equal or even better than mass tourism,
 5. Negotiations with national tourism boards about promoting Carpathians as the regional tourism product,
 6. Creating of expert capacity for feasibility studies, comparative studies, cost-benefits analysis, environmental, economical and social audits etc. with goal to advocate and promote sustainable forms of tourism (mainly in comparison with mass tourism),
 7. Elaborating of the strategic paper on comparison of mass vs. quality tourism and communicating it with public in suitable form,
 8. Creation suitable conditions for the sustainable tourism development in protected areas. Communication with people working in protected areas and adjustment of activities to existing and prepared documents focused on nature and landscape protection,
 9. Overtaking of the responsibilities for the tourist infrastructure (hiking, cycling, etc.) to more efficient bodies than it is today (in protected areas PA administrations should be responsible for them),
 10. Establishment of collaboration with tourism developers and big businesses where appropriate in order to involve them and provide them with suitable way of off-season and / or off-site business,
 11. Establishment of the National Focal Points for Carpathian Tourism
 12. Creation of more educational trials oriented to culture-historical and natural monuments,
 13. Creation of the system of the education / training activities for especially local communities, how to develop the sustainable tourism, focused on wide range of possibilities with respect to the nature and landscape protection
 - how to use the nature and landscape potential to invite the tourists, but to not destroy the landscape,

- how to use the local traditions, culture heritage, local handicrafts to invite the tourists,
- how to create the sustainable tourism accommodation - using the local products, constructing the buildings which are visually suitable for the region, using renewable energetic sources...
- where and how to get money to develop the sustainable tourism activities.

1. Analyze legislations of European countries concerning regulation of relations in the sphere of tourism, compare separate forms and means of legal regulation in different national legislations, and define general principals which shall be considered while developing national legislation
2. Adopt positive European experience to facilitate problems solving in the legislation of actual country
3. Taking into consideration experience of other countries:
 - Develop national program of tourism development
 - Create tourism coordinating councils and public extension services under local administrations
 - Ensure scientific -methodological and personnel provision of tourism development
 - Develop method of
 - Develop system of declaring natural territories, which are situated in 2 and more countries as resorts of regional (international) significance
 - Develop training program, issue books, adapted to needs of territories sustainable development
 - Present tourism and recreational potential on the external market
 - Create official Internet-portal

5.2.4 Incentive measures

5.4 ACTION PLAN INCLUDING TIMEFRAME AND RESPONSIBLE ACTORS

The action plan determines the timeframe for the individual activities as well as the related responsibilities (table format)

ACTION	TIME	ACTOR

Objectives of sustainable tourism in the Carpathians	Concrete suggested activities	Scope of application within the Carpathians	Tasks, timeframe and responsible actors
Improving communication and cooperation in sustainable tourism within the Carpathians	Presenting case studies of best practices in tourism management in the Carpathians (website)	Carpathian-Wide and Multilateral Cooperation	<ul style="list-style-type: none"> - Establishing of a new website or using an existing one and its operating – (2008) – Ministry of Environment of each country or some NGO, under CBD website, or website of CC - Contributions on website – continuously (2008-) – members of the working group on sustainable tourism and others those interested
	Establishing and operating of the discussion platform how to deal with tourism and nature conservation issues in the Carpathians (website – internet conference and email list)	Carpathian-Wide and Multilateral Cooperation	<ul style="list-style-type: none"> - Establishing of a platform on the website – 2008 – Ministry of Environment of each country or some NGO?? - Contributions to the discussion – continuously (2008-) – members of the working group on sustainable tourism and others those interested
	Establishing of local working group for sustainable tourism, including local NGO, business sector, services providers, local inhabitants...aso. Improve the communication process between all stakeholders	Individual countries	<ul style="list-style-type: none"> - Set up community tourism forums, continuously (2008-) – tourism body (authority) with cooperation of the protected area authority, municipalities, tourism enterprises, NGOs and other stakeholders
Meeting of international standards in sustainable tourism in protected areas	Voluntary joining the Europarc Charter of Sustainable Tourism in protected areas and guiding	Carpathian-Wide – the protected areas in the Carpathians those interested	<ul style="list-style-type: none"> - Start the process of joining the Charter – (2008-) – the protected areas those interested - Application of Methodology of planning the sustainable tourism in protected areas – individual countries, Ministry of the Environment
	Encourage adoption of environmental good practice and introduce	Carpathian-Wide and Multilateral	<ul style="list-style-type: none"> - Introduction of an environmental award scheme within tourism enterprises –

	environmental award scheme within tourism enterprises, adoption of certification system (quality)	Cooperation Individual countries	continuously (2008-) – the protected area authority and/or tourism body (authority)
Objectives of sustainable tourism in the Carpathians	Concrete suggested activities	Scope of application within the Carpathians	Tasks, timeframe and responsible actors
Protecting and enhancing the natural and cultural heritage	Monitoring impacts of tourism on sensitive sites (impact on flora, fauna, soil, landforms etc.) in line with existing monitoring schemes and programmes as NATURA 2000 aso.	The areas in the Carpathians those interested (in different countries)	<ul style="list-style-type: none"> – Preparing of monitoring zones and scheme – continuously (2008-) – the protected areas those interested – Make screening (monitoring) – continuously (2008-) - the protected areas those interested
	Encouraging environmental friendly activities which support the maintenance of natural, cultural heritage and traditions	Individual countries Each protected area or a tourist region in the Carpathians	<ul style="list-style-type: none"> – Active support of activities which help maintain the natural, cultural heritage and traditions – continuously (2008-) – Ministry of Environment of each country, the protected area authority and/or tourism body (authority)
	Asses the potential of trans-boundary UNESCO sites nomination as Natural World Heritage sites, geoparks	Bilateral Cooperation, Individual countries	<ul style="list-style-type: none"> – Local authorities, Ministry of Environment, others responsible ministries, NGO
	Encouraging sustainable tourism activities, especially operated by local people, desire new and support existing environmental friendly tourism activities as ecotourism, geotourism etc.	Individual countries	<ul style="list-style-type: none"> – Local authorities, Protected area authorities, Ministry of regional development
Monitoring and management of visitor flows including creation of destination management plan in cooperation with the local authorities and stakeholders	Preparing and implementing a visitor management plan, monitoring of impact assessment of tourism activities on nature (cultural) sites and landscape	Individual countries Each protected area or a tourist region in the Carpathians	<ul style="list-style-type: none"> – Preparing of a visitor management plan and its implementing – continuously (2008-) – the protected area authority and/or tourism body (authority) with involvement of local stakeholders, universities, research institute
	Monitoring visitor numbers and traffic over time and space	Individual countries Each protected area or a tourist region in the Carpathians	<ul style="list-style-type: none"> – Visitor and traffic monitoring – periodically (2008-) – the protected area authority and/or tourism (traffic) body (authority), universities, research designs

	<p>Developing a comprehensive area strategy for traffic management (destination management)</p>	<p>Individual countries Each protected area or a tourist region in the Carpathians</p>	<p>– Preparing of a comprehensive area strategy for traffic management and its implementing – continuously (2008-) – the protected area authority and/or tourism (traffic) body (authority)</p>
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6. MONITORING SYSTEM

This chapter introduces the monitoring scheme which will help to oversee the implementation of the planned goals, objectives, activities and indicators of the implementation of the strategy.

Indicators

- number of domestic tourists visiting Carpathian region per year (growth data),
 - number of foreign tourists visiting Carpathian region per year (growth data),
 - number of accommodation and other tourism service infrastructure sites (growth data),
 - number of new entrepreneurships on regional level,
 - number of resources usage (water, wastes, energy),
 - change of local income level (local taxes income),
 - number and common value of new investments,
 - number of permanent inhabitants of the region,
 - number of new founded NGOs.
1. Create coordinating council on monitoring of implementation of Tourism Strategy and Tourism marketing of Carpathian region, which will serve as a public consulting and extension body and work under local state administration.
 2. Study impact of tourism development on socio-economical development
 3. Conduct sociological research of tourist inflows and ability to pay, estimate demand
 4. Conduct financial analysis (members on the tourism market, tourism product as a basis of market and its producers, market analysis for selling tourism product)

The monitoring scheme for the implementation of the Carpathian Tourism Strategy should include some “external keys” that will help to oversee the progress done.

1. *The Tourism Flow in the Carpathians has to be monitored.*

The visitor numbers growing figures in the mountain areas and in the mountain villages could indicate also that the implementation of the strategy is successful. For more accurate results tourism surveys should be conducted to deliver more specific information as : growing of the ecotourism activities, the number of small scale business established in the local communities, the provenience range of the visitors, how they found out about the tourism program, what are their expectations, if they are performing Carpathians Tours, also other questions that can indicate the trend of the tourism phenomenon in the Carpathians, to see if it is in the spirit of the strategy. The tourism surveys should be conducted annually and they are very important to illustrate that trend.

2. *The tourism marketing indicators*

In this aspect, we have to check on the local(national) and international market the existence of the tourism products encouraged by the Tourism Strategy, if there are enough comprehensive programs, if there is a relevant promotion of the programs.

3. *Sustainable Tourism dimension, specific infrastructures, incomes*

We have to check annually the number of tour operators, tourism agents dealing with sustainable tourism and also the number of pension owners.

An useful indicator could be the number of new small scale developments in the tourism branch at the rural level.

Also the fluctuation of the incomes generated by tourism in the monitored local regions and communities is an useful indicator.

The involvement of the local authorities, illustrated by the level and the quality of the specific infrastructure (roads, waste collection systems, the quality of local planning has to be monitored.

4. Impact on biodiversity, landscapes

This components should be monitored especially in the protected areas because the tourism phenomenon (if the trend is wrong) can affect in various manners the natural heritage, the biodiversity, and also to traditional local way of life and economy.

If the negative impacts generated by the tourism in the protected areas is growing (ex., number of tourists in restricted areas, damages to sensitive areas, noise, camping problems, litter, inadequate tourism activities, unsustainable developments in the local communities).

An interesting challenge will be to create the mechanisms, based on the surveys results, for identifying the necessary updates for the strategy.

Objectives of sustainable tourism in the Carpathians	Concrete suggested activities	Proposed indicators
Improving of communication and cooperation in sustainable tourism within the Carpathians	Presenting case studies of best practices in tourism management in the Carpathians (website)	Establishing and operating of the website (number of visitors of the website)
	Establishing and operating of the discussion platform how to deal with tourism and nature conservation issues in the Carpathians (website – internet conference and email list,)	Establishing and operating of the website (number of contributions)
(national and) local level communication	meeting of the local community representatives	Number of meetings a and numbers of their participants
Meeting of international standards in sustainable tourism in protected areas	Joining the Europarc Charter of Sustainable Tourism in protected areas	Formal starting of the Charter process. Obtaining of the diploma or other certification. Promotional material connected with Charter application.
Protecting and enhancing the natural and cultural heritage	Monitoring sensitive sites (impact on flora, fauna, soil, landforms etc.)	Number of species and individuals on the sites (permanent plots), extent of the stands (habitats) etc.
	Encouraging activities which support the maintenance of natural, cultural heritage and traditions	Number of activities that have been supported each year.
	Action to control development (including tourism) which would adversely affect the quality of environment and style of landscape (including EIA process)	Number of undesirable development activities that have been changed or cancelled.
	Encourage adoption of environmental good practice and introduce environmental award scheme within tourism enterprises	Introduction of an environmental award scheme and its concrete grant.
Monitoring and management of visitor flows and connected tourism impacts	Preparing and implementing a visitor management plan	Approval of the visitor management plan. Financial and human capital invested in this activity per year
	Recording visitor numbers and traffic over time and space	Report with found results.

Objectives of sustainable tourism in the Carpathians	Concrete suggested activities	Proposed indicators
Monitoring and management of visitor flows	Developing comprehensive area strategy for traffic management	Approval of the comprehensive area strategy for traffic management.
	Encouraging alternative forms of travel within the area (promoting use of public transport, cycling and walking)	List of concrete measures which have been applied to encourage alternative forms of travel.
	Avoid promotion of sensitive areas and using other techniques of visitor management	List of different techniques of visitor management which have been applied visitation reduction in sensitive localities (in number of visitors)
Understanding and meeting visitor needs and ensuring quality	Surveying of visitors (e.g. structure of visitors, perceived tourism impacts and their management)	Report with found results.
	Setting quality standards of facilities and services in tourism and their monitoring	List of concrete standards which have been applied and results of their monitoring.
	Meeting the special needs of disabled visitors	List of concrete measures which have been applied to support disabled visitors
High-quality interpretation and effective information for visitors	Emphasising special character of the areas through sensitive interpretation products – raise awareness of conservation issues	List of concrete interpretative products.
	Providing good quality visitor information about the areas, educational facilities, guiding services and other events for visitors	List of concrete informative products and other services for visitors. Number of distributed interpretative materials, visitors of info centres, number of special guided tours.

Increase local economic contribution from tourism	Development of tourism in association with traditional economic activity	List of concrete measures which have been applied to support traditional economic activities linked with tourism. Number of visitors who participated (per year) on offered ecotourism and geotourism (and other environmentally friendly tourism) activities
	Set up networks of local producers (and their certification)	List of networks' participants (local producers). Number of local subjects (physical or legal person) collaborating officially with destination management company for Carpathians
	Certification and promoting of local products	List of concrete certified local products and concrete measures which have been applied to promote them. Number of local companies which joined the branding of local products
	Assisting local businesses to get more from tourism (e.g. help with preparing of business strategies, EU funding projects)	List of concrete activities which have been applied to assist local businesses.
Involve local communities in shaping tourism policy and planning	Set up community tourism forums	Reports from the community tourism forums' meetings.
	Involve communities in drawing up visitor management plans	Number of workshops and other activities for public. List of participants.
	Survey of local inhabitants perceptions of tourism impacts and their management, their opinions on the tourism development) in Carpathians	Number of respondents per year, publication of results
Increase of knowledge of the areas and sustainability issues within the staff - training and capacity building	Providing training in knowledge of the areas, sustainable tourism and environmental awareness for staff of services for visitors (tourism enterprises, staff of the protected areas)	List of concrete training activities which have been realised and list of participants. Number of trained local people in various categories (guides, ...)

Annexes

Literature list

Links to other strategies